OPUS₂

Grenfell Tower Inquiry

Day 271

May 3, 2022

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1	Tuesday, 3 May 2022
2	(10.00 am)
3	SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to
4	today's hearing. Today we're going to hear from another
5	witness from the Royal Borough of Kensington and
6	Chelsea.
7	Yes, Mr Millett.
8	MR MILLETT: Yes, Mr Chairman, good morning. Good morning,
9	members of the panel.
10	I now call Ms Sue Redmond, please.
11	SIR MARTIN MOORE-BICK: Thank you.
12	MS SUE REDMOND (affirmed)
13	SIR MARTIN MOORE-BICK: Thank you very much. Please sit
14	down, make yourself comfortable.
15	(Pause)
16	All right?
17	THE WITNESS: Yes.
18	SIR MARTIN MOORE-BICK: Thank you.
19	Yes, Mr Millett.
20	Questions from COUNSEL TO THE INQUIRY
21	MR MILLETT: Yes, Mr Chairman, thank you.
22	Ms Redmond, good morning.
23	Can I start by thanking you very much for coming to
24	the Inquiry and assisting us with our investigations .
25	We are extremely grateful to you.

		1
1		We are going to take breaks during the course of
2		your evidence, in the morning and in the afternoon, but
3		if you need a break at any other time, please just let
4		us know and we can do that.
5		If you have any difficulty understanding any of my
6		questions, just say and I can put the question again or
7		put it in a different way so that we can get your best
8		evidence.
9		One other thing: if you could please keep your voice
10		up so that it's clear to the person sitting to your
11		right, who is typing away, she can get down everything
12		you say on a nice clean transcript . Also, please don't
13		nod or shake your head; you have to say "Yes" or "No" as
14		the case may be. All right?
15	Α.	Yes.
16	Q.	All right.
17		Now, you have provided two witness statements to
18		the Inquiry. I'm going to just show them to you and put
19		them in formally.
20		First, ${RBK00035676}$, please. That should be the
21		first page of your first statement to the Inquiry of
22		28 January 2019.
23		If we go to page 15 in it, please, there is
24		a signature under the statement of truth and above the
25		date. Is that your signature?

2

1	Α.	Yes.
2	Q.	Thank you

Your second statement is at {RBK00058120}. Is that the first page of your second statement?

3

4

- If we go, please, to the foot of page 9 you can see, 7
- 8 under the statement of truth there, a signature above
- 9 the date of 9 April 2020. Is that your signature?
- 10 A. Yes.
- 11 Q. Have you read both of these statements recently?
- 12 A. I have.
- 13 Q. Thank you. Can you confirm that their contents are
- 14 true?
- 15 A. Yes.
- Q. Thank you. 16
- 17 Now, I'm going to start with questions about your 18 background.
- 19 Is it right that, at the time of the Grenfell Tower
- 20 fire on 14 June 2017, you held the role of interim
- 21 executive director for adult social care, or ASC, and
- 22 public health?
- 23 A. Yes.
- Q. And you took that role on, I think, in April 2017, and 24
- you held it until October 2017; yes? 25

3

- 1 A. Yes.
- 2 Q. Why was that an interim role?
- 3 A. Because the previous director had left and they didn't
- 4 have time to bring someone in straight away, so often
- 5 interims come in just to hold the fort until they
- 6 recruit another director.
- 7 Q. I think you were part of the tri-borough agreement; yes?
- 8 A. Yes.
- 9 $\mathsf{Q}.\;$ You had returned to the tri–borough agreement to
- 10 complete the project, which included dissolving the
- 11 tri-borough initiative which involved LBHF, London
- 12 Borough of Hammersmith and Fulham, because it wanted to
- 13 get out of it; is that right?
- 14 A. Yes.
- 15 $\mathsf{Q}.\;$ Can you tell us, in brief, what the tri-borough
- 16 agreement was?
- 17 A. Yes. In certain services. like children's services.
- 18 adult services in particular, and public health, the
- 19 three London boroughs of Hammersmith and Fulham,
- 20 Westminster and Kensington and Chelsea, they combined
- those services together. So they had one director over
- 2.2 the three -- well, they had one executive director over
- 23 the three councils for adult social care, for instance,
- 24 instead of one in each, and each of those councils then

had their own individual director who reported to the

- 21
- 25

⁵ A. Yes.

Q. Thank you. 6

1		exec director, the idea being they could share staff,	1		Oh, T·
2		they would save money on sharing staff, but also they	2	Q.	Tri–
3	~	could combine how they worked and share good practice.	3		• •
4	Q.	Yes. Can you confirm for us that adult social care	4	•	inter
5		moved from being a single—borough service to	5 6	Α.	
6	^	a tri — borough service in 2012? Van		0	Fulh
7 8		Yes.	7 8		Tha Yes.
0 9	Q.	Yes, and I think it's right that you were employed by Hammersmith and Fulham, LBHF, but your responsibility	° 9		Yes,
10		is this right? was for adult social care for all	10	Q.	he?
11		three councils.	11	Δ	For a
12	Δ	Yes.	12	л.	the
13		Yes.	13	0	Very
14	۹.	Now, in your first statement at paragraph 9	14	۹.	very
15		{RBK00035676/2} you tell us that you had three	15		CEO
16		directors, one from each council, who reported directly	16	А	Yes,
17		to you; is that right?	17	,	Nich
18	А	Yes.	18	0	And
19		Is it right that they each had an operational lead role,	19		Nich
20		and Stella Baillie was the director with responsibility	20		
21		for RBKC; yes?	21		1
22	A.	Yes.	22		how
23	Q.	And she was, I think —— is this right? —— employed by	23		Nich
24		RBKC.	24	A.	l re
25	A.	She was.	25		been
		5			
1	Q.	Yes. I think within RBKC — is this right? — she was	1		the i
2		the director for integrated care, but for all three	2		hard
3		boroughs.	3	~	just
4		Yes.	4	Q.	Righ
5	Q.	And I think that's from 2015, as you tell us; yes? Or	5		
6 7		Baillie tells us that in her statement, but does that	6 7		your
8	۸	accord with your recollection? Yes.	8		resp
9		Adult social care —— is this right? —— provided	9		pleas
10	Q.	residential and community—based care for the elderly,	10		us th
11		ill, disabled and vulnerable persons; yes?	11		work
12	Δ	That's right.	12		work
13		And in relation to those residents coming under its	13		a nu
14	۹.	remit $$ is this right? $$ that would be, ordinarily,	14	А	Yes.
15		any resident with mental health problems or learning	15		l thi
16		disabilities or challenges, the elderly, and people with	16		of a
17		dementia or other vulnerable adult difficulties ?	17		work
18	A.	Yes.	18		dire
19		Yes.	19		there
20		How many people worked in the ASC department when	20	A.	2013
21		you were there?	21		2013
22	Α.	I'm not sure exactly, but there was probably about	22		Yes.
23		a thousand people, I think.	23	Q.	Now
24	Q.	Yes. I think you say that it was a thousand RBKC staff;	24		you
25		is that right?	25	Α.	They

1	A.	Oh, no, I think I probably meant tri-borough.
2	Q.	Tri-borough.
3		In 2017, to whom did you report in your role as
4		interim executive director?
5	Α.	Initially I well, I reported to the Hammersmith and
6		Fulham chief exec.
7	Q.	That was Nigel Pallace, I think.
8	Α.	Yes.
9	Q.	Yes, and he was the lead CEO for the tri-borough, was
10		he?
11	Α.	For adult social care $$ well, he was $$ they appointed
12		the director , so he was the one ${\sf I}$ reported to .
13	Q.	Very well.
14		Did you also report to Charlie Parker, who was the
15		CEO at Westminster?
16	Α.	Yes, I had to go and see $$ report to both, and also
17		Nicholas as well.
18	•	And Nicholas Holgate ——
19		Nicholas Holgate.
20		—— at RBKC, yes.
21		Now, before the fire on the night of 14 June 2017,
22		how much contact did you yourself have in that role with
23		Nicholas Holgate at RBKC?
24	Α.	I really think I just was introduced. I don't think I'd
25		been to a management meeting, because I wasn't going to
		7
1		the management meetings, so I hadn't had contact with
2		hardly anyone in RBKC management team or Nicholas much,
3		just to say hello, I think.
4	•	Right.
5		Now, I want to ask you some questions next about
6		your experience of dealing with civil emergency
7		responses and crisis management.
8		In your first statement, if we can turn to that,
9 10		please, at page 2 {RBK00035676/2}, paragraph 6, you tell
		us that your background qualification was as a social
11 12		worker and and I'm summarising here that you had
13		worked in senior positions in local government for a number of years. Is that right?
14	۸	Yes.
15		I think that included working as an assistant director
16		of adult social care at Wandsworth Council, before
17		working at Wiltshire County Council as corporate
18		director for some six years before you retired from
19		there in 2015; is that right?
20	A.	2013.
2.5		
21		2013, but that's right? Yes.

- 3~ Q. Now, did those roles at Wandsworth and Wiltshire provide
- 24 you with civil emergency or crisis management training?
- 25 $\,$ A. They both provided me with management training, desktop $\,$

1		exercises in the command structure, basically.
2	Q.	Yes.
3	Α.	Yes.
4	Q.	And did you learn about a leadership role which involved
5		training in multiple agency responses involving the
6		Gold, Silver and Bronze levels?
7	Α.	Yes.
8	Q.	I think you participated, as you tell us, in
9		a simulation exercise while you were at Wiltshire, not
10		on the scale of Grenfell, but basically a desk exercise.
11	Α.	Yes, it was a half a day exercise with multi $$ with
12		partners.
13	Q.	I see.
14		When you retired from Wiltshire in 2013, you tell us
15		in your first statement that you undertook temporary
16		director roles , including six months in 2013 as interim
17		director of adult social care, employed by LBHF, in the
18		same tri-borough position we've already discussed; is
19		that correct?
20	Α.	Yes.
21	Q.	Just help me here, between the end of your first stint
22		at LBHF in October 2013 and your return there in
23		April 2017, did you undertake any similar interim
24		director roles?
25	Α.	I did. I was $$ a similar role in Kingston for
		9
1		
1	~	two years, and then a similar role in Cheshire.
2 3	Q.	Kingston and Cheshire.
3 4		When you returned to the tri-borough in April 2017
-		as interim executive director for adult social care and
5		public health, did you receive any guidance or any
6 7		information on the contingency management plan from LBHF
-	^	or RBKC? No.
8		
9	Q.	None. So you didn't see is this right? RBKC's

- 10 contingency management plan at that stage?
- 11 A. I didn't.
- 12 Q. Were you aware that it existed?
- 13 A. Only insofar as I knew councils had to have
- a contingency plan, and in each of my other interims, 14
- 15 I was never inducted or given any information about them 16 either .
- 17 Q. Right.
- 18 Were you aware, when you came back in April 2017,
- 19 that the contingency management plan was a joint plan
- 2.0 between RBKC and LBHF?
- 21 A. No
- 22 Q. You weren't, right. So was that the same as your
- 23 experience at your previous roles at Wandsworth and 24 Wiltshire?
- 25 A. Well, they all had their own plans.
 - 10

- 1 Q. Right. When you were at Wandsworth and then Wiltshire, 2 did you see those plans? 3 A. I would have -- because I was corporate director, 4 I would have probably seen them at management meetings, 5 and certainly on the training we would have gone through the structures. 6 7 Q. What was your understanding in June 2017 of the role of 8 adult social care in the event of an emergency which 9 engaged either LBHF's or RBKC's contingency management 10 plans? A. Well, my understanding at the time, from all my other 11 12 roles, was the role of adult social care is to look 13 after the people that are known to them, so first of all you make sure you look at your databases and you make 14 15 sure people who have got care needs are being looked 16 after. You also support hospitals, so you often maybe 17 try to help people be discharged home quicker than they 18 might have been so you can free up a hospital. You also 19 look at the surrounding areas and make sure home care
- 20 and all the services are going to be able to be
- 21 delivered. It was -- it's specifically around those
- 22 vulnerable adults that are in your service, and also you
- 23 have a rota already set up to staff rest centres with
- 24 social workers.
- 25 Q. In your role as interim executive director of adult

- 1 social care, did anybody at RBKC or indeed LBHF provide 2
 - emergency response training to you?
- 3 A. No
- 4 Q. Did they discuss emergency response training with you at 5 any induction when you came back to the tri-borough in April 2017?
- 6 7 A. No.
- 8 Q. Had you received any training during your first time in
- 9 the role back in 2013?
- 10 A. No
- 11 Q. Before the Grenfell Tower fire in June 2017, had you
- 12 ever had an operational role as a director of adult
- 13 social care during an emergency response?
- 14 A. No.
- 15 Q. Now, we know that during the response to the
- 16 Grenfell Tower fire, you were given the role of
- 17 humanitarian assistance lead officer , also known as the
- 18 HALO; that's correct, isn't it?
- 19 A. Yes, I did have that role.
- $\mathsf{Q}.\;$ Yes. What was your knowledge at that time of what that 2.0
- 21 role involved? I say at that time; at the moment you 2.2 took it on.
- 23 A. I actually took the role on later on, on the day of the
- 2.4 14th. I think
- 25 Q. Yes.

- A. And by that time I had advice from Tony Andrews, from
 Westminster, about what the role was, and I actually
 took it on, I actually then wrote to Nicholas Holgate
- 4 and said, "I've got advice, I can do this role". Before
- 5 that, I didn't have any idea what the role was, and 6 I think that both Stella, who had had the role
- 6 I think that both Stella, who had had the role 7 initially and myself just thought it was -- I me
- 7 initially, and myself just thought it was -- I meant 8 just -- it was about rotas for rest centres, doing the
- 8 just -- it was about rotas for rest centres, doing the
 9 normal things that adult social care directors do.
- 10 Q. Right.

- 11 Now, we'll come to the humanitarian assistance
- 12 framework later in your evidence, but in relation to the
- 13 role of HALO, were you aware when you took it on of what 14 it meant or how it was defined?
- 15 A. I knew, because I'd read the guidance that night, that
- 16
 it was to co-ordinate multi-agency responses, a few

 17
 not in terms of the emergency, but in terms of
- 18 longer-term support.
- 19~ Q. Let's look at the framework for the moment briefly,
- 20 {RBK00011313}, please. I'll show you page 1 and then we21 can look at page 2. There's the first page. This is
- 22 version 5.0 as at April 2017.
- 23 If we go to page 2 {RBK00011313/2}, please, you can24 see the second entry down:
 - "Humanitarian Assistance Lead Officer (HALO).

13

- "The HALO will be appointed by Local Authority Gold, 1 2 and will typically be a director with responsibility for 3 Adult Social Care 4 "The HALO will bring together partners including 5 Health, the police, and voluntary and faith sectors to 6 oversee the Humanitarian Assistance effort. They form 7 the Humanitarian Assistance Steering Group (HASG)." 8 So did you understand at the time that it was a role 9 where you, as the holder being appointed, required 10 knowledge of the specific council emergency plans for 11 each borough, as well as the wider London Resilience 12 humanitarian assistance framework? A. No. I didn't understand that. 13 Q. You didn't? Right. 14 15 Were you familiar with this definition when you took 16 the role on? 17 A. Well, this definition was sent to me. I read it in the 18 evening of the 14th. 19 Q. Right, okay. 2.0 A. And I read that to be, from where I was sitting at the 21 time, by myself, without anyone supporting me, to be 2.2 a co-ordination role, so I thought I could co-ordinate
- 23 a meeting, basically.
- 24 $\,$ Q. Did you consider whether your previous training or your
- 25 experience prepared you in any way for this role?

14

1 A. I considered -- well, mostly I considered the fact that 2 I didn't know anyone in RBKC, I wouldn't be the right 3 person for this role. 4 Q. Right. Did you make that clear to RBKC or Tony Andrews? A. Tony didn't work for RBKC, Tony was --5 Q. He was at Westminster. 6 7 A. -- a Westminster -- and he was sending me -- the first time I got something from him it was to say, "Just to 8 9 let you know, this is the framework in case you need 10 it " 11 Q. Right. 12 A. And I didn't really take cognisance of how serious -- to 13 read this huge document at whenever I got it, 3 o'clock 14 in that afternoon 15 Q. Did it surprise you at the time that there was no person 16 more readily available who was familiar with this 17 document already and had had some training on it? 18 A. It surprised me -- not particularly maybe that, because 19 I didn't know no one had had any training on it, but it surprised me that no one else stepped up to do this 20 21 role. $\mathsf{Q}.\;$ So you had -- is this right? -- to be colloquial about 22 23 it . a "Why me?" moment? 24 A Yes 25 Q. Let's turn to the events of 14 June, then.

15

1 Can you recall when you first became aware of the 2 fire at Grenfell Tower? 3 A. I think it was very early in the morning. Ann Stuart 4 rang me. 5 Q. Right. 6 A. 6ish, I think. $\mathsf{Q}.\;$ Were you aware at that time that the RBKC contingency 7 8 management plan had been activated? 9 A. No. 10 Q. What did you consider at that stage that you, and 11 particularly the adult social care department, was 12 required to do? A. Ann Stuart worked for Hammersmith and Fulham, and so 13 14 first of all I was surprised she was ringing me, but she 15 was the emergency duty person on duty that night, so 16 I knew that we had to -- I didn't know -- she said there was a fire and, "You need to come in" -- well, she said, 17 18 "I'm going through the database". So I knew, as I said 19 before, the sort of things adult social care had to do 2.0 in terms of looking after our own people who might have 21 been affected. 2.2 Q. She told you she was going through the database; which 23 database was that? Was that your tri-borough ASC 2.4 database? 25 A. Yes

1	Q. I see. Did that have details of those people who
2	received those services and where they lived?

- 3 A. Yes.
- 4 Q. I see

- In relation to that database, how up to date was it
- 6 or should it have been in accordance with the usual 7 processes adopted?
- 8 A. I can only think it was very up to date. They're
- 9 usually very up to date in terms of people we know.
- 10 Q. Right.
- 11 We may come back to this later in your evidence, but
- 12 since we're on it now, let me just ask you: who was it
- 13 in RBKC upon whom you relied to keep that database up to 14 date?
- 15 A. Well, Stella was the director of RBKC, so --
- 16 Q. Stella Baillie?
- 17 A. Stella Baillie
- 18 Q. Do you know what steps Stella Baillie took vis-à-vis the
 TMO, RBKC's TMO, to keep her information about
 vulnerable persons in RBKC up to date?
- 21 A. I don't know. I'm struggling with the connection
- 22 between the TMO.
- 23 Q. Right.

25

- 24~ A. She would have known who -- we would have had addresses
 - of everyone known to adult social care. They would have

17

- been in the adult social care database.
 Q. Right.
- 2 Q. Right
- A. I don't know whether -- I don't know what contact she
 had with the TMO about their -- how to support them at
- 5 times of emergencies.
- 6 Q. Right.
- 7 Let me ask it slightly differently , then: to what
- 8 extent was there any communication or a conduit for
- 9 information between the tri-borough ASC database on the
- 10 one hand and RBKC's housing department on the other?
- 11 A. I have no knowledge.
- 12 Q. You don't know, all right.
- 13 Now, if we go to your first statement, please,
- 14 page 4 {RBK00035676/4}, paragraphs 17 and 18, you say at
- 15 the end of paragraph 17, having been called at about
- 16 6 am, that you made your way to the BECC at the
- 17 Town Hall to offer any assistance and find out what was 18 required.
- 19 Do you remember what time you arrived at the BECC?
- 20~ A. I don't, but it was very early. I can't remember what
- 21 exact time.
- 22 Q. Right. How would you describe what you observed when 23 you arrived?
- A. Well, it was a small room with no windows. It had three
- 25 televisions on, and that's the first time I saw

18

- 1 Grenfell Tower, and there were quite a few people in
- 2 there
- 3 Q. Right.
- 4 A. Yeah.
- 5~ Q. Okay. And were you aware at that time or did you learn
- 6 who was Council Silver and in charge of the BECC?
- 7 A. No, I didn't know who was in charge of the BECC.
- 8 Q. Did you speak to anybody to find out what was required9 of you?
- 10 A. Yes. Well, I knew straight -- there was myself there as
- $11 \qquad \mbox{ adult social care and there was children's services and }$
- 12 there was Ann Stuart, and between children's and adults,
- $13 \qquad \mbox{ we were looking at our own staff, we were making plans }$
- $14 \qquad \ \ \, \mbox{about hospital discharges, we were making plans about }$
- 15 % 15 rotas of social workers, that's what we were doing at
- 16 that time, and we were both -- it was quite siloed. We
- 17 were just getting on with that in terms of adult social
- 18 care
- 19 Q. Was Ann Stuart there --
- 20 A. Yes

25

- 21 Q. -- or working remote? She was in the BECC?
- 22 A. She was there.
- 23 Q. Right. Do you know what time she arrived? Do you know?
- A. Well, she was the emergency duty officer. I think she
 - must have got there about 6.00 or before then.

19

1	Q.	Right.
2		Now, when you were going through the ASC database,
3		did the search parameters that you were using, do you
4		know, include those residents in the surrounding areas,
5		in other words not just Grenfell Tower but those in the
6		surrounding blocks, the walkways?
7	Α.	As far as I can remember, I think just at that time it
8		was Grenfell Tower. I think later on people started
9		looking at surrounding areas, but at that time I think
10		it was just Grenfell.
11	Q.	Can you recall when ASC became aware of the need to
12		consider those in the surrounding areas, the walkways?
13	Α.	I can't remember when.
14	Q.	Or Treadgold House. No?
15	Α.	They would $$ I can't remember when.
16	Q.	Do you know what was done in relation to those who were
17		identified on the ASC database?
18	Α.	Yes. Their social workers were contacted. All these
19		people were known to the council, so they had social
20		workers or they had some support worker, and all those
21		support workers or social workers were contacted and
22		asked to see if they could contact either people or
23		their next of kin and to see if they could see if they

- 23 their next of kin and to see if they could see if they 24 were located that they were safe and to ring back
- were located, that they were safe, and to ring back.Q. Was there any specific action in relation to identifying

 ${\sf Q}.$ Was there any specific action in relation to identifying

May 3, 2022

- 1 those who may have been sent to hospital?
- 2~ A. Social workers were sent to hospitals as well, both to
- 3 be there to support people when they got there, but
- 4 also, as I said before, to help hospitals discharge
- 5 existing patients. So we did send social workers to6 hospital.
- 7 Q. Now, the earliest record we have in the Inquiry's
- 8 documents is that a social worker went to a hospital at
- 9 8.30 am, and we get that from -- this is for our
- 10 records -- a spreadsheet at {RBK00028713}, row 19,
- 11 column E. Don't worry about me showing it to you. Does
- 12 that accord with your recollection?
- 13 A. It would probably be the right timing, because --
- 14 Q. Right.
- 15 A. Yeah.
- 16 Q. Right.
- In your statement, if we go to paragraph 22, please,
 on page 5 {RBK00035676/5}, you say there:
 "Around 09.30hrs on 14 June, I tasked Stella Baillie
- 20 with setting up a rest centre rota for social workers to
- 21 ensure that there were social workers providing support
- 22 at the rest centres. Stella was the Director of the ASC
- 23 team at RBKC and had been in post for many years and was
- 24 hugely experienced. A request for volunteers was made
- 25 so that we could provide the required number of Social

21

- Workers at each of the 3 main rest centres, on a rota
 basis, and ensure they were staffed properly on a
 continuous basis."
 To whom was that support to be directed?
 A. At that time it was to -- well, there was a generic call
- for support to go to rest centres. It wasn't specific
 about which rest centres. After that, though, they were
 allocated to different rest centres.
- 9~ Q. What I really mean is: was the support to be given or
- 10 directed to those who had escaped from the tower or was 11 it family members seeking information?
- $\begin{array}{rll} 12 & \mbox{A. It was} -- \mbox{that support was for the rest centres} \\ 13 & \mbox{specifically , wheever was there.} \end{array}$
- 14 Q. I see
- 15 Do you know why it took until 9.30 am to set that 16 rota up, or to request that that rota be set up?
- 17 A. I think 9.30 was before that, as I was saying,
- 18 Ann Stuart was -- she did have a rota of people who were
- 19 ready to go, and there were some people already ready to
- 20 go. I think we were waiting to be told when to send
- 2.1 them
- 22 Q. Right, I see. And can you say when social workers from 23 the ASC were actually deployed to rest centres?
- 24 A. I think it must have been around -- I think 9.30 must
- 25 have been the time we knew what rest centres to go to

22

1 and there was a decision made that we should send people 2 out. We couldn't just send them without some 3 instructions and some co-ordination, so I think it was about that time. It might have been 10 o'clock. 4 5 Q. Right. A. 10 o'clock. 6 7 Q. So are you saying that you didn't know which 8 rest centres were operating to which social workers 9 should be sent until about 9.30? 10 A. No, people did know rest centres, but -- and there was 11 a rota of -- we already had the rota, but I'm trying to 12 remember that -- I think officially we said. "Go to --13 we need someone to go to this, this and this specific 14 rest centres" at that time 15 Q. Right, I see. So you already had the rest centres --16 you already knew which they were, you just hadn't worked 17 the rota out until 9.30? 18 A. Well, there was a list of a lot of places that people 19 were going to, so in terms of which specific 20 rest centres to send people to, I think we needed to 21 know from someone in the BECC or somewhere where they 22 would best be sent. Q. Right. 23 24 To the best of your recollection , was the BECC clear 25 with you at all times about which rest centres were 23

1 operating? 2 A. It's only in retrospect that I really understood what 3 the BECC was supposed to be doing, because at that time 4 and that day, I didn't get any sense of any -- anyone 5 co-ordinating what was happening, certainly from my 6 perspective in there. So I think we -- someone told us 7 around 9.30 which rest centres to go to. 8 Q. Right. But before that, was there any discussion that 9 vou were either involved with or heard about which 10 rest centres were operating? 11 A. I heard that there were -- there was lots going on, and 12 I just heard lots of names mentioned. 13 Q. Right, I see. But -- right. 14 A. Lots of rest centre names mentioned, or lots of 15 accommodation names mentioned. 16 Q. Yes. 17 You said a moment ago in one of your answers that 18 you weren't sure what the BECC was or what it was 19 supposed to do. Can we take it from that that you had 2.0 never had any training about what a BECC was, who was 21 supposed to be running it and what your role as a HALO 2.2 would be and how it would fit? 23 A. No 24 Q. Right. So you were essentially, what, learning on the 25 job, were you?

