

<p>1 Thursday, 13 September 2018</p> <p>2 (9.30 am)</p> <p>3 SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to</p> <p>4 today's hearing, at which we are going to start hearing</p> <p>5 from control room staff, I think.</p> <p>6 MR MILLETT: Yes, Mr Chairman, we are, and our first witness</p> <p>7 from the control room is Alex Norman, if she can please</p> <p>8 be called.</p> <p>9 ALEXANDRA NORMAN (sworn)</p> <p>10 Questions by COUNSEL TO THE INQUIRY</p> <p>11 MR MILLETT: Good morning, Ms Norman.</p> <p>12 A. Morning.</p> <p>13 Q. Can I start by asking you, please, to give your full</p> <p>14 name to the inquiry?</p> <p>15 A. Alexandra Louise Norman.</p> <p>16 Q. Thank you very much, I should say, first of all, for</p> <p>17 coming here today and assisting us with our</p> <p>18 investigations. We're very grateful to you for doing</p> <p>19 that.</p> <p>20 I say this to all witnesses: my questions are</p> <p>21 intended to be short and simple. Sometimes they're not,</p> <p>22 so if you want me to repeat a question or put it in</p> <p>23 a different way, I'm very happy to do that.</p> <p>24 Similarly, if you need a break at any time, just</p> <p>25 signal and we can take a break.</p> <p>Page 1</p>	<p>1 A. Yes.</p> <p>2 Q. Is that something created by the LFB?</p> <p>3 A. It's on the Vision mobilising system, so I have access</p> <p>4 to actually look at it.</p> <p>5 Q. We have something called the short incident log, and</p> <p>6 we'll be looking at that, but is that what you mean?</p> <p>7 A. Yeah, it's a longer log than that, but yes.</p> <p>8 Q. The long incident log?</p> <p>9 A. Yes.</p> <p>10 Q. Going back to your witness statement you gave to the</p> <p>11 police on 15 October 2017, my question is: have you read</p> <p>12 it recently?</p> <p>13 A. Yes, I have.</p> <p>14 Q. Can you confirm its contents are true?</p> <p>15 A. There are some bits in there that aren't quite accurate.</p> <p>16 They don't complete what it actually should say and</p> <p>17 there's bits missing from it.</p> <p>18 Q. Maybe we'll come back to those and correct them as we</p> <p>19 go.</p> <p>20 A. Yes.</p> <p>21 Q. Subject to that, can you confirm that the contents of</p> <p>22 that statement are true?</p> <p>23 A. Yes.</p> <p>24 Q. Similarly with the statement we have on the screen that</p> <p>25 you did a few days later, have you read that one</p> <p>Page 3</p>
<p>1 A. Okay.</p> <p>2 Q. First of all, we have your witness statement dated</p> <p>3 15 October 2017, and the reference to that is</p> <p>4 MET000080589. It's in a blue folder in front of you on</p> <p>5 the desk, or, perhaps better, it's also displayed on</p> <p>6 a monitor on your desk on your right. We'll be looking</p> <p>7 at that.</p> <p>8 A. Yes.</p> <p>9 Q. We also I think have another statement with no date on</p> <p>10 it, which is MET00005199, which is there.</p> <p>11 Do you remember when you created or produced that</p> <p>12 document?</p> <p>13 A. Yes. So initially I started producing that a few days</p> <p>14 after the fire. It took me about a week to actually</p> <p>15 write it up.</p> <p>16 Q. Did anybody ask you to write that?</p> <p>17 A. I was told I had to make a statement. I can't remember</p> <p>18 who told me it. But I know that the LFB wanted</p> <p>19 statements as well from people.</p> <p>20 Q. When you did this one, the second one, did you use</p> <p>21 a document to refresh your recollection of the exact</p> <p>22 times that you've set out in the --</p> <p>23 A. I used the incident report to get the times of things</p> <p>24 that I've actually -- specific times in there.</p> <p>25 Q. You say you used the incident report.</p> <p>Page 2</p>	<p>1 recently?</p> <p>2 A. Yes, I have.</p> <p>3 Q. Again, can you confirm its contents are true?</p> <p>4 A. Yes.</p> <p>5 Q. Have you discussed your statements or the evidence you</p> <p>6 are going to give to the inquiry with anybody before</p> <p>7 coming here?</p> <p>8 A. No.</p> <p>9 Q. Can I start by looking at your role in the LFB.</p> <p>10 At the time you did your statement for the police</p> <p>11 in October 2017, I think you'd been employed by the LFB</p> <p>12 for 14 or so years.</p> <p>13 A. That's right, yes.</p> <p>14 Q. At the time of the fire, you held the rank of temporary</p> <p>15 operations manager, I think.</p> <p>16 A. That's correct.</p> <p>17 Q. What's your role now?</p> <p>18 A. I am a substantive operations manager now, so I've been</p> <p>19 promoted fully into the role.</p> <p>20 Q. When were you promoted?</p> <p>21 A. I went through a process in March, so it was from</p> <p>22 1 April this year.</p> <p>23 Q. Before you were a temporary operations manager, as you</p> <p>24 were at June 2017, I think you were an assistant</p> <p>25 operations manager.</p> <p>Page 4</p>

<p>1 A. That's correct, yes.</p> <p>2 Q. And before that, a control room officer.</p> <p>3 A. Yes.</p> <p>4 Q. As at June 2014, how long had you been a temporary</p> <p>5 operations manager?</p> <p>6 A. June 2017?</p> <p>7 Q. Yes. As at that date, how long had you been --</p> <p>8 A. From August 2016.</p> <p>9 Q. Turning, then, to the training you had, on page 2 of</p> <p>10 your statement, if you could please go to that, in the</p> <p>11 third paragraph down, you start by saying:</p> <p>12 "I will now talk about training."</p> <p>13 And you say that it's more on-the-job training, as</p> <p>14 you can see there. You say:</p> <p>15 "For the Operational Manager role there is no</p> <p>16 formal training, but again learn through daily</p> <p>17 experiences with the help from the Assistant Operations</p> <p>18 Managers on duty."</p> <p>19 Did you receive any training to be an assistant</p> <p>20 operations manager before you became a temporary</p> <p>21 operations manager?</p> <p>22 A. There are training courses that I've attended, sort of</p> <p>23 managing teams, leadership roles, things like that, but</p> <p>24 learning the role of assistant operations manager is</p> <p>25 experiential; you learn on the job with other people</p> <p style="text-align: center;">Page 5</p>	<p>1 months or did it develop as your experience developed?</p> <p>2 A. That's one of the parts of the statement that aren't</p> <p>3 actually accurate. So what I actually said at the time</p> <p>4 was we did workshops with the command units, so we were</p> <p>5 facilitating their training more than anything, and it</p> <p>6 was scenario-based, so we would get together as a group</p> <p>7 and talk through an incident, a scenario, and what we</p> <p>8 would want from them, what they would want from us,</p> <p>9 communication-wise, and that was on a rolling basis.</p> <p>10 That was more for them than for us.</p> <p>11 Q. I see. You say that was three-monthly?</p> <p>12 A. It was, yeah, quite regular.</p> <p>13 Q. Was it the same kind of scenario, the same kind of</p> <p>14 lessons being learnt each time?</p> <p>15 A. Yes, it was, it was just with all different command</p> <p>16 units from all different watches, so it was to cover all</p> <p>17 of them.</p> <p>18 Q. Did you go around London with this training?</p> <p>19 A. No, they came to us at control.</p> <p>20 Q. Did they bring a command unit with them?</p> <p>21 A. They would come on the command unit, yes.</p> <p>22 Q. So did you actually do the training on the command unit</p> <p>23 or did you do it in the control room?</p> <p>24 A. No, in the training suite at Merton.</p> <p>25 Q. Right.</p> <p style="text-align: center;">Page 7</p>
<p>1 supporting you and teaching you.</p> <p>2 Q. In the paragraph that we're looking at, in the second</p> <p>3 from last line, you say:</p> <p>4 "We have had training for Fire Survival Guidance</p> <p>5 calls (FSG calls) which was three monthly and based on</p> <p>6 scenarios. Our OST team know more around the training</p> <p>7 and development."</p> <p>8 Just as an initial question, what's the OST team?</p> <p>9 A. Operational support team, so they work within the</p> <p>10 control.</p> <p>11 Q. As at June 2017, do you remember who was on that or</p> <p>12 a member of that OST?</p> <p>13 A. There's a number of members on that team. There's about</p> <p>14 five or six of them.</p> <p>15 Q. Right.</p> <p>16 A. Do you want their names?</p> <p>17 Q. Who led it?</p> <p>18 A. Oh, I think Joanne Smith was actually in charge of OST,</p> <p>19 and a number of assistant operations managers then work</p> <p>20 in that area.</p> <p>21 Q. Maybe we'll come back to that later on.</p> <p>22 A. Okay.</p> <p>23 Q. Going to the more important question: where you said you</p> <p>24 had training three-monthly based on scenarios, was the</p> <p>25 training that you had three-monthly the same every three</p> <p style="text-align: center;">Page 6</p>	<p>1 A. But they would then go down and do stuff themselves on</p> <p>2 the command unit.</p> <p>3 Q. Right.</p> <p>4 A. I didn't ever get involved in any of that.</p> <p>5 Q. So the idea was that they knew how you worked and you</p> <p>6 knew how they worked --</p> <p>7 A. Yeah, yeah.</p> <p>8 Q. -- in essence?</p> <p>9 A. Just try and get an understanding, yeah.</p> <p>10 Q. A couple of questions following from that.</p> <p>11 How many command unit officers would you train or</p> <p>12 train with at a time?</p> <p>13 A. There would usually be four. We'd usually have two</p> <p>14 command units up at the same time.</p> <p>15 Q. From the same station or from different stations?</p> <p>16 A. No, from different stations. It depends how many they</p> <p>17 had riding, but it would be four, sometimes maybe five,</p> <p>18 but usually about four.</p> <p>19 Q. Was there a formal package of training you would share</p> <p>20 and take lessons from or was it done on a more ad hoc</p> <p>21 basis, more relaxed basis?</p> <p>22 A. I think there was a formal package. I don't recall all</p> <p>23 of it, to be honest. But I remember we would have</p> <p>24 things like there's a fire in a tower block, X amount of</p> <p>25 people calling in, but it was only small amounts of</p> <p style="text-align: center;">Page 8</p>

<p>1 people, and sharing the information that we would be</p> <p>2 giving to them, what we would be taking from the callers</p> <p>3 and what we would want back from them when they were</p> <p>4 performing their duties.</p> <p>5 Q. Did you do any training based on scenarios involving</p> <p>6 fire survival guidance calls?</p> <p>7 A. We did, yes.</p> <p>8 Q. What was the maximum number of fire survival guidance</p> <p>9 calls that the training packages or training events that</p> <p>10 you did involved?</p> <p>11 A. Oh ... How many of those was I involved in?</p> <p>12 Q. No, how many fire survival guidance calls at a time from</p> <p>13 a single incident did you --</p> <p>14 A. Oh, calls, sorry. Two or three. It wasn't a lot. It</p> <p>15 wasn't a lot. I can't remember completely, to be</p> <p>16 honest.</p> <p>17 Q. Can you remember what the last training programme or</p> <p>18 event like that was prior to the fire at Grenfell?</p> <p>19 A. I can't remember the last time that I was involved in</p> <p>20 it, but I think they was still ongoing not too long</p> <p>21 before Grenfell, but I wasn't involved in those at the</p> <p>22 time.</p> <p>23 Q. Do you know who designed the training that you did or</p> <p>24 shared with the command unit officers?</p> <p>25 A. It was an assistant operations manager who worked in the</p> <p style="text-align: center;">Page 9</p>	<p>1 leading up to the Grenfell Tower fire?</p> <p>2 A. What, FSG training or training in general?</p> <p>3 Q. Training generally, let's start with that.</p> <p>4 A. In the few years leading up to the fire, we were having</p> <p>5 a new mobilising system, so the majority of our training</p> <p>6 was learning the new mobilising system.</p> <p>7 Q. Is that under the mobilisation policy? You say a new</p> <p>8 system --</p> <p>9 A. The new system, yeah, so we went to a completely</p> <p>10 different mobilising system, so we had to have a lot of</p> <p>11 training in that to learn how to use it. It was</p> <p>12 completely different to anything we had before, so it</p> <p>13 took a lot of time.</p> <p>14 Q. When you say system, let me just try to be clear --</p> <p>15 A. I mean Vision, the Vision system.</p> <p>16 Q. The mechanical system rather than --</p> <p>17 A. Sorry, yes, the Vision mobilising system.</p> <p>18 Q. When was the new Vision system introduced, do you</p> <p>19 remember?</p> <p>20 A. It actually went live in November 2015.</p> <p>21 Q. Who delivered the training on the new Vision system to</p> <p>22 the control room?</p> <p>23 A. I actually assisted in delivering that. I went into the</p> <p>24 training team for a few months to help out with that.</p> <p>25 Q. Right.</p> <p style="text-align: center;">Page 11</p>
<p>1 control room at that time, in the OST.</p> <p>2 Q. Who was that?</p> <p>3 A. Her name is Christine Sharp.</p> <p>4 Q. Is Christine Sharp still employed by the LFB, do you</p> <p>5 know?</p> <p>6 A. No, she's not.</p> <p>7 Q. Do you know where she is now?</p> <p>8 A. She passed away this year.</p> <p>9 Q. I'm sorry. Right.</p> <p>10 Let me just go back to this question about</p> <p>11 documents.</p> <p>12 In the months or perhaps a year up to Grenfell, was</p> <p>13 the training that you've described contained in</p> <p>14 a package of documents or some kind of computer program?</p> <p>15 A. I don't know if there was a computer program at all,</p> <p>16 I think it was more paper-based. As I say, I wasn't</p> <p>17 involved in them, but I think it changed a bit and</p> <p>18 I think there were more scenarios because there were</p> <p>19 some station managers involved as well, I believe, and</p> <p>20 they was talking about their roles in it and things like</p> <p>21 that. But as I say, I wasn't involved, so I can't</p> <p>22 confirm really.</p> <p>23 Q. Other than the training you've discussed where you</p> <p>24 trained with command unit officers, was there any other</p> <p>25 training that you did regularly in the months or years</p> <p style="text-align: center;">Page 10</p>	<p>1 A. So it was mainly the operational support team, and</p> <p>2 I joined them to assist in the training.</p> <p>3 Q. So the OST delivered it?</p> <p>4 A. Yes.</p> <p>5 Q. Did any external provider have a role in designing or</p> <p>6 delivering the package?</p> <p>7 A. Yes. Initially we were given training by a lady from</p> <p>8 Capita, who provided the system to us. It was kind of a</p> <p>9 "train the trainer", if you like, so we were taught how</p> <p>10 to use it so we could then train the members of staff.</p> <p>11 Q. Any other third-party provider training?</p> <p>12 A. No.</p> <p>13 Q. Leaving aside the Vision system, were you trained on</p> <p>14 policy 790 and policy 539, which are, in general terms,</p> <p>15 fire survival guidance?</p> <p>16 A. I was trained on 539 as part of my new entrance when</p> <p>17 I first joined, which was 2003, and I have sort of been</p> <p>18 developing my own stuff, new entrance, with that, with</p> <p>19 policy 539.</p> <p>20 790, I don't think I've actually been trained on it.</p> <p>21 We've gone through it, but I wouldn't say I was trained</p> <p>22 on it, but I am aware of it.</p> <p>23 Q. After 2003, did you have any refresher training on</p> <p>24 policy 539?</p> <p>25 A. We had refresher training on -- in regards to fire</p> <p style="text-align: center;">Page 12</p>