- A. Yes. I knew -- in terms of the training I'd had before 1
- 2 on Gold, Silver and Bronze, they were talking about
- 3 first responders and second responders. I can't
- remember anything about a BECC. My training was like 4
- 2010. 5
- 6 Q. Was there sufficient capacity available to you to
- 7 provide social workers on the rota to the three main 8 rest centres that you refer to?
- 9 A. Well, I think initially , of course -- I think initially 10 we did have enough social workers that we thought would
- 11 be enough, and obviously very quickly it was realised
- 12 there was going to have to be a rota throughout the day
- 13 and the next day, and I think then we were really
- 14 looking for volunteers.
- 15 $\mathsf{Q}.\;$ And where were you looking for those volunteers?
- 16 A. Only -- at that time, it was across RBKC and Westminster
- 17 and Hammersmith and Fulham. It was asking any social 18 workers to join a rota.
- 19 Q. Right.
- 20 I would like then to turn next to the RBKC
- 21 management board meeting at 11 am on 14 June, which has
- 2.2 been referred to as RBKC Gold and meetings of RBKC Gold.
- If we go, please, to paragraph 23, just a little bit 23
- 24 lower down your screen {RBK00035676/5}, you deal with 25
 - that board meeting in paragraph 23 there, and you say:

1		"My predecessor did not attend the Management Board
2		meetings at $RBKC$ — she would attend the Westminster City
3		Council ones only $-$ so I was not scheduled to attend
4		that meeting and Stella would attend. However, I was
5		copied into an email from Nicholas Holgate (Chief
6		Executive at RBKC) informing us that in light of the
7		tragic events at Grenfell Tower, the scheduled meeting
8		would take place as a 'Gold' meeting. Stella Baillie
9		said she was happy to continue to attend the meeting as
10		normal on the basis that she knew the Management that
11		would be attending. This made complete sense to me;
12		this was a crisis and the presence of a stranger, albeit
13		the Interim Executive Director was not in my opinion
14		going to assist ."
15		Now, is it right that the meeting was a scheduled
16		meeting, but it was then converted into an RBKC Gold
17		meeting in light of the events unfolding that morning?
18	Α.	Yes.
19	Q.	Yes.
20		Bearing in mind that you're already in the
21		Town Hall, did you consider at the time that you should
22		have attended, in light of the seriousness of the
23		incident?
24	Α.	I was with $$ in the BECC with Ann, and Stella was
25		a very experienced director, and I just said, "Well, you

26

1		go to" $$ well, she said, "I'm going to the first one".
2		I didn't consider that I should go. I wasn't invited to
3		the management $$ I wasn't part of the management $$
4		I didn't think at that moment I should go.
5	Q.	Right.
6		Was there, even in retrospect, any skillset or set
7		of experiences that you could have brought to that
8		meeting which she didn't?
9	Α.	I can't think of any.
10	Q.	No.
11		Let's then look at the minutes of that meeting,
12		$\{RBK00001095\}, page 1 to start with, to show you the$
13		first page of it and the attendees. There it is: 11 am
14		at Kensington Town Hall, action sheet, and you can see
15		who was present and in attendance, and we can see:
16		"Apologies for absence: Sue Redmond"
17		It's not a matter for you to apologise or explain
18		the apology, but I think, is it right, you weren't
19		scheduled to be there anyway?
20	Α.	No. Yes, sorry, it's right, yes.
21	Q.	Yes.
22		Now, if we go to page 2 $\{RBK00001095/2\}$, we can see
23		the "Update from CC and SB", the latter of which is
24		Stella Baillie , SB, and that includes the fact that ASC $% \left({{{\rm{ASC}}}} \right)$
25		have as it says third hullet point down:

25 have, as it says, third bullet point down:

27

1		"Pulled together a list of known residents accessing
2		a number of Council Services, but do not know where they
3		all are currently."
4		Then it goes on in the next bullet point:
5		"The Crisis Centre are on standby to offer help to
6		Mental Health Service users. There are a number of over
7		65s and the Enabling Team are on site."
8		What was the crisis centre?
9	Α.	This is a specific service to RBKC which I don't know
10		about, but I think it's the joint service with health $$
11		with the health service and the social workers, who were
12		mental health service, and I don't actually know who
13		they are.
14	Q.	Right.
15		Can you help us, what was the enabling team, do you
16		know?
17	Α.	I don't know who the enabling team are.
18	Q.	You weren't at this meeting, to be fair , so there may be
19		a limit to how much you can help with it, but if we go
20		to page 4 {RBK00001095/4}, in the fourth bullet point
21		down there, it says:
22		"Looking to set up a Humanitarian Assistance Group
23		which will continue to look at the welfare of the
24		residents once the immediate crisis is over. TR to seek
25		advice from an expert in Harrow Council on this. SB

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1		said she was happy to lead on this until Friday and
2		would find a deputy to take over."
3		Did you know at that time what a humanitarian
4		assistance steering group entailed?
5	Α.	No.
6	Q.	Now, you mention in your statement at paragraph 25
7		$\{RBK00035676/6\},$ as we've seen, over the page, that it
8		had been said that Stella would take the lead on that,
9		but because she was due to go on leave, you were given
10		the role.
11		Do you remember when it was decided that you would
12		become what is known as a HALO, a humanitarian
13		assistance lead officer?
14	Α.	No, not specifically , because it was sort of organic in
15		a way, and I actually at the end said, "I'll do it". So
16		when Stella said this, when I read it again, I was
17		really surprised, because I think $$ this wasn't
18		mentioned throughout the day, that a humanitarian
19		assistance group would be looked at again.
20	Q.	Right.
21		That was the only reference I've seen to it . Stella
22		didn't come back to me and say she was going to lead,
23		she was going to be a HALO. I think her response was
24		the same as mine, what we knew adult social care could
25		do. I can't
		29
		2)
-	0	
1		Yes.
2		Yes. I can't say any more. But no one came back $$ no one
2 3		Yes. I can't say any more. But no one came back $$ no one spoke about a humanitarian assistance group for the rest
2 3 4	A.	Yes. I can't say any more. But no one came back $$ no one spoke about a humanitarian assistance group for the rest of the day.
2 3 4 5	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right.
2 3 4 5 6	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?"
2 3 4 5 6 7	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?" moment. Just to pick that up in your statement, if we
2 3 4 5 6 7 8	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement
2 3 4 5 6 7 8 9	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement {RBK00058120/3}, paragraph 3.3, you say there in the
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2 3 4 5 6 7 8 9 10 11	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement {RBK00058120/3}, paragraph 3.3, you say there in the second sentence: "When I was designated the role of HALO on
2 3 4 5 6 7 8 9 10 11 12	A.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier, you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement {RBK00058120/3}, paragraph 3.3, you say there in the second sentence: "When I was designated the role of HALO on 14 June 2017, I did question whether I was the right
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2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	A. Q.	Yes. I can't say any more. But no one came back — no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier , you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement {RBK00058120/3}, paragraph 3.3, you say there in the second sentence: "When I was designated the role of HALO on 14 June 2017, I did question whether I was the right person for the role as I was relatively new to the Borough and did not know too many people, nor have all the contact details, of those (both internally within RBKC and external agencies) that could provide assistance. I accepted the role, explaining that I would need further support and I did receive a lot of support from Tony Andrews, Westminster City Council." When you accepted the role, as you say you did, you say you questioned whether you were the right person for the role; did you articulate that question to Tony Andrews or anybody else?
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	A. Q.	Yes. I can't say any more. But no one came back —— no one spoke about a humanitarian assistance group for the rest of the day. Right. I think, as you told us earlier , you had a "Why me?" moment. Just to pick that up in your statement, if we can go, please, to your second statement {RBK00058120/3}, paragraph 3.3, you say there in the second sentence: "When I was designated the role of HALO on 14 June 2017, I did question whether I was the right person for the role as I was relatively new to the Borough and did not know too many people, nor have all the contact details, of those (both internally within RBKC and external agencies) that could provide assistance. I accepted the role, explaining that I would need further support and I did receive a lot of support from Tony Andrews, Westminster City Council." When you accepted the role, as you say you did, you say you questioned whether you were the right person for the role; did you articulate that question to
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30

1		raising this, so I must $$ I spoke to quite a few
2		people.
3	Q.	But you nonetheless took on the role?
4	Α.	Well, if I could just explain a little bit then. That
5		afternoon, Stella said she was going on leave, so I said
6		I would step in, in terms of her role, not knowing what
7		that role was at that time.
8	Q.	Right.
9	Α.	And then Tony Andrews from Westminster City Council sent
10		me the framework, and then in the evening he sent me
11		specifics about what the role is and what they do.
12		After that, no one actually said to me, "You are the
13		HALO". At that evening $$ I mean, I'm probably going
14		too far, I can come back to you. So no one actually
15		said to me, "Will you be the HALO?" It wasn't actually
16		agreed formally until the next day.
17	Q.	I see.
18		Now, then, let's just stick with 14 June for the
19		moment.
20		If we go back to your first statement, please, at
21		$\{RBK00035676/6\},$ paragraph 27 at the foot of the page,
22		you say:
23		"An ASC heads of service meeting was held at around
24		14:00hrs on 14 June."
25		You see that. Then if we go to your second

You see that. Then if we go to your second

31

1	statement, please, page 4 {RBK00058120/4},
2	paragraph 5.2, you tell us a little bit more about that
3	meeting, and you say it was:
4	" led by Stella Baillie to update, coordinate and
5	ensure all people known to social care were receiving
6	care still and that hospitals could be supported and
7	people moved out to free up capacity. The meeting also
8	discussed rotas and the provision of cover. The meeting
9	was attended by the ASC managers from all three councils
10	in order to support RBKC's small management team.
11	I attended the meeting, but arrived later and am not
12	shown on the list of attendees."
13	Now, let's look, then, against that background in
14	your statement, at the draft minutes of that meeting.
15	It's at {RBK00058106}. I think you tell us that you
16	don't believe that formal minutes were taken. These are
17	drafts .
18	If you look at the email, if you go to the bottom of
19	the email on page 1, where the note begins, you can see
20	it says "Discussion", and the first bullet point or dash
21	there says:
22	"Needs a comms pulled together to advise staff what
23	to say to clients."
24	Was such a plan pulled together, do you remember?

25 $\,$ A. I can't remember a specific plan being pulled together,

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1		but certainly our social care staff hopefully were told
2		what to say to clients .
3	Q.	Right.
4	Α.	They were told $$ basically they were saying $$ they
5		were contacting their own clients who they'd known and
6		they were asking them did they know where their next of
7		kin was or did they know things, and $$ it wasn't a
8		comms plan in terms of the disaster or anything.
9	Q.	I see. So there wasn't one? There wasn't a comms plan
10		per se?
11	Α.	No.
12	Q.	I see.
13		What was the advice given to staff about what they
14		should say to their own clients?
15	Α.	Well, basically we were asking them to see if, first of
16		all, they could locate them, or if not they could locate
17		the next of kin, and then they found out that they were
18		safe, and then they could tell them where the
19		rest centres were.
20	Q.	Now, if you look at the last point on page 1, it says:
21		"One of the ASC's focus is the humanitarian needs of
22		those affected $-$ will need to pull together a regular
23		board, but in the meantime we need to create a rota for
24		cover at the three rest centres $-$ someone will need to
25		be awake and alert (and not alone $-$ ideally we want 3
		``````````````````````````````````````
		33
1		
1		people per rest centre per shift )."
2		people per rest centre per shift )." Now, in relation to pulling together a regular board
2 3	A.	people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?
2 3 4	A.	people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know? I don't know, and I think everyone was just
2 3 4 5		<ul> <li>people per rest centre per shift )."</li> <li>Now, in relation to pulling together a regular board</li> <li>there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just</li> <li>concentrating on the rota for the rest centres.</li> </ul>
2 3 4 5 6		<ul> <li>people per rest centre per shift )."</li> <li>Now, in relation to pulling together a regular board</li> <li>there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just</li> <li>concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian</li> </ul>
2 3 4 5 6 7		<ul> <li>people per rest centre per shift )."</li> <li>Now, in relation to pulling together a regular board</li> <li>there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just</li> <li>concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian</li> <li>assistance steering group, or HASG, that then came to be</li> </ul>
2 3 4 5 6 7 8	Q.	<ul> <li>people per rest centre per shift )."</li> <li>Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> </ul>
2 3 4 5 6 7 8 9	Q. A.	<ul> <li>people per rest centre per shift )."</li> <li>Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> </ul>
2 3 4 5 6 7 8 9 10	Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose</li> </ul>
2 3 4 5 6 7 8 9 10 11	Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by</li> </ul>
2 3 4 5 6 7 8 9 10 11 12	Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13	Q. A. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14	Q. A. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> <li>I think this is indicative that people didn't really</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15	Q. A. Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> <li>I think this is indicative that people didn't really know what was what.</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	Q. A. Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> <li>I think this is indicative that people didn't really know what was what.</li> <li>Right.</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	Q. A. Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know? I don't know, and I think everyone was just concentrating on the rota for the rest centres. Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up? I can only assume it must be. Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us? I think this is indicative that people didn't really know what was what. Right. Was there any discussion at this meeting, 2 o'clock</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Q. A. Q. A.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> <li>I think this is indicative that people didn't really know what was what.</li> <li>Right.</li> <li>Was there any discussion at this meeting, 2 o'clock on the 14th, of the humanitarian assistance framework</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	Q. A. Q. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know?</li> <li>I don't know, and I think everyone was just concentrating on the rota for the rest centres.</li> <li>Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up?</li> <li>I can only assume it must be.</li> <li>Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us?</li> <li>I think this is indicative that people didn't really know what was what.</li> <li>Right.</li> <li>Was there any discussion at this meeting, 2 o'clock on the 14th, of the humanitarian assistance framework document or the need for a steering group?</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	Q. A. Q. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know? I don't know, and I think everyone was just concentrating on the rota for the rest centres. Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up? I can only assume it must be. Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us? I think this is indicative that people didn't really know what was what. Right. Was there any discussion at this meeting, 2 o'clock on the 14th, of the humanitarian assistance framework document or the need for a steering group? No.</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	Q. A. Q. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know? I don't know, and I think everyone was just concentrating on the rota for the rest centres. Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up? I can only assume it must be. Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us? I think this is indicative that people didn't really know what was what. Right. Was there any discussion at this meeting, 2 o'clock on the 14th, of the humanitarian assistance framework document or the need for a steering group? No. No.</li> </ul>
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	Q. A. Q. Q.	<ul> <li>people per rest centre per shift )." Now, in relation to pulling together a regular board there, what was that a reference to, do you know? I don't know, and I think everyone was just concentrating on the rota for the rest centres. Right. Was that board related to the humanitarian assistance steering group, or HASG, that then came to be set up? I can only assume it must be. Right. Or there was a possibility that I suppose a board might have been suggested and then superseded by the creation of a humanitarian assistance steering group; can you help us? I think this is indicative that people didn't really know what was what. Right. Was there any discussion at this meeting, 2 o'clock on the 14th, of the humanitarian assistance framework document or the need for a steering group? No.</li> </ul>

- 24 three people per rest centre per shift. 25 Again, if you look at the same page {RBK00058106/2},
  - 34

1 lower down, there's a bullet point seven bullet points 2 down, about two-thirds of the way down your screen, 3 which says, "Need people" -- do you see it, "Need people 4 to volunteer"? A. Yeah 5 Q. "Need people to volunteer for tonight's rest centre 6 7 shifts - Ann to look into this. The 'volunteer' 8 rest centres haven't taken a list of who's there so we 9 can't cross reference, so it's chaotic and confusing. 10 We need the people at our rest centres to stay at our 11 rest centres. 12 Now, two things about that, 13 First, was staffing the rest centres and filling 14 the rota a problem at the start of this response? 15 A. I think at the start, because they already had a rota of some people, those people were called straight away, but 16 17 I think as it unfolded there was a real need to get 18 volunteers, and there was a concern about how many 19 volunteers they needed. 20  $\mathsf{Q}.\;$  Now, there is a reference here also to the taking of 21 lists at rest centres; can you explain, as you say, in 2.2 what way it was chaotic and confusing? 23 A. I didn't say that. I think that was Ann Stuart. 24 Q. Well, okay. The email says it. 25 A. All right. 35

#### 1 ${\sf Q}.\;$ Going back to that seventh bullet point in the middle of 2 your screen, or two-thirds of the way down your screen, 3 it says, "we can't cross reference, so it's chaotic and 4 confusing". Was that not a view you shared at the time? A. I don't know whether I was there for the whole of that 5 6 meeting, but it wasn't -- obviously that's what Ann 7 said, and I don't know whether I shared it or not, 8 because I was in this -- I wasn't really connected into 9 what was happening at the rest centres. 10 Q. Right. 11 Do you know how it was known that the volunteer 12 rest centres were not taking a list of those who were 13 there? A. No. 14 Q. Was that being reported? You don't know? 15 16 A. I don't know how that was known. 17 $\mathsf{Q}.\;$ Now, we know that a number of locations opened up 18 spontaneously on the night of the fire as places of 19 shelter , and RBKC then designated the locations that 2.0 they would support: first the Harrow Club, and then the 21 Rugby Portobello Trust, and then a decision later to 2.2 concentrate efforts on the Westway Centre. 23 Is that your recollection of the official 24 rest centres on the night? 25 A. Is the Harrow Club the same as the Clement James?

25

- 1 Q. No.
- 2 A. Okay, well --
- 3 Q. Then no.
- 4 A No
- 5 Q. Do you remember what the process was of registering 6
- those who had attended an official rest centre so designated?
- 7 8 A. No
- 9  ${\sf Q}.\;$  Do you know whether the information of those or about 10 those who did register was collated from the three
- 11 rest centres that are mentioned here in the minutes?
- 12 A. Well, I only know in retrospect, having heard --
- 13 Q. I see. All right. Even in retrospect, were they?
- 14 A. Sorry, were they --
- 15 Q. Were they collated?
- A. Well, sorry, I only know what I've heard in these 16
- 17 hearings, and I know they weren't collated.
- 18 Q. I see. All right.

19	Was it t	he case	that a	number	of those	displaced	by

- 20 the fire would move from rest centre to rest centre,
- 21 looking for information regarding missing loved ones?
- 2.2 A. That's what I believe.
- 23 Q. You believe so. Do you know how someone who would
- 24 attend more than one rest centre would be recorded?
- 25 A. No

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- 1 Q. No, and presumably you don't know how the numbers of 2 those attending rest centres would be collated? A. No. 3 4 Q. Let's then turn to the next meeting, which was at 3 pm, 1500 hours, on 14 June, and that was an RBKC Gold 5 6 meeting, and you cover that at paragraph 26 of your first statement on page 6  $\{RBK00035676/6\},$  if we can go 7 8 to that, please. Page 6, paragraph 26. It's up on the 9 screen. You sav: 10 "Stella Baillie and I both attended the 15:00hrs Gold meeting. I think this was on the basis that 11 12 I became aware that Stella was due to go on annual leave 13 on the Friday after work, therefore it was sensible that  ${\sf I}$  was involved for continuity and to understand the 14 15 issues at the time." 16 Attending the meeting, what was your impression of 17 what was happening? What was your impression of the 18 meeting? 19 (Pause) 2.0 A. On one hand, there were lots -- they were reporting 21 people saying -- I'm trying to think of specifics. They 22 were saying some things hadn't worked, like senior 23 managers at rest centres, but they were there now, so on 24 the one hand there was a sense that people were doing
- 25 things that should be right. On the other hand, I just
  - 38

- got a sense of people being shocked, and it wasn't 2 a tactical meeting as such. 3 Q. Right. 4 A. It was a meeting that was different for people -- they were updating things and it -- and there was lots going 5 on. There was lots of information there, and very hard 6 7 to then work out who was accountable and responsible for 8 what. 9 Q. Did you form any view about whether RBKC had a clear 10 strategy and sufficient resources to deal with the 11 aftermath of this fire? 12 Α At that time, as I say, I was -- there was sort of -- it 13 felt like a reassurance from people, "Senior managers 14 are there now, we've got the rotas, we've got this", 15 everyone was saying their individual things, so in that 16 respect it seemed as though people were doing things. 17 Obviously I know that wasn't the case at all. But 18 I didn't get the sense that there was real -- there was 19 urgency on some things, but there wasn't a real sense 20 of -- and there was lots of managers in the room, and 21 I didn't know why some them weren't out there or doing 22 other things. There was lots of us in the room. 23  $\mathsf{Q}.\;\;\mathsf{I}$  don't want to paraphrase that answer, but would it be
  - 24 right to say -- and correct me if this is wrong -- that
    - your impression was that although there was plenty of

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	activity , it wasn't co-ordinated or structured and
	following a particular plan?
Α.	I didn't get a sense it was following a plan.
Q.	Did you get a feeling or did you form a view about
	whether RBKC had sufficient resources to do what they
	were trying to do?
Α.	I hadn't $$ I didn't have any idea then because as $$
	for me, because I didn't know those people, I was
	hearing, "Senior managers are there, we're doing this,
	we've got this". I knew we were struggling with some
	social workers, but we had a rota for the next day.
Q.	Let's go to the minutes, {RBK00002282}. You can see
	there 3 pm, Kensington Town Hall, action sheet, and you
	can see who was in attendance. Stella Baillie is
	identified there, as are you. Also in attendance
	Robert Black, as you can see, he was from the TMO.
	If you look under the heading "Grenfell Tower fire",
	fourth bullet point down, it says:
	"TR [Tony Redpath] reported the BECC were finding
	out about the numbers of people in the rest centres and
	what practical assistance they needed. Consideration to
	be given on how the donations can be transported to the
	rest centres once a sense of demand was ascertained."
	Was there clarity $$ any clarity $$ about the amount
	of people affected at that stage?
	Q. A.

- 1 A. I don't think there was.
- 2 Q. Was there any mention, any discussion, of any problem
- 3 about obtaining an accurate understanding of the numbers
- 4 affected adversely and what practical assistance they 5 needed?
- 6 A. I can't remember that there was any discussion.
- 7 Q. There was, and what was the upshot of that discussion?
- 8 A. Sorry, I can't remember that there was --
- 9 Q. You can't remember that there was?
- 10 A. No.
- 11 Q. I'm sorry, I misheard you. Yes, I see.
- 12If we go, then, to the final entry on page 2 of the13minutes {RBK00002282/2}, above "Agreed to reconvene", it14says in that last bullet point:
- 15 "TR to communicate with SR on which rest centres to 16 keep open overnight."
- 17 Did Tony Redpath communicate with you on that issue?
- 18 A. I can't specifically remember, but I think we agreed it
- 19 was -- would be the Westway that would open that night.
- 20 And the reason he was communicating with me is to make
- 21 sure that the social workers were there and supporting
- 22 them.
- 23 Q. Yes.

25

- Was it the case that you yourself wanted to go out
  - to the rest centres, but were being asked to remain

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- 1 because leadership was needed in the office? A. I wanted to do something, yeah, and I did suggest I go, 2 3 on two separate occasions. 4 Q. Who asked you to stay in the office? 5 A. I can't remember, but I said, "Look, I can -- can I go out and do something", and they said, "Oh, no, we 6 7 need -- you're the adult social care, you need to stay 8 here". I also asked on the Friday with Gold London as 9 well, and I was told no. 10 Q. Right. 11 Let's then turn back to the time you took on the 12 role of HALO, and as we've seen already, you took it on expressly, it seems -- is this right? -- on the basis 13 14 that you needed further support; yes? 15 A. Yes. 16 Q. Yes 17 Now, the support you received  $\,--\,$  again, is this 18 correct -- was in the form of Tony Andrews, who was 19 I think at that stage the emergency planning manager, 20 humanitarian assistance, at Westminster City Council. 21 A. Yes. 2.2 Q. You say in your first statement that he told you that, 23 as the interim executive director, it was your role, 24 according to national protocol, to lead on humanitarian 25 assistance; yes? That's what you say in your statement
  - 42

- 1
   at paragraph 29 {RBK00035676/7}. We can see it if you

   2
   like.
- 3 A. No, it's -- I think at some point he told me that, but
- 4 what he did initially was send us all in the adult
- 5 social care a framework document, that framework
- $\boldsymbol{6}$  document, to say, "You might want to have a read of
- 7 this".
- 8 Q. Right.
- 9 A. He was being very helpful.
- 10~ Q. Do you remember when he sent that document to you?
- 11 A. I know from records that he sent that email to us all at
- 12 about 2 o'clock on the 14th.
- 13 Q. Right. And did you have the conversation with him when14 he told you it was your role to lead on national
- 15 protocol?
- 16 A. Well, he sent me a document at 2 o'clock. I don't know
- 17 when I opened it.
- 18 Q. Right.
- 19 A. And it was a framework, it was that -- a huge framework
- 20 document, and it was only later, when I think I'd come
- 21 out of a Gold meeting or something, that I think
- 22 I rang -- we actually had a conversation about that role
- and what it is and who's supposed to do it, and that's
- 24 when I then went to people in RBKC and said, "Could
- 25 someone else -- do you want me to do" -- you know,

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- 1 I wanted to do something, but I actually didn't think 2 maybe I was the right person to do it. 3 Q. Who did you tell at RBKC? 4 A. I think -- I can't remember, but I think it might have 5 been Tony Redpath. I can't remember. I spoke to a few 6 other -- I might have also spoken to Nicholas, because 7 after that then came a discussion about some expert 8 would be coming tomorrow to take on the HALO role. 9  $\mathsf{Q}.\;$  You say, "I might have spoken to Nicholas"; is that 10 Nicholas Holgate? 11 A. Yes 12 Q. Was he in the BECC? Sorry, let me try it like this: 13 where were you when you had that conversation with him? 14 A. L've no idea. 15 Q. Right. Was it face-to-face or was it on the telephone? 16 A. It would have been face-to-face. 17 Q. Right. Somewhere in Kensington Town Hall? 18 A. Yeah. 19 Q. Right. 2.0 Now, let's go to {RBK00019928}. This is an email 21 from Tony Andrews on 14 June 2017 timed at 20.24 in the 2.2 evening to you: 23 "Subject: Humanitarian Assistance Steering Group
  - suggestion.

2.4

25

"Attachments: Grenfell Tower HASG suggestion ...

1		"Sue
2		"Here are some thoughts for your first meeting. For
3		what it's worth your role according to the London
4		Humanitarian Assistance Framework is 'Humanitarian
5		Assistance Lead Officer' (HALO).
6		"You may like to put my 24/7 contact numbers below
7		on your phone."
8		Now, before that point, had you heard of HALO?
9	Α.	If I had, it had only been $$ when I read $$ I read the
10		document.
11	Q.	Right. Had you already received the document, the
12		framework
13	Α.	He'd sent
14	Q.	—— from Tony Andrews before this point?
15	Α.	Yes, he'd sent the framework about 2 o'clock on the
16		Friday.
17	Q.	Yes.
18	Α.	This was more specifics. He was actually giving me some
19		specifics and a bit more detail.
20	Q.	Yes. It's attached to this email that we see a document
21		called the "Humanitarian Assistance Steering Group".
22		Let's just look at that, because we can see what's
23		attached. ${RBK00019929}$ . It has that very title, and
24		it says in the first paragraph:
25		"The HASG SITS under the Local Authority Recovery
		45
		10
1		Group which is typically chaired by the Chief Exec to
2		coordinate all recovery issues (community reassurance,
3		built environment issues, community cohesion, Business
4		Continuity issues etc). You may get the HASG started
5		before the Recovery Group starts.
6		"The HASG is a multi agency group typically chaired
7		by the Director of Adult Social Care who has lead
8		responsibility for Humanitarian Assistance under the
9		Civil Contingency Act 2004.
10		"The number is to lead to under and second water all

10	"The purpose is to lead, oversee and coordinate all
11	aspects of the Humanitarian response. In this incident
12	that is likely to include "
13	And then you can see a long, long list of numbered
14	roles and functions. Do you see that?

- 15 A. Yes.
- Q. Now, just pausing there, when you got this document, did
  you look at the framework document that you had been
  sent earlier in the day to see how your role fitted into
- 19 this? 20 A. Yes.
- 20 A. Yes.
- 21 Q. You did.
- 22 If we look at the third paragraph on page 1 and then
- 23 all the numbers, you would agree, I think, that these
- 24 are a significant number of areas for you to oversee as
- 25 HALO; yes?

- 1 A. Yes.
- Q. Yes, and one of those, if we go to the second item down,
   point 2 says:
- 4 "Rest Centres and other Immediate Needs. The HASG
- 5 probably only needs brief assurance from the person
- 6 coordinating rest centres that the following are being
- 7 taken care of and may only need a more detailed
- $8 \qquad \ \ \, discussion \ if \ there \ are \ problems \ needing \ higher \ level$
- 9 resolution (e.g. more substantial mutual aid from other
- 10 local authorities and partners).'
- 11 On the 14th and into the 15th, who did you consider 12 was the person co-ordinating the rest centres?
- 13 A. Well, I actually had one person's name, but I don't
- 14 think she was. I know Gold were co-ordinating, they
- 15 were doing discussions at Gold. There was a woman
- 16 called Sue Harris who I found was out there reporting
- 17 back. I thought she was managing the rest centres.
- 18 I think I'm mistaken about that now, but at the time
- 19 I thought it might have been her.
- 20 Q. Why do you think you're mistaken about that now?
- 21 A. Because -- well, I don't know, actually.
- 22 Q. Right. So is the answer you don't know?
- 23 A. Yes, I don't know who was co-ordinating.
- 24 Q. Right.

25

Did you have any idea about what the BRC, the

#### 47

- 1 British Red Cross, were doing and what their role was at 2 that time?
  - that time? A. I don't think I had any detailed idea what they were
- A. I don't think I had any detailed idea what they were
   doing at that time. I very soon did, but no, I didn't.
- 5 Q. You say you very soon did; when? When did you very soon
- 6 do?
- 7 A. Well, the next morning.
- 8~ Q. Right. And what, when you did come to understand it,
- 9 did you understand their role to be?
- 10 A. Well, the council were -- I think I did ask some
- 11 questions. The council said the British Red Cross go in
- $12 \qquad \mbox{ first , they co-ordinate our rest centres for us, and }$
- 13 they communicate with people.
- 14 Q. Right.
- 15 A. When I spoke to the British Red Cross, their view wasn't16 quite the same.
- 17~ Q. Right. We may come back to that later in your evidence,
- but just while we're on it, who was it at the council
- 19 who told you that the British Red Cross go in first ,
- 20 they co-ordinate our rest centres and communicate with 21 people?
- 22 A. So many people -- it was some -- it might have been
- 23 Stuart Priestley or Tony Redpath.
- 24 Q. Right.

25

Now, can we go back to the email chain in the

1		evening of 14 June between you and Tony Andrews.	1		th
2		You responded to his email, and we can see that at	2		
3		$\{RBK00058103\}$ . This captures what you've just told us	3		
4		about your conversation with Nicholas Holgate. It's	4	Α.	Т
5		from you to Tony Andrews at 21.15 on 14 June:	5		re
6		"Thanks so much Tony."	6		la
7		And then you give your number, and then in the next	7		an
8		line it says:	8	Q.	Ri
9		"Nicholas just told me that some expert is going to	9	Α.	Ar
10		come to help on this front from London Councils so	10		ge
11		I will find out tomorrow if I am the halo or not.	11		th
12		"But in the meantime I have read some of your	12		se
13		framework thanks and will read this.	13		th
14		"And I will catch up with you even on phone tomorrow	14		Т
15		when I know."	15		dι
16		Now, I take it that Nicholas there is	16		do
17		Nicholas Holgate; yes?	17		en
18	Α.	Yes.	18		ас
19	Q.	Now, do you remember who the expert from London Councils	19		Wa
20		or perhaps London Resilience was to be at that stage?	20		а
21	Α.	No. I mean, I don't know, rather than I don't remember.	21		kn
22		I don't know who $$	22		of
23	Q.	Right, you don't know.	23		th
24		Given that you felt that, as you say, somebody else	24	Q.	Ri
25		could or perhaps should have occupied the role of HALO	25	Α.	Ar
		49			
1		the following day, did the lack of information delay the	1		ac
2		setting up of the humanitarian assistance steering group	2		se
3		on 14 June?	3	Q.	Ri
4	Α.	Well, on 14 June I'd only $$ this is 8 o'clock at night	4		
5		when I'm getting the information about what a HALO is,	5		pa
6		and I didn't $$ it didn't stop me setting it up first	6		th
7		thing in the morning, because I went in at 8 o'clock and	7		а
8		did all the business for it, even before I knew whether	8		Tł
9		I was doing it or not, so I didn't know what else	9		la
10		I could do then.	10		
11	Q.	Right.	11		
12		Now, I think you had email contact with	12		10
13		Nicholas Holgate that same evening, around about the	13		
14		same time, in fact the next thing you did, because if we	14	Α.	W
15		look at $\{RBK00019951\}$ , we can see that you sent him	15		it
16		an email six minutes after sending this back to	16	Q.	Ri
17		Tony Andrews. This is at 21.21.21, and you say to him:	17		as
18		"Nicholas	18		an
10		"I have seen als	10	•	

19 "I hope you are ok.

20

- $"\ensuremath{\mathsf{Just}}$  to let you know I have good support and advice
- about setting up the humanitarian assistance board asap. 21
- 22 "I am happy to start this tomorrow but will await
- 23 our meeting with you in the morning.
- 24 "And of course if we have the expert from London 25
  - Councils we can agree who does what and take it from

50

1		there.
2		"Just wanted to give you some reassurance."
3		Why did you think he needed reassurance?
4	Α.	I think $$ and I remember this $$ I think it wasn't
5		really that. I had by that time, that afternoon, seen
6		lack of co-ordination, and I'd spoken to Tony Redpath
7		and Stuart Priestley about that.
8	Q.	Right.
9	Α.	And I said, "You need to get the structures, you need to
10		get sorted", and then when I read this, I knew, I felt,
11		that if I just came in as someone people didn't know,
12		setting up this humanitarian assistance steering group,
13		that there's no way it would have been in any structure.
14		${\sf I}$ thought we were in danger of setting something up to
15		duplicate everything else and everyone running around
16		doing the same thing, which had been happening. So this
17		email was actually $$ I sent $$ I think I also sent the
18		actual advice I'd got from Tony to actually say what it
19		was. I was actually saying, "This is what this is, it's
20		a serious group, I'm happy to start it, just so you
21		know", and it was really saying, "I need this to be part
22		of a structure". I should have been more explicit, but
23		that's what I was actually saying.
24	Q.	Right.
25	Α.	And this is me saying I' II do it , because I wasn't
		51
1		actually $$ no one's in the meantime told me to do it or

T		actually $$ no one's in the meantime told me to do it or
2		set it up.
3	Q.	Right.
4		Now, I think you do say in your statement, at
5		paragraph 7.7 of your second statement {RBK00058120/6},
6		that you got a response from Mr Holgate to your email
7		a few minutes later. Let's go to that, {RBK00058107}.
8		This is an email sent by him back to you, four minutes
9		later, 21.25, and he says:
10		"Sue
11		"Thanks. If you want to take some steps before
12		10 am, please do. Up to you."
13		What did you make of that response?
14	Α.	With everything I know and at that time, I just thought
15		it 's up to me to do whatever I wanted.
16	Q.	Right. So you didn't $$ I see. Did you take that email
17		as essentially the go-ahead to take on the role of $\ensuremath{HALO}$
18		and set up the HASG?
19	Α.	Oh, no, what I took that as is: it 's up to you to do
20		what you want. So I actually did meet at 8 o'clock and
21		start doing everything.
22	Q.	Right.
23		Do you consider that the HASG could have been set up
24		on the 14th, rather than on the morning of the 15th?
25	Α.	I in I do. I do.

1	Q.	You do. And looking back on it now, do you think or do	1		what
2		you agree that an HASG should have been set up on the	2	Α.	Well
3		14th as opposed to the 15th?	3		you i
4	Α.	Oh, yes, I do. And when I read the document, it was	4		get s
5		massive in terms of what that group does, but it did say	5		in th
6		it was light touch on rest centres, but of course,	6		we n
7		because of what was happening in rest centres, that	7	Q.	Wha
8		group became basically sorting out the issues in the	8		co-o
9		rest centres.	9	Α.	Lead
10	Q.	Right.	10	Q.	In w
11		Who did you consider was leading on humanitarian	11	Α.	Well
12		issues on 14 June before the establishment of the HASG	12		say i
13		on the 15th, and indeed the confirmation of you as HALO?	13		need
14	Α.	Again, it was siloed. Adults were leading on adults,	14		it co
15		children were leading on children, so their humanitarian	15		you l
16		issues. Tony Redpath, I thought, was looking at	16		phon
17		humanitarian assistance board. I thought he was the one	17		and
18		who was dealing with that. Of course, in my ignorance	18		and
19		of not knowing what the huge task of it was, I didn't	19		l jus
20		realise he was doing all that.	20		any s
21	Q.	Now, if we go to your first statement, please, page 7	21		meet
22		{RBK00035676/7}, paragraph 28, you say there:	22		then
23		"I stayed at the RBKC Town Hall the whole day and	23		comi
24		did not leave until after 22:00hrs that evening."	24		a ser
25		And that's 14 June, if we look at this paragraph in	25		l wa
		53			
1		the context of your wider statement. Then you go on:	1		and"
2		"I remained in BECC throughout the day and supported	2		in ar
3		any actions which needed doing and asking Tony Redpath	3		toge
4		if he needed help co-ordinating anything."	4		wasn
5		So was Tony Redpath your principal point of contact	5	Q.	Righ
6		within the BECC during 14 June?	6		ſ
7	Α.	No, but he was a senior manager, a director who was	7		a lit
8		managing all of them. He wasn't in the BECC very often.	8		,
9		But I had by that time $$ rightly or wrongly, I had	9		that
10		started answering some phones in the BECC, and I could	10		whic
11		see that there was very little leadership. There was	11		busir
12		an amazing woman in there, Rebecca Blackburn, doing	12		abso
13		an amazing job, but I could sense that $$ there were	13		addit
14		a lot of people, a lot of phones going, and there was	14		L
15		a lot of people running around, and it didn't seem $$	15		point
16		I didn't know who was leading or what, so I went and	16		RBK
17		I remember asking Tony Redpath and Stuart Priestley to	17		affec
18		sit in a room with me, and I think I took $$ I asked the	18	Α.	No.
				~	

19 director of children's to come with me.

20 Q. Did you have a meeting?

21 A. Well, it wasn't a meeting, but it was like a ten-minute 22 conversation.

- 23 Q. Right, and --
- 24 A. Yes.
- 25~ Q. -- during that conversation, did it become clear to you

54

1		what the principal problems of the response were?
2	Α.	Well, I just said to both of them, "You need to stop,
3		you need to pause, you need to slow down, you need to
4		get some structure everyone's running round like rabbits
5		in the headlights", that's what I said. "Please use us,
6		we need to co—ordinate things", that's what I said.
7	Q.	What was it that appeared to you to be lacking in
8		co-ordination at that point?
9	Α.	Leadership.
10	Q.	In what areas specifically ?
11	Α.	Well, particularly in the BECC, and I've heard people
12		say it was a loud environment, phones were going. It
13		needs to be like that. Maybe people who are not used to
14		it could be shocked. But I saw people duplicating,
15		you know, they were asking questions about, "What's the
16		phone number for this?", "What's the address for this?",
17		and it was 101 things going on, and adult social care
18		and children's were separate, housing was separate.
19		I just didn't get the sense that we were fitting into
20		any sort of plan. And when I $$ and at the Gold
21		meeting, you know, people were saying things are okay,
22		then in the BECC it just felt $$ so many questions were
23		coming in about rest centres, and I just didn't get
24		a sense of any plan at all or any structure, and so
25		I was asking him, "Could we have $$ could you pause,
		55
1		and" $$ and they were running in $$ people were running

1		and $"$ and they were running in $$ people were running
2		in and out and running around, and people were talking
3		together in groups and then running off. So it
4		wasn't didn't feel co-ordinated.
5	Q.	Right.
6		Now, if we go to paragraph 30 of this statement,
7		a little bit lower down {RBK00035676/7}, you say this:
8		"In addition to the crisis response, I had to ensure
9		that our resources were not being depleted to the point
10		which would prevent the execution of ASC's 'day to day
11		business' elsewhere in the Borough. Grenfell was
12		absolutely a priority to be properly resourced in
13		addition to maintaining routine care."
14		Looking ahead to 15 June, did you consider at that
15		point that there were sufficient resources available to
16		RBKC for it to meet the humanitarian needs of those
17		affected as well as its routine care commitments?
18	Α.	No.
19	Q.	What gave you that impression?
20	Α.	Because every $$ they didn't have very many staff, they
21		didn't have very many managers in adult social care in
22		RBKC, and the main one they had went to their local
23		office and was dealing with Grenfell. So there was
24		hardly any other managers around.
25	Q.	Right.

1 A. And the purpose of that point was saying we had managers 2 in Westminster and in Hammersmith and Fulham, and it was 3 about that whole adult social care team trying to 4 support. 5 Q. Yes Let's then turn to 15 June, and you refer in your 6 statement to a meeting with Tony Andrews at 8 am that 7 8 morning. That's at paragraph 32, if we just turn the 9 page, please, to page 8 {RBK00035676/8}, where you set 10 that out. You say in the last sentence there: "We were waiting for the go ahead from 11 12 Nicholas Holgate. 13 So I take it that you still hadn't heard back from 14 him by 8 am on the morning of the 15th? 15 A. No, and I don't think I actually ever heard anything, it was just then in the Gold meeting at, whenever it was, 16 17 10.00, that it was announced. 18 Q. We will come to that. 19 Do you remember having a conversation at any time 20 that morning, or indeed later in the day on the 15th, 21 with somebody called Mark Sawyer? 2.2 A. I definitely remember talking to Mark Sawyer, yes, it must have been on the -- well, I met him -- I think he 23 24 was there on the 15th, yeah. 25 Q. Did he provide any advice to you or share any thoughts 57 1 with you at that time? A. Oh, I can't remember. I know I said, "I don't know 2 3 anyone" -- I think I might have said to him, "I don't 4 know people in RBKC and I need some support", and 5 I think he, for the next day, got in someone to take 6 notes and something. 7 Q. Right. 8 A. I forget whether he actually spoke to me that day.  ${\sf Q}.\;$  Right. You recall having a conversation with him on 9 10 that day; do you recall relaying to him your 11 observations about what was happening in the BECC and 12 the rabbit-in-headlights nature of the response that you 13 had observed the previous day? 14 A. Actually, I suppose it's coming to me. I think I spoke 14 15 to Mark, sorry, after a Gold meeting, maybe in the 15 16 afternoon. I think that's maybe when I spoke to him, 16 17 because he was then introduced as someone who was from 17 18 London Gold. 18 19 Q. Right. Right, well, we'll come to that --19 20 2.0 A. Yeah. 21 MR MILLETT: -- in due course. 21 2.2 Can we start the day, then, or the day's Golds, 2.2 23 15 June, 10 am, and let's go to the meeting note, 23 24 {RBK00028807} 24 SIR MARTIN MOORE-BICK: Before we go there, could I just 25 25

1	ask: you say in your statement in the morning you had
2	a meeting about 8 o'clock and started putting together
3	the HASG, and then you say you were waiting for the
4	go—ahead from Mr Holgate; hadn't you had that in that
5	previous email?
6	A. Possibly. So I was doing it. When I say I was waiting
7	for the go-ahead, officially.
8	SIR MARTIN MOORE-BICK: But hadn't he told you in the email
9	to get on and do what you thought was appropriate?
10	A. He had. I suppose I was waiting to know if this person
11	was coming in to do that role. It's about the role.
12	I was getting on and doing the things that were needed
13	to do.
14	SIR MARTIN MOORE-BICK: Right. Thank you.
15	MR MILLETT: In the light of that, let's just go back to see
16	how you understood the email.
17	Can we go to {RBK00058107}. This is
18	Nicholas Holgate's email to you at 21.25, and you say to
19	him in the third line in your email to him a few minutes
20	before that:
21	"I am happy to start this tomorrow but will await
22	our meeting with you in the morning."
23	His response is:
24	"Thanks. If you want to take some steps before
25	10 am, please do. Up to you."
	59
1	So did you understand his email to you as saying,
2	"Here is formal confirmation of the setting up of the
3	humanitarian assistance steering group in the morning",
4	or did you read him as telling you that you could
5	essentially take preparatory steps off your own bat, but
6	that nonetheless formal confirmation would have to await
7	the meeting?
8	A. I think I thought, yeah, get on, set up the meeting, but
9	whether I was a HALO or not, I think that's the thing
10	that was still in doubt.
11	MR MILLETT: Right, I follow.
12	Mr Chairman, is that a convenient moment?
13	SIR MARTIN MOORE-BICK: Yes, I think it is.

- 4 MR MILLETT: We can then get into the meeting at 10 o'clock
- 15 a bit more thoroughly.
- SIR MARTIN MOORE–BICK: Well, Ms Redmond, as you were told,
   we have a break during the morning, and this seems like
- a good time to have it, so we will stop there. We'll
- 19 resume, please, at 11.30. And on this and other
- 20 occasions when there are breaks in your evidence, please
- 21 don't talk to anyone about your evidence while you're
- 22 out of the room. All right?
- 23 THE WITNESS: Yes. Thanks.
- 24 SIR MARTIN MOORE-BICK: Thank you very much. Would you go
  - with the usher, please.

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1	(Pause)
2	Thank you. 11.30, then, please. Thank you.
3	(11.15 am)
4	(A short break)
5	(11.30 am)
6	SIR MARTIN MOORE–BICK: Right, Ms Redmond, ready to carry
7	on?
8	THE WITNESS: Yes, thank you.
9	SIR MARTIN MOORE-BICK: Thank you very much.
10	Yes, Mr Millett.
11	MR MILLETT: Yes, thank you, Mr Chairman.
12	Let's turn, then, to the RBKC Gold Group meeting at
13	10 am on 15 June 2017. The notes or minutes of that are
14	at {RBK00028807}. We can see who attended, you included
15	there, as you can see in the first chunk of names.
16	Was it then that you were formally appointed as
17	the council's HALO?
18	A. I think in my understanding it was.
19	Q. Right. I think the first meeting of that group was at
20	2 pm, 1400 hours; yes?
21	A. Yes.
22	Q. Yes.
23	Now, in your first statement $$ I don't think we
24	don't need to go to it $$ page 8 {RBK00035676/8},
25	paragraph 32, you say you had to wait for the go—ahead
	61
1	from Nicholas Holgate. We saw that already before the
2	brook

1		from Nicholas Holgate. We saw that already before the
2		break.
3		Did you get the go—ahead formally? Did he say to
4		you, "You are now the HALO"?
5	Α.	I can't remember that because I just $$ I think I just
6		said, "I've set up the meeting". Is there anything in
7		these minutes? Does it say?