<p>1 survival guidance of it or in general?</p> <p>2 Q. Well, fire survival guidance in particular.</p> <p>3 A. Yes, yes, we had quite big training sessions -- I think</p> <p>4 it was 2011/2012.</p> <p>5 Q. Was that the last training that you had on FSG --</p> <p>6 A. Yes.</p> <p>7 Q. -- before Grenfell?</p> <p>8 A. Yes.</p> <p>9 Q. Who delivered that training?</p> <p>10 A. That was the OST team. Again, Christine Sharp delivered</p> <p>11 that.</p> <p>12 Q. Did you deliver any FSG training yourself?</p> <p>13 A. No, I didn't, no.</p> <p>14 Q. Do you and the CROs receive the training or is there</p> <p>15 a separate training on FSG for operations managers?</p> <p>16 A. No, we have the same training. We all have the same.</p> <p>17 Q. Were you ever trained on how to handle multiple FSGs</p> <p>18 from a single incident?</p> <p>19 A. No. Not that I recall.</p> <p>20 Q. Were you ever trained on how to assess whether or not</p> <p>21 a caller should evacuate --</p> <p>22 A. No.</p> <p>23 Q. -- or should stay put?</p> <p>24 A. No.</p> <p>25 Q. Have you, as a manager, ever received any training on</p> <p style="text-align: right;">Page 13</p>	<p>1 Q. When it's informal, is it recorded and escalated up</p> <p>2 through the organisation or is it just one-on-one?</p> <p>3 A. It's just one-on-one, it's not recorded anywhere.</p> <p>4 Q. Now, can we turn to look at your experience.</p> <p>5 At the bottom of page 2 of your statement, in the</p> <p>6 penultimate paragraph, second from the bottom, you say:</p> <p>7 "Being in the London Fire Brigade for over ten</p> <p>8 years, I have had many different experiences and been</p> <p>9 involved in a lot of fires."</p> <p>10 You go on to give some examples, and you say some</p> <p>11 requiring over 20 pumps --</p> <p>12 A. Yes.</p> <p>13 Q. -- or appliances and multiple resources.</p> <p>14 Before the Grenfell Tower fire, can you remember,</p> <p>15 what was the highest number of FSG calls from a single</p> <p>16 incident that you've experienced in any rank?</p> <p>17 A. There was a fire at a building called Adair Tower in</p> <p>18 I think it was 2015, I believe. It's when I was in</p> <p>19 training, so it would've been around then, and we had</p> <p>20 I think it was eight or nine FSG calls at that time.</p> <p>21 Q. How many pumps were in attendance at Adair Tower, do you</p> <p>22 remember? It'll be a matter of record, but do you</p> <p>23 remember?</p> <p>24 A. I think it was 12, possibly. I think it was 12.</p> <p>25 Q. Can you give us an impression of how the control room</p> <p style="text-align: right;">Page 15</p>
<p>1 how to manage a control room in a large incident of, for</p> <p>2 example, 10 pumps or more?</p> <p>3 A. No, that's just been experiential learning.</p> <p>4 Q. Would the same apply about training to manage a control</p> <p>5 room receiving multiple FSG calls?</p> <p>6 A. Yes.</p> <p>7 Q. We covered this a moment ago in your statement, you say</p> <p>8 that you learnt through daily experiences -- if we go</p> <p>9 back to that, it's the third paragraph on page 2 in the</p> <p>10 third line. You say you learned through daily</p> <p>11 experiences.</p> <p>12 Does anyone ever evaluate or assess your work that</p> <p>13 you do on a daily basis?</p> <p>14 A. No.</p> <p>15 Q. There's no --</p> <p>16 A. No.</p> <p>17 Q. -- quality assurance or feedback --</p> <p>18 A. No.</p> <p>19 Q. -- of your work?</p> <p>20 A. There's feedback. My line manager would give me</p> <p>21 feedback if she felt that I hadn't done something</p> <p>22 correct or I'd done something well, I would get feedback</p> <p>23 from there, but no evaluations, no.</p> <p>24 Q. The feedback, is that formal or informal?</p> <p>25 A. It's informal.</p> <p style="text-align: right;">Page 14</p>	<p>1 dealt with eight or nine FSG calls?</p> <p>2 A. Yeah, so we had a number of control officers taking the</p> <p>3 calls. It was during the day, so we had quite a lot of</p> <p>4 staff on duty. I was actually part of the training</p> <p>5 team, but we recall staff with an alarm to alert people</p> <p>6 to come back due to high rates of calls, and when that</p> <p>7 went off, I came into the control room to assist.</p> <p>8 The people were giving the advice safer to stay</p> <p>9 where they were. I don't recall where the fire was, to</p> <p>10 be honest, in the building.</p> <p>11 The supervisors, we set up a really good process of</p> <p>12 where I was collating the information from the control</p> <p>13 officers and handing it to another AOM, who was in</p> <p>14 constant contact with the command unit on scene, and</p> <p>15 then we were writing them up on a whiteboard. And they</p> <p>16 were in constant communication with us at the time and</p> <p>17 we were told of each rescue when they were achieved and</p> <p>18 we were crossing them off the board as they were done.</p> <p>19 So there was -- yeah, I mean ...</p> <p>20 Q. A couple of things arising out of that. That's very</p> <p>21 helpful.</p> <p>22 Was there a report, an incident report, after</p> <p>23 Adair Tower which reported on the incident which</p> <p>24 specifically focused on lessons learnt about handling</p> <p>25 FSG calls?</p> <p style="text-align: right;">Page 16</p>

<p>1 A. Yeah, so operations managers, if we get a call that's 2 eight pumps or above, we have to fill out a debrief form 3 which is used at the PRCs. So, yes, there is one for 4 that. 5 Q. Can you remember in general terms what the lessons 6 learnt from the Adair Tower fire, so far as FSG calls 7 are concerned, were? 8 A. I think the FSGs themselves, it was more about -- we 9 learnt more about the communication, how to communicate 10 with the incident ground, and the process that worked of 11 recording for ourselves what was happening and keeping 12 an open line all the time with the command unit, which 13 really worked well. 14 Q. So the lesson you learnt was keeping, you say, an open 15 line with the command unit? 16 A. Yes, so it's constant information, and it was two-way. 17 Q. I was going to come to that. So you had no difficulties 18 with getting information back from the incident ground 19 about the effect of the deployments of crews? 20 A. Not that I recall. I wasn't actually speaking to them, 21 but the assistant operations manager who was speaking to 22 them was getting information back because, as I say, we 23 were crossing it off on the whiteboard when those flats 24 were cleared. 25 Q. Who was in charge of the control room on that day?</p> <p style="text-align: right;">Page 17</p>	<p>1 A. That's okay. 2 Q. -- but do you remember, in the case of Adair Tower, what 3 the standing advice was to residents, whether it was 4 stay put or evacuate? 5 A. It was to stay in their premises. 6 Q. It was? 7 A. Yeah. 8 Q. Do you remember whether that advice was changed at any 9 stage during the incident? 10 A. No, no, it wasn't. 11 Q. Do you remember what the basic thrust, flavour, of the 12 advice given to callers was by control room staff? 13 A. If there was smoke affecting their property, it was to 14 block the doors, to go to a room furthest away from the 15 smoke. 16 At that point, because we had a number of staff on 17 duty, people were able to stay on the line with the 18 callers all the time. So they were assessing the 19 situation constantly to see how it was all going. 20 Q. So they were on the line to the callers when the BA 21 crews arrived to rescue them? 22 A. Yes, I believe so, yes. 23 Q. Right. 24 A. That is sort of what normally does happen with a fire 25 survival guidance call, we're usually on the line until</p> <p style="text-align: right;">Page 19</p>
<p>1 A. On that day, it was operations manager Elizabeth Hymns. 2 Q. Okay. 3 A. She put that process all into place. She sort of -- 4 "Let's do this, let's do that", and it worked really 5 well. 6 Q. Do you know on that occasion -- maybe you don't -- who 7 the incident commander was? 8 A. No, I don't, sorry. 9 Q. Do you know who was running the command units -- 10 A. No. 11 Q. -- at that incident? 12 A. No, I don't recall. 13 Q. Do you know how effectively the command unit was able to 14 communicate with the bridgehead at that event? 15 A. No. 16 Q. It was a tower block, I assume. 17 A. It was a tower block, yes. 18 Q. So there was a bridgehead there. 19 A. Yes. 20 Q. You don't know how the communications went between the 21 command unit and the bridgehead? 22 A. We don't have any information about that. We very 23 rarely would get anything back about the communications 24 with the bridgehead, to be fair. 25 Q. I'm sorry to ask you to dig into your memory --</p> <p style="text-align: right;">Page 18</p>	<p>1 they're rescued. 2 Q. That was possible with eight or nine FSGs, was it, 3 clearly? 4 A. From what I recall, yes. I mean, I could be wrong but 5 I'm sure that is what happened. I'm pretty sure. 6 Q. Did Adair Tower, the event, produce any further training 7 or intelligence within the LFB as to how to handle 8 multiple FSG calls from a single tower block incident? 9 A. I don't know. Not that I'm aware of. I don't know. 10 Q. You personally aren't aware of any? 11 A. I personally don't know, no. 12 Q. You're personally not aware of any? 13 A. I'm personally not aware of any, no. 14 Q. Okay. 15 I think you describe your main lesson, which was 16 keeping the line open between the control room and the 17 command unit. Was that the key principle that you took 18 away from that? 19 A. For me that was, yes, yes. 20 Q. I'm going to assume -- please correct me if I'm wrong -- 21 that you, in your experience, have taken FSG calls 22 yourself -- 23 A. Yes, I have. 24 Q. And advised the caller? 25 A. Yes.</p> <p style="text-align: right;">Page 20</p>

<p>1 Q. And made the assessment about whether or not it was safe 2 to leave or not? 3 A. Yeah. 4 Q. Okay. 5 I am going to assume again you're aware of a fire in 6 Southwark in London in 2009, Lakanal House. 7 A. Yes. 8 Q. Were you involved in that incident? 9 A. No, I was not. 10 Q. Were you involved in the review done by the LFB -- 11 A. No. 12 Q. -- of the response? 13 A. No. 14 Q. Have you ever seen the Lakanal House report? 15 A. No, I haven't. 16 Q. Are you aware of the conclusions in general terms? 17 A. In general terms -- in relation to FSG again? 18 Q. Yes, in relation to FSG. 19 A. The only thing that I can recall from that is the advice 20 to leave when it gets to the point where there's -- you 21 can't keep people safe. 22 Q. Let me see if I can ask you to look at that report. 23 It's HOM00001124. 24 I am just going to ask you very briefly about one or 25 two of its paragraphs. It's at tab 52 of the master</p> <p style="text-align: right;">Page 21</p>	<p>1 to stay safe, yeah. 2 Q. The question arises, as it says, whether the control 3 officer or callers could've assessed the risk of 4 attempting to escape from the flat. 5 Was that risk something that you ever received 6 training on after Lakanal House, in other words after 7 2012 in this case, which is the date of the report? 8 A. Not that I recall. 9 Q. Looking at the next paragraph, trying to take this a bit 10 more quickly: 11 "Many callers mentioned that there was smoke outside 12 their flat or that there was smoke in the corridor 13 preventing escape. This may have caused COs to move 14 straight into the 'protect' phase of FSG and not explore 15 alternative escape routes with the callers. There is a 16 real risk in attempting a self-evacuation from a 17 building on fire that the occupant will move themselves 18 into a position of greater harm rather than waiting in a 19 safe location for rescue." 20 That risk, again, did you ever have training on how 21 to assess that risk after Lakanal House or after the 22 date of this report? 23 A. I don't recall having training on it, but that is 24 something that I am aware of. 25 Q. Then the next paragraph, just picking it up halfway</p> <p style="text-align: right;">Page 23</p>
<p>1 documents bundle and I want you to go, please, to 2 page 50. I just want to show you three or four 3 paragraphs. 4 First of all, paragraph 293. 5 "Expectations that callers would be rescued and 6 'stay put' advice ..." 7 Just quickly looking at that, it says: 8 "COs had a clear expectation that fire crews would 9 reach the callers quickly. Their experience was that 10 fire appliances arrive quickly and that people are 11 rescued by the Brigade. This is borne out by the fact 12 that only rarely, where FSG is given, do people die in 13 fires ... As rescues by crews were not immediate there 14 is a question whether the CO and/or callers, could have 15 assessed the risk of attempting to escape from the flat 16 and whether the risk of moving closer to the fire (but 17 escaping) was less than staying put and awaiting rescue. 18 COs relied on advising callers to 'stay put' expecting 19 that this would keep callers safe from the fire." 20 Do you remember ever becoming aware that those were 21 some of the conclusions from the Lakanal House fire? 22 A. I wasn't aware that that was the conclusion from the 23 Lakanal House fire, but that is what we actually do 24 expect and that is how we believe -- most of our FSG 25 calls, where that's happened, we would've expected them</p> <p style="text-align: right;">Page 22</p>	<p>1 down: 2 "Moving to protect advice with the intent of keeping 3 the caller safe may not always be the best solution and 4 the call should be continually re-assessed. There may 5 be a tendency to limit re-assessment due to the protect 6 ethos, although there is evidence that some pro-active 7 call handling techniques did take place." 8 Did you ever have training post-Lakanal House on how 9 or the speed at which to move to protect advice and how 10 you would continually reassess the situation the caller 11 was in? Did you ever have training on that? 12 A. Not that I recall. It doesn't mean we didn't, I just 13 don't recall having it. 14 Q. Then finally paragraph 296, "Effective communication 15 between control and incident command", and this may be 16 superseded, of course, by your own experiences at 17 Adair Tower in 2015, but if you look three lines down in 18 that paragraph: 19 "Control supervisors regularly tried to obtain 20 information about the progress with the incident 21 particularly in relation to callers being given FSG. In 22 line with practice at the time there was much less 23 information being passed from the incident ground to 24 Control about the progress of firefighting and rescue 25 efforts. It is not clear that if COs had been given</p> <p style="text-align: right;">Page 24</p>

<p>1 information about progress that it would have influenced 2 the advice given to callers."</p> <p>3 My question is: after Lakanal, did you or other 4 control room staff get training on how to get the best 5 information and the most continual flow of information 6 from the incident ground?</p> <p>7 A. No, not from the incident ground.</p> <p>8 Q. In a very general sense, as an experienced operations 9 manager, as you were at the time of the fire, what do 10 you think changed, if anything, in the control room as 11 a result of the lessons learnt at Lakanal?</p> <p>12 A. What do I think changed?</p> <p>13 Q. Yes.</p> <p>14 A. I think that would be very hard to say because the night 15 of Grenfell was unlike no other.</p> <p>16 I think there was -- oh, it's quite a tough 17 question.</p> <p>18 Q. Let me try and put it a different way, because I know 19 I confused you with the reference to Grenfell. But 20 leading up to Grenfell Tower --</p> <p>21 A. Yes.</p> <p>22 Q. -- if you ignore the event of Grenfell Tower for the 23 moment in your mind.</p> <p>24 A. Okay.</p> <p>25 Q. If I was to ask you this question on 13 June 2017, the</p> <p style="text-align: right;">Page 25</p>	<p>1 window you can get out of?", things like that, just 2 looking at means they may not have considered at the 3 time. Because if someone's panicking, they won't think 4 about that sometimes.</p> <p>5 Q. How would you know what information to get out of the 6 caller which would help you give the right advice about 7 escape routes?</p> <p>8 A. It would be where the fire is, where they are in 9 relation to the fire, what sort of property they're in, 10 because obviously if they're in high up flats you're not 11 going to ask them to come out of a window. The layout 12 of their building. It's questions like that, really, 13 but also obviously how severe the fire is and where it's 14 all getting worse.</p> <p>15 Q. What about making an assessment jointly while you're on 16 the phone about the conditions in the escape route 17 itself.</p> <p>18 A. That would be part of the conversation, you would be 19 asking what the conditions are like. The first thing 20 you'll say is, "Why can't you leave?" Okay, there's 21 a fire wherever they are. "So is that blocking your 22 exit?" "Yes, it's blocking my exit." "What's blocking 23 your exit? Is it the fire, is it the smoke?" If 24 they're saying the smoke is really thick and it's 25 blocking their exit, we'll move them to a place of</p> <p style="text-align: right;">Page 27</p>
<p>1 question is: as an experienced operations manager 2 running a control room, do you think anything changed in 3 terms of control room practice as a result of 4 Lakanal House?</p> <p>5 A. There is more reassessing in calls now. I think that's 6 something that's come across. But it's something we 7 did, we've always reassessed, but I think it's more so 8 because of that. And always trying to find alternative 9 escape routes is something that came out of that.</p> <p>10 Q. We'll come to this, but you just mentioned always trying 11 to find alternative escape routes, and that's something 12 that very much appeared in the report we've just seen.</p> <p>13 A. Yes.</p> <p>14 Q. How reliant would you be generally as a control room 15 officer on what you were told by the caller about the 16 ability to escape and the conditions in the escape 17 route, or how much would you attempt to explore the 18 realities with the caller?</p> <p>19 A. You have to rely on the caller because we can't see, 20 obviously, we don't know where they are, what they can 21 see. So our information is all based on what the caller 22 is telling us.</p> <p>23 But if there is no means of escape and the situation 24 is getting dire, you would always say, "Is there a back 25 door?", if it's in a house, "Is there a ground-floor</p> <p style="text-align: right;">Page 26</p>	<p>1 safety into another room and then start going through, 2 "Okay, the Fire Brigade are on their way to you, they're 3 coming for you."</p> <p>4 It would also depend on how long the call is going 5 on for and what the conditions are like when they're in 6 there.</p> <p>7 Q. To what extent, when giving that advice on the 8 assessment of the escape route, would you also take into 9 account or look for information coming back from the 10 incident ground about conditions in the escape route?</p> <p>11 A. I don't actually think we necessarily would. We don't 12 usually get information back on a fire survival guidance 13 call when they're actually on progress to it. We're 14 giving them information. The first we know about 15 anything like -- we would obviously tell them the 16 conditions and where the caller is, but the first thing 17 we know about that is we actually usually, if we're on 18 the phone, hear them going into the property, breaking 19 in, calling out, alerting the caller that they're there, 20 and the caller would normally say "They're here, they're 21 here".</p> <p>22 Q. If you weren't satisfied that you got enough clear 23 information from the caller about the conditions in the 24 escape route, would you, as a matter of practice, seek 25 that information from the incident ground?</p> <p style="text-align: right;">Page 28</p>