8	Q.	Yes, and let's turn to page 2 {RBK00028807/2}. If you
9		look at page 2 under "Other Updates", bullet point 2:
10		"SR to act as the Council's HALO and lead on the
11		Humanitarian response i.e. continuing to support
12		residents evacuated from Grenfell and other households."
13		Was that the go-ahead?
14	Α.	Yes.
15	Q.	Right. And did Mr Holgate himself say that or was that
16		a ——
17	Α.	My recollection was he did, and when you say was it the
18		go—ahead, I was already doing the prep. This was
19		actually telling everyone else that that was my role.
20	Q.	Now, staying with the minutes of the Gold Group meeting
21		at 10 am, can we turn to page 3 {RBK00028807/3}, and you
22		can see at the foot of page 3 there, which is under the
23		major heading of "Key Issues & Actions", there is
24		a headline or wording in bold, "Reputational damage"; do
25		you see that?

#### 1 A. Yes.

- 2  $\mathsf{Q}.$  Underneath the first paragraph, there is a line that 3
  - says:
- $^{\prime\prime}\text{SR}$  and MF to nominate a key voluntary sector 4 5
  - liaison officer ."
  - Do you see that?
- 7 A. Yes.

6

- 8 Q. What role was envisaged for that individual?
- 9 A. My recollection from this  $\,--$  I think I was given that
- 10 task because  ${\sf I}$  was going to set up the humanitarian
- 11 assistance group, so it was to go there and talk about
- 12 it . I'm guessing that was the voluntary -- well, I'm trying to remember. One of the roles of the
- 13 14 humanitarian assistance group is to make sure the
- 15 voluntary sector are part of that, and we needed someone
- 16 who could actually go and talk to the voluntary sector,
- and I think, having tried to remember who that was then, 17
- 18 the only person in the council who took any role in that
- 19 was Tony Redpath, and he became that person.
- 20 Q. And MF is Martin Fitzpatrick, I think; yes?
- 21 A. Yes.
- 2.2 Q. Yes, and he was in RBKC's media communications team,
- 23 I think, wasn't he? Do you remember that?
- 24 A. Yes. 25

# Q. Yes.

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1		Now, you say in your second statement at
2		paragraph 13 on page 9 {RBK00058120/9} $$ and, again, no
3		need to see it unless we want to $$ that it was
4		Tony Redpath who was appointed RBKC's voluntary sector
5		lead shortly after this meeting. Do you remember that?
6	А	Yes. When we say appointed, I had to ask around who
7		would be $$ who leads the voluntary sector, and he was,
8		so I said, "Tony, you'll have to come".
9	Q.	Did you have conversations with him at that stage about
10	1	that role?
11	A.	No.
12	Q.	You didn't.
13	•	What was the nature of your discussions of any kind
14		with Tony Redpath about engaging with the voluntary
15		sector and the support that it was able to provide?
16	A.	When $$ I don't know whether I had any conversations
17		with him then about it, but I did have a conversation
18		with him about who was $$ which voluntary organisations
19		were out there, was he going $$ did he have contacts
20		with him, who were the people we should invite to the
21		humanitarian assistance group, and he said he'd go and
22		sort out the reps to come to the group. My role was to
23		get the reps to the group to have that discussion with
24		them, so they can be part of that response going
25		forward.

1	Q.	You say reps; who were the reps?
2	Α.	The representatives from the voluntary sector $$
3	Q.	Right, I see.
4	Α.	who he knew who could join the humanitarian
5		assistance group.
6	Q.	I follow.
7		Now, within the voluntary sector, there's
8		the Red Cross. I just want to go back to the Red Cross
9		with you.
10		If we go to your first statement, please, page 8
11		{RBK00035676/8}, paragraph 33, you say there:
12		"I liaised with the Red Cross [this is after your
13		arrival at the BECC on 15 June] to make sure that they
14		and the Council were working together efficiently ."
15		Was it on 15 June that this liaison between you
16		and the BRC occurred?
17	Α.	I think it was later in the day, it wasn't that early,
18		but yes.
19	Q.	Right. What did you actually do?
20	Α.	Well, I actually $$ the Red Cross $$ I think it might
21		have been after the humanitarian assistance group first
22		meeting, and I spoke after with the Red Cross to get
23		their view on what was happening.
24	$\cap$	And what did they tell you?

24 Q. And what did they tell you?

25 A. They had a lot of concerns about many things. They did

#### 65

1		raise some at the humanitarian assistance group, but
2		they had concerns about how the council weren't visible
3		and they $$ managers weren't there.
4	Q.	Right. Who did you speak to, do you remember?
5	Α.	I think it was Emma.
6	Q.	Emma Spragg? Right.
7		At that point, 15 June, what did you understand the
8		British Red Cross was doing?
9	Α.	Operationally they were doing an awful lot of things on
10		the ground in terms of supporting rest centres. They
11		had volunteers out looking at donations. They were
12		offering to be involved with everything.
13		Strategically , Emma was trying to $$ I think Emma
14		was wanting to get more strategic overview of the whole
15		picture, including the impact, the numbers of people who
16		were involved, and that whole impact assessment.
17	Q.	What links did you understand they were having with
18		council staff?
19	Α.	I didn't know what formal links they were having.
20		I didn't know what formal links they were having. On
21		the ground they were speaking with people in the
22		centres, but I don't know whether operationally,
23		managerially, they had any links in with the council.
24	Q.	You say, in your last answer but one, that Emma Spragg
25		was wanting to get more strategic overview of the whole

66

1		picture; did she tell you that?
2	Α.	Well, in terms of anyone coming to that humanitarian
3		assistance steering group meeting with any experience
4		and understanding all the things one had to do,
5		including the impact assessment, the Red Cross and she
6		were really helpful in helping me look at that overview.
7		So I got a sense that they were following some sort of
8		plan and an understanding of what should happen in
9		crises , and I was wanting them to work with the council
10		closely in helping them.
11	Q.	Did you think that it was the council's plan they were
12		following or their own?
13	Α.	No, their own $$ I think it was their own plan.
14	Q.	What impression did you form, even if it was only
15		an impression, about how well the BRC was integrating
16		with RBKC staff and whether or not that was part of
17		a holistic and organised strategy?
18	Α.	I think the Red Cross were desperate for that, but
19		I don't think that was actually happening.
20	Q.	Did she tell you that or say anything to give you that
21		impression?
22	Α.	I know I got the impression from things that were said.
23		I can't exactly remember the conversations. And those
24		conversations continued for a while after.
25	Q.	Right. And I think in general you found the BRC,
		67
-		
1		British Red Cross, helpful during the whole of your time
2		as a HALO?
3		Really, really helpful.
4 5	Q.	Yes.
6		Now, if we go to your second statement, please, page 7 {RBK00058120/7}, paragraph 10.3, you say:
7		"At 11:42hrs on 15 June 2017, I received a copy of
8		the BRC's impact assessment. This had been sent into
9		the BECC from Matt Hogan, London Resilience Manager."
10		And you exhibit it.
11		Did you read it at the time?
12	А	I can't actually remember whether I read it at the time.
13		We certainly had it at the group meeting.
14	Q,	Right.
15	<b>,</b>	Now, you had said in the previous paragraph,
16		paragraph 10.2, that BRC provided information from staff
17		working in the rest centres and with residents. Is that
18		correct?

- 19~ A. Sorry, what paragraph am I on?
- 20 Q. 10.2 --
- 21 A. 10.2.
- 22  $\mathsf{Q}. \ --$  in the middle of your screen. Let me show you what
- you say. You say: 23
- 24  $"\mathsf{I}$  had regular telephone and face to face contact
- 25 with the BRC and they brought a lot of experience in

- $1 \qquad \ \ \, \text{a very calm manner, providing information from staff}$
- 2 working in the rest centres and with residents,
- 3 assisting with managing the Rest Centres and always
- 4 providing suggestions and new ideas."
- 5 On the basis that that's correct, do you remember,
- 6 were any key messages being fed back from the
- 7 rest centres to you via the BRC?
- 8 A. Yeah, they were saying that there was -- people were
- 9 very upset, council staff weren't very visible, there
- 12 the 15th
- Q. Right. Did you pass any of the messages that you weregetting from the BRC on to anybody else at RBKC?
- 15~ A. Yes, I know I -- it was really concerning, what they
- 16 were saying, and they didn't have any liaison in . Of
- 17  $\qquad$  course, 1'm -- there's an assumption here that this role
- 18 \$ is in charge of everything, but I was co-ordinating it,
- 19 and when I heard those things, I went straight to
- 20 Tony Redpath and said, "You need to talk to the
- 21 British Red Cross, they've got really " -- and then you'd
- 22 go to a Gold meeting and you get told senior managers
- 23 are going out and things are happening. So, yeah,
- 24 I raised it with Tony Redpath.
- 25  $\,$   $\,$  Q. After the time you took on the HALO role, to whom did  $\,$

- 1 you report at RBKC, or to whom did you think you were
- 2 supposed to report at RBKC, in respect of the HALO role?
- 3 A. Into the Gold meeting, I guess, but not --
- 4 Q. Right. But not to any particular individual?
- 5 A. No. I didn't have anyone in RBKC working with me.
  6 I had to ask for some support.
- 7 Q. Turning to the operation of the Westway particularly,
- 8 were you aware of the BRC operating a wristband system 9 for residents and the bereaved so that they could come
- 10 in?
- 11 A. Not specifically . I have heard about it, but at that 12 time.
- Q. Were you aware at the time on that day of any problemsthat that gave rise to?
- 15 A. Not on that day.
- 16 Q. Later?
- 17~ A. Only insofar as I've heard some things in these
- 18 hearings.
- 19 Q. Were you aware of any problems about people from the20 walkway properties gaining access to the Westway?
- 21 A. Not at the time.
- Q. Can we then turn to the HASG meeting on 15 June whichyou said would take place at 2 pm and indeed did.
- 24 I think you chaired that group meeting, didn't you?
- 25 A. Yes.
- 70

- 3 A. I think, because I was trying to think about that,
- 4 I think it was partly because there were so many other
- 5 meetings, and I think there was a 10 o'clock Gold and
- 6 then there was some other meeting with health
- $7 \qquad$  colleagues, I think, and so I left the meeting to be
- 8 arranged, and the earliest time I was told was
- 9 2 o'clock.
- 10~ Q. If we go to your first statement, please, at page 8  $\,$
- 11  ${\sf RBK00035676/8}$  this is your second statement, we
- $12 \qquad \mbox{need to go back to your first statement}$   $--\mbox{ paragraph 37,}$
- 13 I summarise what you say there: you say that the group
- 14 was a multi-agency group which included representatives
- 15 from mental health, the BRC, bereavement counsellors,
- 16 hospitals and faith groups, among others. That's
- 17 correct, is it?18 A. Yes.
- 19 Q. Have I summarised that correctly?
- 20 A. Yes.
- 21~ Q. Now, we know that just before the meeting -- indeed, at
- 22 13.56 -- Tony Andrews circulated the agenda and the
- 23 terms of reference. Can we look at those. It's
- $24 \qquad {\sf RBK00020255}. There's the first page, "Grenfell Tower$
- 25 Humanitarian Assistance Steering Group, Terms of

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	Reference", and the agenda is there beneath it. Page 2
	$\{RBK00020255/2\}$ is the terms of reference.
	Do you know who drafted that? Tony Andrews
	circulated it, but do you know who drafted it?
Α.	I think this must be from the framework document.
Q.	Right. It is, it's drawn from annex 1, but do you know
	whether $$ or did you have any input into it at all, or
	were you just given it?
Α.	This was a suggestion $$ no, he just gave me the terms
	of reference, yeah.
Q.	Right.
	Now, if we go then to page 2, we see it there, and
	you can see that the key responsibilities are set out in
	paragraphs 1 through to 7 there. I won't read them all
	to you. But one of them, the first one, is:
	"Ensuring that the needs of affected people are
	understood and met."
	And then particularly 4:
	" Initiating consultation with communities and
	individual to ensure the response is effective ."
	And 5:
	"Ensuring effective promotion of services to
	affected people, and ensuring that effective pathways
	exist to enable people to find the support they
	require ."
	Q. A.

1		6 is about sharing information, and 7 financial
2		control.
3		I haven't read it all out to you, but it's obviously
4		all there for people to see.
5		If we look, then, at Tony Andrews' email under cover
6		of which this document was sent to you, among others,
7		this is at {RBK00020254}. As you can see, it's from him
8		at 13.56, copied to a large number of people, including
9		you as in fact the last copyee:
10		"Dear All
11		"For those of you dialling in today the agenda and
12		terms of Reference are here."
13		Is this the first time you'd seen the terms of
14		reference for the HASG?
15	Α.	No, I think Tony and I met quite a lot that morning,
16		I must have seen them before. I read the framework, so
17		they would have been in there, and we agreed the agenda
18		together.
19	Q.	Right, I see. How prepared did you feel to chair that
20		meeting?
21	Α.	I felt that agenda was massive. I felt I could
22		co-ordinate a meeting. I could chair a meeting, I could
23		co-ordinate a meeting. What was obvious to me was that
24		there was so much there and there was so much happening
25		that that group had $$ it was just a massive agenda.
		73
		15

1 Q. Right.

φ.	Nght.
	Let's go back, then, to the agenda, which is page $1$ ,
	I think, of this document {RBK00020255/1}. There it is.
	We can see the extent of the agenda there that you
	describe as massive. It has things in it, so that
	everybody can see: "Overview of Welfare Needs", "Support
	to be provided", "Community Assistance Centre",
	"Helpline", "Management of Donations", and then
	underneath that, "Requirements for mutual aid from
	neighbouring local authorities and other agencies".
	Had you discussed that specifically during the
	course of the morning with Tony Andrews?
Α.	No.
Q.	Right. What was the process whereby this agenda was put
	together between you and Tony Andrews?
Α.	This is the agenda he said $$ this is, again,
	a framework document agenda.
Q.	I see. So you just read the framework document, noted
	the existence of a pro forma agenda like this, and so
	you were ready for it when it came?
Α.	Yeah. Tony said, "This is the agenda, it might be
	massive, you might not get on to all those things".
Q.	I see.
Α.	We did have $$ sorry. I'll wait.
Q.	Did you understand that, in order to achieve the first
	A. Q. A. Q. A. A.

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1		of the key roles $$ so if we go to page 2
2		{RBK00020255/2}, we can see the terms of reference,
3		item 1, "Ensuring that the needs of affected people are
4		understood and met" $$ did you understand that
5		humanitarian impact assessments were required to be
6		completed by agencies in attendance at the HASG?
7	Α.	Yes.
8	Q.	You did. Were there any problems in receiving those
9		impact assessments promptly?
10	Α.	Yes.
11	Q.	And what were those problems?
12	Α.	I can't remember in detail, but I do remember we had to
13		go out to several people there about filling them in.
14		I don't think anyone had seen them. I think the
15		thing $$ the problem was, the same people that were at
16		that group were doing all these other things, and in
17		terms of this group, the status, the authority of it,
18		the actual importance of it wasn't understood by
19		everyone.
20	Q.	Well, when did you get the impact assessments?
21	Α.	Well, they came in $$ they had to be changed daily, so
22		I can't remember when $$ they were updated very
23		regularly , but I do know Tony had to actually ask lots
24		of people lots of times.
25	Q.	Right, I see. When they did come, were they helpful in
		75
1		aiding you in the discharge of your responsibilities as
2		HALO, to understand the needs of those affected?
3	Α.	Well, I had $\mbox{ did}$ I have two meetings as a HALO? And
4		it was $$ the one from British Red Cross gave numbers
5		and issues that were going on, but we didn't get the
6		rest until the next day, and there were just updates of

- 6 rest until the next day, and there were just updates of 7 how many people had housing and stuff. It was just
- 8 quite overwhelming.
- 9 Q. Now, can I show you something from Mike Robinson, who
- 10 was the director of public health at Westminster City
- 11 Council. He gave us a statement at {RBK00035336}, if we
- 12 can go to that, please. There is the first page.
- 13 Can we turn in it, please, to page  $\boldsymbol{6}$  $\{RBK00035336/6\},$  paragraph 29. This is what he says. 14 15 He says:
- 16 "The PHIT sought to collate information about the 17 survivors. We requested lists from different actors 18 involved in the recovery effort , such as Housing 19 officers , rest centre managers, and the police. This 20 was planned to be part of the HIA. We wanted the
- 21 HASG/HRG to possess the most accurate information
- 22 possible. Eva Hrobonova drafted the report. The
- 23 following week, I reviewed it and signed it off.
- 24 However, before it was circulated, we required the  $\ensuremath{\mathsf{RBKC}}$ 25
  - Gold permission. This led to some delay, I presume

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1

- 1 because the Gold Group had concerns about releasing
- 2 information. The Summary HIA was released the following
- 3 week (w/c 19 June 2017)."
- 4 Was it the case that there was a delay in the
- 5 circulation of these impact assessments, as he
- 6 identifies there?
- A. I have no knowledge of that, because I wasn't -- we
   tasked the public health and Eva to actually bring
- 9 together all those impact assessments I was asking for.
- 10 This is a week later and I wasn't leading it . I have no
- 11 idea what -- they came to the --
- 12 Q. Right.
- 13  $\,$  A. The ones that were done came to the humanitarian  $\,$
- 14 assistance group, so they weren't delayed.
- 15 Q. I see.

25

- 16 A. She was collating them to get a better assessment of
- what the needs were going forward. That's the reportshe was collating for the following week, and I don'tknow where that went.
- Q. So is this right: these were for a more medium-term
   humanitarian response, rather than the immediate
   short-term response?
- 23 A. The -- well, the -- yes, more -- because people were
- 24 filling these in. and then she was looking she was
  - collating them, and it took her a long time in terms of

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- 1 getting them back from people, but also she was 2 collating them to give us: what do we need going 3 forward?
- Q. What did you at the time -- this is early afternoon on
  15 June -- consider to be the most pressing issue for
- 6 the HASG?
- 7~ A. Well, when I went into the meeting in terms of advice
- and discussions, it was to set up -- it was to look at
   whether we needed a humanitarian assistance centre, an
- 9 whether we needed a humanitarian assistance centre, and10 that was something that would be set up the next day or
- 11 the day after, a bit longer term, where you would have
- 12 all the services that people might need in one place.
- 13 That was the ambition for -- and that was -- I thought
- 14 that was the main consideration of that --
- 15 Q. Right.
- 16 A. -- action.
- 17 Q. So is that how you saw your role as HALO as well, or did18 you see your role as HALO as involving more immediate
- 19 and pressing humanitarian concerns?
- 20~ A. I didn't when I originally read it , but because all
- $21 \qquad \mbox{ sorts of things weren't happening } --\ \mbox{we were talking }$
- 22 about setting up -- I did see my role as doing that
- 23 longer-term -- that humanitarian assistance centre.
- 24 That was what I was told had to come out of that
- $25 \qquad \mbox{meeting, you know, that's what we had to get on and do.}$

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2 Q. Let's look at the minutes again, please, and I just want 3 to ask you one or two questions about locations and 4 rest centres again. 5 Can we go, please, back to the HASG minute at {RBK00001920}. I say back to the minutes; we haven't 6 7 actually seen these yet, but certainly back to the 8 meeting. 9 Here is a set of the minutes: 10 "Humanitarian Assistance Steering Group (HASG). 11 15th June 2017 at 2pm. 12 "SR welcomed everyone and asked TA to summarise the 13 purpose of the Humanitarian Assistance Steering Group." 14 First, do you remember or do you know who took these 15 minutes? A. Yes, it was my PA. 16 Q. Your PA. Did you circulate the minutes to everybody who 17 18 had come to the meeting? 19 A. Yes 20 Q. If we look at page 1, and we look at the third paragraph 21 from the bottom of the page, scrolling down to that, 22 please, it says: "The Council's efforts are at Westway as a council 23 24 run rest centre. Other informal rest centres may 25 continue but they will not be resourced with Council 79 services " 1 2 Why was a decision made not to support the other 3 rest centres in the local community?

It's not medium; it's like two days later or something.

- 4 A. I don't know when that decision was made. I think there
   5 was discussion about how everyone needed to consolidate
- 6 into one rest centre, and --
- 7 Q. When was that decision made?
- 8 A. Well, I don't know when it was made. By the time we had
- 9 this meeting, I think Tony Redpath said this was what
- 10 was happening.
- 11 Q. Right.
- 12
   Were you aware at this time that places such as the

   13
   Rugby Portobello Trust and the Clement James Centre were
- $14 \qquad \ \ \, \mbox{being accessed and used by many of the bereaved and} \qquad \qquad$
- 15 survivors?
- 16 A. Yes, I -- yeah.
- 17~ Q. Did you receive any feedback that those affected by the
- $18\,$  fire were not in fact accessing the services available
- 19 at the Westway?
- $2\,0$   $\,$  A. I think I remember there was a discussion about not  $\,$
- $21 \qquad {\rm many} \; -- \; {\rm people} \; {\rm were} \; {\rm going} \; {\rm to} \; {\rm be} \; {\rm directed} \; {\rm to} \; {\rm Westway},$
- 22 there weren't very many people there, but the figures
- 23 were getting higher and so people were going to Westway.
- 24 Q. Yes. Let's go to page 3 {RBK00001920/3}, and we pick 25 that up. Page 3, second paragraph from the bottom, you
  - that up. Page 3, second paragraph from the bottom, you

1		are recorded as saying:
2		"SR explained that the Westway rest centre has not
3		had huge numbers of residents but the numbers are
4		increasing there."
5		Is that what you're referring to?
6	Α.	Yes.
7	Q.	Yes.
8		If you also look at page 4 of the minute
9		{RBK00001920/4}, there is an issue raised, it seems, by
10		Emma Spragg. It says in the second paragraph:
11		"TG explained that there might be others at this
12		venue such as neighbours, extended families, and those
13		will be displaced for some time and those who want
14		support. More work is needed to clarify how all needs
15		can be accommodated.
16		"Next steps will involve TA [Tony Andrews] helping
17		to find a venue and co-ordinate accordingly. Sub Groups
18		will be formed and TA is leading, along with the
19		Council, Red Cross, Health Partners, and the Services.
20		Community cohesion and faith groups are doing great
21		things and should be involved. The Red Cross to contact
22		faith groups."
23		What was the source of the information that the
24		Westway, as you put it on the previous page, had not had
25		a huge number of residents but numbers were increasing?
		81
1	A.	It must have been someone from the meeting who was
2		feeding that back to us

2		feeding that back to us.
3	Q.	Given what we've seen in the terms of reference for the
4		HASG, which included initiating consultation with

- 5 communities and individuals, do you remember, was there 6 any action taken to determine the cause of the lower
- 7 than expected numbers at the Westway?
- 8 A. At that time, I think people were -- because it had only
  9 just been allocated as the main rest centre. So that's
- 10 what people thought: once people knew about it, they 11 would go there.
- 12 Q. Yes. Although the need for one centralised official
  13 rest centre appears to be recognised here, do you
  14 remember whether people discussed the need for support
  15 to the other locations?
- 16 A. I think in this conversation, and these minutes,
   17 because -- and this is why I said it's my PA rather than
- 18 someone who is an expert at recording these minutes ---
- 19 this conversation, and certainly about TA, Tony Andrews,
- 20 was about forming that one centre where council services
- 21 and other services would be in. So I think this --
- 22 these emails are conflating maybe a rest centre with
- 23 a humanitarian assistance centre, and using the same
- 24 vocabulary, because what we were talking about there was
- a need for something very soon where council services

- 1 and other services could be to give support to people. 2 Q. I see. 3 A. This is talking about the community -- the humanitarian 4 assistance centre. 5 Q. Not rest centres per se? A. That's my understanding of this discussion. 6 7 Q. Right. Was that an understanding you had at the time? 8 (Pause) 9 Let me try this differently . You're pausing because 10 it may be a difficult question. 11 At the time, on 15 June, did you understand there to 12 be a distinction drawn in the London Resilience 13 arrangements between a rest centre and a humanitarian 14 assistance centre? 15 A I did Q You did and what was that distinction? 16 A. The rest centres were the immediate ones set up by the 17 18 BECC and staffed by rest centre managers and managed 19 through Gold, and that's what was happening, in my view. 20 This one was the one -- the role that the humanitarian 21 assistance group, which I was -- I was told and 22 supported that we weren't dealing with the issues, the 23 immediate issues; this was about setting something up 24 for a day or two, once a suitable venue had been found.
- 24 for a day or two, once a suitable venue had been found, 25 where people could come for all the advice and emotional

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1 support they needed in the one place. 2 Q. I follow 3 Is it your evidence -- and just assist us to clarify 4 it  $\,--$  that at the time, on the 15th, you observed that 5 there was some confusion in the minds of those at RBKC 6 between the rest centre on the one hand and what you 7 were intending to do by way of establishment of 8 a humanitarian assistance centre on the other? 9 A. I think there probably was. Language was used for 10 different things, and certainly my PA didn't understand 11 it when she was writing this as well. 12 Q. Right, I see. 13 Let's then examine together the numbers displaced. 14 Can we go to page 1 of these minutes 15  $\{RBK00001920/1\}$ , please, and look at the fourth 16 paragraph down. Now, there you can see it says: 17 "TR [Tony Redpath], BECC Representative explained 18 that the council efforts are with the residents who have 19 been displaced to ensure that they are comfortable and 2.0 have accommodation moving forward. There are 77 people 21 in hotels with 25 people in the Westway Sports Centre 2.2 which is the only remaining Council rest centre. 23 Council resources and police presence are at Westway. 2.4 If Council assistance is needed, then Westway is where 25 residents are to go. There have been mountain of

24

that?

4		
1		donations, transit lorries arriving from across the
2		country. This is a major logistical effort to get all
3		sorted and distributed."
4		If we go over the page, please, to page $2$
5		$\{RBK00001920/2\}$ , the third paragraph down, in the
6		context of numbers, it says:
7		"AG [that could be Amanda Gill], Housing explained
8		that there are 79 households in commercial local hotels.
9		There are under 30 households in temporary accommodation
10		and some are in hospitals as delayed discharges because
11		of the accommodation problem."
12		Can you explain the differences in the information
13		being provided, the BECC here saying that 77 people were
14		in hotels and the housing department saying that there
15		were 79 households in hotels, plus 30 more households in
16		temporary accommodation, that's 109 households in all?
17		Can you explain the discrepancy in the numbers?
18	A.	l can't.
19	Q.	No?
20	Α.	l can't.
21	Q.	You can't. Would you agree, not just in relation to the
22		ordinary use of language, but at the time there was
23		a difference between persons and households, households
24		being more than one person, usually?
25	A.	I don't know. That's how housing saw it. They might
		85
1		have seen $$ one individual could have been a household,
2		because they'd had a house.
3	Q.	Was there a problem with terminology when the
4		information was circulated about the number of those
5		adversely affected by the fire?
6	Α.	I think there was quite a lot of problem with
7		terminology generally, yeah.
8	Q.	Right.
9		Going back, please, to page 2 $\{RBK00001920/2\}$ , third
10		paragraph down again, which starts "AG", as we've seen,

- 11 it goes on in the third line :
- 12 "People temporarily evacuated from neighbouring
- 13 properties are not a priority for temporary
- 14 accommodation unless they are vulnerable. This is due
- 15 to the shortage of temporary accommodation and the need
- 16 to prioritise the residents of Grenfell Tower.
- 17 Residents placed in hotels are visited to check their
- 18 immediate practical needs. People have lost their IDs
- 19 so we are ensuring that they have money and other needs 20 met."
- 21 First of all, was it the case that those evacuated
- 22 from neighbouring properties, so the walkways, were not
- 23 a priority for temporary accommodation unless they were 24
  - vulnerable? Is that right?
- 25 A. Well, I only know that because it's written here.

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1 Q. Right. But you don't remember a separate discussion 2 about it? 3 A. No, I wouldn't have been party to a separate discussion 4 about the housing issues. 5 Q. Right. 6 What was the information that you received about the 7 number of evacuated persons from neighbouring properties 8 who were affected by the fire? What kind of numbers are 9 we dealing with, do you remember? 10 A. Only from these notes. I can't remember. 11  $\mathsf{Q}.\;$  Right. On the notes, if you go three paragraphs on, if 12 we scroll down, please, it says: 13 "The plan is to accommodate residents as locally as 14 possible ... " 15 Then it goes on: "There are 450 people in cordoned off area who are 16 17 still awaiting details of when they are allowed back 18 their homes. A lot of utilities to supply heating and 19 water are under Grenfell which have been affected. It 20 will take two weeks or longer for housing is sorted 21 [sic]. The Red Cross explained that the Air Hotel have 22 offered free accommodation." 23 Now, do you remember the cordoned off area included 24 homes on Grenfell Walk, Hurstway Walk, Testerton Walk, 25 Barandon Walk and Treadgold House? Do you remember

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1		that:
2	Α.	Well, I know those names.
3	Q.	Would you agree that that was a substantial number of
4		people evacuated who were not placed in hotel or
5		temporary accommodation at that stage?
6	Α.	Yes.
7	Q.	Yes, and it looks as if , from this minute, at that stage
8		it was well known that there were problems with the loss
9		of utilities such as heating and water supply.
10	Α.	Yes.
11	Q.	Yes.
12		What was the expectation, in the light of those
13		facts , about what was going to happen to those evacuees
14		from the cordoned off area in the forthcoming days?
15	Α.	Well, this was the first meeting, and this is an update
16		from every aspect of people who came to that meeting.
17		This is an update. After this, as a consequence of this
18		meeting, we set up subgroups, and one of which was
19		housing, and each of those subgroups $$ it's not really
20		reflected in here what was said. Each of those

- 2.0
- 21 subgroups was to take these issues and to deal with them
- 22 and come back and report back on what they were doing on
- 23 everything, and the housing group were taking forward
  - these things.
- 25 Q. Right. But what was the expectation? I just want to

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1		make sure I have an answer to my question.
2	Α.	Oh.
3	Q.	What did you expect would happen to the evacuees from
4		the cordoned off area, particularly given the numbers
5		that are being discussed?
6	Α.	Well, at that time, I didn't have an expectation.
7		I was $$ the housing subgroup were going to have to have
8		a look at that, and Gold Command were looking at that as
9	-	well.
10	Q.	I see. So did you think that lay outside your role as
11		HALO?
12	Α.	In terms of me doing anything about that immediately,
13		what we were showing is this is a huge issue that's
14 15		happening, and we need to set up a task group now, so
16		that task group was set up then to take forward these things.
17	0	Right.
18		And to report back.
19		Now, the minute continues. We've seen it. If you go
20	۹.	back up the screen, you can see, in the last two lines
21		of the paragraph that starts "AG, Housing", that
22		residents were placed in hotels and had lost their IDs.
23		Were you satisfied at that stage that the humanitarian
24		needs of those in hotels were being met?
25	Α.	Well, no, they weren't, because they still needed $$
		20
		89
1		they needed so much more.
1 2	Q.	they needed so much more. And did there come a time when that changed?
1 2 3		And did there come a time when that changed?
2		-
2 3	A.	And did there come a time when that changed? You mean $$ are we just talking about the first three $$
2 3 4	A. Q.	And did there come a time when that changed? You mean $$ are we just talking about the first three $$ you mean in the first three days?
2 3 4 5	A. Q. A.	And did there come a time when that changed? You mean are we just talking about the first three you mean in the first three days? Yes. Well, you start on 15 June
2 3 4 5 6	A. Q. A.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah.
2 3 4 5 6 7	A. Q. A.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in
2 3 4 5 6 7 8	A. Q. A.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because
2 3 4 5 6 7 8 9	A. Q. A. Q.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in
2 3 4 5 6 7 8 9	A. Q. A. Q.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in the coming days?
2 3 4 5 6 7 8 9 10 11	A. Q. A. Q.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in the coming days? Well — and I think the action from this was housing
2 3 4 5 6 7 8 9 10 11 12 13 14	A. Q. A. Q.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in the coming days? Well — and I think the action from this was housing staff were — again, this was a huge issue for the housing subgroup. The housing staff were going to visit people and making sure they had the money and their
2 3 4 5 6 7 8 9 10 11 12 13 14 15	A. Q. A. Q.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in the coming days? Well — and I think the action from this was housing staff were — again, this was a huge issue for the housing subgroup. The housing staff were going to visit people and making sure they had the money and their needs met. That was the action. Obviously that was too
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2 3 4 5 6 7 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	A. Q. Q. Q. A. Q. Q. Q. A.	And did there come a time when that changed? You mean — are we just talking about the first three — you mean in the first three days? Yes. Well, you start on 15 June — Yeah. — with the observation that there are residents in hotels who needed money and other needs met, because they've not least lost their IDs; did that improve in the coming days? Well — and I think the action from this was housing staff were — again, this was a huge issue for the housing subgroup. The housing staff were going to visit people and making sure they had the money and their needs met. That was the action. Obviously that was too overwhelming, so by the Saturday or Sunday, we asked —— when other resources kicked in, we got key workers. Right. And I don't know how much improved after that, because there's been mixed views of that, but You say it was too overwhelming; just help me a little bit more, what was overwhelming about it?

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1		making sure they had the money and their needs met.
2		That was the action. Obviously that was too
3		overwhelming"
4		What was the problem?
5	Α.	Well, the $$ I don't know how many housing staff $$
6		where they $$ whether they knew were people were, what
7		hotels they were in. They did have lists of that, but
8		they said they had problems finding people in the hotels
9		and they said people weren't there. I don't know how
10		they managed that process. But after that $$ and there
11		might not have been enough of them.
12		This sounds $$ you know, it's like everyone's got
13		a certain task to do, and it wasn't like that. People
14		were just running around and trying their best.
15		I'm sure $$ you've got the housing lead talking
16		tomorrow. I don't know exactly what they did.
17	Q.	If we go on to page 3 again $\{RBK00001920/3\}$ and look at
18		the sixth paragraph this time in this minute, it's about
19		two—thirds of the way down your screen, it says:
20		"There is a need agree [sic] ways of sharing
21		information so that residents can be tracked and their
22		needs met. There is a Governmental Group looking at
23		this."
24		Who was the governmental group referred to here who
25		was looking at this?
		91
		91
1	Α.	Well, this would have been said by either Tony Redpath
2		or someone we had at that meeting from central
3		government, and my PA hasn't put the detail down, so
4		I can't remember what the $$
5	Q.	Right.
6	Α.	This is indicative of why you need loggists and people
7		taking notes that understand the process.
8	Q.	Right.
9		Did you expect or had you expected that a procedure
10		for sharing information should have been put in place

11 before the fire so that this discussion wouldn't have to

- 12 happen after the fire?
- 13 A. Sorry, sharing information between -- before the fire?
- 14 Sorry, I'm --
- 15 Q. Well, it says:

16"There is a need [to] agree ways of sharing17information so that residents can be tracked and their

- 17 information s18 needs met."
- 19 Let me try it slightly differently : did you expect
- 20 that there would be an already established mechanism for
- 21 sharing information such as that for that purpose?
- A. I know we shared information. So in terms of my ownarea, adult social care shared information with health,
- so we had combined records, and we would have known
- 25 people who had been in -- hopefully, who had been in

May 3, 2022

1		housing need, but other than that, I don't know.	1		subgroup, if necessary, later on. I cannot recall how
2	Q.	You don't know.	2		many HASG meetings I attended, but I was present at the
3		Do you know what steps were taken after this meeting	3		initial meetings on 15 June and 16 June"
4		to agree on a way of sharing information as identified	4		You see that. Then he goes on to say in the next
5		there in the minute?	5		paragraph he attended the first meeting on 15 June:
6	Α.	No.	6		"Thereafter, Cynthia Folarin took the lead and
7	Q.	Now, the minutes touch on the topic of donations from	7		reported to me. Discussions were fed back"
8		the public, and we've seen reference here to the	8		Then he says at paragraph 27:
9		mountain of donations, with transit lorries arriving	9		"The DPH did not have power to mobilise any further
10		from across the country. We saw that on page 1.	10		resources on the ground. We, ourselves, did not deliver
11		What impact do you recall the volume of donations	11		any services to the community. Instead, RBKC entered
12		had, if any, on RBKC's activities and the response?	12		into contracts with the local NHS trusts, such as the
13	Α.	Well, they hardly had anyone to deal with them, so again	13		CLCH, to deliver services. Throughout the first-week,