<p>1 A. I never have done before, no.</p> <p>2 Q. Would you be able to rely on what other controllers in</p> <p>3 the control room were hearing?</p> <p>4 A. I think if you had multiple calls, you would take into</p> <p>5 account what other people are saying, yeah.</p> <p>6 Q. But that would be by overhearing them, would it?</p> <p>7 A. Yes, yes.</p> <p>8 Q. Or --</p> <p>9 A. Or by what people are telling you. The CROs taking the</p> <p>10 calls, the information they're giving to you about the</p> <p>11 calls they're handling.</p> <p>12 Q. In your experience -- I don't know whether this happened</p> <p>13 at Adair Tower -- was there a system, or could there be</p> <p>14 a system, whereby that information about developing</p> <p>15 conditions in the escape route or routes could be</p> <p>16 collated in one place, and then disseminated to all</p> <p>17 controllers at the same time?</p> <p>18 A. How do you mean, by us in the control room?</p> <p>19 Q. Yes.</p> <p>20 A. That would be difficult if they were still on calls and</p> <p>21 stuff all the time because you'd want them to be</p> <p>22 concentrating on their own calls, so I don't believe</p> <p>23 that is something we would do.</p> <p>24 They may become aware because you do hear what's</p> <p>25 going on around you, even when you're on a call. You</p> <p style="text-align: right;">Page 29</p>	<p>1 "• Provide timely and relevant information to the</p> <p>2 attending resources.</p> <p>3 "• Provide reassurance to the caller that help and</p> <p>4 assistance is forthcoming."</p> <p>5 I've read that all to you because I want you to see</p> <p>6 the full context, but where it says "You are usually</p> <p>7 safest to remain in your premises unless affected by</p> <p>8 fire, heat or smoke", et cetera, do you agree that when</p> <p>9 you refer to stay put or the stay-put advice, is that</p> <p>10 the advice to give?</p> <p>11 A. Yes.</p> <p>12 Q. Is your understanding that that is the basic standing</p> <p>13 advice in respect of most residential tower blocks?</p> <p>14 A. Yes, it is, yes.</p> <p>15 Q. If any block had a different standing advice which</p> <p>16 applied to it, how would the control room know that?</p> <p>17 A. What do you mean, if there was an evacuation plan or</p> <p>18 something?</p> <p>19 Q. Yes.</p> <p>20 A. Before the night of Grenfell, I don't believe we</p> <p>21 would've known that.</p> <p>22 Q. Now?</p> <p>23 A. Yes, we do now.</p> <p>24 Q. You do, do you?</p> <p>25 A. Yes.</p> <p style="text-align: right;">Page 31</p>
<p>1 are aware of what's going on in the control room.</p> <p>2 Q. Yes.</p> <p>3 Can I turn to a slightly different topic, which is</p> <p>4 the stay-put advice is self. I want to begin by asking</p> <p>5 you about policy number 539, which is in our policy</p> <p>6 bundle at tab 3.</p> <p>7 Can I ask you, please, to be shown page 16 of that</p> <p>8 which is appendix 3. If you please look at the third</p> <p>9 paragraph. It says:</p> <p>10 "Brigade Control advise callers to 'Get out and Stay</p> <p>11 out', however if a call is received from a High rise</p> <p>12 building where Fire, Heat and Smoke are not affecting</p> <p>13 the caller, LFB would advise that ..."</p> <p>14 Here is what looks like the advice:</p> <p>15 "You are usually safest to remain in your premises</p> <p>16 unless affected by fire, heat or smoke. If the</p> <p>17 situation changes, you should leave your premises and</p> <p>18 dial 999, if you need further assistance."</p> <p>19 Then it goes on:</p> <p>20 "Should the caller be unable to escape, an</p> <p>21 information file containing prompts are in place on the</p> <p>22 computer-aided mobilising system to assist the control</p> <p>23 room officer in:</p> <p>24 "• Providing guidance to assist the caller to</p> <p>25 safety.</p> <p style="text-align: right;">Page 30</p>	<p>1 Q. How do you access that information now?</p> <p>2 A. So when we input an address into the mobilising system,</p> <p>3 to Vision, if a premises has any comments on it, what we</p> <p>4 call a risk, it comes up on the screen in front of you.</p> <p>5 So there are a number of blocks that says "Evacuation</p> <p>6 plans in place", that are already there for the</p> <p>7 building. What those evacuation plans are, we don't</p> <p>8 know.</p> <p>9 Q. Are you saying that wasn't the case prior to Grenfell?</p> <p>10 A. No.</p> <p>11 Q. Right.</p> <p>12 In your experience, what is generally understood by</p> <p>13 the word "affected", where you say "affected by fire,</p> <p>14 heat or smoke"?</p> <p>15 Just to be clear, I'm not asking you for your</p> <p>16 personal understanding of the word, but what the general</p> <p>17 understanding in the control room would be.</p> <p>18 A. If it's coming into your property. So if the fire is</p> <p>19 coming into your property or if the heat's becoming very</p> <p>20 intense, or if there's smoke coming in through the doors</p> <p>21 or windows.</p> <p>22 Q. What if the smoke hasn't yet come into your property but</p> <p>23 is approaching, you can see it coming towards you, would</p> <p>24 you still think that that person was affected?</p> <p>25 A. Not at that time, no, not if it actually wasn't</p> <p style="text-align: right;">Page 32</p>

<p>1 affecting their property itself.</p> <p>2 Q. How would you expect a control room officer to determine</p> <p>3 if the caller's premises are affected by fire, heat or</p> <p>4 smoke?</p> <p>5 A. Through the questioning of the caller. The first thing</p> <p>6 we say is, "Are you able to leave?" They will usually</p> <p>7 say no if they're not and give the reasons why. So</p> <p>8 they'll say, "There's too much smoke coming in, there's</p> <p>9 smoke outside my door, the fire's here, there."</p> <p>10 So we have questions that we would ask them, you</p> <p>11 know, "What's stopping you getting" -- the first thing</p> <p>12 is, "Why can't you leave?"</p> <p>13 Q. Is that the first thing or would the first thing be "Are</p> <p>14 you affected?"</p> <p>15 A. No, the words would be, "Why can't you leave?"</p> <p>16 Q. I see, okay.</p> <p>17 To make a determination of whether the caller's</p> <p>18 premises are affected by fire, what information normally</p> <p>19 would you ask for?</p> <p>20 A. "Is the fire in your property?" Yes or no. If it's</p> <p>21 not, "Have you got smoke coming in?" And you would</p> <p>22 just -- the questions you would -- each question, the</p> <p>23 answer would then lead on to further questioning.</p> <p>24 Q. Prior to June 2014[sic], what would a control room</p> <p>25 officer do if they couldn't form a clear picture in</p> <p style="text-align: center;">Page 33</p>	<p>1 Q. Do I take it from that that, actually, in your</p> <p>2 experience, the role of the control room officer is to</p> <p>3 assist them as best they can to make up their minds?</p> <p>4 A. We would give them the guidance that we can and do the</p> <p>5 best we can to keep them safe. Most of the time they do</p> <p>6 follow that guidance. But, yes, yes.</p> <p>7 Q. Turning to FSG, are you familiar with, at least in</p> <p>8 general terms, policy 539?</p> <p>9 A. Yes.</p> <p>10 Q. What about policy 790?</p> <p>11 A. Yes.</p> <p>12 Q. Can you help me, then, with the four principles -- let's</p> <p>13 just look at the four principles -- which are escape,</p> <p>14 assess, protect and rescue. Do I have that right?</p> <p>15 A. Escape, protect, assess and rescue.</p> <p>16 Q. Well --</p> <p>17 A. Yeah, that's the four principles.</p> <p>18 Q. Okay, it could be "reassess", it depends what document</p> <p>19 you look at.</p> <p>20 But if you look lower down the same page, escape,</p> <p>21 assess, protect, reassess.</p> <p>22 A. Oh, yes.</p> <p>23 Q. So just help me with that.</p> <p>24 First of all, escape.</p> <p>25 How would a control room officer help the caller to</p> <p style="text-align: center;">Page 35</p>
<p>1 their own head about how badly the fire[sic] was</p> <p>2 affected by fire, heat or smoke?</p> <p>3 A. In a high-rise?</p> <p>4 Q. In a high-rise.</p> <p>5 A. We would say they are safer to remain where they were,</p> <p>6 unless the actual fire was in their flat affecting them.</p> <p>7 Q. Is that even if the CRO couldn't actually form a very</p> <p>8 clear view about whether that person was affected or not</p> <p>9 affected?</p> <p>10 A. I believe so, yes.</p> <p>11 Q. So your default is to stay put if you weren't sure?</p> <p>12 A. Yes. That's what I believe, yes.</p> <p>13 Q. Okay.</p> <p>14 Would it be normal, in your experience, for any</p> <p>15 control room officer to tell the caller, "Well, it's up</p> <p>16 to you, I can't really advise you whether to leave or</p> <p>17 not"?</p> <p>18 A. Fire survival guidance is a guidance, so it's not</p> <p>19 an instruction. We're advising you that this is the</p> <p>20 safest option, that we believe this is the safest option</p> <p>21 at this time.</p> <p>22 If people choose to leave, it's not really normal to</p> <p>23 say, "I wouldn't advise you, I don't advise you". But</p> <p>24 it is guidance, it's not an instruction, so people do</p> <p>25 choose to ignore it and leave, understandably.</p> <p style="text-align: center;">Page 34</p>	<p>1 assess the means of escape if the control room doesn't</p> <p>2 have plans of the building?</p> <p>3 A. So that would be by questioning of the caller: do you</p> <p>4 know of any other exits? Are there any fire escapes?</p> <p>5 Q. Would the CRO go straight to the protect phase, which is</p> <p>6 two down, without considering the assess phase?</p> <p>7 A. I think the assess and the protect sort of come in</p> <p>8 together. So the question would be: okay, where is the</p> <p>9 fire? As it says: where are you? Okay, can you move</p> <p>10 away from the fire? So the questions would kind of lead</p> <p>11 into each other.</p> <p>12 Q. Right.</p> <p>13 A. To move them away from it.</p> <p>14 Q. So the escape phase is the escape phase, then the assess</p> <p>15 and protect are really one and the same thing; is that</p> <p>16 what you're saying?</p> <p>17 A. They lead on to each other. They're intertwined.</p> <p>18 Q. It's question, answer, advice.</p> <p>19 A. Yes.</p> <p>20 Q. I don't want to put words in your mouth.</p> <p>21 A. Yes.</p> <p>22 Q. But I'm summarising your evidence.</p> <p>23 A. That's how -- yes.</p> <p>24 Q. Would you ever move on to assess and protect, though,</p> <p>25 without absolutely having satisfied yourself as a CRO</p> <p style="text-align: center;">Page 36</p>

<p>1 that you've looked at all possible safe alternative</p> <p>2 escape routes?</p> <p>3 A. Yes, I think you probably would initially. You would --</p> <p>4 "Okay, can you get out?" "No." "Why can't you get</p> <p>5 out?" "I think the alternative escape routes -- this all</p> <p>6 kind of flows into itself. It's all intertwined.</p> <p>7 Q. Let me ask the question slightly differently: in your</p> <p>8 experience as a control room officer, would you move to</p> <p>9 assess and protect without having satisfied yourself</p> <p>10 that you looked at all options for a safe alternative</p> <p>11 escape first?</p> <p>12 A. I think that would depend on the caller and the</p> <p>13 condition of the actual room or area they actually were</p> <p>14 in at that time. Because I think I might look to get</p> <p>15 them into a safer room initially if there was a lot of</p> <p>16 smoke or fire to protect them, and then once we'd got</p> <p>17 them safe for that time being, to then move into further</p> <p>18 questioning about alternative escape routes.</p> <p>19 Q. I see. So the actual sort of pre-priority would be</p> <p>20 making sure they were physically safe --</p> <p>21 A. Yes.</p> <p>22 Q. -- so you could continue to get information from them</p> <p>23 and then advise them?</p> <p>24 A. Yes.</p> <p>25 Q. Leaving that on one side, just to press the question one</p> <p style="text-align: right;">Page 37</p>	<p>1 ground?</p> <p>2 A. So that would be us giving the incident ground all the</p> <p>3 information we had, the layout of the building if we'd</p> <p>4 been able to obtain it, where exactly the caller is, how</p> <p>5 many people there are with them, what window they're at,</p> <p>6 where the window's facing, if that assists in any way.</p> <p>7 Any information we can give to assist and to save time.</p> <p>8 Q. That constant line of communication -- my question</p> <p>9 is: is it feasible, when you have multiple FSGs to the</p> <p>10 same incident -- you gave us some evidence earlier about</p> <p>11 Adair Tower.</p> <p>12 A. Yes.</p> <p>13 Q. Where -- is it right? -- constant lines of communication</p> <p>14 were feasible at that incident.</p> <p>15 A. Yes, they were, yes.</p> <p>16 Q. How were those lines of communication kept open?</p> <p>17 A. At Adair Tower?</p> <p>18 Q. Yes.</p> <p>19 A. It was an assistant operations manager on the phone to a</p> <p>20 command unit the whole time, the fire survival guidance</p> <p>21 command unit.</p> <p>22 Q. What was the phone, do you know?</p> <p>23 A. It was on our ICS. I don't know what phone they were</p> <p>24 on. I believe a mobile phone on the command unit, but</p> <p>25 it's on our communications system.</p> <p style="text-align: right;">Page 39</p>
<p>1 more time, would a CRO, having made sure that the caller</p> <p>2 was safe for the moment, move to assess and protect</p> <p>3 without first absolutely having satisfied themselves</p> <p>4 from the information they had that a safe alternative</p> <p>5 escape wasn't available?</p> <p>6 A. I think that would be on each individual call that would</p> <p>7 be judged, to be perfectly honest.</p> <p>8 Q. Okay.</p> <p>9 Then turning to reassessment -- it follows reassure</p> <p>10 the caller:</p> <p>11 "Reassure the caller and REASSESS the callers[sic]</p> <p>12 situation."</p> <p>13 We can see some example questions about</p> <p>14 reassessment.</p> <p>15 You ask those questions; how often do you keep</p> <p>16 asking them in order to reassess?</p> <p>17 A. Constantly until they're rescued.</p> <p>18 Q. And then finally rescue. I said there were four</p> <p>19 principles; in fact, there look like five, actually,</p> <p>20 leading to rescue.</p> <p>21 It says:</p> <p>22 "Control room officers will remain on the telephone</p> <p>23 with the caller and assist with RESCUE."</p> <p>24 I think what you said earlier is that that requires</p> <p>25 a constant open line of communications with the incident</p> <p style="text-align: right;">Page 38</p>	<p>1 Q. Were those recorded?</p> <p>2 A. Yes, they were.</p> <p>3 Q. So you didn't use Brigade mobiles --</p> <p>4 A. No.</p> <p>5 Q. -- at that incident?</p> <p>6 A. Not at our end.</p> <p>7 Q. I understand.</p> <p>8 Do you know whether the CSS on the command unit was</p> <p>9 used at Adair Tower?</p> <p>10 A. No, I don't know.</p> <p>11 Q. Do you remember which command units were deployed at</p> <p>12 Adair Tower?</p> <p>13 A. I have absolutely no recollection of that at all, no,</p> <p>14 sorry.</p> <p>15 Q. A general question with FSG calls: what is your</p> <p>16 experience as to how information is used, FSG</p> <p>17 information, once it gets to the incident ground?</p> <p>18 A. How do you mean?</p> <p>19 Q. Well, it goes into the command unit?</p> <p>20 A. Yes.</p> <p>21 Q. What normally happens to it after that?</p> <p>22 A. Oh, they will pass it on to whoever's performing the</p> <p>23 rescues. I don't know -- that would be obviously</p> <p>24 different, it would be a bridgehead if it was</p> <p>25 a high-rise. If it's a normal premises, to be honest,</p> <p style="text-align: right;">Page 40</p>

10 (Pages 37 to 40)