14		it was $$ there were so many of them, and we did $$	14		we were in contact with the CLCH to ensure that those
15		Debbie Morris became the person again in this subgroup	15		services were provided properly. For instance, we knew
16		who was to take that forward. But there were very few	16		that there would be many traumatised children and so we
17		staff to be able to deal with it . You know, there was	17		ensured that our health visitors and school nurses would
18		not enough staff to deal with it . There were so many	18		prioritise work in the vicinity ."
19	-	donations outside.	19		Is that correct? Does that correspond with your own
20	Q.	Does that tell us that there was no pre-existing plan to	20		recollection ?
21		deal with donations and their distribution?	21	А.	Yes. When he says entered into contracts, if he's
22	Α.	Well, there probably was something in the plan but, in	22		talking about this response, they were part of that
23		reality, it didn't materialise.	23		response partners anyway, so they would have done it
24	Q.	Right. You say in the plan, but there was $$ right. So	24		without a contract, but yes.
25		is this right: whatever there was, it didn't	25	Q.	. Yes.
		93			95
1		materialise?	1		If we go back to the minutes, then, at page 2
2	A.	It didn't materialise, both because I $$ there was so	2		If we go back to the minutes, then, at page 2 $\{RBK00001920/2\},$ there is a reference there, in the last
	A.		2 3		
2 3 4	A.	It didn't materialise, both because I $$ there was so	2 3 4		{RBK00001920/2}, there is a reference there, in the last paragraph on page 2, to the Manchester Step Pathway, as you can see there from the second line; yes?
2 3 4 5	A.	It didn't materialise, both because I $$ there was so many, but also I don't know whether there was	2 3 4 5	A.	$\{RBK00001920/2\}$ , there is a reference there, in the last paragraph on page 2, to the Manchester Step Pathway, as
2 3 4 5 6		It didn't materialise, both because I —— there was so many, but also I don't know whether there was a designated lead to do that, or they had a preparedness for that. Right.	2 3 4 5 6	Q.	<pre>{RBK00001920/2}, there is a reference there, in the last paragraph on page 2, to the Manchester Step Pathway, as you can see there from the second line; yes? Yeah.</pre> . Could you explain what that was?
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1	"MR, Director of Public Health to promote
2	communications and work with the Council communications

- 3 with the leaflets etc. Psychology Services are aware of
- 4 this so will link into those they are working with."
- 5 What was envisaged?
- A. This was about letting people know, wherever they were, 6 7
- that there was a range of help they could access and the
- 8 details of it and the phone numbers.
- 9 Q. Right.
- 10 Now, did you know that the following day, 16 June,
- 11 the NHS partners were asking for the council's website
- to be updated so that people affected by Grenfell, 12 13
- either directly or indirectly, and in need of mental
- 14 health support or psychological therapy could call 15 a dedicated NHS response line?
- A I don't recall 16
- 17 Q. You don't recall. Do you know anything about that?
- 18 A. No, but this would have been part of this, to make sure it was on the website. They would have been doing that 19 20 as part of this -- these actions.
- 21 Q. Right. Do you know who was co-ordinating that effort
- with RBKC? 2.2
- 23 A. Within RBKC?
- 24 Q. Well, either within or with.
- 25 A. It would have been someone -- it would have been maybe

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- 1 Louise Proctor or someone from CCG.
- 2 Q. Right. Did you know anything about that at this time? 3 It's discussed here at the meeting, but did you know
- 4 anything about it beyond the proposal set out here in 5 the minutes? 6 A. I can't remember, no.
- 7 Q. Right.
- 8 Sticking then with the topic of communications,
- 9 we've seen that one of the matters set out in the terms
- 10 of reference for the HASG was to ensure effective
- 11 promotion of services to affected people, and ensuring
- 12 that effective pathways exist to enable people to find 13 the support they require. We saw that as one of the 14 terms of reference.
- 15 Were communications to those affected by the fire
- 16 identified as a problem at this meeting, do you
- 17 remember?
- 18 A. I can't remember, but I do know communications were 19 a problem.
- 20 Q. Right. What aspect of communications do you remember 21 being a problem?
- 22 A. Things like staff on the front -- on the ground maybe
- 23 not always knowing how to access cash or where to refer 24 people, where people should go to for advice about loved
- 25 ones. There were those sorts of things, a range of

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- those. Q. Who was reporting that back to you? A. I don't know whether anyone said it at this meeting, but certainly I must have got it from Gold or from other places Q. Right. Let's see if we can pin this down a bit more closely . Can we go to page 5 of this minute  $\{RBK00001920/5\}$ , please. Top of the page, top of your screen: "A communications sub group will be needed. [Criticism] and guestions have been asked around the communications. SR is going to gold meeting now so communications will be an integral part of the discussions.' Just looking at that, does it provoke a recollection? What were the criticisms and questions asked around communications? A. Well, what I've said, and just that people didn't know where to go and people weren't being told what was
- 19
- 20 happening generally, and people on the ground, the staff
- 21 on the ground weren't informed.
- 2.2 Q. Now, do you remember taking that to RBKC Gold at the 23 next Gold meeting?
- 24 I don't remember going to Gold, but I do remember going Α 25
  - to Tony Redpath and -- because he managed all the

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1		internal services $$ asking him what was going on about
2		comms, and we needed to get a message out, and I think
3		I did mention it at Gold $$ I don't think it's in the
4		minutes, but I did mention it $$ and he told me that the
5		media and comms were doing something. I don't know
6		whether that's in the Gold meeting.
7	Q.	We'll come to the Gold meeting minutes in a moment and
8		look at it.
9		Before we do, let's look at some other people's
10		evidence about the impressions they got about this
11		meeting, the first HASG meeting.
12		First, Emma Spragg, who attended, I think.
13		$\{BRC00000050/15\}$ is her statement, and if we go, please,
14		in it to paragraph 63, she says in the fourth line down
15		there:
16		"My impression of this meeting was that it could
17		perhaps have been better organised, though I understood
18		the extremely stressful and distressing situation
19		everyone was involved in, especially the council staff.
20		The meeting room was quite small; there were substantial
21		numbers of individuals packed in. London Resilience
22		Group supported the meeting."
23		Now, first of all, her impressions of the meeting.
24		What do you say about that? Do you agree?
25	Α.	Yeah, I agree with her.

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1	Q.	She says at paragraph 65:
2		"There was discussion about the provision of support
3		and the roles different organisations at the site were
4		performing, in an attempt to identify gaps in the
5		services being provided. Topics raised included numbers
6		of households affected, accommodation and welfare needs.
7		At this stage there was still no confirmation of numbers
8		affected nor confirmation of where all the survivors
9		were located, whether in temporary accommodation or
10		rest centres."
11		Do you agree with that?
12	Α.	Yes.
13	Q.	You do.
14		Would you have been assisted by representatives from
15		the voluntary organisations providing support at the
16		unofficial rest centres being in attendance at this
17		meeting?
18	Α.	I don't think they were in attendance. I don't think we
19		had a representative. We might have had someone from
20		the churches who was at the
21	Q.	Right. Were any efforts made, do you remember, to try
22	•	to identify those organisations and invite them to this
23		meeting?
24	A.	Well, that was $$ I actually asked Tony Redpath to do
25		that.
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1	Q.	Yes, and indeed it's I think in the framework document.
2		Is that where you got the idea from?
3	Α.	Yes, and that came from the conversation I had with him
4		about being the voluntary sector lead.
5	Q.	Yes.
6		Let's then turn to the RBKC Gold meeting in the
7		afternoon of 15 June 2017 at 15.30. The minutes are at
8		{RBK00001874}, please.
9		First, attendees. We can see that you were in
10		attendance there; yes?
11	Α.	Yes.
12	Q.	As was Tony Redpath and others.
13	ч.	If we stick with page 1 and look at the fourth
14		bullet point down, which says:
15		" If the cordon is not lifted , then have over 800
16		people to find places. Will need to seek help from
17		Government."
18		Do you remember where the number of 800 came from?
19	٨	No.
20		Now, those numbers were, as is obvious, much greater
20 21	ч.	-
21		than the 450 people that had been noted in your meeting of the HASG some 90 minutes earlier. Are you able to
22 23		-
23 24	٨	explain the difference? I'm not.
24 25		I m not. Did you query the numbers at the time?

- 25 Q. Did you query the numbers at the time?
  - 102

- A. No, I didn't. I didn't.
  Q. Was it not of interest to you to know even roughly how many people were adversely affected by the fire who would be requiring humanitarian assistance or some kind of help from RBKC?
  A. I would probably have asked after. I didn't ask at the time at this Gold meeting.
  Q. Right. Why is that?
  A. I -- the Gold -- I'd just been from -- we had just had our meeting, yeah, we'd just had the housing -- the humanitarian assistance steering group meeting, and I'd just come into this, and I just felt ... there wasn't -- every meeting was doing the same thing, every meeting was just hearing these same things, and I didn't know where the role I had fitted in with this and how I could possibly take all these things forward and understand
- 16 possibly take all those things forward and understand 17 everything at that time, and I didn't even, you know,
- 18 think to ask about those two figures, no, because I was
- 19 really concentrating on a centre and getting some things
- 20 moving specifically. So I didn't ask about the
- 21 difference.
- 22 Q. Right, you didn't.
- 23 Did you have confidence in the accuracy of the
- $24 \hfill information being provided given the discrepancy in the$ 
  - numbers ——

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- 1 A. No.
- Q. -- that are being thrown around? You didn't have any
   confidence?
  - A. No.Q. What did you understand by the reference to the need to such help from the maximum transmission?
- 6 seek help from the government?
- 7 A. I don't know what that's referring to.
  8 Q. Was there any discussion at that point -
- Q. Was there any discussion at that point -- 3.30 in the
   afternoon of 15 June -- regarding the activation of the
- 10 Gold protocol for London Local Authority Gold, LLAG?
- 11 A. I wasn't -- I didn't hear anything.
- 12 Q. Right. Were you aware of the structure and the ability 13 to invoke London Gold resolution?
- 14
   A. I'm not sure whether I was specifically, but I was 

   15
   I didn't know the council had to ask. I didn't know the
- 16 specifics of that.
- 17 Q. Right.
- 18 If we go to page 3 of this document {RBK00001874/3}, 19 these minutes of this meeting, second bullet point down, 2.0 or first bullet point on the page: 21 "CC feedback that Coms was not seen to be working 22 and that the Council was not visible enough. Schools 23 are not able to get in touch with the press office and 24 need help to manage Coms. 25 " . Coms team can draft an internal memo for staff

1		from the Leader."
2		Do you know who raised that at the meeting?
3	Α.	Yeah, that's Claire Chamberlain.
4	Q.	Claire Chamberlain. And what was done about that, do
5		you know?
6	Α.	${\sf I}$ think at that time as well some of us said there were
7		issues $$ there were real issues with comms, and there
8		was a comms person there $$
9	Q.	So
10	Α.	who was supposed to take that forward.
11	Q.	Right.
12		If we stick with this page and look at the next item
13		down, the second item down, "Humanitarian Assistance
14		Steering Group Update", you give the report there; yes?
15	Α.	Yes.
16	Q.	And in the second bullet point you report that you had:
17		" made a request to BECC for a full time
18		administer [sic] support officer and a key person who
19		knows networks and contacts in Council."
20		Did you receive that support?
21	Α.	This is where I think Mark Sawyer comes in for a bit of
22		that $$ this question, because he came up to me
23		afterwards and asked me what the issues were.
24		The next morning, there was someone that he sent

## along to start taking the notes and being

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1	a	an administrative support who understood all the
2	F	processes. I didn't get a key person who knows contacts
3	i	n council, so I had to just go and ask anyone who
4	I	could what to do about this and what to do about that.
5	Q.I	Right. We may come to that, but let me just show you
6	t	he email just to see if we can put this in its context.
7		{RBK00027850}. This is an email almost exactly
8	a	a day later, 16 June, since you refer to it, and it's
9	a	an email from Toby Gould at London Fire to
10	[	Deborah Collins and you:
11		"Deborah, Sue,
12		"I took a decision to seek mutual aid from other
13	I	ocal authorities to provide secretariat support around
14	t	he HASG meetings over the weekend. We needed to put
15	t	he request out ASAP to have a better chance of a
16	1	positive response. I didn't think you'd object but
17	F	please shout if any problems.
18		"I'll be here and will lead that function but we are
19	r	running short on our own staff or our volunteers to
20	s	support. If RBKC can assist it would be very useful to
21	ł	nave someone around who can also provide contact details
22	e	etc."
23		Is that what you were referring to?
24	A. `	Yes.
25	Q. `	Yes, thank you.

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1		Then going back, if we can, to the minute, please,
2		{RBK00001874/3}, under the heading of "Forward look",
3		after your report from the HASG and the mass fat
4		steering group:
5		"FORWARD LOOK
6		"Internal staffing.
7		"
8		"• NA [Nick Austin] said that the WSC [Westway
9		support centre] need a Senior Manager and a Rest Centre
10		Manager at WSC. BECC working on rota for Rest Centre
11		Manager. Senior officers thin on ground but will think
12		about this."
13		Two things.
14		First , was that a matter of concern to you or others
15		at the meeting? When I say "that", what I mean is the
16		staffing problem identified there.
17	Α.	Well, I think it was raised as a concern and then
18		someone was going to action it. I don't know whether it
19		was then I said I'II $$ not in that meeting, but I said
20		I'll go. I was told not to, but yeah.
21	Q.	Right. Now, this is obviously in the context $\ensuremath{I}$ say
22		"obviously"; do you remember whether this was in the
23		context of the Westway Centre being a rest centre or
24		whether it was in its context of being a humanitarian
25		assistance centre?
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		/

1	Α.	It was as a rest centre.
2	Q.	What was the WSC at this point? Was it a rest centre?
3	Α.	It was a rest centre, and it wasn't going to be $$ at
4		that time, no one envisaged it would be the longer term.
5		It turned out to become the longer term.
6	Q.	I follow.
7		When did discussions about WSC becoming the
8		longer-term humanitarian assistance centre start?
9	Α.	Well, I think there was an action that $$ we needed one,
10		so it was $$ that was obvious, and then someone from
11		RBKC, I forget who it was, in charge of buildings, he
12		was tasked with finding $$ well, with me, he was tasked
13		with finding a suitable premises that could be
14		a longer term, medium term. And that was started on the
15		Friday $$ the Thursday or Friday. Maybe Thursday.
16	Q.	Yes, and I think we come back to that in due course in
17		your evidence, so we'll park that for the moment.
18		I just want to ask you a question or two about
19		helplines for residents.
20		If we go back a page, please, in these minutes to
21		page 2 {RBK00001874/2}, you can see on page 2, under the
22		second bullet point, it says:
23		"Red cross can help set up a helpline. KB and SR to
24		take forward."
25		Now, in your second statement, you say $$

	paragraph 11.1 on page 8 $\{ RBK00058120/8 \}$ $$ that you
	wanted to see whether it was possible to run a dedicated
	joint helpline with the BRC.
	Why did you consider a joint helpline in particular
	was needed?
Α.	I don't think that was my advice, and I think $$
	Red Cross I think wanted the council, I think, to do
	a helpline. Red Cross had one up and running, and
	I think they advised that they could join them both
	together. So I tried to find someone in the council who
	would be able to do that.
Q.	Was the problem that at this point, in the absence of
	a dedicated response helpline, the RBKC's housing line
	was what was being publicised as the number to call?
Α.	I think it might have been. I can't
Q.	Well, let's just put this in $$
Α.	I can't remember.
Q.	context if we can.
	${MOL00000014}$ . This is the SCG 08.30 meeting on
	14 June, so this is the day before.
	Picking it up at page 3 {MOL00000014/3},
	paragraph 6, if you look at the heading "Local
	Authorities provided an update", third bullet point:
	"RBKC Housing Line is available for displaced
	people."
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	Was that what you understood was the position going
	into 15 June and remaining the position as at 15.30 on
	15 June?
Α.	Yes.
$\cap$	Voc

5 **Q. Yes**.

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- 6 Now, you I think then liaised with RBKC customer 7 services during the evening of 15 June about setting up 8 a helpline with the support of the Red Cross; is that 9 right? 10 A. Yes. 11 Q. And you raised that again, I think, the next day, 12 16 June, at the second HASG meeting. We can see that at 13 {RBK00002040/1}. 14 We've jumped ahead to the next day, but just
- 15 pursuing this helpline question, under 3, "Chair", it 16 says:
- 17 "Clarify with RBKC Gold whether the helpline
- 18 (emotional support, access to funds, links to other
- 19  $% \left( 19\right) =0$  services available) for this incident should be run by
- 20 RBKC or the BRC. BRC helpline is up and running
- 21 8am-8pm.

24

- 22 "BRC/RBKC (Mr Westbrook/Call Centre) to consider
- 23 linking helpline to a hunt group also staffed by RBKC."
  - First, what was a hunt group, do you know?
- 25~ A. I think where you chase -- a call goes to someone else

110

1		directly and you chase $$
2	Q.	Right. What was the outcome of those enquiries that are
3		identified in that box there?
4	Α.	I think the issue here was British Red Cross were
5		taking $$ were $$ had a call $$ a helpline up and
6		running, but the council weren't providing them with the
7		information, you know, they didn't feel it was all their
8		responsibility to have the helpline, so they wanted us
9		to talk with RBKC about it, and the outcome of this,
10		I think, was that there were some problems doing the
11		join-up, and so I think RBKC said they could set one up,
12		but they took a while to do it , and I didn't think $$
13		I wanted to ask the British Red Cross what they thought
14		about it, so I went back to them.
15	Q.	Right.
16		Now, I think you say in your second statement $$ and
17		it's paragraph 11.1 $\{{\sf RBK00058120/8}\}$ $$ that, on
18		reflection , you don't think you ever managed to
19		$co{-}ordinate$ the two helplines before London Gold stepped
20		in.
21	Α.	No, because this was Friday lunchtime and they stepped
22		in Friday afternoon.
23	Q.	Yes. Would it have helped to have had a dedicated
24		helpline ——
25	Α.	Oh, I'm sure it would.
		111
1	Q.	as quickly as possible?
_		

- 2 A. I'm sure it would.
- 3 Q. Was it the position, so far as you recall it, that there 4 were these two helplines operating separately and
- 5 independently: RBKC's housing line on the one hand and
- 6 the British Red Cross helpline on the other?
- 7 A. Yes, I think so.
- 8 Q. Right.
- 9 Now, I think it's right that the helpline that was
- $10\,$  eventually used was the phone number that had been set
- 11 up by the British Red Cross in response to the
- 12 Manchester Arena incident which had occurred on
- 13 22 May 2017. Is that your recollection?
- 14~ A. Immediately it was. I don't know whether that stayed
- 15 that way, but yeah.

25

- 16 Q. Yes.
- 17 Do you remember that on 17 June -- that's the
- 18 Saturday -- there was a brief meeting of the community
- 19  $% 10^{-1}$  assistance centre, the CAC, subgroup at 1 o'clock, and
- 20 Tony Andrews circulated an action, which was that
- 22 that something you recall?
- 23 A. I wasn't there.
- 24  $\quad$  Q. You weren't there, but do you recall the event, do you

recall the fact?

1	A.	Yeah.	1	A.	In my recollection, it was the end of the 1500 hours
2	Q.	You do.	2		meeting.
3		After that was set up, were there problems still	3	Q.	I see, right. And I think you say you took it to mean
4		relating to the number not being published or did those	4		that London Resilience was now taking over control, as
5		disappear?	5		you say.
6	Α.	There were so many things in the days after in $$ when	6		Was there a discussion about London Local Authority
7		we were in Westminster that we had to deal with, and I'm	7		Gold taking over during the 10 o'clock meeting?
8		sure the helpline would have been $$ the publication $$	8	Α.	In my recollection, I don't remember anything like that.
9		the publicity around the helpline would have been one of	9		I just thought we had some people sitting there.
10		them. I'm sure we were dealing with that.	10	Q.	What do you mean, some people sitting there?
11	Q.	In fact, the records show that the BRC,	11	Α.	Well, people I didn't know who were in this meeting and
12		British Red Cross, helpline was eventually set up on	12		they didn't say anything about $$ they may have been
13		16 June, the Friday. Did any problems arise while it	13		introduced as London Gold, but I had no recollection
14		was active, do you remember?	14		there was any talk about them taking over.
15	Α.	I think there were some questions about the information	15	Q.	Right.
16		that the staff had to hand and what they knew.	16		Let's go to {RBK00020703}. These are the minutes of
17	Q.	Let's then turn to 16 June and start with the RBKC Gold	17		the 10 o'clock meeting on 16 June 2017. You can see who
18		meeting on that day at 10 o'clock. You say that you	18		was present; you were present, as was Nicholas Holgate
19		attended that meeting. That's paragraph 41 of your	19		and a list of others. But you can also see also in
20		first statement at page 9 {RBK00035676/9}. We don't	20		attendance John Barradell. Do you see that?
21		need to see that. But that's right, is it, you	21	Α.	Yes.
22		attended?	22	Q.	And also Alex Woodman, LLACC, and Mark Sawyer too.
23	A.	Yes.	23		Now, if we go, please, in that, to page 4
24	Q.	Yes.	24		{RBK00020703/4}, you will see a heading, "London Local
25		Now, you mention in your statement that	25		Authority Gold", about a third of the way down your
		113			115
			_		
1		John Barradell was present at that meeting. You say	1		screen, and it says:
2		that at paragraph 41. He was the town clerk at the City	2		"JB outlined what he and his team would be doing.
3		of London and also the chair of the local authorities	3		Which is primarily to compliment what we are doing and
4		panel.	4		give us some respite. He praised the Council for
5		What did you understand his role to be in this	5		managing on their own for so long but now was the time
6		incident?	6		to get in help and support."
7	Α.	I didn't know at that time, I just knew we had some	7		Do you remember that?
8		people who hadn't been to previous meetings. I had	8	Α.	I can't remember it as such, but I didn't read that as
9		hoped they were there to help.	9		taking over or anything like that.
10	Q.	Right.	10	Q.	Right. Well, we may come back to that in a moment. But
11		Now, let's go to your first statement, then, at	11		you can see, sticking with the minute on page 3
12		page 9 {RBK00035676/9}, paragraph 41. You say there in	12		{RBK00020703/3}, if we go back, please, under item 5,
13		the middle:	13		"Key Issues and Strategic Decisions", it says:
14		"I think Nicholas Holgate chaired the meeting. The	14		"Humanitarian Assistance (including Emergency
15		next meeting was at 15:00hrs and at the end of the	15		Rest Centre, Community Assistance Centre, offers of
16		meeting, John Barradell said that the next meeting was	16		accommodation)."
17		'by invitation only'. Although it was never expressly	17		It says there:
18		said, from this I took it to mean that London Resilience	18		"TR assisting in identifying properties for a
19		were now taking over control. London Resilience is	19		Community Assistance Centre. Need space with furniture,
20		there to provide support and mutual aid in a crisis	20		barriers and private rooms with provision for people to
21		situation ."	21		speak to Liaison officers ."
22		First, is what you remember John Barradell saying,	22		Do you see that?
23		that the next meeting was by invitation, something that	23	Α.	Yes.
24		he said at the 10 o'clock meeting or at the end of the	24	Q.	What did you understand to be a community assistance
25		1500 hours meeting?	25		centre?

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1	Α.	This is $$ I think he's doing this because we sent $$
2		he's the voluntary sector person and he is reporting
3		back. This is what I'm calling the humanitarian
4		assistance centre. It's the same thing. It was the
5		longer—term thing that the group I was dealing with was
6		looking at.
7	Q.	Right. So you read this or $$ is this right? $$ you
8		understood community assistance centre to be the same
9		thing as a humanitarian assistance centre?
10	Α.	Yes.
11	Q.	Right.
12		Can I just show you, then, {RBK00013294}. Now, this
13		is the major incident procedure manual published by
14		LESLP.
15		Are you familiar or were you familiar with this
16		document at the time?
17	Α.	No.
18	Q.	You weren't.
19		Let's go to page 36 {RBK00013294/36},
20		paragraph 9.11. This is under the heading "Community
21		Assistance Centre", and it says:
22		"The Local Authority may decide to establish
23		a Community Assistance Centre (CAC) to undertake a
24		detailed Community Impact Assessment, to provide advice
25		and support to affected people and to support the
		117
		117
1		recovery of the community in a local setting. Community
2		Assistance Centres may be considered particularly where
3		a Humanitarian Assistance Centre has not been
4		activated."
5		So did you know that a community assistance centre
6		was not the same as a humanitarian assistance centre, in

- was not the same as a humanitarian assistance centre, in
   fact was what would happen where you didn't have
- 8 a humanitarian assistance centre?
- 9 A. I know that in terms of the work that was happening in 10 RBKC, those two phrases were interchangeable, but for me 11 reading this, they're actually -- they're the same 12 thing. We were calling it -- at one point even in our 13 humanitarian assistance group it was called the  $\ensuremath{\mathsf{CAC}}$ 14 meeting, and then it changed, the HAC meeting. But in 15 terms of what they were doing and what they were going 16 to provide and what they needed in there, it was exactly 17 the same thing. 18 Q. Right. 19 Now, at this point -- 10 am, 16 June 2017 -- what 20 was the Westway Sports Centre classified as? 21 A. Sorry, what was the day? The Friday?
- 22- Q. Yes, we're on the Friday and we're at 10 o'clock.
- $23 \quad \text{A. I still think that was a rest centre.}$
- 24 Q. Right.
- 25 How advanced were efforts to locate a suitable
  - 118

1		location for a community assistance centre or, if you
2		like, a humanitarian assistance centre?
3	Α.	There were people in the council tasked with looking at
4		all their accommodation, and I know that $$ I forget his
5		name, but the person who was in charge of it came back
6		to us, to Tony Andrews who was looking at this with him,
7		to say he couldn't find any $$ he found one place, which
8		was discounted by everyone because it wasn't in the
9		area, and then we put together some sort of spec about
10		what it should be, and British Red Cross put together
11		a list of things they needed, and then he had a better
12		specification to go and apparently look for
13		accommodation. He said he couldn't find any.
14		So I just remember the conversations about the
15		Westway were: "look, we've got the Westway" $$ and
16		apparently, I can't recall, but the Westway wanted to
17		open as a leisure centre again on the Monday, so the
18		conversations were: you can't close the Westway, it
19		needs to become $$ it needs to stay open and it needs to
20		become this centre, even initially for the first few
21		days or weeks until we find some proper place.
22	Q.	I see.
23		Now, we can see in this minute, if we go back to the
24		minute at page 3 $$ this is {RBK00020703/3} $$ which was
25		where we were before, the next bullet point says this:

1		"NH [it's highlighted in yellow on your screen] said
2		we should continue to use WSC and asked RE and SR to
3		identify a place by 12noon today."
4		This is to identify a place $$ is this right? $$ for
5		use as a community assistance centre?
6	Α.	Yes.
7	Q.	Yes. Was that a realistic request, to identify
8		a location for a CAC by 12 noon that day, within
9		two hours?
10	Α.	No.
11	Q.	Did you tell him it wasn't a realistic request?
12	Α.	Well, at the time $$ my name's next to it, but it was $$
13		RE = -I forget his name $$ he had already looked at
14		a list of places, so I didn't know whether he knew that
15		he had somewhere. I mean, most councils would know, or
16		you would hope you would know, if there was
17		accommodation in your area which you could commandeer
18		for that, or there's organisations you could speak to,
19		so I thought he might have something in mind. When
20		I see "by 12noon today", and then what he came back with
21		to say he couldn't find anything, that $$ I just thought
22		the Westway seemed to be the place.
23	Q.	Was the position that a suitable alternative location
24		wasn't identified and that, by 17 June, Westway had
25		transitioned into a CAC, or was it still a rest centre?
		120

1		In my thoughts, it was transitioning, yeah, into a CAC.	1		a problem before you received this email, confused
2	Q.	Right.	2		messages being given out?
3		Let's see if we can just pin this down a little bit	3		I don't recall knowing that.
4		more accurately. {RBK00020788}. This is a little bit	4	Q.	You don't recall knowing that. So when you received
5		later in the day. This is an email from Tony Andrews to	5		this email, did what Toby Gould is saying here in the
6		Emma Spragg at the Red Cross, Rebecca Blackburn in the	6		passage I've read to you come to you as a surprise?
7		BECC, and also a number of others, including you:	7	Α.	I think I read this later than he sent it, but it
8		"Dear All	8		probably wasn't a surprise because it was transitioning
9		"Many thanks for your contributions this afternoon."	9		and it wasn't $$ no one has said this will be
10		This postdates the Gold meeting that afternoon and	10		a community assistance centre, I don't think. Comms
11		the next HASG meeting. But underneath the words "To	11		hadn't gone out, I don't think, to people. People were
12		confirm the actions agreed", it says:	12		still working on it. That's what I think.
13		"Westway will be used as a temporary Community	13	Q.	Now, if we scroll to the top of page 1 in this email run
14		Assistance Centre over the weekend: (9am to 6pm)."	14		$\{RBK00020821/1\}$ , we can see that Tony Andrews then sent
15		So is it the case that at some point during the	15		an email to the BECC email address, as you can see,
16		16th, the decision was taken that the Westway would	16		copied to you and others, including Emma Spragg, and it
17		transition, at least temporarily, into a CAC?	17		says, "To Comms". This is timed now at 20.17 on the
18	Α.	Yes, it was. Someone had spoken to the Westway. We had	18		evening of 16 June:
19		already set up the group that was looking at what needed	19		"Please [see] the message below About current
20		to be done, and it was definitely agreed by the end of	20		confusion on the purpose of the centre at Westway and
21		that day, and the services were going to be in place the	21		about the location of the Police Friends and Family
22		next day.	22		centre resulting in distressed people being wrongly sent
23	Q.	Now, if we then stick with the topic, Westway, and stick	23		away.
24		with the date, 16 June 2017, a little bit later in that	24		"From tomorrow morning Westway will be a temporary
25		day from this email, let's go to $\{RBK00020821\}$ . This is	25		Community Assistance Centre until we can set up a proper
		121			123
1		an email on 16 June 2017 at 19.14, if we go to the	1		longer term facility . There will be welfare, housing,
2		bottom of page 1 of the email run there. It 's from	2		health and psychological support available for anyone
3		Toby Gould to Emma Spragg and you and Mark Sawyer,	3		affected by the incident between 9am and 6pm on Saturday
4		copied to Tony Andrews:	4		and Sunday and onwards.
5		"RE: humanitarian Assistance Centre —	5		"Please ask the BECC to check with the police for
6		comms/information requirement and shopping list."	6		the definite location of the Friends and families
7		You see that?	7		reception centre so that can be included with in [sic]
8	Α.	Yes.	8		the comms on all websites, including the new .gov
9	Q.	Then if you turn the page to page 2 $\{RBK00020821/2\}$ , top	9		website.
10		of page 2, he says this:	10		"Please also ask the BECC to clarify Westway's
11		"I know you are well aware of the community tensions	11		possible use as a rest centre so this can also be clear
12		and the urgent need for information for those affected.	12		in the same message.
13		From what we're [hearing] there are confused messages	13		"Please ensure that the managers of the centre are
14		being given out on the ground with, for example, police	14		clear so that reception and security staff don't send
15		and other (RBKC?) staff turning friends and family away	15		people away wrongly."
16		from the Westway centre and telling those with missing	16		Now, focusing there on the request to ask the BECC
17		loved ones to call the casualty bureau instead. There	17		to check with the police for the definite location of
18		is a concern this is fuelling community tension, and	18		the friends and family reception centre, what did you
19		that turning people away is preventing them from getting	19		understand that to be, that centre? What was that
20		the support they so need. I know work is ongoing to	20		about?
21		improve the communications but as an interim measure, if	21	Α.	That's where bereaved $$ people who have been bereaved
22		clear messages could be given to the front line staff	22		would go to find out from the police what was happening.
2.2		across all responding agencies about what is available	23		Right. So not Westway?
23					
24		and where, that would be a good step forward."	24		No.
		and where, that would be a good step forward." My question is: were you aware that this was	24 25		No. And to your recollection, was the communication clear

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May 3, 2022

2

- 1 that if bereaved friends and family wanted information
- about their loved ones, then the Westway was not the
- 3 place to go?
- 4 A. At that time it wasn't clear where people would go.
- 5 Q. What, to your recollection, was the place where friends
- and family could go for news about their loved ones?A. Well, over this time, I think there was a bit of
- A. Well, over this time, I think there was a bit of
   confusion about this. One of the -- there was another
   centre, I forget the name, where it was called at that
- 10 time a family -- friends and family reception -- in the
- 11 locality, I forget what it was, but obviously people
- 12 were coming anywhere for -- so they might be coming to
- 13 the Westway as well.
- Q. Why was there an apparent lack of clarity about where
   the location of the friends and family reception centre
   was or was to be?
- 17A. I can't answer that, but I do know that the work I did18the next few days was all about looking at a friends and
- 19
   families reception centre somewhere else and setting it

   20
   up properly.
   I don't know --- I think the police set
- 21 this up. I don't know where they set it up.
- 22 Q. Did you know or had anybody told you that the friends 23 and family reception centre had been moved on the
- evening or by the evening of 14 June to the Westway?
- 25 A. I didn't know that was a formal -- I can't recall that

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- 1 at all .
- Q. Right. Do you agree that it was a matter for some
   concern that, even two and a half days after the fire ,
   there was still uncertainty about the location of
- 5 support for those seeking support and information about
- 6 their loved ones?
- 7 A. Yes.
- 8 Q. Were you concerned about that at the time?
- 9 A. Because I didn't know everything, I didn't know there
- $10 \qquad \mbox{ was this } -- \mbox{ I knew people didn't } -- \mbox{ were not knowing }$
- 11 where to go properly. We were trying to get -- well,
- $12 \qquad \mbox{I}$  was trying to get some comms messages out through the
- 13 comms team. Yeah, absolutely concerned. And when
- 14 I went home in the night and saw what was happening to
- 15  $\,$  people, it was horrendous, so that's why I just -- it
- 16 was horrendous and I was concerned.
- 17 MR MILLETT: Mr Chairman, it's a little bit before
- $18 \qquad 1 \mbox{ o'clock, but this would be a convenient moment. The }$
- 19 next topic will take us well beyond 1 o'clock and there
- 20 is no immediate stopping point in it which would be
- 21 convenient. So is now a convenient moment?
- 22 SIR MARTIN MOORE-BICK: Well, in that case we had better
- stop now, hadn't we?
- 24 MR MILLETT: Yes, thank you.
- 25 SIR MARTIN MOORE-BICK: We are going to stop now,

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- $1 \qquad \mbox{Ms Redmond, so we can all get some lunch. We will }$
- 2 resume, please, at 2 o'clock, and as I've asked you
- 3 before, please don't talk to anyone about your evidence
- 4 or anything relating to it while you're out of the room.
- 5 All right?
- 6 THE WITNESS: Okay.
- 7 SIR MARTIN MOORE-BICK: Thank you very much.
- 8 (Pause)
- 9 Thank you, Mr Millett. 2 o'clock, then, please.
- 10 MR MILLETT: Thank you.
- 11 SIR MARTIN MOORE-BICK: Thank you.
- 12 (12.58 pm)
  - (The short adjournment)
- 14 (2.00 pm)

13

- 15 SIR MARTIN MOORE-BICK: All right, Ms Redmond, ready to
- 16 carry on?
- 17 THE WITNESS: Yes.
- 18 SIR MARTIN MOORE-BICK: Thank you very much.
- 19 Yes, Mr Millett.
- 20 MR MILLETT: Yes, Mr Chairman.
- 21 Ms Redmond, before we go back to where we were
- 22 going, which was 16 June, can I just take a slightly
- 23 sideways look at your evidence and look back at your
- 24 training
- 25 Can you clarify for us, please, whether your lack of

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1 contingency management training during your interim role 2 was to do with where you were placed or your agency 3 statement, or whether you found that other permanent 4 senior staff you were working with during your first 5 week were equally untrained in contingency management? 6 A. My lack of training was because I guess I was 7 an interim. I hadn't been trained in any other of my 8 interim posts either. 9 Q. Did you ever establish whether colleagues at RBKC --10 I say colleagues; those occupying similar positions to 11 you in adult services in RBKC, for example 12 Stella Baillie, or in CSS, children's social services ---13 had more training than you on contingency management? 14 A. I didn't know that. 15 Q. You didn't know that. 16 From your experience in other councils, does the 17 lack of your own training and, so far as you could see, 18 possibly the lack of others' training for permanent 19 senior staff surprise you? 2.0 A. I think it's one of the lessons I would like to put 21 down, that -- there isn't lack of training, there is 2.2 training, different authorities have different levels of 23 training, but I've been in guite a lot of authorities at 2.4 a senior level, and the training one gets, if you just 25 see Gold, Bronze and Silver, it does not -- there wasn't