<p>1 the command unit would probably be there after the pumps</p> <p>2 have got to them, to be honest. The first machines</p> <p>3 would usually get in pretty quickly in a normal dwelling</p> <p>4 fire.</p> <p>5 Q. Can I just ask you to look at policy 790, which is at</p> <p>6 tab 5 of our policies bundle, Paul, and to go to</p> <p>7 paragraph 9, which is on page 5.</p> <p>8 Paragraph 9.1 says:</p> <p>9 "9.1. It is vital that control is kept informed of</p> <p>10 the actions being taken to resolve each FSG call. The</p> <p>11 fact that control is aware of the actions being carried</p> <p>12 out on the incident ground will greatly enhance the</p> <p>13 advice given to FSG callers.</p> <p>14 "9.2. Informative messages from the incident ground</p> <p>15 should also contain an update on progress relating to</p> <p>16 those specific FSG calls by both the flat/house number</p> <p>17 to avoid confusion.</p> <p>18 "9.3. The outcome of every FSG call must be</p> <p>19 communicated to control."</p> <p>20 I've read those three paragraphs to you in full, but</p> <p>21 taking each one in turn.</p> <p>22 Are you aware in your experience prior to</p> <p>23 Grenfell Tower of any event where control wasn't kept</p> <p>24 informed of the actions being taken to resolve each FSG</p> <p>25 call?</p> <p style="text-align: right;">Page 41</p>	<p>1 Q. 9.3 says:</p> <p>2 "The outcome of every FSG call must be communicated</p> <p>3 to control."</p> <p>4 Again, I'm summarising your evidence, but am I right</p> <p>5 in thinking that those came by informative messages?</p> <p>6 A. Yes.</p> <p>7 Q. So I think we take it from that that in your experience,</p> <p>8 9.2 was never complied with, as a matter of policy.</p> <p>9 A. No, no.</p> <p>10 Q. In your statement, at paragraph 1 on page 3, can I just</p> <p>11 ask you to look at that, you say in the fourth line --</p> <p>12 well, we can start with the third line:</p> <p>13 "A CRO will raise their hand to notify a Supervisor</p> <p>14 which would be the Operations Manager or Assistant</p> <p>15 Operations Manager. A Supervisor would go and listen to</p> <p>16 the call via the headset whilst the CRO gives the</p> <p>17 advice."</p> <p>18 A. Yeah, you can also listen to it from our own positions.</p> <p>19 We can monitor their calls from there as well.</p> <p>20 Q. I was going to ask you whether you needed physically --</p> <p>21 A. Sorry, I pre-empted you there.</p> <p>22 Q. That was very good. I see, so you can sit where you are</p> <p>23 sitting. How do you do that mechanically?</p> <p>24 A. On our ICS, we've got buttons where it's -- monitor</p> <p>25 calls, and you can select the position they're sitting</p> <p style="text-align: right;">Page 43</p>
<p>1 A. So, as I said, most FSG calls we actually are on the</p> <p>2 line to the caller and we actually do hear the crews</p> <p>3 performing the rescue, so we know, but they do come back</p> <p>4 to us pretty quickly and tell us that they're rescued.</p> <p>5 As an informative message, you know, the dwellings, and</p> <p>6 then two people rescued, one person rescued, whatever.</p> <p>7 Q. So when you look at the next sentence, the fact that</p> <p>8 control is aware, and indeed it goes on to discuss</p> <p>9 informative messages in the next paragraph, is your</p> <p>10 experience that messages that came back from the</p> <p>11 incident ground from officers there rather than from the</p> <p>12 caller came via informative messages?</p> <p>13 A. Yes, once the rescues have been done, yes, they would.</p> <p>14 Q. Would you ever get any information, in your experience,</p> <p>15 back from the incident ground about the status of</p> <p>16 a rescue while it was ongoing?</p> <p>17 A. No, I haven't done before, no.</p> <p>18 Q. 9.2 says:</p> <p>19 "Informative messages from the incident ground</p> <p>20 should also contain an update on progress relating to</p> <p>21 those specific FSG calls ..."</p> <p>22 Did informative messages ever, in your experience,</p> <p>23 contain an update on progress or were they only ever</p> <p>24 sent after the rescue was completed?</p> <p>25 A. After the rescue is completed.</p> <p style="text-align: right;">Page 42</p>	<p>1 at and you would just be listening in to their call.</p> <p>2 You can't speak or anything, it's just listening, just</p> <p>3 for listening purposes. We do it quite a lot.</p> <p>4 Q. Where the CRO wants assistance with the advice given,</p> <p>5 would you be able to do that from where you were</p> <p>6 sitting?</p> <p>7 A. No, you would go over to them to do that, or one of</p> <p>8 their colleagues who were sitting next to them could</p> <p>9 assist them with it as well.</p> <p>10 SIR MARTIN MOORE-BICK: I was going to ask you, you used the</p> <p>11 expression "ICS" more than once. Could you spell it out</p> <p>12 for those of us who don't know?</p> <p>13 A. Sorry, the ICS is our communication system, it's</p> <p>14 an integrated communications system, so that's where all</p> <p>15 of our calls come in on and where the radio works from.</p> <p>16 It's kind of like a sort of switchboard, if you like,</p> <p>17 really. It's where everything comes in on. It's</p> <p>18 a touchscreen. So that's where everything comes in.</p> <p>19 That's where everything is recorded from.</p> <p>20 SIR MARTIN MOORE-BICK: That's helpful. Thank you very</p> <p>21 much.</p> <p>22 MR MILLETT: So that contains Vision, does it, as well, or</p> <p>23 is that a separate system?</p> <p>24 A. It's part of the Vision system, but it's a separate</p> <p>25 screen. So we have two screens for our mobilising</p> <p style="text-align: right;">Page 44</p>

<p>1 system and then this one touch-screen on the left-hand 2 side of you.</p> <p>3 Q. What's on the other screen?</p> <p>4 A. The other two screens?</p> <p>5 Q. You have two screens. ICS on one.</p> <p>6 A. So you have ICS on one screen, and on the screen 7 directly in front of you, you have your incident, which 8 you call a call collection form will come up in front of 9 you and it gives you the boxes where you fill in the 10 information in. So it will come up with the caller's 11 telephone number. If it's a landline, it will come up 12 with a premises detail, but we still always question 13 about the detail because it might not be correct, and 14 you put in incident details. And that's where the risks 15 pop up as well. So if any risks -- as soon as you put 16 an address in, the risk will come up in front of you to 17 show if there's any situations in that location you need 18 to be aware of. As I say, like mass evacuation.</p> <p>19 Q. That's the control room officer?</p> <p>20 A. That's everybody in the control room has that. They're 21 all the same. They're all the same, yeah.</p> <p>22 Q. If you wanted to access Vision to see what was being 23 inputted onto it as you went along, would you be able to 24 do that through one or other of the screens?</p> <p>25 A. No, I can't see the screens.</p> <p style="text-align: right;">Page 45</p>	<p>1 A. One is the ICS and the other two are the mobilising 2 system.</p> <p>3 MR MILLETT: So you have the ICS on your left?</p> <p>4 A. Yes.</p> <p>5 Q. In front of you, you have what?</p> <p>6 A. So in front of you, you have your main screen. So if 7 you're not dealing with a call, an incident, you have 8 the incident list in front of you, which shows all the 9 current incidents that were going through at the moment. 10 We have what we call -- I'm trying to visualise it 11 now -- top-right what you call the bingo card. That 12 shows all our appliances, our officers that are 13 available, whatever their statuses are. And there's 14 a box next to that as well which is where the service 15 requests go into, which is in that top right-hand 16 corner.</p> <p>17 Q. If you wanted to access the log using the Vision system, 18 which screen would you use, the middle or --</p> <p>19 A. You would be using the middle one.</p> <p>20 Q. You referred to other incidents going through. I think 21 this is a question no one has asked yet, so I'll try it. 22 Obviously this is about Grenfell, but were there 23 other incidents in the control room that night from 24 01.00 am onwards with which staff had to deal?</p> <p>25 A. There were a couple. To be honest, we were very, very</p> <p style="text-align: right;">Page 47</p>
<p>1 Q. You can't see Vision?</p> <p>2 A. No, it is only the ICS that I can see at the moment.</p> <p>3 Q. So if anybody in the control room wanted to know what 4 message had been passed by the radio operator to the 5 command unit --</p> <p>6 A. Oh, you can see that. That's in the logs.</p> <p>7 Q. Okay, sorry.</p> <p>8 A. I thought you meant about the actual address they were 9 putting in. No.</p> <p>10 Q. My mistake.</p> <p>11 A. Everyone can see it in the logs that's been put in.</p> <p>12 Q. That's what I meant. Was I wrong when I referred to it 13 as Vision?</p> <p>14 A. No, I thought when you meant Vision, I thought you were 15 asking about when we were actually inputting details.</p> <p>16 Q. So which screen would you use if you wanted to move to 17 look at the logs?</p> <p>18 A. You'd use your middle screen.</p> <p>19 Q. Right. Okay.</p> <p>20 SIR MARTIN MOORE-BICK: Sorry to interrupt you again. You 21 now refer to a middle screen. How many do you have in 22 total?</p> <p>23 A. Three.</p> <p>24 SIR MARTIN MOORE-BICK: I thought so.</p> <p>25 MR MILLETT: Right. I thought it was two.</p> <p style="text-align: right;">Page 46</p>	<p>1 lucky that there wasn't anything else going on that 2 night. Other than obviously Grenfell, there wasn't -- 3 no, it was quiet in the rest of London.</p> <p>4 MR MILLETT: That takes us neatly into the night of the fire 5 and I was going to start with the facilities in the 6 control room, but we've been going for an hour and, 7 Mr Chairman, I think that might be an appropriate time 8 for a break.</p> <p>9 THE WITNESS: That would be great.</p> <p>10 SIR MARTIN MOORE-BICK: Would you like a break?</p> <p>11 THE WITNESS: That would be really nice, yes, please.</p> <p>12 SIR MARTIN MOORE-BICK: Can we afford 10 minutes?</p> <p>13 MR MILLETT: Yes.</p> <p>14 SIR MARTIN MOORE-BICK: We'll have a 10-minute break.</p> <p>15 Please don't talk to anyone about your evidence or 16 anything related to it while you're out of the room.</p> <p>17 THE WITNESS: Okay.</p> <p>18 SIR MARTIN MOORE-BICK: I'm sorry, could you just be quiet 19 while I'm addressing the witness?</p> <p>20 You go with the usher now and we'll resume at 10.40.</p> <p>21 THE WITNESS: Okay, thank you.</p> <p>22 SIR MARTIN MOORE-BICK: All right? Thank you very much. 23 10.40, then, please. Thank you.</p> <p>24 (10.30 am)</p> <p>25 (A short break)</p> <p style="text-align: right;">Page 48</p>

<p>1 (10.40 am)</p> <p>2 SIR MARTIN MOORE-BICK: Ready to carry on?</p> <p>3 THE WITNESS: Yes.</p> <p>4 SIR MARTIN MOORE-BICK: Yes, Mr Millett.</p> <p>5 MR MILLETT: Thank you for coming back.</p> <p>6 Can I turn, then, to the facilities in the control</p> <p>7 room. We know the control room was working from the</p> <p>8 Stratford fallback centre because of routine maintenance</p> <p>9 at Merton on the night of the fire.</p> <p>10 A. Yes, that's correct.</p> <p>11 Q. If we go to the control report produced by the LFB,</p> <p>12 which we have at tab 107 of our documents bundle,</p> <p>13 LFB00004790. Can I ask you, please, to go to page 175</p> <p>14 in that. We should be able to see a picture of the</p> <p>15 Stratford control room.</p> <p>16 (Pause)</p> <p>17 Now, just help us with this control room. Can you</p> <p>18 just tell us, looking at it, where you were sitting on</p> <p>19 the night of the fire?</p> <p>20 A. I was sitting where the TV is, in that middle position</p> <p>21 just in front of the television? Do you want me to</p> <p>22 point to it?</p> <p>23 Q. That would be helpful, if you wouldn't mind.</p> <p>24 A. Is that okay? So I was sitting in this position here</p> <p>25 (Indicates).</p> <p style="text-align: right;">Page 49</p>	<p>1 for secondary mobilising if we have to use them.</p> <p>2 Q. Just help me, where was Sharon Darby as the radio</p> <p>3 operator sitting?</p> <p>4 A. I'll get up again, it's easier.</p> <p>5 Q. You'll have to stand there for a bit.</p> <p>6 A. Sharon was sitting here. In this position here, the end</p> <p>7 one there (Indicates).</p> <p>8 Q. Did she have special radio equipment there at that</p> <p>9 station that nobody else had?</p> <p>10 A. No, the equipment is the same everywhere.</p> <p>11 Q. Same everywhere?</p> <p>12 A. Yes.</p> <p>13 Q. At the two stations immediately in front of us, who was</p> <p>14 sitting there on the night, do you remember?</p> <p>15 A. Angie Gotts was on the one to the right initially of</p> <p>16 Sharon, and to the right of Angie was Sarah Russell.</p> <p>17 Q. Can you just help us, who else was sitting where on the</p> <p>18 night, to the best of your recollection?</p> <p>19 A. Okay. So there's a couple of tables you can't actually</p> <p>20 see.</p> <p>21 Q. There's one on the right which seems to be half out of</p> <p>22 shot I was going to ask you about.</p> <p>23 A. Yes. So Pete Duddy was sitting here, and here.</p> <p>24 (Indicates).</p> <p>25 Q. He was there. Right.</p> <p style="text-align: right;">Page 51</p>
<p>1 Q. If the cursor could go to it so people on the live</p> <p>2 stream can see it.</p> <p>3 Who did you have on your left?</p> <p>4 A. AOM Debbie Real on my left.</p> <p>5 Q. Is there a seat or station on your right?</p> <p>6 A. Yes, there was, yes. Peter May was sitting there.</p> <p>7 Q. Which is the head table? We've heard evidence about</p> <p>8 a head table. Which was that?</p> <p>9 A. Well, it's the officer of the watch position, we don't</p> <p>10 call it a head table, but that's that position there.</p> <p>11 That area there.</p> <p>12 Q. When Jason Oliff arrived --</p> <p>13 A. Yes.</p> <p>14 Q. -- where was he sitting or standing?</p> <p>15 A. When he was doing the whiteboards and everything, do you</p> <p>16 mean?</p> <p>17 Q. Yes.</p> <p>18 A. Shall I point it out again?</p> <p>19 Q. Please.</p> <p>20 A. It was over here in this position (Indicates).</p> <p>21 Q. In that gap by what looks like a radiator or window?</p> <p>22 A. That's a blind, but yes, he was sitting there.</p> <p>23 Q. The whiteboards were, what, against the blank wall</p> <p>24 there?</p> <p>25 A. They were, yes. So they're always there. We use them</p> <p style="text-align: right;">Page 50</p>	<p>1 A. Christine Howson was sitting in one of these, but</p> <p>2 I can't remember which one. One of these positions.</p> <p>3 I think it's this one.</p> <p>4 Q. I'm confused, I thought you said Angie Gotts was on the</p> <p>5 right and Sarah Russell --</p> <p>6 A. No, I'm talking about this bank of positions here. So</p> <p>7 Sharon was here, Angie was here, and Sarah was here.</p> <p>8 (Indicates).</p> <p>9 Q. Right. Where was Heidi Fox, do you remember?</p> <p>10 A. Heidi was sort of behind us over there.</p> <p>11 Q. There seem to be perhaps three stations at the back of</p> <p>12 the room near the blind that we can see. Is it three</p> <p>13 stations there?</p> <p>14 A. There's two there, I think. Are you talking about here?</p> <p>15 (Indicates).</p> <p>16 Q. Yes.</p> <p>17 A. There was no one sitting there.</p> <p>18 Q. They were vacant, were they?</p> <p>19 A. Yes. When we came on duty, the shift that were on duty</p> <p>20 before was sitting there, and there's sort of a shift</p> <p>21 switch. So they're like a cover shift, so they were</p> <p>22 there until 10 o'clock, which is why we didn't use those</p> <p>23 positions.</p> <p>24 Q. If either of the operators in the absolute foreground</p> <p>25 wanted to communicate with Pete Duddy, who was sitting,</p> <p style="text-align: right;">Page 52</p>

<p>1 as it were, two desks beyond, how would they 2 communicate?</p> <p>3 A. It would depend on the volume of noise in the control 4 room. So if there wasn't too much noise, they would 5 just speak to him directly, because it's actually quite 6 small in there, or they would go up and speak to them if 7 they weren't taking a call at the time.</p> <p>8 Q. Helping the chairman understand the screens and the 9 different screens that we have, we can see, if we just 10 take the chair to the left, which I think you said was 11 occupied by Sarah Russell?</p> <p>12 A. So Sarah was sitting over here, facing away from us 13 (Indicates).</p> <p>14 Q. Then it was Christine Howson, I think, on the night 15 sitting there, the left-hand chair, right in the 16 foreground. There are three screens on the desk.</p> <p>17 A. Yes.</p> <p>18 Q. Run us through what each screen shows or does.</p> <p>19 A. Okay. The screen on the left, that would be the ICS. 20 The screen in the middle is our main screen for 21 mobilising, so that's where our call collection forms 22 come on, that's where all our officers are, our service 23 requests, so that's our main screen, if you like. The 24 screen on the right, that's where our map is. It's 25 where our -- if we were using e-mails and things, they</p> <p style="text-align: right;">Page 53</p>	<p>1 it be typed into by the CRO?</p> <p>2 A. Into the Vision system.</p> <p>3 Q. Then that would be sent, and is this right, it would pop 4 up on the screen?</p> <p>5 A. With a service request, you have an incident open and 6 there's a thing that says "Service request". Have you 7 got any pictures of the screens at all?</p> <p>8 Q. No.</p> <p>9 A. No. So there's a tab that says "Service request", so 10 you click on that and it opens up a box, and it's 11 a message box. So you type in there initially "RT4", 12 and then you'd put the call sign that it needs to go to 13 and type the message up that you want to send, and then 14 you would press "Apply" and that then goes into a list. 15 Then you would shout to the radio operator "Message on 16 4" or "2".</p> <p>17 Q. It was that last point I was interested in. It would go 18 to the list, it would appear on the log --</p> <p>19 A. Yes.</p> <p>20 Q. -- but you would have to tell the radio operator there 21 was a service request?</p> <p>22 A. You would normally tell them. It's just practice that 23 we do.</p> <p>24 Q. Would the radio operator not be sitting there watching 25 the Vision system ready for the next service request?</p> <p style="text-align: right;">Page 55</p>
<p>1 would come up on that screen. It's where the reference 2 information files would come up, on there.</p> <p>3 Q. Each operator has a headset --</p> <p>4 A. Yes.</p> <p>5 Q. -- and a microphone --</p> <p>6 A. Yes.</p> <p>7 Q. -- attached to the headset; is that right?</p> <p>8 A. Yes, that's right.</p> <p>9 Q. What's that plugged into, or is it Bluetoothed?</p> <p>10 A. So in the desks -- you can't really see them on here -- 11 but here there are little sockets that you just push it 12 into. You can't see them. It's not shown in that 13 picture.</p> <p>14 Q. The headset and microphone, are they operable from the 15 screens or the keyboard or --</p> <p>16 A. No, you just speak into them. Everything just comes 17 into your headset. You don't need your hands to use 18 your headset, you just talk.</p> <p>19 Q. If you wanted to pass a message to the radio operator 20 sitting where Sharon Darby was -- you've explained she 21 was in the middle on the left -- in a normal incident, 22 how would a control room officer go about passing 23 a message to the operator to send to the command unit?</p> <p>24 A. Via service request.</p> <p>25 Q. It would be typed into the system. Which system would</p> <p style="text-align: right;">Page 54</p>	<p>1 A. She could be taking another message from somebody else 2 or -- so, no, not necessarily just watching the screen, 3 no.</p> <p>4 Q. We'll come back to this page in a moment.</p> <p>5 Just going back to your statement, you say in your 6 statement on page 2 in the second paragraph that the 7 Stratford control room was smaller, and you say you can 8 hear what's going on and it's better for working as 9 a team.</p> <p>10 I've read that out to you. We haven't gone back to 11 the statement but --</p> <p>12 A. No, but that's correct.</p> <p>13 Q. Did those advantages assist you and your team on the 14 night of the Grenfell fire?</p> <p>15 A. Yes, I believe they did because we could hear more of 16 the conversations from our end about what the calls were 17 involving.</p> <p>18 Q. Maybe as a basic comparison, we can look at the layout 19 of the Merton control room, which is on page 174, so the 20 page before, Paul, of the control report.</p> <p>21 Is that Merton?</p> <p>22 A. Yes, it is.</p> <p>23 Q. So you can see the desks are much further apart.</p> <p>24 A. Yes, they are.</p> <p>25 Q. Is it just a simple case of being closer together in</p> <p style="text-align: right;">Page 56</p>

<p>1 Stratford and therefore being able to hear people more 2 easily?</p> <p>3 A. Merton has also got really, really high ceilings, and 4 the wall at the back has some sort of soundproofing, so 5 you do lose the noise a bit in there. So if somebody on 6 the back position was doing something, I wouldn't be 7 able to hear it at the supervisor's position.</p> <p>8 Q. There are negatives. I think you say that it has less 9 equipment than Merton --</p> <p>10 A. Yes.</p> <p>11 Q. -- with no helicopter television or interactive maps.</p> <p>12 A. That's right.</p> <p>13 Q. The helicopter television, is that the heli-tele?</p> <p>14 A. Yes, it is.</p> <p>15 Q. The downlink?</p> <p>16 A. Yes.</p> <p>17 Q. Is there none at all at Stratford?</p> <p>18 A. No.</p> <p>19 Q. It's not that it wasn't working, it just doesn't exist; 20 is that right?</p> <p>21 A. I don't think there's a link to it, but I don't really 22 know why there isn't one there. But, no, I've never 23 known it to work there personally.</p> <p>24 Q. Is it that it was there but didn't work, or wasn't there 25 at all?</p> <p style="text-align: right;">Page 57</p>	<p>1 have access to the Brigade's dynamic cover tool, DCT.</p> <p>2 A. Yes that's the interactive map I was talking about.</p> <p>3 Q. That's the interactive map, is it?</p> <p>4 A. Yes.</p> <p>5 Q. I see.</p> <p>6 One more question on policy, if I can, before we 7 move to the events of the actual night itself, and going 8 back to the question of training.</p> <p>9 In your experience, was training ever designed or 10 delivered which included dealing with people who don't 11 have English as a first language?</p> <p>12 A. No.</p> <p>13 Q. What about people who come from immigrant or ethnic 14 minority cultures and have perhaps a different cultural 15 approach to how to deal with an authority?</p> <p>16 A. No, there's no specific training for that, no.</p> <p>17 Q. When training is designed and delivered, can you help 18 me, was there any effort to factor in how to speak to 19 people, how to address people from different cultures 20 and backgrounds?</p> <p>21 A. Yeah, we do call handling techniques and how to sort of 22 coax information out of callers and different ways of 23 trying to speak to people.</p> <p>24 So with someone who has a language barrier, they've 25 usually got a piece of information with them, maybe</p> <p style="text-align: right;">Page 59</p>
<p>1 A. I believe it wasn't there.</p> <p>2 Q. How would the heli-tele normally help at an incident?</p> <p>3 A. To be honest, we don't really use them for incidents. 4 They're more useful when we've got large events. 5 I mean, I found it beneficial when Notting Hill Carnival 6 is going on, things like that. We can get an overview 7 if there's any crowd problems, anything like that, 8 obviously affecting our crews and stations. 9 It's not something we use on a regular basis.</p> <p>10 Q. Have you ever used information from the heli-tele at 11 a high-rise fire?</p> <p>12 A. No.</p> <p>13 Q. You mention interactive maps --</p> <p>14 A. Yes.</p> <p>15 Q. -- that are present at Merton but not at Stratford.</p> <p>16 Would interactive maps have helped you on the night 17 of the Grenfell Tower fire?</p> <p>18 A. They would've helped us with providing fire cover for 19 the rest of London once we'd lost all of those 20 appliances, and also to look at what appliances we could 21 move in to cover the area and potential reliefs for the 22 incident as well, which we were pre-planning.</p> <p>23 Q. If we go to the middle paragraph on this very page, 24 page 175 of the control report, we can see there's also 25 a reference to the fact that the Stratford site does not</p> <p style="text-align: right;">Page 58</p>	<p>1 an address they can give us a postcode from or a letter 2 they can look at, that they can read out to us, and 3 things like that.</p> <p>4 So we do have different call handling techniques, 5 but it's also experiential.</p> <p>6 Q. I understand the experience point, but focusing on 7 training, is there any formal training on how to go 8 about addressing people from different ethnic or 9 cultural backgrounds?</p> <p>10 A. No, that would just be part of call handling techniques, 11 really, to be honest, about coaxing information from 12 people regardless of their backgrounds. There's no 13 specific --</p> <p>14 Q. Okay.</p> <p>15 When you try to obtain information on calls, it 16 looks as if none of the policies expressly require 17 control room officers to examine whether either the 18 caller or somebody with the caller has any particular 19 mobility issues or --</p> <p>20 A. No.</p> <p>21 Q. -- is elderly; is that right?</p> <p>22 A. No. That is right, yeah. With mobility issues, that is 23 something the caller would usually provide us with 24 pretty quickly if they believe they're trapped in their 25 flats or houses.</p> <p style="text-align: right;">Page 60</p>

<p>1 Q. But would the CRO actually go and look for that</p> <p>2 information? Would they say "Do you have any mobility</p> <p>3 issues?"</p> <p>4 A. No.</p> <p>5 Q. Is there a reason for that?</p> <p>6 A. I don't know, but it would usually come from the</p> <p>7 questioning of the caller. When you say, "Why can't you</p> <p>8 get out?", if it's not because of the heat and smoke or</p> <p>9 the fire, you know, it's at a level that's okay, they</p> <p>10 will say, "Because I'm in a wheelchair" or "I'm</p> <p>11 bed-bound" or "I have mobility issues". They would</p> <p>12 always come forward with that information themselves.</p> <p>13 Q. In your experience, they would, would they?</p> <p>14 A. Yes.</p> <p>15 Q. In your experience, have you come across people who</p> <p>16 wouldn't volunteer that information because either there</p> <p>17 was some cultural question about it or they were</p> <p>18 embarrassed in some way?</p> <p>19 A. I haven't personally, no.</p> <p>20 Q. Is that a subject which is the subject of any training?</p> <p>21 A. Not that I'm aware of, no.</p> <p>22 Q. Turning to the incident itself, you were the operations</p> <p>23 manager on duty at Stratford on the night, weren't you?</p> <p>24 A. Yes.</p> <p>25 Q. I think you had two AOMs with you, Peter May and</p> <p style="text-align: right;">Page 61</p>	<p>1 duty is 11. This is made up of a minimum of two</p> <p>2 supervisors and nine CROs. The OM and AOM are</p> <p>3 colloquially referred to as 'supervisors'."</p> <p>4 Now, according to our records -- this may be</p> <p>5 wrong -- we have a record of 11 in the Stratford control</p> <p>6 room on the night, but only eight CROs, but with three</p> <p>7 supervisors. Would that be right?</p> <p>8 A. Yes, that would be right.</p> <p>9 Q. So is it right that you were one CRO short on the night?</p> <p>10 A. No, we were up to our model staffing level. So the 11</p> <p>11 on duty is made up including the supervisors and the</p> <p>12 control officers.</p> <p>13 Q. Yes.</p> <p>14 A. So you would have three supervisors and then eight</p> <p>15 control officers to bring you to your 11.</p> <p>16 Q. It says a minimum of two supervisors and nine CROs.</p> <p>17 That would tend to indicate if you only had eight CROs,</p> <p>18 you were missing a CRO.</p> <p>19 A. Yes, we had three supervisors.</p> <p>20 Q. So although you had 11, the balance was more supervisors</p> <p>21 than CROs. You had one more supervisor than you needed</p> <p>22 and one less CRO.</p> <p>23 A. No, we have three supervisors on duty, that's what we</p> <p>24 target for, not two.</p> <p>25 SIR MARTIN MOORE-BICK: The thrust of the question may</p> <p style="text-align: right;">Page 63</p>
<p>1 Debbie Real.</p> <p>2 A. Yes.</p> <p>3 Q. And the rest of the watch I think were CROs.</p> <p>4 A. That's right, yes.</p> <p>5 Q. Were you the most senior person in the control room at</p> <p>6 the start of the shift?</p> <p>7 A. Yes, I was.</p> <p>8 Q. Who was, if anyone, your line manager?</p> <p>9 A. Joanne Smith is my line manager.</p> <p>10 Q. But she wasn't there?</p> <p>11 A. At that time, no.</p> <p>12 Q. At what point did a more senior person to you arrive?</p> <p>13 A. When Joanne arrived about 02.15.</p> <p>14 Q. You say about 02.15. We'll come to that.</p> <p>15 What about Jason Oliff?</p> <p>16 A. Jason Oliff is a similar rank to myself, so he's not</p> <p>17 senior to me.</p> <p>18 Q. Can I ask you to go back to the what I'm calling the</p> <p>19 control report, which is LFB00004790 and go to page 176,</p> <p>20 please.</p> <p>21 On that page is set out very helpfully the staffing</p> <p>22 structure roles and responsibilities. We can see it all</p> <p>23 there. I just want to look at something with you, just</p> <p>24 below halfway down the page it says:</p> <p>25 "On any given shift the minimum number of staff on</p> <p style="text-align: right;">Page 62</p>	<p>1 be: would one of the supervisors act as a CRO if</p> <p>2 circumstances required?</p> <p>3 A. No, they would not.</p> <p>4 SIR MARTIN MOORE-BICK: They wouldn't?</p> <p>5 A. No, no. They can do the role of the CRO, as in taking</p> <p>6 calls, things like that. Yes, everyone can do the same</p> <p>7 role if need be, but they were there as a supervisory</p> <p>8 level.</p> <p>9 MR MILLETT: So just pressing my question one more time.</p> <p>10 A. Okay.</p> <p>11 Q. In terms of what we see in the control report, where</p> <p>12 we're told the minimum number of staff is 11, two</p> <p>13 supervisors and nine CROs, as a matter of fact I think</p> <p>14 you've agreed you actually had three supervisors --</p> <p>15 A. Yes.</p> <p>16 Q. -- but only eight CROs.</p> <p>17 A. Yes.</p> <p>18 Q. So it would follow you were a CRO short according to</p> <p>19 this statement.</p> <p>20 A. No, because that should be eight CROs. Three</p> <p>21 supervisors and eight CROs.</p> <p>22 Q. Instead of nine, you had eight, so you were one short.</p> <p>23 A. No, we weren't short.</p> <p>24 SIR MARTIN MOORE-BICK: There's a danger of getting at</p> <p>25 cross-purposes here. I think what I understand the</p> <p style="text-align: right;">Page 64</p>

<p>1 witness to be telling me is that she had 11 people --</p> <p>2 A. Yes.</p> <p>3 SIR MARTIN MOORE-BICK: -- which included enough people to</p> <p>4 handle all the incoming calls, even if one of the</p> <p>5 so-called supervisors had to do the job of a CRO.</p> <p>6 A. Which we often do with call handling, but what we aim at</p> <p>7 on a night shift or a day shift is three supervisors and</p> <p>8 eight CROs. Does that make sense?</p> <p>9 MR MILLETT: Yes.</p> <p>10 A. Yes?</p> <p>11 Q. I was trying to take it in stages. The 11 was enough.</p> <p>12 A. Yes.</p> <p>13 Q. What I am trying to get at here is I think you accept,</p> <p>14 just as a matter of maths, you had not nine, which seems</p> <p>15 to be the minimum, but eight CROs.</p> <p>16 A. Yes.</p> <p>17 Q. So my question is: did the fact that you had one</p> <p>18 supervisor over the minimum, but one CRO under the</p> <p>19 minimum, matter?</p> <p>20 A. No.</p> <p>21 Q. Right. Why not?</p> <p>22 A. Because that's the number of staff we have, and to be</p> <p>23 fair, having an additional supervisor is actually more</p> <p>24 beneficial.</p> <p>25 Q. Is that because one of the supervisors -- picking up on</p> <p style="text-align: right;">Page 65</p>	<p>1 A. Yes.</p> <p>2 Q. So what I'm trying to get at is how flexible these</p> <p>3 boundaries are?</p> <p>4 A. Yes, they are flexible, yes.</p> <p>5 Q. At the top of page 4 of your witness statement, you say:</p> <p>6 "At 00:55 hours on that Wednesday we received a call</p> <p>7 from a member of public telling us about a fire in a</p> <p>8 flat."</p> <p>9 What were you doing at that point, do you remember?</p> <p>10 A. I believe I was actually out of the room making myself</p> <p>11 a drink at that time.</p> <p>12 Q. So you don't actually have a personal recollection of</p> <p>13 the call?</p> <p>14 A. No, I don't.</p> <p>15 Q. I think it would follow from that that you wouldn't have</p> <p>16 heard the floor or flat number?</p> <p>17 A. I've heard it since, because I've heard the call. But</p> <p>18 at the actual time, no, I didn't.</p> <p>19 Q. As you say, it was CRO Pamela Jones who answered the</p> <p>20 call and took the information and mobilised the</p> <p>21 appliances. Did she communicate the details of the call</p> <p>22 she'd taken to you when you came back into the room?</p> <p>23 A. No, she did not.</p> <p>24 Q. You go on to describe how the Vision system got confused</p> <p>25 and treated the premises as a house and not a high-rise</p> <p style="text-align: right;">Page 67</p>
<p>1 the chairman's question -- was able to do the CRO's job</p> <p>2 or the extra CRO's job and take up the slack?</p> <p>3 A. Yes. So when we have a high number of calls coming in,</p> <p>4 a supervisor will take calls, either myself or one of my</p> <p>5 AOMs, but we always make sure there is a supervisor that</p> <p>6 is free to deal with things going on in the room as</p> <p>7 well. So we kind of say, "I'll jump in and take that"</p> <p>8 so the other person doesn't.</p> <p>9 Q. I understand.</p> <p>10 Is it common that there is that flexibility so that</p> <p>11 you may be a CRO short but have an extra supervisor? Is</p> <p>12 it that flexible as a matter of routine?</p> <p>13 A. If we have an additional supervisor to the three, that</p> <p>14 supervisor will sit on the floor and do the role of the</p> <p>15 CRO.</p> <p>16 Q. Now, moving --</p> <p>17 SIR MARTIN MOORE-BICK: Well, I think, again, the question</p> <p>18 is: is it usual to have three supervisors and eight</p> <p>19 CROs?</p> <p>20 A. Yes.</p> <p>21 SIR MARTIN MOORE-BICK: I think you've told me already it</p> <p>22 is.</p> <p>23 A. That is, yes, yes.</p> <p>24 MR MILLETT: Would you ever have a situation where you had</p> <p>25 four supervisors and seven CROs, for example?</p> <p style="text-align: right;">Page 66</p>	<p>1 because it had a flat number, 16, and therefore got the</p> <p>2 wrong PDA, which was then corrected.</p> <p>3 My question is: does the Vision system often get</p> <p>4 confused in the way in which you've described it there?</p> <p>5 A. When we first went live with the system, we had a few</p> <p>6 issues with some address records, yes, for quite a long</p> <p>7 time, but that has improved greatly since. So it did</p> <p>8 sometimes happen with high-rise buildings that if you</p> <p>9 put just the building name in, it would recognise that</p> <p>10 it was a high-rise building. But if you put a flat</p> <p>11 number in, it wouldn't always recognise it.</p> <p>12 Q. Do you know what alerted Peter May to this issue so that</p> <p>13 he would then, as he did, amend the PDA?</p> <p>14 A. Yes. I came back in the room when this was actually</p> <p>15 going on, we were discussing it, and I think he had</p> <p>16 an awareness of Grenfell Tower, I think he'd probably</p> <p>17 dealt with an incident there previously. I think also</p> <p>18 the fact that it was a tower made him sort of obviously</p> <p>19 think about what it was, so he looked it up to confirm.</p> <p>20 I think he looked at it on Google Maps, I think, if</p> <p>21 I recall right, and saw how tall it was.</p> <p>22 Q. Could I ask you, then, to look at the short incident</p> <p>23 log, which is tab 23 of our documents bundle and turn,</p> <p>24 please, to page 17, and look at the time mark of</p> <p>25 01.16.02, where you'll see an informative message with</p> <p style="text-align: right;">Page 68</p>