1		any training on a HALO, there wasn't any training on the	1
2		depth and breadth of the humanitarian assistance group,	2
3		it does not give people the experience to deal with what	3
4		happened here.	4
5	Q.	Right.	5
6	Α.	Or and certainly in terms of the director of adult	6
7		social services being in that HALO role, I'm not quite	7
8		sure why, but also, if you're doing that, you need to be	8
9		absolutely really trained in that, and I never had that.	9
10	Q.	Right.	10
11		Let's turn, then, to 16 June 2017, and the Gold	11
12		meeting on that morning at 10 am, which you tell us in	12
13		your statement you attended, and we've covered that.	13
14		Let's move on, then, to the next meeting	14
15		chronologically, two hours later at noon, which was the	15
16		second humanitarian assistance steering group on that	16
17		date.	17
18		Now, let's go to $\{RBK00002040\}$ , please. You can see	18
19		the document we looked at earlier, and we studied item 3	19
20		here, "Clarify with RBKC Gold".	20
21		Just looking down at page 7 $\{RBK00002040/7\}$ , we can	21
22		see the attendees, and looking down the list, do you	22
23		agree that it remained the position at this point, noon	23
24		on the 16th, that the only voluntary and community	24
25		organisation present was Cruse, Cruse bereavement care?	25
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1	A.	Well, I'm looking at the list and there is victim	1
2		support there and British Red Cross.	2
3	Q.	Okay.	3
4	Α.	And the Archdeacon was representing the faith sectors $$	4
5		well, part of the faith sectors.	5
6	Q.	Thank you.	6
7		So British Red Cross $$ just picking those out $$	7
8		was there because there was a pre-existing protocol, or	8
9		at least one that had expired but was still being acted	9
10		upon, between RBKC and the BRC. Did you know that?	10
11	Α.	Yes.	11
12	Q.	Yes. So then the Archdeacon of Middlesex, do you know	12
10			1 0

- 13
   how he came to be at this meeting?

   14
   A. Yes. We asked --- I asked Tony Redpath to identify

   15
   voluntary sector people, plus faith group sector --
- 16 someone who could represent and join the meetings from
- 17 the faith groups, and I think the Archdeacon was
- 18 mentioned as possibly representing a portion of the
- 19faith groups to come to this meeting at that short20notice.
- 21 Q. And which portion was that?

- A. Well, he wasn't representing the whole -- well, I think
   he was representing -- he was -- I was told he was
  - representing the faith sector.
- 25~ Q. Right. But apart from them, it looks as if it's right

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	1		that other than those perhaps three, at its most
	2		generous, entities or people, voluntary and community
	3		organisations remained uninvited or overlooked; is that
	4		the case?
	5	Α.	I think the purpose of inviting voluntary sector
	6		representatives, rather than a lot of voluntary
	7		sector $$ because this meeting was huge. But I do think
	8		someone who was representing the voluntary sector or
	9		Tony should have spoken $$ should have come, knowing
1	0		what was happening in the voluntary sector communities
1	.1		out there then.
1	2	Q.	Right.
1	.3		Do you know what had happened by way of attempts
1	4		made by RBKC to get voluntary and faith sectors to
1	.5		attend?
1	6	Α.	No, I just left it to them.
1	.7	Q.	If we go to page 2 of this document {RBK00002040/2}, we
1	. 8		can see that the topic of communication is raised here
1	.9		at page 2, and if you look at item 11 there, you can see
2	20		that there are some suggestions, and it says:
2	1		"Collate all information on helplines, services,
2	2		rest centres, etc. and publish to the public via comms
2	3		channels and GOV.UK/RBKC website. To produce leaflet
2	24		versions and provide to all front line services dealing
2	25		with those affected by the incident. To consider
			131
			131

1		language barriers/alternative languages/distribution via
2		community/faith networks."
3		Now, at that stage, how advanced were the
4		communications from RBKC to those affected, perhaps
5		through these channels, do you know?
6	Α.	Well, I know they weren't very effective because I saw
7		what was happening on the television. They weren't
8		effective . But this was now taking $$ getting all that
9		information and saying, "This needs to be done now" and
10		getting someone to take that action.
11	Q.	Right. Were you disappointed that it hadn't been done
12		before or was it your expectation that it should have
13		been done before this time? This is now more than
14		48 hours after the fire .
15	Α.	${\sf I}$ think a lot of the things that came to this group
16		should have been done before.
17	Q.	Right. Does that include improving comms or getting
18		communication conduits like this in place?
19	Α.	Yes.
20	Q.	Yes.
21		Now, if we turn, please, to page 6 of this same set
22		of minutes {RBK00002040/6}, we can see there, there is,
23		under the heading "Health and Wellbeing Sub Group",
24		item 7. Look at 7.2. It says:
25		"The Group discussed the need to look at making

6

7

25

- 1 information available in different languages,
- 2 signposting people looking for their loved ones away
- 3 from hospitals, safeguarding for stranded children and
- 4 the coordination of volunteers."
  - Whose suggestion was that? Or at whose prompting did that discussion take place? Was it yours?
  - A. Yes, we were asking -- we wanted people to raise the
- 8 issues that they were -- they had found from their first
- $9\qquad$  subgroup, and the things that they were raising from
- 10 their subgroup were these issues.
- 11 Q. What provision had been made at that stage for providing 12 information to those for whom English was not their
- 13 first language?
- 14 A. I don't personally know
- Q. Do you know what support was provided at the Westway forthat category of people, including the provision of
- 17 interpreters?
- 18 A. I don't know.
- Q. Was there an awareness that this part of RBKC wasethnically diverse and that English wasn't a first
- 21 language for potentially very many numbers of people?
- 22 A. I would have thought there was an awareness.
- 23 Q. Right, you would have thought there was, but were you
- aware that this was something in people's minds?
  - A. I can't recall whether something was mentioned earlier

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- 1 on about interpreters, but certainly I wasn't -- I don't 2 know. This was just raised at my meeting. 3 Q. Do you know what had prompted the suggestion for 4 signposting people looking for loved ones away from 5 hospitals? What had prompted that? 6 A. I think that's because people were looking for 7 information, to see if their loved ones were in hospital 8 or they weren't, I think that's what that relates to. 9 Q. Right. What would that involve, signposting them away 10 from hospitals? 11 A. This is -- these were -- they were raising the things 12 they needed to do next, and I guess we didn't have 13 a long -- this was a much more tactical meeting, so we were -- they were saying these were things they'd 14 15 discussed in their subgroup and these were things they 16 were going to address. I'm hoping what -- and I think 17 some of the conversations were putting social workers in 18 there, getting people to go and meet people at hospitals 19 so they could actually talk to them. 20 Q. What was the root of this concern, do you know? 21 A. I can't recall, but I think it was people were very 2.2 distressed looking for their loved ones, and maybe the 23 hospital wasn't the right place, and they should go to 24 the family and friends centre or they should go 25 somewhere else.

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- 1 Q. Why was that still happening more than 48 hours after 2 the incident? 3 A. I'm speculating that those were the -- places weren't 4 giving them the information they needed. 5 Q. But why were they still going to hospitals looking for loved ones --6 7 A. I can't answer that. Q. -- more than 48 hours after the incident? You can't 8 9 help us with that. 10 Was that a question mark? Was that a topic examined 11 at this meeting? 12 A. This was the feedback from the chair of the subgroup 13 that had met the day before saying the things they were looking at, and that was one of the things they were 14 15 looking at, and they were going to try and address that. 16 We didn't -- the group then -- the whole group then 17 didn't go into a lot of discussion about all these 18 things. It was feedback from them about the things they 19 were looking at and what they were dealing with next. 20 Q. I see. So there was no examination of the reasons why 21 it was that, 48 hours after the incident, families were 22 still drifting round London hospitals trying to find 23 news of their loved ones? 24 There might have been, I don't recall it, but there Α 25 certainly would have been at that subgroup meeting. 135 1 They would have looked at why.
- Q. Right. 2 3 Now, let's then go to the meeting on 20 June, 4 four days later. {RBK00001014}. Now, as I say, this is 5 20 June, so we're now on the Tuesday, I think, in fact, after the fire. 6 7 Item 46[.] 8 "Sue Redmond (Housing & Temp Accommodation Subgroup) 9 "Sue Redmond to work with Comms on a resource 10 directory and a simple message and FAQs document to give 11 to all affected individuals. Deadline to get this out 12 to those workers on the front line by 15.00 today 13 (20th June)." 14 Was it the case that by Tuesday, 20 June, a leaflet 15 or FAQ document had still not vet been produced for 16 those affected by the fire? A. I can't remember whether anything did happen, but 17 18 obviously I needed to do something better there --19 produce something better. So I can't remember. 2.0 Q. This was of course after the LLAG had been activated on 21 the Friday. 16 June in the afternoon. Did you get any 2.2 help or any oversight or any input from LLAG in relation 23 to working on comms to improve it in the manner 2.4 identified here?
- 25 A. Before this time or after this action?

1	Q.	Before this time, between the 16th and the 20th.
2	Α.	I didn't have this as an action point on the $$ for me
3		personally. After the 16th, LLAG took over, and it was
4		a totally different structure that was created.
5	Q.	Can you explain why there was a delay in producing
6		a leaflet ?
7	Α.	Well, certainly it was on our agenda when we had our
8		16th HASG meeting in RBKC, it was one of the actions
9		that the subgroups were going to take forward. After
10		that, there was a different structure kicked in and
11		I don't know why that action didn't take place. Maybe
12		the structure had been changed or it had been lost in
13		the transitions . I can't answer.
14	Q.	You can't answer.
15		Let's try this. Let's go to {RBK00014835}. What

- 16 I'm showing you here is a document circulated on
- 17 20 June 2017 by the Grenfell Tower Victims Unit, which
- 18 was prepared by central government, MHCLG, and we know
- 19 from that {GOL00000611}, which I don't need to show you.
- 20 It is a Grenfell Tower Victims Unit guidance document,
- and it says in the second paragraph:
- 22 "The Unit will act as a single point of access into 23 Government for those affected by the Grenfell Tower
- 24 fire, and will co-ordinate Government support services
- 25 on issues such as benefits, immigration, transport,

- 1
   education and health.

   2
   "This is in addition to the support services"
- available at the Community Assistance Centre.
   "We are not an advice line for victims which is
   provided by the British Red Cross on [then there is
   a number] ... However, we can help to resolve any
- 6 a number] ... However, we can help to resolve any 7 guestions and problems that support workers (social
- questions and problems that support workers (social
   workers, Family Liaison Officers, housing officers etc)
- 9 are encountering on behalf of victims."
- 10 Is this a document you saw at the time?
- 11 A. I probably did.
- 12 Q. You probably did.
- 13
   Did RBKC produce any document for victims in this

   14
   same way after 20 June?
- A. This work comes out of the LLAG group that was then
   assembled, so we were all doing tasks to feed into this.
- 17 Not RBKC, they weren't involved really. It was the rest
- 18  $\,$  of us now who were in this -- the next phase. I don't
- 19 think RBKC did anything, but I can't remember.
- 20 Q. Right.
- A. This organisation -- these were -- this document was
   published with all the input that we were all doing over
   those days to gather all this information, put it all
- 2.4 together When I say "we" I mean the people who'd
- 24
   together.
   When I say "we", I mean the people who'd been

   25
   moved to Westminster to carry on with the longer-term
  - 138

- 1 planning. 2 Right. Did RBKC, though, produce anything of their own, Q. 3 independently of this document, for victims? 4 A. I don't know. 5 Q. Right. 6 Now, in your first statement at page 13 7  $\{RBK00035676/13\},$  if we can go to that, please, 8 paragraph 61, you say: 9 "I wrote a number of emails before my visit to No10. 10 I was a lead person with the Members and reported to 11 them and had to provide them with support. Councillor 12 Mary Weale was distraught on the Friday at the lack of 13 communications coming out of RBKC, with Members not 14 being told what was going on and the whole situation 15 becoming increasing negative towards RBKC. I produce 16 a copy of an email that I sent her as exhibit SR/29 in 17 which I mention the need for support. What I meant by 18 this is that she was not being supported by RBKC Comms. 19 I mention that this could have serious implications and 20 by that I meant that I thought the Council would be 21 taken over " 2.2 Now, what we need from that, then, is the email, 23 {RBK00020903}. Here is an email from you to
- 23 {RBR00020903}. Here is an email from you to 24 Councillor Weale on 17 June 2017, so this is now the
- 25 Saturday, very early in the morning, I think 12 minutes

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1		past midnight; do you see that?
2	Α.	Yes.
3	Q.	"Subject: Hello.
4		"Dear CIIr Weale
5		"Apologies for not ringing earlier"
6		Then you say:
7		"I so know you"
8		I'm not quite sure how to read that:
9		"I know you and other [councillors] want to have
10		clear actions etc and want to talk to people as you are
11		real community leaders. To be very honest you need a
12		lot more support in that area that hasn't been
13		happening."
14		What was that a reference to?
15	Α.	I saw Councillor Weale in RBKC before we all had to move
16		out, and I met her. She was very upset and she said her
17		and some of the councillors, they had met people, they
18		wanted to call a community meeting, could I speak to
19		someone because they're not hearing anything that's
20		happening, could I speak to people in RBKC and perhaps
21		arrange something for them so they could meet with
22		people in the community.
23	Q.	Right.
24		At the foot of the email, you say:
25		"There are serious implications in all this

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1		not that any other council could have done better as
2		it 's so huge but because I fear there will be the need
3		to make a statement if you understand?"
4		Now, in your statement you say that there you meant
5		you thought the council would be taken over, but in
6		relation to that, when did you first fear or think that
7		the council would be taken over?
8	Α.	I suppose what I meant, the council would be taken over,
9		is not so much that Gold would come in and take over the
10		operations and the support, because I thought that was
11		quite right; I meant that some people in the council
12		would go.
13	Q.	I see. Were your serious implications that you were
14		adverting to here in this email something that was
15		discussed among RBKC senior leadership, so far as you
16		knew?
17	Α.	Oh, no, not at all. It was other people talking about
18	~	RBKC.
19	Q.	Right, I see.
20 21		Now, going back in time to 16 June 2017, if we can look back at the minutes of the noon HASG meeting on
21		that day, those are at {RBK00002040/2}. Let's look at
23		page 2, please, action 14 at the foot of page 2,
24		"Chair". Do you see it says:
25		"Chair. Clarify with RBKC Gold responsibility for
25		"Chair. Clarify with RBKC Gold responsibility for 141
25		"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be
25 1 2		"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they
25 1 2 3		"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting."
25 1 2 3 4	А	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified?
25 1 2 3 4 5	А.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They
25 1 2 3 4	Α.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and
25 1 2 3 4 5 6		"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility .
25 1 2 3 4 5 6 7	Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and
25 1 2 3 4 5 6 7 8	Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility. Who had fed that back to this meeting?
25 1 2 3 4 5 6 7 8 9	Q. A.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility. Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from
25 1 2 3 4 5 6 7 8 9 10	Q. A.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility. Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross.
25 1 2 3 4 5 6 7 8 9 10 11	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that
25 1 2 3 4 5 6 7 8 9 10 11 12	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility. Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself?
25 1 2 3 4 5 6 7 8 9 10 11 12 12	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just —— they
25 1 2 3 4 5 6 7 8 9 10 11 12 13 14	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it 's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just —— they were feeding back that they didn't think they should be
25 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it 's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just —— they were feeding back that they didn't think they should be doing that. No one at the meeting argued with that. It
25 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just —— they were feeding back that they didn't think they should be doing that. No one at the meeting argued with that. It was just a sense that they should not be doing this and
25 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	Q. A. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just — they were feeding back that they didn't think they should be doing that. No one at the meeting argued with that. It was just a sense that they should not be doing this and the council should be dealing with volunteers.
25 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Q. A. Q. Q.	"Chair. Clarify with RBKC Gold responsibility for 141 coordination of volunteers. Noted should not be a responsibility of BRC due to other priority work they are leading/supporting." Why did that need to be clarified? Again, I think this comes from British Red Cross. They felt they were doing things they shouldn't be doing and it was the council's responsibility . Who had fed that back to this meeting? Unless it 's later on, I'm assuming it's someone from British Red Cross. Right. Did the meeting agree with those concerns, that the BRC was overreaching itself? No, it wasn't that sort of meeting. It was just — they were feeding back that they didn't think they should be doing that. No one at the meeting argued with that. It was just a sense that they should not be doing this and the council should be dealing with volunteers. Right. Do we take it from that that it was the BRC who

- 22 for co-ordinating volunteers, but I don't know whether
- 23 they were doing it appropriately or they were doing it
- 24 properly.
- 25 Q. Right.

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A. And I think BRC, British Red Cross, were getting lots of 1 2 phone calls and offers of support, I think. 3  $\mathsf{Q}.\;\;\mathsf{I}$  want then to turn to the activation of the LLAG and 4 the handover of the HALO role. If we go back to your first statement, please, 5 page 10 {RBK00035676/10}, paragraph 47, you say there --6 7 and I'm summarising -- that, on the afternoon of 8 16 June, you left the Town Hall and you went to the 9 Westminster City Council offices because of the protest 10 at the Town Hall. I think it's right, isn't it, that by 11 this stage London Local Authority Gold had been 12 activated, in the sense that the handover had been 13 completed; is that right? 14 A. I found out that when I got to Westminster, yeah. Yeah. 15 Q. Right. 16 Then at paragraph 48, you say: 17 "I remember when I got to Westminster, a number of 18 rooms had been set up and sub- groups were already up 19 and running. There were numerous other Chief Executives 20 in attendance and a lot of tasks were being carried out. 21 I did ask why London Gold did not help from day one and was told that they had to be invited in to help by the 2.2 23 Council. I thought that in these circumstances this 24 protocol needed to be changed." 25 To whom did you speak about that on that day?

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1	۸	I think I asked —— I don't know who —— I may have asked
2	A.	Mark Sawyer why they didn't come in, and he said they
∠ 3		had to be invited.
4	0	
4 5	•	Right.
	А.	And then I had the thought that these circumstances
6		needed to be changed, and I then followed up that
7	_	thought with an email.
8	Q.	Yes. What was it about this incident that led you to
9		think that the protocol needed to be changed?
10	Α.	I couldn't believe that something this big, and people
11		were watching it for days, and there were experts in
12		community planning, absolute experts in London who could
13		come in and support, and that they had to be asked to
14		come in, and if they weren't asked, I just thought there
15		should be some protocol that said you have $$ there has
16		to be a different way of working this.
17	Q.	Let's go to page 14 of your statement {RBK00035676/14},
18		paragraph 69, just to round that off. You say:
19		"It was clear that the scale of the disaster and the
20		immediate need for leadership and direction and
21		coordination was much greater than RBKC could respond to
22		as expected by people. I think members and some staff
23		were on the scene very quickly but did not take the
24		lead. In my view at the very earliest of stages a Gold
25		London wide team should have been set up, experts sent

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1		in and coordination, advice and support given to	1
2		the Council."	2
3		Can you clarify for us whether those are your views	3
4		now in hindsight or whether those were views you held at	4
5	_	the time in the midst of the response?	5
6		I still hold them now.	6
7		Yes, but did you hold them then?	7
8		Oh, I did.	8
9	Q.	You did, right.	9
10		Can you help us, what difference would it have made	10
11		to the response had a Gold London-wide team been set up	11
12		at the outset at, say, 6 am on 14 June?	12
13	Α.	Well, not only would you have had more people, but you	13
14		would have had experts who were trained, and	14
15		communications would have been $$ and also, my view of	15
16		what happened when I got to Westminster was $$ or even	16
17		just my very short meeting with Mark Sawyer, I asked him	17
18		for something and the next minute it was there. They	18
19		had resources at their fingertips like this. They were	19
20		command and control, they were doing things.	20
21	Q.	Things that $$ is this right $$ you didn't observe	21
22		happening at the BECC?	22
23	A.	It wasn't just the BECC, it was a whole range of things	23
24		they were doing. The BECC was one small there was	24
25		lots of groups doing things and acting on them and	25
		145	
1		experts saying, "This is what we need, we need to get	1
2		this person in, bring that person in, do this". It was	2
3		very co-ordinated.	3
4	Q.	Right.	4
5		Now, when you attended Westminster City Council	5
6		offices on the evening of the 16th, because that's where	6
7		we are now, the Friday evening, what happened to your	7
8		role as HALO?	8
9	Α.	I don't know exactly how it happened, but I think there	9
10		were a number of chief execs already there who had	10
11		experience of being HALOs and they took on that role and	11
12		then I became support to them. I think that's how it	12
13		happened.	13
14	Q.	Right.	14
15		What was the status of the response at this point of	15
16		handover to London Gold? Where had it got up to?	16
17	А.	Sorry	17
18	Q.	Well, let me see if I can get at it more specifically.	18
19	<b>_</b> .	Can we go to an email at {GOL00001303}. This is	19
20		an email that you sent to Mark Sawyer on the morning of	20
21		18 June, that's the Sunday, at 11.05, if you go down,	21
22		please, to the foot of page 1 and over to page 2. To be	22
23		clear, you're sending this email to John Barradell and	22
23 24		Julia Corkey, as well as Charlie Parker at WCC. You	23
		misspell John Barradell's name, so he doesn't get it,	24
25		maspen John Danauen siname, so he ubesnit get it,	20

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but it doesn't matter. What then happens is Mark Sawyer corrects it and sends it on to him. But looking at the text of your email at the bottom of page 1, you say: "Dear John and co ..." Then on to page 2 {GOL00001303/2}: "I have no idea of the protocol or if you will even read this from me. Because the amazing support and structure is kicking in and we are now in a different world. And believe me I appreciate that and am learning so much. "However I have to share with you some thinking if I am to be able to hold my head up after all this. "I can absolutely appreciate the political issues. "However there are lots of learning from previous incidents .. not least the issues of scapegoats .. whether individuals or organisations. "There are hundreds of staff still going to work tomorrow in RBKC and they may be feeling demoralised following the impact of political attacks. They need to know they aren't crap, are valued and continue to have something significant to contribute and they need to feel the organisation is still ok. "And so without beating about the bush .. RBKC will need to continue and do their job with residents and 147 whatever people feel about that we have a responsibility to make sure the council is working well and have a good team leading it who have the explicit confidence of

everyone and are not undermined. So deal with what you need to and let the rest of RBKC get on with the vital work they do. And let's agree who can do that and help them do that rather than watching them fail and then going in. "It's not going to help residents if the whole organisation folds. "So there needs to be a plan for that, instead of a whole scale attack. "And for the future maybe a lesson learned is that you don't wait .. London gold .. for a council to ask you ... but in a major incident like this ... where the council itself may be traumatised .. you just step in !!! "So we are all responsible aren't we. "Sue." Now, can you just tell us why you felt you needed to write this email to John Barradell on the morning of the Sunday, 18 June? A. From the Friday, just some of us went to Westminster, one of them was Nicholas Holgate and one of them was me and I think Tony Redpath out of RBKC. I don't know why

it was just the few of us. And from then through to the  $$148\ensuremath{$ 

1	Sunday, I saw how $$ I don't know what the word is $$
2	how marginalised he was, they were, in this whole new
3	structure .
4	I had had emails from managers in RBKC saying their
5	staff were feeling terrible about the way the evacuation
6	of the building had gone. They were feeling frightened
7	about going to work. They felt the whole council,
8	because of the press $$ they felt that the whole council
9	was rubbish and they were feeling awful.
10	I also picked up lots of stuff on the Friday night
11	and the Saturday and some of the Sunday from people
12	across $$ professionals across London who were working
13	about how they thought RBKC had not handled this and how
14	bad they were, and I had some experience in adult social
15	care and in social care of organisations that have had
16	deaths and, as a consequence, learnt $$ some people had
17	been scapegoated, and it's taken years for the
18	organisation to recruit staff again and to get staff
19	moving, and in that moment, in that immediate time, they
20	were feeling terrible, the services weren't operating,
21	it was falling apart.
22	So I just $$ I felt a sense $$ a bit of sense of
23	injustice about every single criticism that was $$
24	I wasn't —— I didn't know RBKC, really. Every —— a
25	sense of injustice that was put in their direction.
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1		I felt angry that people had watched it for two days,
2		and I didn't understand why, and I just wanted him to
3		actually make a decision about: are you going to support
4		these leaders in RBKC to get on with their job or are
5		you not, and you can't let it gradually go on.
	0	
6	Q.	When you say, in the last sentence of the fourth
7		paragraph from the end there, "let's agree who can do
8		that and help them do that rather than watching them
9		fail and then going in", did you think the council had
10		failed before London Gold was activated?
11	Α.	Yes.
12	Q.	You did.
13		Now, your observation at the end was or included
14		that the council itself may be traumatised. What led
15		you to think that that might be the case?
16	Α.	I saw some people who patently weren't functioning
17		properly. It was people weren't operating the way
18		they should have been. People were very upset.
19		Leadership people were very upset and not functioning.
20	Q.	Let's then turn to 17 June 2017, which I know
21		chronologically is day before this email, but in the
22		events this is what comes next.
23		We know $$ and correct me if we're wrong about
24		this $$ the role of HALO was passed over to

25 Mary Harpley; is that right?

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- 1 A. Yes.
- $2\,$   $\,$  Q. And she at the time was the chief executive of Hounslow
- 3 Council; yes?
- 4 A. Yes.
- 5 Q. You say you were instructed to support Mary Harpley.
- 6 Did you see any difference in the response while
- 7 supporting Mary Harpley?
- 8~ A. Everything was very different . We were in this huge
- 9 floor of Westminster Council. There was a central hub.
- $10\,$   $\hfill There were different offices for every single area that$
- $11 \qquad$  were operating in it . In those offices , there were
- 12 people to take notes, there were people who were
- 13 information officers , there would be people who would be
- 14 runners. There were lots of staff working to them.
- 15 There was a huge co-ordination where -- in terms of the 16 HALO. She had a short meeting with John Barradell and
- 16 HALO. She had a short meeting with John Barradell and17 a few people. She came out with a few actions she had
- 18 to do. She came in to us, gave us our instructions. It
- 19 was very organised and very smooth, and very resourced.
- 20 Q. Right.
- 21 Did you get the impression that Mary Harpley had
- 22 knowledge and expertise of how to run a major incident
- 23 as a council leader under the pan-London arrangements?
- 24 A. Yes, I think I did.
- 25  $\,$  Q. Did you ask yourself at the time the question -- well,

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1		let me try it this way: did you make a comparison in
2		your own mind between Mary Harpley and her activities
3		and approach and that of Nicholas Holgate?
4	Α.	No, I didn't make that comparison, and there was a huge
5		infrastructure there, absolutely huge infrastructure
6		around her.
7	Q.	I see, right. So just to be clear, you don't $$ is this
8		right? —— attribute Mary Harpley's response to perhaps
9		better expertise and training in the matter of civil
10		contingencies than that which Nicholas Holgate had?
11	Α.	I didn't really have I can't really $$ I don't feel
12		comfortable $$ I can't really say that. She was doing
13		a humanitarian assistance liaison role, which is one
14		aspect of the civil contingency, and she was doing that
15		in this whole infrastructure. I'm sure she was very
16		well trained.
17	Q.	Right. Do you know what training she had to adopt the
18		HALO role?
19	Α.	No.
20	Q.	You don't.
21		Let's look at her statement, {GOL00001114/2}. This
22		is her second witness statement to the Inquiry. If we
23		go in that, please, to page 2, paragraph 3, she says:
24		"My initial assessment on arriving was that the RBKC

25 team, working with partners, had tried to cover all the

ing with partners, had thear to cover

1	key strands of humanitarian assistance, but that they	1	page 11 {RBK00035676/11}, you cover this at
2	had not managed to demonstrate enough progress in any of	2	paragraph 53, and you say:
3	these areas on the ground to provide confidence to	3	"In the midst of all that was happening during the
4	survivors and observers that the right work was being	4	day, I was informed by Westminster Comms that I was
5	done."	5	required to attend at No10 Downing Street on the 17th
6	Now, pausing there, I think, do you agree that RBKC	6	for a meeting with some of the residents and the Prime
7	had not made enough progress yet in covering all the key	7	Minister, to provide an update on behalf of RBKC."
8	strands of humanitarian assistance before 17 June?	8	Now, in your contact with Lorna Gratton, who was
9	A. Yes.	9	an aide to the Prime Minister, she sent an email, and
10	Q. Yes.	10	let's look at that. That's at {RBK00020896}. I think
11	She continues:	11	you actually spoke to her to understand what it was that
12	"Coming in to the team, it was clear that some of	12	you needed to do at the meeting; yes?
13	the things which really needed to be in place were not.	13	A. Yes.
14	These included: a single, definitive list of the hotels	14	Q. She follows that up with this email on the Friday, the
15	into which surviving families and individuals had been	15	16th, before the Saturday the 17th meeting, and this is
16	placed, with basic contact information; a process for	16	timed at 11.12 in the morning, as you can see, and she
17	communicating regularly with these families and	17	says to you:
18	individuals which should have been underway already;	18	"Sue,
19	a clear understanding of which families and individuals	19	"Thanks for speaking to me earlier for agreeing [to]
20	had the greatest needs, notwithstanding the terrible	20	attend the meeting at Downing Street tomorrow."
21	situation everyone was in; and a list of key community,	21	Then if you go to the fourth paragraph down, she
22	faith and other leaders with whom I would have expected	22	says this:
23	the RBKC team to have been engaging already. I have	23	"As discussed the PM will mostly be listening to the
24	said in my original Witness Statement that there was	24	concerns of the residents and volunteers. She may turn
25	little to no handover from the RBKC team which made it	25	to you to for help with some of the questions they ask.
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1	difficult to know at the start whether these things did	1	You certainly won't be expected to know all of the
2	already exist or not. We could not find them, so had to	2	answers, but listening to concerns (and hopefully acting
3	assume they did not."	3	on them subsequently) will go along [sic] way. As
4	Now, I've read that all to you.	4	discussed, many of the residents were frustrated by a
5	In relation to her list of things that were missing,	5	perceived lack of information and coordination from the
6	do you consider that her list is a fair summary?	6	council, however they very polite in the meeting today,
7	A. Yes.	7	and I would expect the tone tomorrow to be similar
8	Q. If we go back to her first statement, $\{GOL00000441/4\}$ ,	8	(though they maybe even better prepared with questions
9	if I can show you paragraph 13, she says this:	9	and examples)."
10	"By the time help was accepted, the RBKC team were	10	Now, in relation to what she says there about the
11	exhausted and not in a position to provide any	11	residents being frustrated by a perceived lack of
12	meaningful handover to the LLAG team coming into support	12	information and co-ordination from the council, did you
13	them. Consequently, the LLAG team had to spend quite	13	agree at the time from what you had observed up to that
14	a lot of time assessing the situation and trying to	14	point that that was a justified complaint?
15	establish, for example, contact information for families	15	A. Yes.
16	dispersed in hotels or who were the key leaders and	16	$Q.\;$ Now, ahead of the meeting in Downing Street, you I think
17	contacts in the local community with whom we should	17	forwarded this email to Nicholas Holgate.
18	engage."	18	Let's look at that: $\{RBK00049583\}$ . This is at the
19	Do you agree with that observation?	19	foot of page 1 and over to page 2. You email him:
20	A. Yes, I do, and she's not counting me as the RBKC team at	20	"Subject: Meeting tomorrow at Downing Street on
	this point, but yes.	21	grenfell towers.
21			
22	Q. You do.	22	"Dear Nicholas"
22 23	Q. You do. Let's then turn to the meeting at Downing Street on	23	And then over to the top of page 2 {RBK00049583/2}:
22 23 24	<ul> <li>Q. You do.</li> <li>Let's then turn to the meeting at Downing Street on</li> <li>17 June.</li> </ul>	23 24	And then over to the top of page 2 {RBK00049583/2}: "I hope you are ok."
22 23	Q. You do. Let's then turn to the meeting at Downing Street on	23	And then over to the top of page 2 {RBK00049583/2}:

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1		was it prompted by any observation on your part that he
2		was very far from okay?
3	Α.	I don't know how very far from okay, but it was $$ we
4		left $$ when we left RBKC and went to $$ we all made our
5		own way to Westminster, I just observed that he was just
6		left there basically, sitting there, and it was $$ yeah.
7	Q.	Then you go on:
8		"I thought I would share with you what I have just
9		had from No 10.
10		"I have also shared with Tony and Cllr Weale as she
11		was wanting to meet groups tomorrow and me be there so
12		wanted to let her know why I couldn't.
13		"I'm not sure this is the time to talk about how
14		I feel and I am not even sure I should go to
15		tomorrow's meeting but if there is anything you want to
16		advise or you want to steer I would be very grateful."
17		What did you mean by, "I'm not sure this is the time
18		to talk about how I feel"?
19	Α.	Well, I absolutely did not think I was the person to go
20		to that meeting.
21	Q.	Right. You say in your statement, I think, in this
22		regard, that you were not totally familiar with the way
23		RBKC operated or the key personnel involved. Do you
24		consider or did you consider at the time that that lack
25		of familiarity hindered your ability as HALO to
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- 1 co-ordinate the response in any way?
- A. I do think it did. I also think by the time the HALO 2 3 role was there, there was so much coming at that HALO, 4 no one person could have done it. I do think that.
- 5  $\mathsf{Q}.\;$  Was it your view at the time that a HALO would have been better appointed from within RBKC, as opposed to under 6 7 the tri-borough arrangements, which could have involved 8 anyone from Hammersmith and Fulham or Westminster?
- 9 A. Well, I was in -- I was there as a tri-borough person. 10 so there could have been anyone, but it could have been 11 another director either in RBKC or another tri-borough 12 director, absolutely.
- $\mathsf{Q}.\;$  Yes, but trying it a different way, were you concerned 13 14 at the time that you were being sent in to bat for RBKC
- 15 when it wasn't your borough, and its shortcomings.
- 16 whatever they were, or whatever you saw of them, were 17 not your responsibility ?