<p>1 the operator indicated there as SAD, that's</p> <p>2 Sharon Darby. Here is an informative message:</p> <p>3 "SUP FROM G272 RESIDENTIAL BLOCK OF FLATS OF 20</p> <p>4 FLOORS 25M X 25M FIVE ROOMED FLAT ON 4TH FLOOR 75 PER</p> <p>5 CENT ALIGHT HIGH RISE PROCEDURE [IMPLEMENTED] MDT IN USE</p> <p>6 TACTICAL MODE OSCAR."</p> <p>7 My question is: did you see that informative message</p> <p>8 when it came up on the system?</p> <p>9 A. Yes, I did.</p> <p>10 Q. What was your impression of the incident at that time,</p> <p>11 do you remember? What do you think was happening?</p> <p>12 A. I wasn't overly concerned about the incident at that</p> <p>13 time. We have quite a few flat fires in high-rise</p> <p>14 buildings and quite similar to messages like that. So</p> <p>15 the fact they'd made it a six-pump fire is quite</p> <p>16 standard for a high-rise fire. It was just one flat,</p> <p>17 yes.</p> <p>18 Q. You'd seen there was a make-up to six at 01.13.39 and</p> <p>19 you'd seen the informative from the fire ground. You</p> <p>20 weren't overly concerned at this point?</p> <p>21 A. Not at all.</p> <p>22 Q. You then see on the short incident log that the make-ups</p> <p>23 increase. Just looking down, aerial ladder is requested</p> <p>24 at 01.18, at 01.19.35 there's a make-up to pumps eight,</p> <p>25 and then at 24, make-up pumps 10, and it goes on down.</p> <p style="text-align: right;">Page 69</p>	<p>1 A. I knew something had gone badly wrong. It was also the</p> <p>2 speed of it; I have never known a make-up to be that</p> <p>3 quick.</p> <p>4 Q. At what point, in terms of pump acceleration, even at</p> <p>5 that point where we haven't yet got to 25 but 20, at</p> <p>6 what point in that rate of make-up did you realise this</p> <p>7 incident was outside your experience?</p> <p>8 A. I don't think at the point of 20 or 25 it was outside my</p> <p>9 experience, to be honest. I've dealt with 20- or</p> <p>10 25-pump fires before so --</p> <p>11 Q. But the rate --</p> <p>12 A. Do you mean the time of it going up?</p> <p>13 Q. Yes.</p> <p>14 A. That's the first time I've known anything to happen that</p> <p>15 quickly.</p> <p>16 Q. At what point in the escalation -- so you go 8, 10, 15,</p> <p>17 20 --</p> <p>18 A. I would say probably the 15, 20, 25, because that was</p> <p>19 extremely quick.</p> <p>20 Q. At 01.28.47, as we can see at the top of page 18 of the</p> <p>21 short incident log, you can see "PERSONS REPORTED".</p> <p>22 A. Yes.</p> <p>23 Q. Did that prompt any thoughts in your mind about what was</p> <p>24 happening with this fire?</p> <p>25 A. I was thinking that there was going to be a lot of smoke</p> <p style="text-align: right;">Page 71</p>
<p>1 A. Mm-hm.</p> <p>2 Q. At the make-up pumps 10, what thoughts did you have</p> <p>3 about the way this was beginning to develop, this</p> <p>4 incident?</p> <p>5 A. I was thinking that maybe it was obviously spreading and</p> <p>6 they hadn't got it under control.</p> <p>7 Q. At pumps 10, you say they hadn't got it under control.</p> <p>8 Did you have any thoughts at that stage about</p> <p>9 whether the standing stay-put policy that you say you</p> <p>10 would've assumed was in place at Grenfell should be</p> <p>11 changed?</p> <p>12 A. No, I hadn't, and I don't know if we'd actually received</p> <p>13 any calls up until then, had we, inside? I think maybe</p> <p>14 one or two. But it was around that time that the calls</p> <p>15 from people inside actually started coming in.</p> <p>16 Q. Yes, they did.</p> <p>17 Moving forward, then, just going down the SIL to</p> <p>18 01.29.53, which was a -- well, 01.28.09 actually is 15,</p> <p>19 I've jumped ahead a bit just because I think we can.</p> <p>20 But 01.29.53 at the top of the next page, we can see</p> <p>21 make pumps 20.</p> <p>22 A. Yes.</p> <p>23 Q. At that point, or at pumps 20, how were your thoughts</p> <p>24 developing about the incident as we see these pumps</p> <p>25 increase?</p> <p style="text-align: right;">Page 70</p>	<p>1 affecting the floors, because smoke will travel -- I was</p> <p>2 thinking it's probably travelling up -- my thoughts --</p> <p>3 the stairs and affecting people's properties going</p> <p>4 further up and people believed they wouldn't be able to</p> <p>5 leave.</p> <p>6 Q. Did you think that the fire was still on the 4th floor?</p> <p>7 A. Yes.</p> <p>8 Q. You did?</p> <p>9 A. Yes.</p> <p>10 Q. What about by the time it got to pumps 25 at 01.31, as</p> <p>11 we can see, just a bit lower down? At 01.38, 01.48, did</p> <p>12 you still have the same thoughts that the fire was still</p> <p>13 contained in the original compartment?</p> <p>14 A. I don't know what I was thinking at that point, to be</p> <p>15 completely honest, because there was so much going on</p> <p>16 with processing the makes-ups. I was shocked it went to</p> <p>17 25 pumps and I was thinking, "What is going on?" We had</p> <p>18 no idea -- we had no other message or anything, so I had</p> <p>19 no idea. I was wondering if it was spreading into other</p> <p>20 flats on that floor.</p> <p>21 Q. In general terms, we know there are FSG calls beginning</p> <p>22 to come in at that stage.</p> <p>23 A. Yes.</p> <p>24 Q. Did you have any thoughts, as ops manager in the room at</p> <p>25 the time, about whether stay put was the right advice to</p> <p style="text-align: right;">Page 72</p>

<p>1 give?</p> <p>2 A. No, I did not, no.</p> <p>3 Q. Did the fact that these make-ups were accelerating at</p> <p>4 this pace alert you to needing to look at the stay-put</p> <p>5 policy and actually ask yourself whether --</p> <p>6 A. No, it didn't, no.</p> <p>7 Q. Okay.</p> <p>8 At that stage -- we're now at 25 pumps, 01.30,</p> <p>9 01.48 -- did you expect to receive more information from</p> <p>10 the incident ground than just the one informative</p> <p>11 message that we saw at about 01.16?</p> <p>12 A. I was expecting something, yes.</p> <p>13 Q. Did you seek to contact the incident ground for more</p> <p>14 information about what was going on?</p> <p>15 A. No, I didn't. We were extremely busy in the control</p> <p>16 room and just didn't have an opportunity, to be honest.</p> <p>17 Q. Right. Now, you say --</p> <p>18 A. Sorry, I was saying I was expecting something at any</p> <p>19 point, so -- we would normally chase them after about</p> <p>20 half an hour to an hour, not after sort of</p> <p>21 15/20 minutes, for a message.</p> <p>22 Q. In the control report, if we can just go back to that,</p> <p>23 can I ask you to look at page 32.</p> <p>24 We talked a moment ago about calls starting to come</p> <p>25 in. Here is a table of the calls beginning to come in</p> <p style="text-align: right;">Page 73</p>	<p>1 happening, I need to make sure I brief my CRO team"?</p> <p>2 A. No, that's not something we would normally do. We would</p> <p>3 deal with what we're given as it goes. We wouldn't</p> <p>4 normally brief them about that.</p> <p>5 Q. We have some examples -- and we'll look at them -- of</p> <p>6 you taking calls yourself. We'll look at the details of</p> <p>7 that later, but why did you decide yourself to take 999</p> <p>8 calls?</p> <p>9 A. As I say, Debbie and Pete were mobilising. I think they</p> <p>10 were both on the phone, possibly to officers, I can't</p> <p>11 recall exactly. But everybody was busy and there were</p> <p>12 a number of calls waiting to be answered. As a control</p> <p>13 officer, answering 999 calls is what we do.</p> <p>14 Q. It's what you do?</p> <p>15 A. Yes.</p> <p>16 Q. At that stage -- I say at that stage, 01.21 to 01.31,</p> <p>17 say the first 10 minutes -- did you supervise or listen</p> <p>18 to any 999 calls taken by other CROs?</p> <p>19 A. No, I didn't actually do that on the whole night at all.</p> <p>20 Q. Now, could I ask you to move back in the control report</p> <p>21 to page 31.</p> <p>22 We can see that at the time stamp of 01.35.24 at the</p> <p>23 top of the page, you ring the team leader on command</p> <p>24 unit 8 and you say you need crews to go and check some</p> <p>25 flats, and we can see the detail set out there.</p> <p style="text-align: right;">Page 75</p>
<p>1 from Grenfell, we can see the first one is timed at</p> <p>2 01.21.24 from flat 195 on the 22nd floor, and the</p> <p>3 remarks are "Smell of smoke". That is just after pumps</p> <p>4 were made eight. From that time, we can see the number</p> <p>5 of 999 calls starts to increase.</p> <p>6 Were you aware of the growth of volume of incoming</p> <p>7 calls from about that time yourself?</p> <p>8 A. Yes, I was.</p> <p>9 Q. When that started happening, in general terms, what did</p> <p>10 you do?</p> <p>11 A. We were still processing the make-ups, and as the calls</p> <p>12 were coming in very rapidly -- because we had a lot of</p> <p>13 calls from people outside as well at this point. I did</p> <p>14 actually take a few calls myself, because Debbie and</p> <p>15 Pete were taken up doing mobilising resources to the</p> <p>16 incident. So I just wanted to answer the calls because</p> <p>17 obviously people needed help, it's what we do. So</p> <p>18 I took a couple of calls myself because I was concerned</p> <p>19 about people being trapped in their premises.</p> <p>20 Q. We're going to look at one or two of those in a moment.</p> <p>21 Before I ask you about those in general terms, did</p> <p>22 you brief your CRO team about what was developing?</p> <p>23 A. No, I didn't know what was developing.</p> <p>24 Q. Did there come a point at around 25 pumps when you</p> <p>25 thought to yourself, "Gosh, something strange is</p> <p style="text-align: right;">Page 74</p>	<p>1 For the record, the transcript reference is</p> <p>2 INQ00000194, but I don't need to go to that. We can</p> <p>3 just look at the the summary for the moment:</p> <p>4 "The Command Unit Operator Watch Manager Daniel</p> <p>5 Meyrick explains that he has heard Control trying to</p> <p>6 reach G271 but that they are in the process of taking</p> <p>7 over. OM Norman asks him again to get crews to go and</p> <p>8 check some flats and he asks if the information has</p> <p>9 already been sent by radio. OM Norman replies saying</p> <p>10 she doesn't know and then confirms that the radio</p> <p>11 message is about a caller on the 18th floor. She then</p> <p>12 makes reference to the large volume of calls being</p> <p>13 received. The information subsequently passed is</p> <p>14 summarised below."</p> <p>15 Then we can see information about four floors, with</p> <p>16 only two flat numbers given and numbers of people in</p> <p>17 three cases, and the same with remarks.</p> <p>18 Now, having shown you that, my question is: why did</p> <p>19 you call CU8 directly on the admin line rather than</p> <p>20 using the radio message system?</p> <p>21 A. I knew that CU8 was there. I think Sharon was trying to</p> <p>22 call up Golf 271 with a priority and she wasn't getting</p> <p>23 any response. I vaguely remember that. There was</p> <p>24 an awful lot going on. So I think I was -- I'm going to</p> <p>25 ring the command unit and get this information over to</p> <p style="text-align: right;">Page 76</p>

<p>1 them quickly.</p> <p>2 Q. Were you aware which the incident command pump was at</p> <p>3 that stage?</p> <p>4 A. I believe Golf 271 at that stage.</p> <p>5 Q. Was that the pump handling FSG calls on the incident</p> <p>6 ground, to your knowledge at the time?</p> <p>7 A. If we had passed any to them earlier then that would've</p> <p>8 been, yes.</p> <p>9 Q. Do you know why you only gave some floor numbers and not</p> <p>10 specific flat numbers?</p> <p>11 A. So that's all the information I was given.</p> <p>12 Q. Did you ask the CROs to obtain or be sure to obtain more</p> <p>13 specific information as per the policy about flat</p> <p>14 numbers and numbers of people inside?</p> <p>15 A. No, I'm sorry, it didn't even occur to me at the time,</p> <p>16 to be honest with you. I was so focused on getting</p> <p>17 information over and, as I say, the control room was --</p> <p>18 I can't even put into words how busy it was really. It</p> <p>19 was overwhelmingly busy.</p> <p>20 Q. Even at that stage --</p> <p>21 A. Yes.</p> <p>22 Q. -- where you only have four examples --</p> <p>23 A. We did have other calls coming in from outside as well</p> <p>24 and other calls and also the mobilising and everything</p> <p>25 to do. Everybody was fully involved in the task that</p> <p style="text-align: right;">Page 77</p>	<p>1 Q. Who were they?</p> <p>2 A. I could sort of hear Pam and Yvonne Adams, Pam Jones and</p> <p>3 Yvonne Adams, and Pete Duddy, even though he was further</p> <p>4 away, he's got a loud voice, so I could hear him as</p> <p>5 well.</p> <p>6 Q. And a clear voice, too, I think.</p> <p>7 A. Yes, he has.</p> <p>8 Q. We'll find that out later, I think.</p> <p>9 A. You will.</p> <p>10 Q. I think you've answered this before, but I'll ask it</p> <p>11 again: was there a system -- at any stage, but</p> <p>12 particularly at that early stage -- for collating</p> <p>13 developing information so that each CRO would be able to</p> <p>14 get a better picture of the smoke spread or the fire</p> <p>15 spread?</p> <p>16 A. No.</p> <p>17 Q. Did it occur to you at that stage, because of the volume</p> <p>18 of calls and perhaps the fact that you weren't getting</p> <p>19 information about numbers of persons in the flats or the</p> <p>20 precise flat numbers, that there was a need to make sure</p> <p>21 all CROs did obtain that information and collate it?</p> <p>22 A. No, I mean, I wasn't aware completely and I know</p> <p>23 I passed that over, but I would be expecting that if</p> <p>24 they were able to. Sometimes a caller would just shout</p> <p>25 something and clear the line. Sometimes they're just</p> <p style="text-align: right;">Page 79</p>
<p>1 they were doing.</p> <p>2 Q. Given that you were asking CU8 to ask the crews to go</p> <p>3 and check some flats, what was your impression of the</p> <p>4 fire by this point, that flats needed to be checked?</p> <p>5 A. I was more concerned -- it wasn't so much the fire, it</p> <p>6 was the smoke, I was thinking that the smoke is</p> <p>7 affecting all the floors, because those floors are</p> <p>8 quite -- you've got 14, 20, 18, it's obviously going up</p> <p>9 a long way.</p> <p>10 Q. At that stage, did you know yourself what information</p> <p>11 CROs were taking on their calls from callers?</p> <p>12 A. Only from what I could hear, it was people were saying</p> <p>13 that they were unable to leave due to smoke affecting</p> <p>14 their premises, and they were telling them to sort of</p> <p>15 block the doors. Unfortunately you couldn't stay on the</p> <p>16 line like you normally would because there were so many</p> <p>17 other calls coming in, and to call us back if their</p> <p>18 conditions worsened.</p> <p>19 Q. You could obviously only hear one side of the</p> <p>20 conversation.</p> <p>21 A. Yes, I couldn't hear the caller's side of the</p> <p>22 conversation at all.</p> <p>23 Q. Presumably there were multiple one-sided conversations.</p> <p>24 A. I could only hear the ones near where I was at that</p> <p>25 point.</p> <p style="text-align: right;">Page 78</p>	<p>1 not able to get that information. But I would've</p> <p>2 expected it to have been asked, if possible.</p> <p>3 Q. Just looking back at pages 18 and 19 of the short</p> <p>4 incident log -- if we could start with page 18 -- at</p> <p>5 01.31.38, there is a message, it's a service request</p> <p>6 created by Pete Duddy:</p> <p>7 "... G271 - FURTHER CALL TO SAY FIRE ON 20TH FLOOR</p> <p>8 ALSO - PEOPLE TRAPPED."</p> <p>9 At 01.32.29 -- I'll just take two or three of these:</p> <p>10 "... PERSONS ON THE 22ND FLOOR SMOKE COMING INTO</p> <p>11 FLAT."</p> <p>12 Did you know at that stage that there were repeated</p> <p>13 calls about smoke spread that high up in the building?</p> <p>14 A. Only when I was given that information to pass on to the</p> <p>15 command unit.</p> <p>16 Q. Did the intensity of these calls from different parts</p> <p>17 high up in the building tell you anything about how far</p> <p>18 the smoke had spread and what the conditions were like?</p> <p>19 A. Well, it told me it spread to the top floor.</p> <p>20 Q. Yes.</p> <p>21 A. And that there was smoke -- I wasn't aware of what the</p> <p>22 actual smoke conditions themselves were, if it was sort</p> <p>23 of light smoke or thick smoke, just aware that there was</p> <p>24 smoke travelling up.</p> <p>25 Q. Now, by 01.35, we've had a number of early calls. I am</p> <p style="text-align: right;">Page 80</p>

<p>1 just going to show you very briefly a number of these in</p> <p>2 the control report, still on the same theme. If you can</p> <p>3 turn to page 13.</p> <p>4 We start with the call at 01.23.50 taken by CRO</p> <p>5 Adams:</p> <p>6 "CRO Adams takes a call from a female caller who</p> <p>7 reports that she has seen a whole tower block on fire</p> <p>8 whilst driving down the A40."</p> <p>9 Obviously that's not an FSG call because the person</p> <p>10 is outside the tower, but the information is the whole</p> <p>11 tower block is on fire.</p> <p>12 Did you know that?</p> <p>13 A. No, I did not, no.</p> <p>14 Q. Then the next one is 01.24.08 -- next call, same page:</p> <p>15 "CRO Duddy takes a call from a female caller</p> <p>16 reporting a fire in Grenfell Tower. The caller reports</p> <p>17 that there is a line of fire going right up the outside</p> <p>18 of it."</p> <p>19 Again, were you aware of that?</p> <p>20 A. No, I wasn't aware of those calls.</p> <p>21 Q. I am going to do a handful of these. 01.26, moving</p> <p>22 forward, on page 17 of this report, we can see that</p> <p>23 01.26.54, Pete Duddy takes a call which is transferred</p> <p>24 from Nottingham:</p> <p>25 "A female caller comes on the line and reports that</p> <p style="text-align: right;">Page 81</p>	<p>1 MR MILLETT: I'm sorry, Ms Norman. I showed you 01.26.</p> <p>2 A. It's okay, I couldn't see it because I didn't have my</p> <p>3 glasses on, so I was actually listening to what you were</p> <p>4 saying.</p> <p>5 MR MILLETT: My fault for galloping ahead.</p> <p>6 At 01.26.58 we can see the call taken by Heidi Fox.</p> <p>7 The caller explains she's on the 12th floor and asks for</p> <p>8 some advice on what to do:</p> <p>9 "CRO Fox clarifies the address and the caller</p> <p>10 explains that she can see the fire through the window</p> <p>11 and reports that her neighbour says that the fire is in</p> <p>12 her kitchen already. The caller says that smoke is</p> <p>13 coming from the main door and CRO Fox advises her to put</p> <p>14 wet towels down to stop the smoke."</p> <p>15 And it continues.</p> <p>16 "CRO Fox states that she will pass on the</p> <p>17 information to the crews."</p> <p>18 The question on that is: did you know at that stage</p> <p>19 that the fire had already reached the 12th floor?</p> <p>20 A. No, I didn't. I was very involved in the mobilising and</p> <p>21 what was going on in the supervisor's position.</p> <p>22 I wasn't aware of those calls at all.</p> <p>23 Q. Just one or two more.</p> <p>24 01.30, this is page 23:</p> <p>25 "CRO Duddy takes a call from a female caller</p> <p style="text-align: right;">Page 83</p>
<p>1 there is a fire in flat 186, Grenfell Tower. She says</p> <p>2 there is a fire in the whole building and when CRO Duddy</p> <p>3 asks if the caller is in the building, she confirms that</p> <p>4 everyone is out. The caller is advised to stay out, not</p> <p>5 to go back in and that there are a lot of fire engines</p> <p>6 already there."</p> <p>7 Again, 01.26, do you think you were told or found</p> <p>8 out that the actual fire was that far up the building,</p> <p>9 flat 186?</p> <p>10 A. No, no, I wasn't aware.</p> <p>11 Q. Then at 01.26.58, which is also the same page, the next</p> <p>12 one down:</p> <p>13 "CRO Fox takes a call from a female reporting a fire</p> <p>14 in Grenfell Tower. The caller explains that she is on</p> <p>15 the 12th floor and asks for some advice on what to do."</p> <p>16 It goes on --</p> <p>17 SIR MARTIN MOORE-BICK: We are not always getting the same</p> <p>18 page that you seem to be --</p> <p>19 MR MILLETT: No, I realise. I apologise. I jumped ahead.</p> <p>20 A. I need to put my glasses on to see it anyway.</p> <p>21 SIR MARTIN MOORE-BICK: We had it then we lost it again.</p> <p>22 MR MILLETT: My fault.</p> <p>23 SIR MARTIN MOORE-BICK: What time do you want us to look at?</p> <p>24 MR MILLETT: 01.26.58.</p> <p>25 SIR MARTIN MOORE-BICK: We're there now.</p> <p style="text-align: right;">Page 82</p>	<p>1 reporting that there is a fire in Grenfell Tower and</p> <p>2 that they are stuck on the top floor and that the doors</p> <p>3 won't open. The caller explains that there is smoke</p> <p>4 everywhere and the fire is in her house on the 22nd</p> <p>5 floor. She tells CRO Duddy that everyone is now on the</p> <p>6 23rd floor. The caller further explains that the fire</p> <p>7 has broken into the kitchen of her flat and she has run</p> <p>8 into the neighbour's flat. FSG is given to explain how</p> <p>9 to try to prevent smoke from coming in."</p> <p>10 Were you aware, by or at or shortly after 01.30,</p> <p>11 that the fire itself had reached the 22nd floor?</p> <p>12 A. I think about 01.30 or just afterwards is when I started</p> <p>13 becoming aware that we were getting calls saying the</p> <p>14 whole block basically was on fire from top to bottom.</p> <p>15 Q. Did any of the CROs tell you not just the smoke but the</p> <p>16 fire itself had spread up the building as far as the</p> <p>17 22nd floor by 01.30?</p> <p>18 A. Not that I can recall, no.</p> <p>19 Q. Is that information --</p> <p>20 A. They may well have shouted it out, but there was so much</p> <p>21 going on, but I don't recall it at all.</p> <p>22 Q. Would you, as OM, expect to be given that information by</p> <p>23 CROs?</p> <p>24 A. Yes. It might have gone to one of the supervisors, they</p> <p>25 might have spoken to one of them about it, but it</p> <p style="text-align: right;">Page 84</p>

<p>1 wasn't -- not to me.</p> <p>2 Q. Do you know why that is?</p> <p>3 A. No, I don't.</p> <p>4 Q. Why you weren't given that?</p> <p>5 A. No.</p> <p>6 Q. Would it have been possible for any of the CROs, knowing</p> <p>7 what was happening, to alert the other CROs in the room</p> <p>8 more formally by a message on the Vision system?</p> <p>9 A. I don't think that would've even crossed anyone's minds,</p> <p>10 to be honest with you. Everyone was so focused on just</p> <p>11 taking the calls as they were coming in. You know, one</p> <p>12 call, clearing that one, next one, next one, next one.</p> <p>13 I think we were getting a picture that it was obviously</p> <p>14 the situation it was because, as I say, the room was</p> <p>15 quite small, so you could hear the noise was becoming</p> <p>16 very, very loud. Very, very loud.</p> <p>17 Q. I think you yourself took a call at 01.30.02, still on</p> <p>18 the same page, it's the next one down. It says:</p> <p>19 "OM Norman takes a call from a female caller who</p> <p>20 states that her, her husband, three children including a</p> <p>21 baby are in Grenfell Tower in flat 175 on the 20th floor</p> <p>22 and that there is a fire in her building."</p> <p>23 And it goes on:</p> <p>24 "The caller originally states that she is on the</p> <p>25 17th floor and then corrects herself."</p> <p style="text-align: right;">Page 85</p>	<p>1 myself, so that wouldn't have surprised me.</p> <p>2 Q. Exactly. I was going to ask you that as the next</p> <p>3 question.</p> <p>4 Did you at that stage consider telling CROs to</p> <p>5 change the reassurance advice they were giving to</p> <p>6 callers, such as, "Don't worry, the fire is a long way</p> <p>7 away from you" or "It's only on the 4th floor" or things</p> <p>8 like that?</p> <p>9 A. No, I didn't at the time, no.</p> <p>10 Q. Is there a reason why that is so?</p> <p>11 A. I can't recall. I can't recall, sorry.</p> <p>12 Q. At that point -- we're around the 01.30 mark, we can go</p> <p>13 forward in time as well -- did you have any thoughts</p> <p>14 about the wisdom of continuing to give stay-put advice?</p> <p>15 A. No, I still felt that it was the correct advice to give.</p> <p>16 Q. At that stage, given what you could see about the volume</p> <p>17 of calls coming in, did you think about speaking to</p> <p>18 a senior officer, obviously not in the control room but</p> <p>19 remotely, and asking him or her what to do?</p> <p>20 A. No, not at that point, I didn't. I was just focused on</p> <p>21 dealing with what we were dealing with in the control</p> <p>22 room at the time.</p> <p>23 Q. Can I ask you to look at a document which is called the</p> <p>24 LFB control debrief notes. This is the first time</p> <p>25 I think you'll have been shown this document, it's</p> <p style="text-align: right;">Page 87</p>
<p>1 A. Mm.</p> <p>2 Q. "OM Norman explains that the fire is on the fourth floor</p> <p>3 and the caller states that there is smoke coming into</p> <p>4 her flat."</p> <p>5 Is it right, therefore, that you knew at that point</p> <p>6 or by that point that smoke had spread -- at least smoke</p> <p>7 had spread --</p> <p>8 A. I knew the smoke had spread, yeah. I wasn't aware that</p> <p>9 the actual fire itself had.</p> <p>10 Q. Does that mean that you didn't hear or know what Pete</p> <p>11 Duddy had gleaned in the call that he was on?</p> <p>12 A. No, I hadn't.</p> <p>13 Q. It looks as if, to be fair to you, Pete Duddy's call</p> <p>14 lasted 2 minutes and 37 seconds, and therefore you were</p> <p>15 both on the phone at the same time.</p> <p>16 A. Oh, okay.</p> <p>17 Q. But you don't recall him getting off the phone and</p> <p>18 saying, "It's gone to the top" or words to that effect?</p> <p>19 A. No, I don't, no.</p> <p>20 Q. Did you know, even though Pete Duddy had learnt that the</p> <p>21 fire had gone very high in the building, the 22nd floor,</p> <p>22 at least, that CROs were continuing to reassure callers</p> <p>23 that the fire was only on the 4th floor?</p> <p>24 A. I don't recall if I knew that at the time. I believe</p> <p>25 that's the case because I was saying the same thing</p> <p style="text-align: right;">Page 86</p>	<p>1 LFB00003113. It's dated 24 July 2017. We are on the</p> <p>2 manuscript version, which I prefer.</p> <p>3 Just to tell you what this is, this is a manuscript</p> <p>4 note of a meeting -- I think you described these in your</p> <p>5 evidence earlier, but this is the actual one dealing</p> <p>6 with the control room -- chaired by Andy Hearn.</p> <p>7 "Attendees and role at debrief", we can see the</p> <p>8 attendees, and you are listed one from last, just before</p> <p>9 Adrian. "Alex Norman - operation manager - OIC control</p> <p>10 room". Do you see that?</p> <p>11 A. Yes.</p> <p>12 Q. Do you remember this meeting?</p> <p>13 A. Yes, I do.</p> <p>14 Q. Now, if we look on in the meeting notes -- I can pick it</p> <p>15 up at page 3 -- it says, just below halfway down,</p> <p>16 "A Norman -- advising CROs on advice".</p> <p>17 Now, the time mark for that is "0131 - MP 25". I'll</p> <p>18 read the rest of it just down to where I've shown you:</p> <p>19 "Speed of make up unusual - not dealt with like this</p> <p>20 before.</p> <p>21 "Every control officer engaged in multiple activity.</p> <p>22 "Incoming calls escalating.</p> <p>23 "Thankful that control room staff were experienced.</p> <p>24 "P May, Debbie R - mobilising.</p> <p>25 "A Norman -- advising CROs on advice."</p> <p style="text-align: right;">Page 88</p>

<p>1 Do you remember whether that was something you told</p> <p>2 the meeting, that you were advising CROs on the advice</p> <p>3 to give?</p> <p>4 A. No, I don't recall that at all.</p> <p>5 Q. Is it correct?</p> <p>6 A. I wasn't advising CROs; I was trying to get information</p> <p>7 from them. Because they were giving their advice, you</p> <p>8 know block the doors, the smoke, et cetera. I don't</p> <p>9 recall that at all.</p> <p>10 Q. So you say you were not advising but you were actually</p> <p>11 getting information from them. How were you going about</p> <p>12 that?</p> <p>13 A. Going up and speaking to them.</p> <p>14 Q. Right.</p> <p>15 A. Going up to them and trying to get the flat numbers and</p> <p>16 the premises where people were.</p> <p>17 Q. So you did do that?</p> <p>18 A. Yeah, I was getting the information, but I wasn't</p> <p>19 advising them on anything to do with the advice itself,</p> <p>20 if that's how that reads.</p> <p>21 Q. Is this the first time you've seen this document?</p> <p>22 A. Yes, it is, yeah.</p> <p>23 Q. So you were never asked to approve notes of the meeting?</p> <p>24 A. No, no, not at all.</p> <p>25 Q. Right.</p> <p style="text-align: right;">Page 89</p>	<p>1 Q. I think from both of those documents, now you've seen</p> <p>2 them, would I be right in summarising your evidence that</p> <p>3 you were supporting and getting information from the</p> <p>4 CROs and advising them, but not advising them on what</p> <p>5 advise to give?</p> <p>6 A. I was later on, but not at 01.30.</p> <p>7 Q. We'll come to later on in due course.</p> <p>8 A. Okay.</p> <p>9 MR MILLETT: Can I now turn, then, to a different topic,</p> <p>10 which is information from the incident ground.</p> <p>11 Before I do, this may be an appropriate moment to</p> <p>12 the ask you and the chairman, indeed, whether you would</p> <p>13 like a break.</p> <p>14 THE WITNESS: Yeah, that would be great.</p> <p>15 SIR MARTIN MOORE-BICK: Yes. I think that would be a good</p> <p>16 idea. We will have that short break now. We'll come</p> <p>17 back at 11.50.</p> <p>18 THE WITNESS: Okay, lovely.</p> <p>19 SIR MARTIN MOORE-BICK: Please don't talk to anyone about</p> <p>20 your evidence or anything relating to it whilst your out</p> <p>21 of the room. All right?</p> <p>22 THE WITNESS: Thanks.</p> <p>23 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>24 usher.</p> <p>25 (The witness withdrew)</p> <p style="text-align: right;">Page 91</p>
<p>1 A. I don't remember advising them at that point at all.</p> <p>2 Q. There's a typed version -- I say "version", it's</p> <p>3 slightly different -- also LFB00003119_0001, which is</p> <p>4 a slightly different document. I don't know whether we</p> <p>5 are going to be able to show that to you, but I just</p> <p>6 want to see if we can. We can.</p> <p>7 If you look at that document, it's a typed version</p> <p>8 of the debrief meeting on 24 July. Two-thirds of the</p> <p>9 way down the page it says:</p> <p>10 "Fire survival guidance (FSG) calls increasing ..."</p> <p>11 Then it says, just above that, because the easiest</p> <p>12 way is to find it that way, it says:</p> <p>13 "AN - advises and supports Control room operators</p> <p>14 (CRO) dealing with (escalating) incoming calls."</p> <p>15 First of all, is this a document you've ever seen</p> <p>16 before?</p> <p>17 A. No.</p> <p>18 Q. Where it says "advises and supports Control room</p> <p>19 operators (CRO) dealing with (escalating) incoming</p> <p>20 calls", is that correct?</p> <p>21 A. The advice bit, again, I don't recall. Supporting, yes,</p> <p>22 I was making sure that they were okay.</p> <p>23 Q. Right, okay. I see.</p> <p>24 A. Obviously it's very distressing calls that were coming</p> <p>25 in.</p> <p style="text-align: right;">Page 90</p>	<p>1 SIR MARTIN MOORE-BICK: Mr Millett, before I rise, how are</p> <p>2 we getting on?</p> <p>3 MR MILLETT: We're getting on fine. I'm not sure I can be</p> <p>4 more particular than that.</p> <p>5 SIR MARTIN MOORE-BICK: No, no, I just --</p> <p>6 MR MILLETT: We are getting on fine.</p> <p>7 SIR MARTIN MOORE-BICK: -- thought I should ask.</p> <p>8 Thank you, 11.50, please.</p> <p>9 (11.40 am)</p> <p>10 (A short break)</p> <p>11 (11.50 am)</p> <p>12 SIR MARTIN MOORE-BICK: All right, happy to go on?</p> <p>13 THE WITNESS: Yes, of course.</p> <p>14 MR MILLETT: Thank you for coming back to us.</p> <p>15 In your evidence just before we broke, I think you</p> <p>16 told us you went around asking CROs for particular flat</p> <p>17 numbers; is that right?</p> <p>18 A. Not particular flat numbers, any flat numbers they may</p> <p>19 have.</p> <p>20 Q. Flat numbers they may have?</p> <p>21 A. Yes, so anything that they had written down or</p> <p>22 information about calls that they were taking.</p> <p>23 Q. Just pausing there, were they writing down information</p> <p>24 on paper?</p> <p>25 A. Yes, are we talking about early or later though? This</p> <p style="text-align: right;">Page 92</p>