- 18 A. It was -- well, it was maybe a bit of that, in that
- 19 I didn't know RBKC, it wasn't my borough, but neither --
- 2.0 I mean, I wasn't -- I'd only been there two months for
- 21 the three of them, so I wasn't any more or less
- 2.2 involved -- well, I was less involved with RBKC than the
- 23 rest, but it was that if you're going to meet people
- 24 after what they'd been through, to have someone who
- 25 could say, "I've only been there" -- I mean, I wouldn't

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- 1 have said it, but, "This person's only been there 2 two months", who didn't know the voluntary sector 3 colleagues, who didn't know all the people in the 4 room -- I don't mean the individuals necessarily, but didn't know Grenfell, didn't know -- that wasn't going 5 to, to me, be an empathetic and the right response, the 6 7 right person. 8 I mean, obviously they said to me, "You can show 9 empathy, you can talk to people", that's why they asked 10 me to do it, but I didn't know the area, I didn't know 11 the community. I would have wanted someone who knew 12 those people to go there and really, really listen and 13 really take something back. I mean, I could do that on 14 one level, but not really. I didn't think I was the 15 right person. 16 Q. Did you make clear to Nicholas Holgate what you have 17 just made clear to us? 18 A. No, at the -- this is like 12 o'clock at night, isn't 19 it? And I was going there the next morning. 20 Q. Yes 21 A. So I've just said -- that's why I said, "I'm not sure 22 this is the time to talk about how I feel". I couldn't 23 write all that in an email. I was going, you know,
- 24 I was doing what I was being requested to do, and that's
- 25 why I said, "I'm not sure I'm the right person to go".

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- 1 I made those feelings known to Westminster comms, who 2 were asking me to go. 3 Q. Now, the meeting with the Prime Minister took place at 4 13.30 on Saturday, 17 June, but I think, in the event, 5 you were not asked to attend, or you didn't attend in 6 the end. 7 A. No. No. I did -- I was sat in the room outside. 8 Q. Yes, but you didn't go into the meeting. 9 And I didn't go into the meeting. Α. 10 Q. No, and in the end I think returned back to cover the 11 response at Westminster Council's offices 12 A. And someone came out of the meeting who was the person 13 who was representing -- I don't know, the Archdeacon or someone, and said, "Why are you here? Why isn't 14 15 Nicholas or Tony here?" 16 Q. Right. Well, why weren't they? 17 A. I can't answer that, only that I was asked by that 18 Gold Command team on the Friday night to go. 19 Q. Right. Did you ask anybody involved in organising the
- 2.0 meeting at Downing Street why it was that you had been 21 asked but why Nicholas Holgate or Tony Redpath hadn't?
- 2.2 A. Well, it wasn't the Downing Street people, it was the
- 23 people in Gold who were saying I should go and not the 24 others.
- 25 Q. I follow. Did you ask them the same question?

^		1		the Wednesday (DBK00001026) places. This is an email
	I did. I did.	1 2		the Wednesday. {RBK00001026}, please. This is an email
	And what did they tell you? I was the best person to go in the time because I could	3		from Laura Johnson of RBKC housing, second email down, 14 June at 7.41 am, so early on in the incident, or
А.		4		early on in the day, to Robert Shaw at housing at RBKC,
	sit and talk to people and listen and they were $$ they just said they didn't want those people $$ other people	4		copied to Amanda Gill:
	to go. They didn't think that it was right for them to	6		"Rob,
		7		"We shall be organising a team to send to the two
0	go. Why not?	8		
	Well, I had those conversations, but I didn't really	9		rest centre to assess the displaced peoples housing need and arrange alternative accommodation for them.
А.	-	10		-
	I just thought they didn't think they would come across	10		"Amanda phoning around commercial hotels now to find vacancies.
0	very well or I don't know.	12		
Q.	Now, I think you received some notes of that meeting.	12		"We are also setting up a protocol for those people
	They are at {RBK00021098}. They're not minutes, they're	13		in hospital who will be discharged and need to be
	notes. As you can see, they come in the form of			rehoused.
	an email from Lorna Gratton, second email down, to you	15 16		"We are in Holland Room if you want to drop by to
	on 17 June at 6.03 pm. If you look at the substance:	16		see what needs doing."
	"Hi Sue,	17		Were you aware yourself that there was a protocol
	"In the interests of speed, below is a slightly	18		being developed on 14 June in relation to residents
	rough and ready cut of my notes from the meeting the PM	19		being discharged from hospital?
	had with local residents and volunteers."	20	А.	No, I wasn't, and I think this is again an indication of
	Then she says:	21		how siloed some of the responses $$ some of the work
	"I've split it into 5 sections."	22		was, because that would have been a really good example
	And those sections are split out.	23		of working with social care on doing those things and
	If we go to page 2 {RBK00021098/2}, seven points	24	~	helping and supporting.
	down from the top, you can see the first few words	25	Q.	Right. So your criticism there is that this was, you
	161			163
	start :	1		say, siloed; so this was left to housing, but they
	"People from council or coordination team"	2		hadn't joined up the dots with social care so that
	Can you see that? It's about two—thirds of the way	3		social care staff could offer their assistance?
	down the first block of text, seventh bullet point down,	4	A.	Yes.
	"People from council". Do you see that?	5	Q.	Yes.
Α.	Oh, yes, "People from council", yes.	6	A.	It would have been more helpful to have more people who
	It says:	7		are used to hospital discharge processes there.
	"People from council or coordination team to meet	8	Q.	Were you told about this protocol when you took over the
	people as they are discharged from hospital to provide	9		HALO role?
	support – this is apparently not currently happening."	10	Α.	No.
	Was that a problem that you were aware of during	11	Q.	Or even before that?
	your time as HALO?	12	A.	No.
Α.	No. I don't think I was specifically aware of that	13	Q.	No. Do you happen to know whether it was a pre—existing
	specifically, no.	14		protocol or whether it was drafted in the wake of the
Q.	Right. Whose responsibility was it to know that?	15		incident or whether it existed at all?
	(Pause)	16	A.	I have no idea.
A.	People at that time, I think $$ again, it goes back to	17	Q.	You don't.
	that original conversation, doesn't it? People didn't	18		Let's look at Laura Johnson's first statement,
	know where people were. So I guess some people were	19		{RBK00035592}. There is the first page of it. Let's go
	going to hospital and being discharged before people had	20		to page 9 {RBK00035592/9}, please, paragraph 37. She
		21		Sdys.
	even known where they were. I think that's $$ so that	21 22		says: "The protocol for people being discharged from
				"The protocol for people being discharged from
Q.	even known where they were. I think that's $$ so that list of where people were or what had happened to them, maybe it hadn't been co-ordinated by then.	22		"The protocol for people being discharged from hospital was organised through Adult Social Care ('ASC')
Q.	even known where they were. I think that's $$ so that list of where people were or what had happened to them,	22 23		"The protocol for people being discharged from

2

3

1		hospital and families on what housing and/or support
2		they needed when they were due to be discharged. ASC
3		would then make this information available to Housing.
4		We would then arrange for them to be placed in hotels.
5		Sue Redmond, Director of ASC for tri-borough, took
6		charge of this aspect, with Clare[sic] Chamberlain,
7		Tri-Borough Director of Children's Services."
8		Is that correct, that you took charge of this?
9	Α.	Not quite. I think there's two different aspects of
10		a discharge from hospital. The first thing that we were
11		doing was going into hospitals and helping existing
12		people, not to do with the fire, who were in hospital
13		and could actually be discharged home. So that's what
14		social workers do, and they were helping to see if any
15		people could be discharged early from hospital,
16		therefore freeing up some beds in case the people needed
17		them who were coming in. So that's what adult social
18		care did in that respect.
19	Q.	I see.
20	A.	I think the bit about then people going to hospital from
21		the fire and then being discharged home, $I$ we sent
22		social workers there to actually help people do that,
23		but I don't know how that fits in with Laura's earlier
24		email about a protocol. If she's meaning adult social
25		care protocol, well, ours was about existing people in
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1		hospitals being able to be discharged home.
2	Q.	I follow.
3		Were there problems relating to the operation of the
4		protocol between adult social care and housing?
5	Α.	Again, there weren't problems about the discharging
6		existing people, but in terms of new people coming in,
7		we did send social workers to the hospital, just to be
8		there to support, but I wasn't aware of a protocol in
9		that respect. Hopefully they were liaising with each
10		other, but they were doing things very $\mbox{ differently}$ . But
11		the social worker was sent there to work with the
12		housing people on trying to help people.
13	Q.	Right.
14		From your perspective, was there a system eventually
15		put in place whereby housing and ASC liaised about what
16		should happen to those people being discharged from
17		hospital?
18	Α.	I actually don't know.
19	Q.	You don't know.
20		If we go to $\{RBK00011588\}$ , please, this is an email
21		on 17 June 2017 at 14.23 from Michelle Scaife at adult
22		social care services RBKC to Paul Hargreaves, and she
23		says:
24		"My understanding from a brief discussion with
25		Amanda Johnson (housing) this morning is that anyone who

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4 housing with person for discharge will also be of benefit to housing. Apparently hospital teams are 5 6 directly [sic] this information to housing or via RBKC 7 ASC Community Liaisons (myself/Ann Stuart). 8 "I think it would be helpful for us to all have one 9 directive on this because at the moment there are 10 a number of lists flying around and assumptions about 11 who is doing what  $-% \left( Are\right) =0$  Are hospital sending information 12 direct to housing or is all information coming to us 13 here at ASC and we pass it on to housing? Rob/Paul are 14 you able to clarify what the message is that housing has 15 given hospitals in terms of this or how hospital teams are currently working in term[s] of this matter?" 16 17 Now, clearly you don't get this email at this time, but what was the answer to that? Was it the case that 18 19 within RBKC, from what you could see, there was 20 confusion about how the information was to be treated? 21 A. Yes. Q. Yes. So this would chime with you, would it? 2.2 A. I think it would chime with my observation that teams --23 24 different departments weren't -- didn't really work together as one response. They were doing things 25

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will require accommodation at time of discharge needs to

information pertaining to family members that will need

be flagged with them as soon as possible. Any

1		differently .
2	Q.	Let's go to {GOL00001155}, then, please. Now, this is
3		a long document run, but if we go to page 7
4		$\{GOL00001155/7\}$ , please, and look at item 40
5		I apologise, can I go back to page 1 {GOL00001155/1}
6		just to show you what this document is. This is the
7		HASG meeting on 17 June 2017 at 11 o'clock at Kensington
8		Town Hall. So this is the Saturday. It says:
9		"Meeting today at 13.30 with Mary Harpley (Chair),
10		Andrew Meek (HA lead), Laura Johnson/Amanda Johnson
11		(housing)"
12		And, of course, at this time you're down at
13		Downing Street, waiting to be let into the room but not
14		being let in, so you weren't there, I assume; is that
15		right?
16	Α.	Yes.
17	Q.	Right. Let's see how far you can help us then.
18		If you go to page 7 $\{GOL00001155/7\}$ , please, you can
19		see item 40. It says:
20		"Sue Redmond (LA).
21		"Sue Redmond to update the group at the next meeting
22		to confirm whether the families within the hospitals are
23		receiving the appropriate social care."
24		Now, the first thing is when you got back to
25		Westminster from Downing Street at some point on

1		Saturday, 17 June, were you given this note or told that
2		you had to update the group at the next meeting on this
3		topic?
4	Α.	I can't remember, but I probably was. I got back in the
5		afternoon sometime, so I probably $$
6	Q.	Right.
7	Α.	I must have been given it.
8	Q.	Now, you can see what's recorded. Do you remember this
9		item?
10	Α.	I don't.
11	Q.	You don't.
12		If we go, then, to $\{RBK00021637\}$ , this is now
13		18 June, so this is the Sunday, the next day. Here is
14		an email from Sarah Binner $$ it's the second email
15		down $$ to Stella Baillie, and also to Michelle Scaife
16		copied in there, as you can see, and the subject is "RE:
17		HASG — Meeting cancellation Monday 19th June 2017".
18		Sarah Binner, I think, just to be clear, she was
19		LBHF's provider to provider project lead, wasn't she,
20		for the tri-borough?
21	Α.	l've no idea.
22	Q.	Right, okay.
23		She provides this briefing , and if you look a little
24		bit lower down the text of it, she says:
25		"In brief,

1		"All cases will require long term involvement of SW.
2		"The hospital will allocate a SW [social worker]
3		from hospital or the complex care teams.
4		"ALL communication on allocations will be sent to
5		Natasha Bishopp — leading on coordination of SW.
6		"With regards to Hospitals we will continue to
7		discharge patients with an allocated worker, or to
8		allocate from complex care and liaise with housing."
9		Is that right? Is that what happened?
10	Α.	This was the Monday, and by the Monday we'd started to
11		get help from elsewhere, and we'd asked for social
12		workers from across London, and Natasha Bishopp had been
13		given the role of co-ordinating that support of social
14		workers. So these things were put in action.
15	Q.	Right.
16		Now, if we go to the last paragraph in this update,
17		she says there:
18		"We need clarification from housing if patient
19		should be sent directly to the town hall, this was the
20		instruction on Thursday and Friday last week."
21		Do you know why discharged patients were advised to
22		go to the Town Hall rather than the Westway Sports
23		Centre?
24	Α.	${\sf I}{\sf 've}$ no idea. ${\sf I}$ saw that in another email and ${\sf I}$ had no
25		idea why that would be.

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1	Q.	Right.
2		Was this, like the failure to be notified of
3		a discharge, another breakdown in communication?
4		Yes.
5	Q.	Now, I'm sorry to dot around in terms of timing, but
6		just seeing if we can pursue the themes. Going back to
7		{RBK00021098/2}, this is the post–Number 10 meeting note
8		that we saw earlier, and if we can go to page 2, please,
9		look at the third entry from the bottom of the large
10		chunk of text, above the heading "Specific requests from
11		residents", the third from bottom says:
12		"Council to get in touch"
13		Do you see that?
14		Yes.
15	Q.	0
16		other groups with local leaders – and have better comms
17		(e.g. large screen as at football matches)."
18		Now, we know that community groups and organisations
19		weren't invited to HASG meetings, but the question is:
20		what efforts, if any, had been made to engage community
21		groups in a co-ordinated response?
22		In the two days?
23		Yes.
24	Α.	G
25		know anyone else had gone out to talk to $$ and I know
		171
1		
1		waawaa had waxaa ka aawaa af tha yaat aawtuga huut I daw't
2		people had gone to some of the rest centres, but I don't
2	0	know what they'd done in terms of $$
3	Q.	know what they'd done in terms of $$ We know that the terms of reference for the HASG, which
3 4	Q.	know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation
3 4 5	Q.	know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response
3 4 5 6	Q.	know what they'd done in terms of We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could
3 4 5 6 7		know what they'd done in terms of We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities?
3 4 5 6 7 8		know what they'd done in terms of We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was the plan
3 4 5 6 7 8 9		know what they'd done in terms of We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was the plan was going forward, and it was as it happened in terms of
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3 4 5 6 7 8 9 10 11		know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was $$ the plan was going forward, and it was as it happened in terms of the next few weeks, to really engage with communities to make this $$ whatever happened in the future something
3 4 5 6 7 8 9 10 11 12		know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was $$ the plan was going forward, and it was as it happened in terms of the next few weeks, to really engage with communities to make this $$ whatever happened in the future something that they wanted, but that wasn't what I was doing at
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3 4 5 6 7 8 9 10 11 12 13 14 15	Α.	know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was $$ the plan was going forward, and it was as it happened in terms of the next few weeks, to really engage with communities to make this $$ whatever happened in the future something that they wanted, but that wasn't what I was doing at that time. Right. No. But you could observe what was happening, and did you observe at the time that, despite the terms
3 4 5 6 7 8 9 10 11 12 13 14 15 16	Α.	know what they'd done in terms of $$ We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was $$ the plan was going forward, and it was as it happened in terms of the next few weeks, to really engage with communities to make this $$ whatever happened in the future something that they wanted, but that wasn't what I was doing at that time. Right. No. But you could observe what was happening, and did you observe at the time that, despite the terms of reference, including this obligation, more could have
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3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	A. Q.	know what they'd done in terms of We know that the terms of reference for the HASG, which we looked at before, included initiating consultation with communities and individuals to ensure the response is effective. Did you think at the time that more could and should have been done to engage with communities? Well, in terms of me and the HASG, that was the plan was going forward, and it was as it happened in terms of the next few weeks, to really engage with communities to make this whatever happened in the future something that they wanted, but that wasn't what I was doing at that time. Right. No. But you could observe what was happening, and did you observe at the time that, despite the terms of reference, including this obligation, more could have and should have been done? I'm going I don't know whether I'm being pedantic, but in terms of the HASG, that wasn't set up for two the day after, was it? So it should have been set up the day before and someone should have done something about that, absolutely. But I also think before that,

meaningful for them. There should have been something  $$172\end{tabular}$$ 

May 3, 2022

Day 271

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1		much more happening on the first morning, the first	1	Δ	I know there was a specific group set up, community
2		afternoon, the first day, to talk to voluntary sector	2	А.	engagement group, and there were conversations about
3		anyway.	3		community meetings, but I wasn't involved in them, but
4	0	And then looking a little bit lower down the screen,	4		I know things were being discussed and taken forward.
5	Q.	under the heading "Specific requests from residents", it	5	0	Right. Were there any problems with community
6		says:	6	Q.	engagement after LLAG started to lead the response?
7		"Council should proactively contact Clement James	7	٨	I think there were still problems with community
8		Centre representatives (To note: PM requested the	, 8	л.	engagement, yeah.
9		council leader to make contact with all mosques,	9	0	What sort of problems?
10		churches and temples by end of day Friday when she spoke	10		Just in terms of really knowing going out and
11		to him on Friday evening — this doesn't appear to have	10	л.	speaking to people. I know some chief executives went
12		been done)."	12		out, I know, and I wasn't involved in it, but I know
13		Were you aware of this request by the Prime Minister	13		people went out.
14		before you received this email?	14	0	Can we go to {RBK00022720}. This is an email, if we go
15	۸	No.	14	Q.	to the foot of page 1, from you on 20 June 2017 to
16		Do you know whether any contact had been made before	16		Carolyn Downs at Brent, copied to Andrew Meek at
17	ч.	this?	17		Haringey and Emma Spragg at the Red Cross, subject, "RE:
18	۸	l don't know.	18		urgent support for premier inn Hammersmith".
19		And on being told of this, as you can see you were	19		Now, the timing is six days after the fire and
20	ч.	indirectly, by well, directly by Lorna Gratton, if	20		four days after London Gold took over the response, and
21		you go back to page 1, did you contact Nicholas Holgate	20		if you look at the first paragraph, you say:
22		about it or about any of the concerns in it?	22		"Carolyn the community engagement has been missing
23	A.		23		from everything and we have been saying that from the
24	д.	then, because I was not leading even the humanitarian $$	23		start. And yes everything in the support strand has got
25		so I sent this huge list to Westminster, who were	25		to be about what the community want and recognising what
23			23		, , ,
		173			175
1		dealing with it , for them and BECC, who were then going	1		the community are already doing.
2		to $\operatorname{co-ordinate}$ every single aspect with people to get it	2		"I have been wanting from the start to have these
3		done. I was in a specific team looking at certain	3		conversations in the round, but we are continuing to
4		things from then on.	4		have separate workstreams that are rushing off, briefing
5	Q.	Yes.	5		separately $\dots$ and we need now to get some coordination
6	Α.	This is to me because I was the representative at the	6		and principles about the community
7		meeting, so I had to pass it on to other people to do	7		"I know why, but we have the chance as we move on
8		those things.	8		now to bring some structure, some project management and
9	Q.	Right.	9		some thinking to our work $\ldots$ and put the person and the
10		Looking at the top of the email string, then,	10		community at the heart.
11		following up on that answer, you forward the email that	11		"We can't do this from a bunker in Westminster.
12		you'd got from Lorna Gratton to Robin Campbell and	12		"I know you know that but it would be good to have
13		Julia Corkey, both at WCC, but not to anybody at RBKC.	13		a conversation with someone and with us that is more
14		Do you think you also sent it to RBKC?	14		than 5 minutes long $\dots$ and where we listen to each
15	Α.	At that time, I had been $$ I was sending everything to	15		other without rushing to a solution to the wrong
16		them. All communications, things like this, were going	16		question.
17		to the Westminster comms.	17		"Not a criticism just a plea. I have cc in
18	Q.	I see. Is that why we have no record, I think, of you	18		Emma from red $\boldsymbol{x}$ as we have had this conversation a lot.
19		sending this to Nicholas Holgate?	19		"Let me know if you want us to join you or see you
20	Α.	No, I just sent it straight to $$ as Westminster comms,	20		sometime tomorrow to talk maybe after???
21		who then dealt with everything.	21		"Sue."
22	Q.	Right.	22		Now, when you say there, "we have been saying [this]
23		Once London Local Authority Gold led the response,	23		from the start", if you go back to the first page of
24 25		as they did from the 16th, did you notice any difference or improvement in the level of community engagement?	24 25		this email run, what did you mean? I'm just remembering this. Everyone was in a —— working

1 separately, so when we went to Westminster, it was -- as 2 I said at the beginning, it was very structured, it was 3 very tactical, it was very command and control, and that 4 was needed initially, and so I was in a group looking 5 at -- I forget what it was, but it was looking at humanitarian response, some of it, and in another room 6 7 and another group there were a group of people looking 8 at community engagement separately strategically, and 9 I didn't think how we could actually -- you know, we 10 couldn't really effectively do humanitarian responses 11 that would meet people's needs if we didn't have -- if 12 we weren't engaged in listening to the community and 13 understanding, and so even those requests, for instance, 14 tiny, lots of requests about key workers or what does 15 someone help, need -- we couldn't do that without 16 actually talking to people. And I'd been in a room by 17 that time for a week, and I just thought -- and also the 18 way  $--\ensuremath{\mathsf{I}}$  do understand these structures, but at some 19 point you actually do need to stop and have 20 a conversation about a bit to develop a theme, rather 21 than running -- people were running with responses. 22 That's how we were doing things. And, as a consequence, 23 we were missing key aspects of how you could really talk 24 to communities about what would work for them better. 25 Q. Did you feel at this point, 20 June 2017, that within

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1		the London Gold-led response, co-ordination about how to
2		engage and work with the community was lacking?
3	Α.	I don't know whether it was lacking, I just didn't know
4		whether it was $$ I didn't know much about it, and it
5		wasn't being fed into the workstream I was doing, so
6		therefore it was seen as a very separate $$ we've got to
7		engage sort of $$ I don't mean politically, I mean with
8		a small p. We've got to engage with groups on a $$ just
9		talking to groups, getting groups together. What I was
10		talking about here was really listening to people and
11		understanding what was happening and spending more time
12		with them. It was a bit more different, and no one was
13		doing that, in my view.
14	Q.	And your role at this point was what, exactly, as you
15		understood it?
16	Α.	I can't remember the exact role. I was in a team that
17		was looking at $$ so anything that came from $\ensuremath{\mathrm{I}}$ think
18		Carolyn Downs must have been the HALO at that time, so
19		${\sf I}$ was in a room with several people, and anything that
20		came to her, come to us. Like for instance when
21		Number 10 said everyone needed a key worker, I was in
22		a room and I had to arrange a meeting to get key
23		workers. I then had to do a briefing, the key workers.
24		I then had to do $$ we were just responding to actions
25		individually and constantly. So that's why I was

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now?" -- was that a week later? I don't know -- "Just
take stock now just for a little bit, not in this
structure of Gold, but to talk properly about what we
can do". That's what I was asking for there.
Q. Yes.
I just want to ask you one or two questions about
social workers.

saying, "Can we have a pause and just take stock

- 8 social workers.9 In relation to those affected by the fire who
- 10 already had a social worker, would it follow that they
- 11 would still have had support from their pre-existing
- 12 social worker throughout this disaster?
- 13 A. Yes
- 14 Q. Yes
- 15 Now, we've heard a number of references to the term
- 16 "key workers". Was that, just help, something that the
- 17 government had declared should be given to victims, that
- 18 everybody should have a key worker?
- 19 A. That was my understanding, yeah.
- 20 Q. Right. I think it's right, isn't it, that all
- 21 key workers, as such, had to be social workers?
- 22 A. That was what was instructed, yeah.
- 23 Q. Right, I see. So only a social worker could be
- 24 a key worker as designated?
- 25 A. At that time.

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- 1 Q. Did that change?
- 2 A. I don't know whether it changed, but I'm just saying
- that was the instruction. Whether or not you neededsocial workers to do that is another point.
- Q. I think it's right that -- is this right, correct me if
  this is wrong -- the allocated case worker would offer
- a wide range of practical and emotional support and, if
- 8 necessary, access to specialist services.
- 9 A. That was the brief.
- 10 Q. That was the brief. Was the brief followed through?
- 11 A. I think -- I don't know whether it was -- was it the
- 12 Saturday or the Sunday we asked for key workers?
- 13~ Q. Well, it was declared on the Friday, 16 June.
- 14 A. Right. Well, we probably had a meeting on the Saturday
- 15 with all directors across London and we asked for them
- 16 to give us names of social workers. Between that and
- 17 then Sunday, in that room with some people, we then had
- 18 to say what the key worker might be doing -- might be
- 19 able to do.
- 20 Again, in my view, this was just a very, very quick
- 21 response. People did need to be spoken to by people,
- 22 people did need help, but it could have been the housing
- 23 worker who had already supported them. So we had
- 24 a whole lot of people who were offering their support
- 25 who came from outside -- I mean, it doesn't matter where

- 1 they came from, but they were coming and we didn't have
- 2 a load of structure in place, we didn't have a place
- 3 where they could go, we didn't have someone to manage
- them, we didn't have -- so it was beginning. So it was 4
- 5 a process that took time.
- Q. It sounds as if the process at its initiation caused 6 7 quite a few problems; is that fair?
- 8 A. Well, it needed a lot of work.
- 9 Q. Right.
- 10 Now, there is some evidence we've heard from those
- 11 who had key workers that some key workers were helpful
- 12 and supportive whereas others were not. Was there
- 13 a lack of clarity about the nature and scope of the
- 14 key worker role?
- 15 A. I think at first there was, because again, because there 16 wasn't the management in place, there wasn't a place
- 17 they could go, we hadn't got a whole lot of -- over the
- 18 days and the weeks that followed, there was a lot of
- 19 information for them, lots, but some key workers -- some
- 20 social workers -- some people just wanted to go and say
- 21 hello to people, "Are you okay?" They didn't know they
- 2.2 had to do all these other things. And some people
- 23 didn't need them. But some people might have needed
- 24 them, and those social workers who'd come from a totally
- 25 different council hadn't been briefed properly by then.

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1	I think things like that were happening. It was all
2	very, very quick. There may have been a different way
3	of doing it.
4	MR MILLETT: Right.
5	Mr Chairman, is now a convenient moment? We're
6	going to stick with social workers for a bit, but it's
7	probably a convenient moment to take a pause.
8	SIR MARTIN MOORE-BICK: If that suits you, yes, we can have
9	a break at that point.
10	MR MILLETT: Yes.
11	SIR MARTIN MOORE-BICK: Well, it sounds as though it's
12	a good time to take the afternoon break, Ms Redmond, so
13	we will break there. We'll return at 3.30, please, and
14	again, please don't talk to anyone about your evidence
15	while you're out of the room. All right? Thank you
16	very much.
17	(Pause)
18	Thank you very much, Mr Millett. 3.30, then,
19	please. Thank you.
20	(3.13 pm)
21	(A short break)
22	(3.30 pm)
23	SIR MARTIN MOORE-BICK: Good. All right, Ms Redmond?
24	THE WITNESS: Yes, thank you.

SIR MARTIN MOORE-BICK: Thank you. 25

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1	Yes, Mr Millett.
2	MR MILLETT: Yes, thank you, Mr Chairman.
3	Could we turn, please, to {CLG00005594}. This is
4	an email from Steve Mulrooney, dated 19 June 2017, sent
5	at 14.27. Now, you're not a recipient of it, but I just
6	want to ask you something about it.
7	Steve Mulrooney is in housing strategy at MHCLG, or
8	was at the time.
9	He says here:
10	"Katy
11	"As of 14.00 [that's on 19 June], 65 keyworkers have
12	been allocated.
13	"A further 25–30 (TBC) social workers are currently
14	at a briefing on the key worker roll for the incident.
15	This means they are approaching the key figure of 96 key
16	workers for cat 1s."
17	Could you just help, what were cat 1s, or the key
18	figure of 96 key workers for cat 1s?
19	A. I don't know.
20	Q. You don't know, you can't help with that.
21	Was it the case that on Monday, 19 June 2017 there
22	were cat 1 families that had not been allocated
23	a key worker?
24	A. I see. It was $$ I think it was a categorisation of
25	people, whether they'd been bereaved, survived or $$
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1	I think that's what categories were.
2	I don't know these figures. He must have got these
3	figures from the centre I was working in. I don't know
4	whether $$ I don't recognise the figures, but I do know
5	that this was the day after we'd asked, or we'd asked
6	for people, and not everyone had a key worker straight
7	away.
8	Q. Now, if you look on further, it says, third paragraph
9	down:
10	"Key worker allocation is waiting for and bound by
11	process of the Family Liaison Officers (FLOs) being
12	allocated to families. Once FLOs allocated they are

- by allocated to families. Once FLOs allocated they are 13 referring through to the key worker coordinator, who is 14 then allocating key workers." 15 Did the process where a family liaison officer had 16 to be allocated for those residents who were bereaved
- 17 place an additional delay in the allocation of
- 18 a key worker?
- 19 A. Well, it possibly did, but it sounds like -- these 2.0 key workers were individual social workers from every 21 other council, and I think when we say allocated.
- 22 I think they were given a name of someone who was on the
- 23 list and they were given their allocation, they were
- 2.4 said, "This is the person you need to go and see, here's
- 25 a bit of a briefing", and they might have gone. We

1		didn't have $$ I don't think there were family liaison
2		officers for everybody, and I think the protocol was
3		that those families that were bereaved needed a family
4		liaison officer before they had a key worker.
5	Q.	Yes, exactly. So if you didn't have a pre-existing
6		social worker, is it right that you couldn't get
7		a key worker who was a social worker unless and until
8		you had an FLO allocated to you?
9	Α.	Yeah, from the police.
10	Q.	From the police, yes.
11	Α.	Yeah.
12	Q.	Yes.
13		Now, if you go to $\{RBK00022845\}$ , this is an email to
14		you on 21 June 2017, that's the Wednesday now, a week
15		on, and it comes from Natasha Bishopp at the top of the
16		email run, and she is in family services at RBKC, and
17		this comes to you, and she says:
18		"Hi Sue
19		"To confirm 106 (Tower and walk) residents
20		allocated .
21		"Two thirds of these have been made contact with, we
22		will confirm exact numbers on those who have actually
23		been seen in person later today.
24		"A further 10 people were identified as needing
25		allocating via the Operation $DWP/Post$ office Theresa May
		185
		100
1		Monies – these will be allocated today.
2		"Those in neighbouring streets that were displaced
3		at present number 23 and these are being allocated –
4		further residents in this category being identified so
5		exact this number to rise during the day will update you
6		
7		
8		later today."
		later today." Does it follow or can we take from this document
9		later today."
9 10		later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire , of
		later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire , of 106 residents of Grenfell Tower and the walkways,
10	A.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown
10 11	A.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face?
10 11 12	A.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was we had to get reports regularly
10 11 12 13	A.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was — we had to get reports regularly every — twice a day from the people who were
10 11 12 13 14		later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was — we had to get reports regularly every — twice a day from the people who were co-ordinating the key workers, so that would have been
10 11 12 13 14 15		later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was — we had to get reports regularly every — twice a day from the people who were co-ordinating the key workers, so that would have been her report.
10 11 12 13 14 15 16		later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was we had to get reports regularly every twice a day from the people who were co-ordinating the key workers, so that would have been her report. Yes, I see.
10 11 12 13 14 15 16 17	Q.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was we had to get reports regularly every twice a day from the people who were co-ordinating the key workers, so that would have been her report. Yes, I see. Do you know why the remaining third had still not
10 11 12 13 14 15 16 17 18	Q.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was — we had to get reports regularly every — twice a day from the people who were co-ordinating the key workers, so that would have been her report. Yes, I see. Do you know why the remaining third had still not been contacted?
10 11 12 13 14 15 16 17 18 19	Q.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was we had to get reports regularly every twice a day from the people who were co-ordinating the key workers, so that would have been her report. Yes, I see. Do you know why the remaining third had still not been contacted? Yes, it 's because I'll try and it might not have
10 11 12 13 14 15 16 17 18 19 20	Q.	later today." Does it follow or can we take from this document that as of 21 June 2017, seven days after the fire, of 106 residents of Grenfell Tower and the walkways, two-thirds had been contacted, but it appeared unknown how many of those were contacted face-to-face? Yes, because this was we had to get reports regularly every twice a day from the people who were co-ordinating the key workers, so that would have been her report. Yes, I see. Do you know why the remaining third had still not been contacted? Yes, it 's because I'll try and it might not have been the best process to say everyone will have

- 23 happening. Originally it was just people in the tower,
- $\qquad$  and then it was everyone who was affected, so the list
- 25 got longer, and the key workers were coming from

	1		everywhere, and it was very hard to get many very
	2		quickly in there who could actually do something real.
	3	Q.	Right. Was there a process whereby people wouldn't be
	4		allocated a key worker until everybody in the tower had
	5		one?
	6	Α.	I don't know whether that was the formal process, but we
	7		actually said people in the tower maybe $$ they may have
	8		been the category 1 ones, I'm not quite sure.
	9	Q.	Right.
1	0	Α.	But I think that would make sense.
1	.1	Q.	Right. And why did those who had been displaced in
1	2		neighbouring areas but still needing support have to
1	.3		await the allocation of a key worker?
1	.4	Α.	Originally $$ this might not have been the process
1	.5		anyone would have advocated to do this work, by the way,
1	6		I just need to put that down. Originally, we actually
1	.7		went out to ask for X number of social workers to cover
1	. 8		the families that were affected in the tower, that's
1	9		what the $$ was said. But then lots of people came
2	20		forward who were affected, who had relatives, and so
2	21		more and more people needed support, whether or not
2	2		everyone, I mean, needed an allocation of a key worker
2	3		or not, but then the numbers got bigger, and so we had
2	24		to look at other social workers and we had to start
2	25		saying who needed them first, and it was those people
			187
			107

1		who were affected mostly first. There had to be some
2		sort of categorisation in some ways $$
3	Q.	Right.
4	Α.	which came from the Gold.
5	Q.	Once key workers were allocated to families, can you
6		tell us how long it took in general for face-to-face
7		contact to take place with the relevant families or
8		person?
9	Α.	I forget in terms of the briefing because, of course,
10		this is being done $$ the briefings are being done on $$
11		very quickly, and protocols are being drawn up very
12		quickly, and I think the process was: please get in
13		touch with your person straight away by phone or
14		face-to-face.
15		In retrospect $$ and some people didn't want to
16		see $$ they actually didn't want to see a key worker at
17		that stage. Some people were seeing housing workers, so
18		they didn't know what a key worker was. Some people
19		weren't at the addresses that the key worker had. There
20		were lots of operational reasons why some people might
21		not have seen face-to-face in that day.
22	Q.	Let's go to $\{RBK00015243\}$ . This is an email from
23		Mona Hayat on Thursday, 22 June 2017, so we're outside
24		the seven-day period after the fire, but it looks back,
25		and the subject is, as you can see, the third entry

<ul> <li>down, "Suicidal Meetion Annorgit Grendel residents":</li> <li>"Due Debbis, The A karshab."</li> <li>That's Natashab Hishoge, and ity ou look down,</li> <li>please, at page 2 of this Gourment (REK MOD2342)?, you</li> <li>can see that it follows on from an mail the previous</li> <li>"Dear Caig</li> <li>"The arc at the meeting of residents, have been satisfied with the response and assistance of REKC, but that a number of volunteers, and a statistical with the response and assistance of REKC, but that a number of volunteers, and a statistical with the response and assistance of REKC, but that a number of volunteers, and a statistical with the response and assistance of REKC, but that a number of volunteers, and the work of the statistical with the response and assistance of REKC, but that a number of volunteers, and the work on the statistical with the response and assistance of REKC, but that a number of volunteers, and the work on the theory of the statistical statistical with the response and assistance of REKC. But that an outside the borough?"</li> <li>"Concommunity Champions are reports gratient work are apper statistical with the response and assistance of REKC. But the annovable the borough?"</li> <li>A line the holpions or grading to scale worker with the statistical with the response and assistance of REKC. But the time?</li> <li>"Concommunity Margins are reports gratient work and the provide worker with the second of the statist that have borough to your starting to attributing community leaders that provide some assurance that provide some assurance that provide some assurance that provide mark that provide mark that the presponse of the</li></ul>					
<ul> <li>Tha's Nataba Bishops, and if you look down,</li> <li>plase, at page 2 of the document (RENOSD254/2), you</li> <li>can see that it follows on from an email the previous</li> <li>day, on 21, line, from Mona Hings, the same title:</li> <li>The Carging</li> <li>The Carging</li> <li>The accomment of RENOSD254/2), you</li> <li>assistance of RENC, but that a number of voluntees,</li> <li>about whom safiguarding concerns were raised this week,</li> <li>were present at the hold and antagoning (scalaring</li> <li>The Computed state Westway site this</li> <li>affertion, a potient was verialed until the previous</li> <li>arived.</li> <li>Tour Community Champions are reports</li> <li>arived.</li> <li>Tour Community Champions are reports</li> <li>arived.</li> <li>Tour Community Champions are reports</li> <li>arived.</li> <li>Tourpietely appreciate the real stretch on</li> <li>arrow anging appointents for a vecksi' time.</li> <li>Tompletely appreciate the real stretch on</li> <li>First, were you awas that releaded to be a social worker, and the you offer Hab took and your attention at the time?</li> <li>At traight have been, but Thereas May had taid owaryone</li> <li>structes at the moment. However, It's apparent pooplo</li> <li>the tone?</li> <li>At traight have been, and the were for each you have that this is</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community and 1 think it would</li> <li>building within the local community a</li></ul>	1	down, "Suicidal Ideation Amongst Grenfell residents":	1		since last Wednesday at the rest centres and making
<ul> <li>plass, at page 2 of this ¹/₂ occurrent (REK0001524/2), you</li> <li>can set that is follow on form an emild be previous</li> <li>"Dear Craig</li> <li>"A stuation happond at the Wetway site this</li> <li>afternoon; a patient was restarting the full provide and calling the motion and calling the motion and calling the motion and calling the motion of the more the very one aware that residents. The disquet is due to people</li> <li>of aside attempts. The disquet is due to people</li> <li>of aside attempts. The disquet is due to people</li> <li>of aside attempts. The disquet is due to people</li> <li>of aside attempts. The disquet is due to people</li> <li>of aside attempts. The disquet is due to people</li> <li>ar arranging appointments for a weeks' time.</li> <li>The moment. However, it's apparent people</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>building within the local community and think it would</li> <li>bu</li></ul>					
<ul> <li>can see that it follows on from an email the previous of the section of RBKC, but that is number of volunteess, about whom safeguarding concerns were related this week, were prevent at the host and antagonising/escalating the feeling of readens, calling the media and calling layers etc.</li> <li>There Craig</li> <li>"Concommunity Champions are reporting patients who are that readens to failing the media and calling layers etc."</li> <li>The Community Champions are reporting patients who are that readens to failing the media and calling layers etc."</li> <li>The Community Champions are reporting patients who are that readens to failing the media and calling layers etc."</li> <li>The completed papercist for a vesk? time.</li> <li>The sace page media at the Westway site this is an email to be seen a lat score of the sace of</li></ul>					
6       day, an 21 June, from Mona Hayat, the same the:       7       about whom afegurating concerns were raised this week, were present at the hotel and antagonising/ascalating the feeling of residents, calling the media and calling lawyers etc."         7       a function is patient was restariand until 999 service arrived.       First, were you aware that residents for abandoned by RBKC by vitree of the fact that they were having to deal with weres from outside the boungh?         7       Our Community Champions are reporting patients who are arranging appointments for a weeks' time.       7         7       Tord memory appointments for a weeks' time.       10         8       1       I'm surport patient was brought to your attention at the time?         9       account of the hole in the service at the meet and the time?         10       monpletely appreciate the real stretch on services at the moment. However, it's apparent people meed to be as accial worker, and the you coll have them ary out form RBKC who and surger's.         11       building within the local community and think it would any beam appointments as a matter of urgery."         12       The services at the moment at hink it would and the to people.         13       A. I may are than the service at a stretch on service at the more of attent they week having to deal with week and you deal worker. And they would have them and could understand and talk to people.         14       the services at the moment at the hote and anter of the media and calling they worker more matter of urgery." <t< td=""><td></td><td></td><td></td><td></td><td></td></t<>					
7       Toper Craig       7       were present at the hold and anagonising/scalabing is sufficiency arrived.         8       arrived.       7       were present at the hold and calling is sufficiency arrived.         9       arrived.       7       were you avant the residents feit abandened is your attention at the hold and calling is alwyrs set;         9       arrived.       7       First, were you avant the residents feit abandened is your attention at the hold and calling is alwyrs set;         10       arrived.       7       First, were you avant the resident is feit abandened is yor REK Cyvitae of the fact that they were hyong to dal with workers from oriside the brough?         10       arrived.       7       First, were you avant the resident is feit abandened is yor REK Cyvitae of the fact that they were hyong to a dal with workers from oriside the brough?         10       arrived.       7       First, were you avant that hey worker hyon oriside to borough?         11       origency.       10       First, were you avant they were hyong to worker.         11       origency.       11       A. It might have been, but Threesa May had said everyone had to be seen al to social worker.         12       form REK.       First, were you avant that have been alocid worker.       11         13       A. It might have been, but Threesa May had said everyone from CBKC who have been alyone theyout have bea social worker.       11      <		•			
<ul> <li>⁸ A stuation happened at the Westway site this attensor, and particular strained until 999 service arraying appointments for a work at the maximum of the ma</li></ul>					
9       aftermoon: a patient was restrained until '999 service arrived.       9       bayers etc."         10       "Our Community Champions are reporting patients who are threatening to kill themsleves and there are reports of suicide attempts. The disquie is take to people calling the helplines or speaking to social workers who are arrived.       10       First, were you aware that residents felt abandoned by RBKC helplines or speaking to social workers who are arring appointents for a week's time.         10       are arring appointents for a week's time.       10       If a unit workers from outside the borough?         11       Completely appreciate the real stretch on services at the moment. However, it's apparent people will be seen a lot sconer. I an aware that this is building within the local community and I think it would be helpful for us to support you by distributing comms amongst community leaders that provide some assurance at the time?       11       A it might have been, would have been appointennes as a matter of urgency."         11       "Director of Programmes       12       Fullam, they would have been co- ordinated better, see them and they would have been co- ordinated better, see enthing you were aware of at the time? And I say at the time, or arround adverted to nee by Mona Hayat       10         12       "Director of Programmes       11       were coming from different places, the yweer just visiting from outside at the group, the team i was in, in terms of adjugating or residents, who ad been attending or eachard the time or knew anything a sobut ferrifit residents who ad been adjucted in thevide have bene co- ordinated better, separtise that any unetwork f					
10       arrived.       10       First, were you aware that residents felt abandoned         11       "Our Community Champions are reporting patients who       11       by BNC by virus of the fact that they were having to         12       are arranging appointments for a weeks' time.       11       by BNC by virus of the fact that they were having to         13       of suicide attempts. The disquirt is due to people       11       by BNC by virus of the fact that they were having to         14       are arranging appointments for a weeks' time.       12       A. I'm sure people might have been, but Theress May had said everyone         15       are arranging appointments for a weeks' time.       16       A. I'm sure people might have been, but Theress May had said everyone         16       A. It might have been, but Theress May had said everyone       16       A. I'm sure people might have been, but Theress May had said everyone         17       "Our completely appreciate the real stretch on       16       A. I'm sure people might have been, but Theress May had said everyone         18       be halpful for us to support you by distributing comms       16       A. I'm sure people might have been, but Theress May had said everyone         19       "Our completely appreciate mean so an other.       16       Hat that have been of more MBKC who ween it might have been appoint ments as a matter of         19       "Director of Programmes       16 </td <td></td> <td></td> <td></td> <td></td> <td></td>					
11       User Community Champions are reporting patients who       11       by RBKC by virtue of the fact that they were having to         12       of suicide attempts. The disquiet is due to people       12       A. I'm sure people might have doen, yeah.         13       by RBKC by virtue of the fact that they were having to       12       A. I'm sure people might have doen, yeah.         14       calling the helplines or speaking to social workers who       14       Q. Was that a problem that was brought to your attention at the time?         15       mean to be seen a lot socner. I am away that this is       14       D. Was that a problem that was brought to your attention at the time?         16       A. It might have been, and that key worker and the seculi worker.       16       A. It might have been, and was that unverkers from outside the as social worker.         17       bailding within the local community and I think it would       19       Worker, and they worker and they aworker and they worker and they worker and they worker and they worker.       18         18       manningst community leaders that provides some assurance       18       Hat empathy and could have bean apone from RBKC worker.         19       "Director of Programme       12       Was this problem adverted to here by Mona Hayat       19         2       "NHS West London Clinical Commissioning Group."       19       were coming from diffrem tplacest, they were just       10					-
12       are threatening to kill themskes and there are reports       12       deal with workers from outside the borough?         13       of suicide attempts. The diaquiet is due to poople       13       A. If misure people might have bore, usah.         14       calling the holpines or speaking to social workers who are arranging appointments for a weeks' time.       13       A. If misure people might have bore, but Theresa May had said everyone had to have a key worker, and there weent enough key worker, and there weent enough key worker, and these weend there weent enough key worker, and these neoused in their worker.         14       the time?       A. It might have bore, but Theresa May had said everyone had to have a key worker, and there weent enough key worker, and they would have be ascial worker.         15       building within the local community and I think it would       10       worker, and they would have be ascial worker.         16       be helpful for us to support you by distributing comms       10       worker, and they would have been co-ordinated better, they were just         17       "Norse to P Pogrammes       12       visiting from outside and they didn't know the area, and people didn't feel they were from RBKC, and they were just visiting from outside and they didn't know the area, and people widn't have been attending the form space at the time? And is say at the time; on or around 21 June 2017.       A. I can't remember this example, bui I do know not everyone was getting a key worker ringing them.       19         15       Lat's go then on to (RBKC001640). This is a					
<ul> <li>of suide strempts. The disquist is due to people calling the helplines or speaking to social workers who arranging appointents for a week' time.</li> <li>13 A. I'm sure people might have done, yesh.</li> <li>14 Q. Was that a problem that was brought to your attention at the time?</li> <li>14 A. It might have been apont form the inter apport appointments as a matter of urgency."</li> <li>15 A. I can you appointments as a matter of urgency."</li> <li>16 A. It might have been apont form the inter and the year of at the time?</li> <li>17 "Director of Programmes</li> <li>18 "NHS West London Clinical Commissioning Group."</li> <li>18 A. I'm sure people will be given appointments as a matter of urgency."</li> <li>18 A. I'm sure people will be given appointments as a matter of urgency."</li> <li>18 A. I'm sure people will be given appointments as a matter of urgency."</li> <li>19 "Director of Programmes</li> <li>"NHS West London Clinical Commissioning Group."</li> <li>19 Let's go then on to (RBK00016140). This is an email from RBKC, Rachael Daiton, on 23 June 2017. to the BECC, coopied to RBKC housing staff." regarding feedback from severity.</li> <li>20 Right.</li> <li>21 Sub a advised that residents have reported, and are angry, that they have yet to see anyone at all from tessarility assessments and they are advised in the residents that appoint of urgency."</li> <li>22 She signs that a due to the residents they are stread on an attegority appoint the severity is the resident should peak to a the work ringing or escalating the felling of residents, et cetera, was that a people with a social worker and the resident should peak to a the work of a work were avaing and the residents that appoint and attagonising or escalating the felling to ensidents, et cetera, was that a people with a sumber of volunteers than and antagonising or escalating the felling to ensidents, et cetera, was that a many problem advised and they different views of whether these reside that have been anyone from a social worker indigenet</li></ul>					
14       calling the helplines or speaking to social workers who         15       arranging appointments for a week? time.         16       "I completed yappreciste the real stretch on         17       services at the moment. However, it's apparent people         18       Q. Was that a problem that was brought to your attention at         19       intermediation to be seen a lot be seen a lot be seen a lot be seen a lot be seen alot be social worker.         19       building within the local community and I think it would be helpful for us to support you by distributing comma amongs community leaders that provides some assume of at the time?         20       worker, and they could have been anyone from RBKC who has deen any one from RBKC who has deen any one from RBKC who has deen any one from RBKC who has deen alot be a social worker.         21       "More Hayat         22       "May this problem adverted to here by Mona Hayat something you were aware of at the time? And I say at the ine; on around 21 June 2017.       1       were coming from different places, they were just visiting from outside and they didn't know the area, and people didn't feel they were from the orken anything a sey worker indig than in Kensington and an taponisting or escalaring the feeling or neidents, et cetera, was that sin in the same of angeurand that an unber of volunteers had been attending the Moliday Inn Kensington and an taponisting or escalaring the feeling in a subweet anything about?"         20       Right.       2       Nee had they different views of		<b>.</b> .			-
<ul> <li>are arranging appointments for a weeks' time.</li> <li>"I completely appreciate the real stretch on services at the moment. However, it's apparent people and this it's apparent people and the service it's apparent people and</li></ul>					
16       "I completely appreciate the real stretch on       16       A. It might have been, but Theresa May had said everyone         17       services at the moment. However, it's apparent people       med to have a key worker, and there work? and there werent't enough key         18       building within the local community and I think it would       19         19       mongst community leaders that provides some assurance       16         10       that people will be given appointments as a matter of       19         11       "Borners", "       14         20       services at the moment. However, it's apparent people       164         21       that people will be given appointments as a matter of       10         22       that people will be given appointments as a matter of       164         23       "Mona Hayat       20         24       She signs herself off:       21         25       "Mona Hayat       28         26       "NIKS West London Clinical Commissioning Group."       18         3       Was this problem adverted to here by Mona Hayat       29         20       something you were aware of at the time? And I say at       10         4       the fine, or aronound 21 June 2017.       6         5       A. I can't remember this example, but I do know not <t< td=""><td></td><td></td><td></td><td>Q.</td><td></td></t<>				Q.	
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7everyone was getting a key worker ringing them.7paragraph that a number of volunteers had been attending8Q. Right.8the Holiday Inn in Kensington and antagonising or9Let's go then on to {RBK00016140}. This is an email9escalating the feeling of residents, et cetera, was that10from RBKC, Rachael Dalton, on 23 June 2017, to the BECC,10something you were aware of at the time or knew anything11copied to RBKC housing staff, regarding feedback from11about?12residents who had been placed at the Holiday Inn in12A. Yes, that had come through the group, the team I was in,13Kensington, and in the fourth paragraph down on your13in terms of safeguarding concerns about some people who14screen she says this, and this is about Jennie, who had14were trying to trying to yeah, not quite15been co-ordinating the Holiday Inn Kensington forum.15escalate, but they had different views of whether those16She says:16residents should speak to a key worker at all, "Don't17"She has advised that residents have reported, and17speak to them", some people were saying that. That was18are angry, that they have yet to see anyone at all from18some of the reports we got.19the Council - despite my understanding that all Grenfell19Q. Right. Where were those volunteers from? Were they20residents had been allocated an SW [social worker] and20from organisations or were they just people who21had complete	6	A. I can't remember this example, but I do know not	6		Looking at the officer's observations in the last
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25 have been abandoned by RBKC despite them being present 25 Gold's process for allocating key workers to the	23	because the staff that have been drafted in from	23		Now, I want to ask you about walkway residents.
	24	elsewhere, the impression is that residents feel they	24		Do you remember, what was London Local Authority
190 192	25	have been abandoned by RBKC despite them being present	25		Gold's process for allocating key workers to the
		190			192

- 1 families of the walkways, by which I mean the buildings
- 2 within the Grenfell area but were not the tower?
- 3 A. I can't remember it in detail, but I do know there were 4 conversations. It might have been that that's when the
- numbers of people needing key workers increased. 5
- I can't remember in detail. 6
- 7 Q. Were families from the walkways prioritised in the same way that Grenfell Tower residents were? 8
- 9 A. I think originally in all these things there was
- 10 a categorisation done of who people might have had to
- 11 have key workers, and in the first instance it was those
- 12 in the tower. It wasn't meaning they wouldn't -- other
- 13 people wouldn't get support or help, but in terms of the 14 key worker specifically
- 15 Q. Yes, and when did that change so that everybody was 16 treated equally, or did it?
- 17 A. I can't even remember, (a) whether it did change, but 18 I do know more people got -- were allocated key workers,
- 19 and I can't remember when.
- 20 Q. Right.

- Then let's go back to {GOL00001742}. I say back;
- 22 I think this is the first time we've seen this document.
- 23 This is a minute, or a note, perhaps, of the HAC
- 24 subgroup, community assistance centre and helpline 25
  - subgroup, Andrew Meek, Beverley Tarka, and we know that

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- 1 it's dated 19 lune
- If we go to page 2 {GOL00001742/2}, penultimate 2 3 entry, we can see there that Beverley Tarka, who was 4 Haringey I think, and Gold Command key worker subgroup 5 leader, she suggests here to Andrew Meek that: " ... she heads up core (tower) and Sue to look at 6 7 the support for other locally affected." 8 Were there separate workstreams for Grenfell Tower 9 residents and the walkway residents? 10 A. No, not separate workstreams, but in terms of 11 humanitarian assistance, there are categories of people 12 who might be affected. It's in the framework, I think. 13 Q. Right. 14 A. And those people who are survivors or bereaved or 15 involved immediately, they are -- there's 16 a categorisation, then people who are affected because 17 they were in -- locally or they saw. There is 18 a categorisation in terms of responses. 19 Q. Did that categorisation lead to different provisions of 2.0 support for Grenfell Tower residents and the walkway 21 residents respectively? 2.2 A. In relation to this, I can't remember what happened --23 I think this is why we had to get a lot more key 24 workers, because there were a lot more people who needed 25
  - support. They might not have all wanted key workers,

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1 but because there was a decree that everyone would have 2 a key worker, everyone who was affected wanted one. 3 Absolutely, if they wanted one, they should have had 4 one. And I think that's why we had to get more 5 key workers in. I can't remember the workstream from 6 here 7 Q. Right. 8 Let's see if we can pick this up earlier on in this 9 note 10 If we go to the foot of page 1 {GOL00001742/1}, 11 please, you see there underneath the phrase "Identified 12 5 strands", and then it says in the second bullet point: 13 "For those different cohorts what's the level of 14 support we are providing/offer to them." 15 Is that a reference to different levels of support 16 being given to different groups of people depending on 17 whether they were in the tower or from the walkways? 18 A. Yes, and I think this is absolutely part of a framework. 19 Q. Right. 20 A. A national framework that do that. 21 Q. And if you look back at page 2 {GOL00001742/2} again, 22 you can see, under the red reference to "Nick Pendry -23 Clinical Lead", it says: 24 "Government Offer is only for people in the tower — 25 96 families (86 from Grenfell Tower and 10 from

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1 Grenfell Walk)," What was that about, do you know? 2 3 A. I think that's saying that that's all that maybe they 4 meant at the time when people should have key workers. 5 Q. Right. Was it the case that there was a lack of 6 available key workers which left certain displaced 7 residents without one? A. I'm sure that -- we did have lots of key workers. I'm 8 9 sure some people either didn't see them because they 10 didn't do or they didn't do what they wanted. I don't 11 know --Q. Who -- sorry. 12 13 A. I'm not quite sure how many didn't actually have one 14 allocated in this cohort. 15 Q. Right. 16 Who was in charge of the allocation system? A. There was a group which Beverley and myself and a few 17 18 people sat on in Westminster --- I guess it was the HALO 19 at the time, but we managed the group that were getting 2.0 the allocations, the system together, and then we set 21 up - - I think it was - - Natasha Bishopp's name was 2.2 mentioned. She was the social worker leader who was 23 then managing how they were operated and what happened 2.4 to them. But Beverley and I and a few other people 25 there were actually getting the names and some of the

1		people were allocating them to people who needed them.	1		Now, what I've read to you there, were these
2	Q.	Were you liaising with housing, RBKC housing?	2		observations that you shared, that you agreed with?
3	Α.	Yes, we were. I definitely $$ we definitely felt,	3	Α.	These were observations of the people on the ground and
4		because some people already $$ in terms of allocating	4		I understand what they mean by one $$ they were taken
5		key workers to people who already had a housing person	5		over, ${\sf I}$ understand what happened there, but they might
6		supporting them, there was a question: should we do	6		not have been aware of what was happening there.
7		that? They're already seeing housing people, they're	7	Q.	Right.
8		providing support, they've got to know them. But we had	8	Α.	And obviously the co–ordination wasn't good, we've
9		to give them a key worker as well. That's what we were	9		discussed that most of the day.
10		told .	10	Q.	Can we go to page 3 {RBK00044673/3}, then, and look at
11	Q.	Right, I see.	11		the third paragraph. That's "Emergency/Contingency
12		During your time working on the response, first as	12		Plans" there, next to the bullet point, and it says:
13		HALO and then after the pan-London response was	13		"Emergency/Contingency Plans and the lack of them
14		activated, did you have any experience of support being	14		was raised by all groups spoken to. It was generally
15		provided from central government?	15		felt that there was no clear plan in place which led to
16	Α.	I don't think I did.	16		much of the confusion and lack of co-ordination. This
17	Q.	Right.	17		was particularly referred to as being the major issue in
18		Now, we've had the benefit of your comments and	18		the initial stages. It was, however, the view that as
19		opinions on the London Gold activation and a number of	19		time passed this improved and there now seemed to be
20		specific elements of the response. I just want to ask	20		more consistency."
21		you about the adequacy of that response and the	21		Was it the case that there were plans, but very
22		feedback.	22		limited knowledge of their existence among the staff who
23		If we go to {RBK00044673}, what I'm showing you is	23		were meant to apply them, from what you observed?
24		a document entitled "Adult Social Care, Staff De–Brief	24	Α.	Yes. I subsequently know that some of the plans weren't
25		Sessions Feedback report". Now, this was produced by	25		complete, but yes, there were plans.
		197			199
		177			177
1		Geoff Sherlock on 14 July 2017.	1	0	And immediately underneath that it says:
2				Q.	
		Did you see this document at the time?	2	Q.	"The Keyworker Role was the subject of a great deal
3	Α.	Did you see this document at the time? I think I did, because we asked someone to come in and		Q.	
3 4	A.	-	2	φ.	"The Keyworker Role was the subject of a great deal
	A.	I think I did, because we asked someone to come in and	2 3	Q.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of
4	A.	I think I did, because we asked someone to come in and talk to our we wanted a debrief, so we got someone	2 3 4	ų.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the
4 5		I think I did, because we asked someone to come in and talk to our $$ we wanted a debrief, so we got someone independent in to do it, in adult social care. It was	2 3 4 5	ų.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that
4 5 6	Q.	I think I did, because we asked someone to come in and talk to our $$ we wanted a debrief, so we got someone independent in to do it, in adult social care. It was just us doing it.	2 3 4 5 6	ų.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that they were expected to deal with everything and find
4 5 6 7	Q.	I think I did, because we asked someone to come in and talk to our we wanted a debrief, so we got someone independent in to do it, in adult social care. It was just us doing it. Right. Did you have any input into this document?	2 3 4 5 6 7		"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that they were expected to deal with everything and find a solution to every issue raised."
4 5 6 7 8	Q.	I think I did, because we asked someone to come in and talk to our we wanted a debrief, so we got someone independent in to do it, in adult social care. It was just us doing it. Right. Did you have any input into this document? No, it was just asking all the staff, I wasn't	2 3 4 5 6 7 8	А.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that they were expected to deal with everything and find a solution to every issue raised." Is that an observation with which you would agree?
4 5 7 8 9	Q. A.	I think I did, because we asked someone to come in and talk to our we wanted a debrief, so we got someone independent in to do it, in adult social care. It was just us doing it. Right. Did you have any input into this document? No, it was just asking all the staff, I wasn't I don't think I was asked. I don't think so. I can't	2 3 4 5 6 7 8 9	А.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that they were expected to deal with everything and find a solution to every issue raised." Is that an observation with which you would agree? It is.
4 5 7 8 9 10	Q. A.	I think I did, because we asked someone to come in and talk to our we wanted a debrief, so we got someone independent in to do it, in adult social care. It was just us doing it. Right. Did you have any input into this document? No, it was just asking all the staff, I wasn't I don't think I was asked. I don't think so. I can't remember.	2 3 4 5 7 8 9 10	А.	"The Keyworker Role was the subject of a great deal of discussion and the lack of clarity of the purpose of the role was a major topic. People felt that the expectations placed on them were unrealistic in that they were expected to deal with everything and find a solution to every issue raised." Is that an observation with which you would agree? It is. RMILLETT: Yes. Yes, thank you very much.
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1	perhaps we ought to have asked you. So we'll stop now.
2	Do you think ten minutes is long enough, Mr Millett?
3	MR MILLETT: I'm just looking at my emails.
4	Yes, I think so. I think ten minutes, and if I need
5	longer, I can come and ask.
6	SIR MARTIN MOORE-BICK: Yes. I think we will say 4.05, and
7	if it goes a bit longer, well, someone can tell you.
8	THE WITNESS: Okay.
9	SIR MARTIN MOORE-BICK: Again, please don't talk to anyone
10	about your evidence while you're out of the room.
11	All right?
12	THE WITNESS: Okay.
13	SIR MARTIN MOORE-BICK: Thank you very much.
14	(Pause)
15	Well, we'll say 4.05, Mr Millett. If you need
16	longer, just ask the usher to come and tell us.
17	MR MILLETT: Thank you.
18	SIR MARTIN MOORE-BICK: Thank you.
19	(3.55 pm)
20	(A short break)
21	(4.05 pm)
22	SIR MARTIN MOORE-BICK: Right, Ms Redmond. Well, we'll see
23	if there are any more questions for you. All right?
24	Thank you.
25	Yes, Mr Millett.

1	MF	R MILLETT: Yes, Mr Chairman, just one or two.
2		First , could you please be shown $\{GOL00001742\}$
3		again, please. Now, we looked at this before. This is
4		the note of an HAC subgroup, community assistance centre
5		and helpline subgroup, and if you look at the five
6		strands at the foot of page $1$ and go over to the top of
7		page 2 {GOL00001742/2}, you can see the third bullet
8		point down refers to an equalities impact assessment,
9		and it says:
10		"Equalities impact assessment needs to be done on
11		this but not desperately urgent."
12		Do you recall whether an equalities impact
13		assessment was ever done?
14	Α.	I can't remember.
15	Q.	Right.
16		Do you remember, from what you saw, whether those
17		involved in the humanitarian side of the response to the
18		Grenfell Tower fire were consciously aware, from what
19		they said or what they did, so far as you could tell, of
20		the obligations of RBKC under the public sector equality
21		duty under the Equality Act?
22	Α.	I'm finding that difficult to answer. I know that
23		people expressed issues around interpreters and food and
24		times of prayers and opportunities for people for that,
25		so they were taking those things into account in some of
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1		the responses.
2	Q.	Yes, yes. Could I reformulate my question slightly more
3		pointedly, perhaps: was there any discussion at the time
4		about the discharge of that duty from what you saw?
5	Α.	No.
6	Q.	No.
7		Now, we talked about key workers and allocation.
8		Where key workers were allocated to families with
9		children, did those key workers have ready access to the
10		CCS, the children's services?
11	Α.	My recollection was in the main, RBKC children's
12		services tried to be the key workers for those families
13		with children. So most of them hopefully did have local
14		RBKC social workers.
15	Q.	Right. Were you aware of any instances where
16		key workers were allocated to families who did not have
17		ready access to child support services?
18	Α.	I'm not aware individually. There may have been.
19	Q.	Right.
20		Now, finally, Ms Redmond, is there anything else
21		that you would like to add to your evidence by way of
22		observations or anything you would like to say in
23		addition to what you have told us today?
24	Α.	Well, I suppose the thing for me is just about lessons
25		learned, and I know you've got hundreds of lessons that
		203

1	are learned, but in councils, one of the main things you
2	hear, and I've been to lots of councils in senior
3	levels , and it's always said children and adult services
4	are the most important, because that's people, and
5	people can need support and can die.
6	After this experience, I just think the status and
7	the awareness of the emergency planning system in
8	councils is not as it should be, and it needs to be
9	absolutely up there. They need to be inspected, they
10	need to be a person who's really accountable at
11	a senior $$ a really senior $$ and the corporate team
12	have to get training that $$ I've never experienced
13	training that you need to do anything like this, and
14	I think that needs to be changed totally. I think if
15	you're always going to have the director of adult social
16	care as a HALO, they need to be trained specifically in
17	what that is, in the breadth of it, rather than just $$
18	and I would question why you need that person to do it.
19	I think Gold should go in immediately. Whatever you
20	mean by Gold, I think experts should go in immediately
21	something happens and not sit there and wait, and
22	support a council from the start.
23	MR MILLETT: Thank you very much.
24	Well, Ms Redmond, it only remains for me to thank
25	you very much for coming here today to the Inquiry and

1	assisting us with our investigations . We are extremely	1	INDEX
2	grateful to you.	2	MS SUE REDMOND (affirmed)1
3	That's all I have for you, so thank you very much.	3	Questions from COUNSEL TO THE INQUIRY1
4	THE WITNESS: Thank you.	4	
5	SIR MARTIN MOORE-BICK: Ms Redmond, it's right that I should	5	
6	add my thanks on behalf of all of us on the panel to you	6	
7	for coming along today to give your evidence. It's been	7	
8	very interesting to hear what you have to tell us and	8	
9	very helpful, so we're grateful to you for coming. And	9	
10	now you're free to go.	10	
11	THE WITNESS: Thank you.	11	
12	SIR MARTIN MOORE-BICK: Thank you very much.	12	
13	(The witness withdrew)	13	
14	SIR MARTIN MOORE-BICK: Well, Mr Millett, that, I think,	14	
15	must be it for today.	15	
16	MR MILLETT: Yes.	16	
17	SIR MARTIN MOORE-BICK: But we have another witness	17	
18	tomorrow.	18	
19	MR MILLETT: We have another witness tomorrow,	19	
20	Laura Johnson, with whom I think you will be familiar,	20	
21	and Mr Keating is going to adduce her evidence.	21	
22	SIR MARTIN MOORE–BICK: Good. Thank you very much.	22	
23	Well, then, we'll break at that point and we'll	23	
24	resume at 10 o'clock tomorrow morning, please.	24	
25	MR MILLETT: Thank you.	25	
	205		207
1	SIR MARTIN MOORE-BICK: Thank you very much.		
2	(4.11 pm)		208
3	(The hearing adjourned until 10 am		
4	on Wednesday, 4 May 2022)		
4 5	on Wednesday, 4 May 2022)		
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