<p>1 was a bit later. What point are we at?</p> <p>2 Q. About 01.30.</p> <p>3 A. No, not at that point, sorry.</p> <p>4 Q. When you say you were going around getting flat numbers</p> <p>5 that they had, that's a reference to later in the</p> <p>6 incident?</p> <p>7 A. That is later in the incident, yes.</p> <p>8 Q. Can I ask you then to go to page 5 of your witness</p> <p>9 statement and look at paragraph 2.</p> <p>10 You say in the middle of that paragraph, and at the</p> <p>11 end of the third paragraph -- in the second paragraph</p> <p>12 you say:</p> <p>13 "We had little communications as to what was</p> <p>14 happening at the scene."</p> <p>15 And at the end of the third paragraph you say:</p> <p>16 "There was no information from the crews on the</p> <p>17 ground."</p> <p>18 That paragraph starts with -- "At 01:40", so that</p> <p>19 might give you a time frame.</p> <p>20 Having shown you that, what information did you</p> <p>21 expect to be sent from the crews on the ground during</p> <p>22 this time frame, so between 01.24 and 01.40?</p> <p>23 A. I would've expected, with that amount of make-ups, that</p> <p>24 we would have an informative message of the progress or</p> <p>25 what the actual incident was that was ongoing now.</p> <p style="text-align: center;">Page 93</p>	<p>1 My question is: how do you think seeing images would</p> <p>2 have helped you and your CROs during that period?</p> <p>3 A. If we'd seen the helicopter images early on when they</p> <p>4 started radioing through to us, we would've had more of</p> <p>5 an idea ourselves of what was going on, that the fire</p> <p>6 was actually not on the 4th floor and it was the entire</p> <p>7 side of the block. We had no visuals, so trying to</p> <p>8 imagine we've had a fire on the 4th floor and within</p> <p>9 sort of half an hour it's now the entire building is</p> <p>10 very, very hard to imagine and visualise.</p> <p>11 Q. Yes.</p> <p>12 A. It would've saved me spending so much time on the radio</p> <p>13 as well because I was on that radio a lot with the</p> <p>14 police taking information from them to pass to our</p> <p>15 crews.</p> <p>16 Q. And that took up a lot of time?</p> <p>17 A. Yes, a hell of a lot of time, yeah.</p> <p>18 Q. Were those messages passed to the crews also</p> <p>19 disseminated around the control room?</p> <p>20 A. The messages I was receiving on the radio?</p> <p>21 Q. Yes.</p> <p>22 A. They weren't disseminated around the control room, no.</p> <p>23 Q. Can I ask you to go back to the control debrief notes at</p> <p>24 LFB00003113. I just want to ask you about something on</p> <p>25 page 4 of that document.</p> <p style="text-align: center;">Page 95</p>
<p>1 Q. Could you have contacted CU8 and asked for that</p> <p>2 information, given that you were already in contact with</p> <p>3 them?</p> <p>4 A. To be quite honest with you, I didn't actually think</p> <p>5 about it at the time. I was more concerned with getting</p> <p>6 the information about the flats and the people involved</p> <p>7 over to them. I was doing other things. I mean, it was</p> <p>8 literally sit down, pass this information, go off and do</p> <p>9 something else. It was non-stop.</p> <p>10 Q. If you go to your second statement we looked at at the</p> <p>11 very start of this morning, I'd like to show you page 2</p> <p>12 of that. This statement is MET00005199.</p> <p>13 On page 4 of that ...</p> <p>14 SIR MARTIN MOORE-BICK: I wonder whether you have the right</p> <p>15 reference?</p> <p>16 MR MILLETT: Well, it's strange. Yes, I have.</p> <p>17 SIR MARTIN MOORE-BICK: Have you?</p> <p>18 MR MILLETT: Yes, I have. Three entries up from the bottom</p> <p>19 you see heli-tele:</p> <p>20 "Heli Teli — We did not have access to pictures from</p> <p>21 the down link of the heli tele meaning that we had no</p> <p>22 images of how the fire was escalating and a lot of time</p> <p>23 was spent on the radio to MPS who were providing updates</p> <p>24 of the fire, persons involved etc during the early hours</p> <p>25 of the incident."</p> <p style="text-align: center;">Page 94</p>	<p>1 You say at the top of the page, "No visual</p> <p>2 representation @ this time", and the bottom of page 3,</p> <p>3 which is where I started it, looks as if it's after</p> <p>4 01.31, but at any rate before 01.45.</p> <p>5 Then it goes on to say:</p> <p>6 "Heli-tele contacts control - giving info via radio</p> <p>7 on fire spread."</p> <p>8 So is it right that even at that stage, before</p> <p>9 01.45, the control room is getting radio messages from</p> <p>10 the police helicopter on fire spread?</p> <p>11 A. I don't know the exact time they started coming up on</p> <p>12 the radio, to be honest with you. I have no timescale</p> <p>13 for a lot of the things that happened. It was</p> <p>14 definitely before 2 o'clock.</p> <p>15 Q. Then just below that it says 01.45, and then below that</p> <p>16 it says, "No access to TV link @ Stratford".</p> <p>17 Are you able to help us with that? Was there</p> <p>18 actually a television link in place at Stratford?</p> <p>19 A. For the heli-tele?</p> <p>20 Q. No, for the television.</p> <p>21 A. Sorry, I thought that was about the heli-tele. There</p> <p>22 was a TV in Stratford, yes.</p> <p>23 Q. Do you know whether it was actually workable?</p> <p>24 A. I believe it was, yes.</p> <p>25 Q. But it wasn't working on the night?</p> <p style="text-align: center;">Page 96</p>

<p>1 A. I think it was working, it just wasn't switched on.</p> <p>2 Q. That's what I meant.</p> <p>3 A. Oh, okay. No, it wasn't on.</p> <p>4 Q. Can I help with that. You say it wasn't switched on.</p> <p>5 Was that as a result of a decision by anybody?</p> <p>6 A. It was later on, it was discussed with myself and</p> <p>7 Joanne, I believe Scott Hayward as well, about whether</p> <p>8 it would be beneficial or not to have the news on?</p> <p>9 I can't remember the time of that though. It was a bit</p> <p>10 later on.</p> <p>11 Q. Is the television normally on or is the television</p> <p>12 normally off so that if you wanted it on, you'd have to</p> <p>13 switch it on?</p> <p>14 A. At Stratford?</p> <p>15 Q. Yes.</p> <p>16 A. I very rarely work at Stratford and I don't recall using</p> <p>17 it when I have been there.</p> <p>18 Q. Is there a television at Merton?</p> <p>19 A. There are two at Merton.</p> <p>20 Q. Are they normally switched on or --</p> <p>21 A. They are switched on, yes.</p> <p>22 Q. So when this shift started and the television was off,</p> <p>23 did you try to turn it on or --</p> <p>24 A. No.</p> <p>25 Q. Is there a reason for that?</p> <p style="text-align: right;">Page 97</p>	<p>1 A. Yes, which nobody could really see. If you're sitting</p> <p>2 in those positions and people are all sitting facing</p> <p>3 you, you're blocking the view of everybody.</p> <p>4 Q. Would it have helped to have that television on so that</p> <p>5 you could get more information, even if through the news</p> <p>6 channels, about what was happening?</p> <p>7 A. I don't think in the early hours it would've even been</p> <p>8 on, would it, really? I don't know what time the news</p> <p>9 helicopters got there and started running their reports.</p> <p>10 So it's a tough one, really. In some ways, yes, but</p> <p>11 with the distress it would've caused on top of the</p> <p>12 distress that people already were in receiving these</p> <p>13 calls, we kind of weighed it up and decided we needed</p> <p>14 people to concentrate on the calls they were on and</p> <p>15 focus on them rather than becoming distressed</p> <p>16 themselves.</p> <p>17 Q. Were you party to that decision?</p> <p>18 A. Yes, I was.</p> <p>19 Q. At what time was that decision made, how far into the</p> <p>20 incident?</p> <p>21 A. I don't recall. It must have been after 02.30. Between</p> <p>22 02.30 and 03.00 possibly. I really don't remember. It</p> <p>23 must have been a while into it because Joanne was there.</p> <p>24 Q. Going back to the control debrief document that we</p> <p>25 looked at before, LFB00003113, can I ask you just to</p> <p style="text-align: right;">Page 99</p>
<p>1 A. Yes. So there were two TVs in the control room. There</p> <p>2 was a large one, 45-inch possibly, which has always been</p> <p>3 there, which I am aware was not working.</p> <p>4 Q. This is in Stratford?</p> <p>5 A. A plasma screen, yeah, and there was a small one,</p> <p>6 probably slightly bigger than this, and it was behind</p> <p>7 the supervisor's desk, so we wouldn't have been able to</p> <p>8 view it because it was behind us. It's like a portable</p> <p>9 size you'd have in your bedroom, maybe. And where I was</p> <p>10 sitting, myself and Peter, no one else would be able to</p> <p>11 see it. So I felt early on there was no point in</p> <p>12 putting it on. That's at the start of the duty, not</p> <p>13 during the night.</p> <p>14 Q. Let's try and put this to rest and see if we can</p> <p>15 identify where it was. Can I ask to be taken back to</p> <p>16 page 175 of the control report. That's LFB00004790.</p> <p>17 There it is.</p> <p>18 A. Yes, so the big one isn't working.</p> <p>19 Q. The big one is?</p> <p>20 A. The big one doesn't work.</p> <p>21 Q. Doesn't work?</p> <p>22 A. So it's the small one that's --</p> <p>23 Q. Which is?</p> <p>24 A. That's it there.</p> <p>25 Q. Just below there?</p> <p style="text-align: right;">Page 98</p>	<p>1 look at that again and go to page 4.</p> <p>2 We looked at this a minute ago, "Heli-tele contacts</p> <p>3 control - giving info via radio on fire spread".</p> <p>4 I think you told us that you did get radio messages</p> <p>5 from the police radio.</p> <p>6 A. Yes.</p> <p>7 Q. Did that help you in advising callers, that information</p> <p>8 that you got through that route?</p> <p>9 A. We didn't use that information to advise callers at that</p> <p>10 point. I think it would've caused more panic where</p> <p>11 there was already panic, to be honest.</p> <p>12 Q. What specific information do you recall receiving</p> <p>13 through the heli-tele radio updates that assisted you</p> <p>14 and your colleagues in the advice that they could give,</p> <p>15 do you remember?</p> <p>16 A. I don't think there was any assistance with the advice</p> <p>17 that they could actually give. I mean, I can tell you</p> <p>18 what the helicopter was saying to me if that would help.</p> <p>19 Q. Well, yes.</p> <p>20 A. Okay, so they were saying, from what I can recall --</p> <p>21 I mean, there was quite a lot of radio traffic with</p> <p>22 them -- that the fire was spreading from X floor to --</p> <p>23 I can't remember the floors they said, but from floor to</p> <p>24 the roof. They believed there were people on the roof,</p> <p>25 I think they said about eight or nine people at one</p> <p style="text-align: right;">Page 100</p>

<p>1 point on the roof. They said there were people at</p> <p>2 windows flashing their mobile phones. People making</p> <p>3 sheet ladders, I remember a conversation about someone</p> <p>4 making a sheet ladder to climb out of a window from</p> <p>5 a relatively high floor.</p> <p>6 Q. We have details of those. We maybe come back to those.</p> <p>7 But my question is really: did that information</p> <p>8 actually enable you or the control room more generally</p> <p>9 to get a clearer picture of the development of the fire</p> <p>10 and spread?</p> <p>11 A. We were getting an understanding then that it was</p> <p>12 basically the whole block.</p> <p>13 Q. Was everybody in the control room party -- did they</p> <p>14 share in that understanding?</p> <p>15 A. They would be able to hear that. That radio's on</p> <p>16 a loudspeaker, so they would be able to hear it.</p> <p>17 Q. On the same page -- slightly different topic -- just</p> <p>18 a little bit lower down:</p> <p>19 "Stay put advice remains -- block vents, move to</p> <p>20 other.</p> <p>21 "People told to get out if they can ... as first</p> <p>22 question."</p> <p>23 Then this:</p> <p>24 "Control knew firefighters were being committed to</p> <p>25 rescue -- expectation this will happen."</p> <p style="text-align: right;">Page 101</p>	<p>1 "Between 01:20 to 2ish all hell broke loose. The</p> <p>2 calls were constant and even our critical phone was</p> <p>3 constant ringing with other services calling us. It</p> <p>4 basically became a normal telephone by this point.</p> <p>5 There was no one else to take calls, the CRO were</p> <p>6 overwhelmed and I ended giving the BT Operators Fire</p> <p>7 Survival Guidance advice to pass onto the callers."</p> <p>8 Can we just look at the first calls that you</p> <p>9 yourself took.</p> <p>10 The first one is -- I think we looked at this</p> <p>11 a moment ago -- control report page 15 at 01.25.16.</p> <p>12 If we can go back to the control report and look at</p> <p>13 page 15. We looked at this earlier. That is there</p> <p>14 a summary of the call.</p> <p>15 First of all, do you have any particular</p> <p>16 recollection of this call?</p> <p>17 A. I have listened to it since. I've listened to it since.</p> <p>18 Q. You've listened to it?</p> <p>19 A. Yes, I have.</p> <p>20 Q. I am going to take you to the transcript of this call,</p> <p>21 but before I do, I should give a trigger warning to the</p> <p>22 people in the room. There are no images of fire or</p> <p>23 anything like that, but it might trigger an unpleasant</p> <p>24 recollection or reaction in some people, so I'll just</p> <p>25 give that warning now. If people want to leave the room</p> <p style="text-align: right;">Page 103</p>
<p>1 Now, we are here taking this as an accurate note of</p> <p>2 what was said at the meeting, but is it right that</p> <p>3 control did know that firefighters were being committed</p> <p>4 to rescues?</p> <p>5 A. We did not know officially that firefighters were being</p> <p>6 committed to rescue. We were expecting that this would</p> <p>7 be happening and that they would be going up to these</p> <p>8 flats that we'd informed them of.</p> <p>9 Q. When you say you didn't know officially, does that</p> <p>10 mean --</p> <p>11 A. It's what we believed would be happening.</p> <p>12 Q. You believed it?</p> <p>13 A. Yes.</p> <p>14 Q. You weren't told it by the incident ground?</p> <p>15 A. No.</p> <p>16 Q. Was the assumption that you were making that crews were</p> <p>17 responding to the specific information that you were</p> <p>18 giving them?</p> <p>19 A. Yes, yes, because that is what would normally happen.</p> <p>20 Q. Yes.</p> <p>21 A. And I'd had nothing to inform me that they weren't</p> <p>22 committing to rescue, so ...</p> <p>23 Q. Now, on the foot of page 5 of your witness statement, if</p> <p>24 you just go back to that, we looked at it a moment ago,</p> <p>25 that you say there:</p> <p style="text-align: right;">Page 102</p>	<p>1 or turn their heads and ears away from the live stream,</p> <p>2 they should.</p> <p>3 It's LFB00000308.</p> <p>4 A. You're not playing it, are you?</p> <p>5 MR MILLETT: No, I am just going to show you the transcript.</p> <p>6 So we are clear, this is a London Fire Brigade</p> <p>7 transcript. If there's anything on it which you recall</p> <p>8 which you think is wrong, please say.</p> <p>9 A. Yes.</p> <p>10 Q. We start with page 1 and we can see this is timed at</p> <p>11 01.25.16 on the top of the page. It lasts almost</p> <p>12 4 minutes and it's about flat 111.</p> <p>13 You're told on page 2:</p> <p>14 "CALLER: I'm on the 14th floor, it's right on - it's</p> <p>15 coming past my window ..."</p> <p>16 We can see that.</p> <p>17 Then you say:</p> <p>18 "OPERATOR: Right, the fire's actually on the 4th</p> <p>19 floor.</p> <p>20 "CALLER: It's on the 14th?</p> <p>21 "OPERATOR: No, it's on the 4th, 1, 2, 3, 4.</p> <p>22 "CALLER: Well I'm on 1 — 14."</p> <p>23 Then over the page you ask:</p> <p>24 "OPERATOR: What flat number are — what number are</p> <p>25 you? 114?</p> <p style="text-align: right;">Page 104</p>

<p>1 "CALLER: no, I'm 111, I'm on the 14th floor, 2 Grenfell Tower, love." 3 Then there's some discussion about the conditions. 4 And you say at the bottom of page 3: 5 "OPERATOR: If it's safe for you to leave then leave. 6 I'm not there so I can't see the situation." 7 There's more discussion about that. If you go to 8 page 4, there's a discussion between you about whether 9 there's smoke coming in. 10 He says, a third of the way down: 11 "CALLER: No, there's fire (inaudible) all in my 12 house, all on my side. I am not burning. 13 "OPERATOR: No, okay, so what I'm asking is there is 14 any smoke in your flat? 15 "CALLER: Yeah, I can smell it." 16 Pausing there, was it clear to you at this stage 17 that the fire wasn't limited to the 4th floor, as we saw 18 you telling him at the beginning of the call on page 2, 19 but actually had spread to the 14th floor, which is 20 where he was calling from. Was that clear to you from 21 what he was telling you? 22 A. At the time, I actually thought he meant smoke was 23 outside his window rather than fire. 24 Q. Right. 25 A. It was quite a difficult call. He was obviously very</p> <p style="text-align: center;">Page 105</p>	<p>1 CU8? 2 A. Yes. 3 Q. Did you learn from this discussion about the location of 4 the fire and how it had spread? 5 A. No, because as I say, I still believed it was smoke 6 rather than fire. 7 Q. Do you remember what details you did pass on to CU8? 8 A. Caller on the 14th floor, flat 111, one person, smoke 9 coming into the flat, I believe. 10 Q. If you go back to the transcript, he tells you -- this 11 is page 5, at the top: 12 "CALLER: No, love, I can't even get out, love, on 13 my. 14 "OPERATOR: Right, so stay where — right, listen, 15 stay where you are — 16 "CALLER: I can't get out. 17 "OPERATOR: Right, you need to listen — 18 "CALLER: Smoke. I can't get out. I'm tried to open 19 the door and there's a lot of smoke (inaudible), I can't 20 get out. 21 "OPERATOR: Right, so there's no smoke coming in so 22 you're safe where you are for now, okay?" 23 Did it occur to you at that stage to ask him whether 24 he had any mobility or health issues which might impede 25 his escape?</p> <p style="text-align: center;">Page 107</p>
<p>1 panicky, which I totally understand, but I actually 2 believed it was smoke that was outside his window, not 3 fire. 4 Q. You go on at the foot of page 4 to say: 5 "OPERATOR: Right, so in — so the safest thing for 6 you to do for now is to stay where you are. I will pass 7 a message to the crews to say that you are in your flat, 8 number 111 on the 14th floor ..." 9 You make the same assurance on page 5, if you just 10 turn to that. Just two-thirds of the way down the page, 11 you say: 12 "OPERATOR: I'll let the crews know that you are in 13 there and when they can they will get up and come and 14 check on you, okay? 15 "CALLER: All right, all right." 16 Then you make the same point a couple more times, 17 a quarter of the way down page 6, and at the top of 18 page 7, you say: 19 "... I will tell the crews where you are." 20 Did you, do you think, pass the message to the crews 21 about this caller? 22 A. Yes. 23 Q. How would you have done that? 24 A. I believe that's one of the calls I passed to CU8. 25 Q. So you yourself took charge of actually passing that to</p> <p style="text-align: center;">Page 106</p>	<p>1 A. No, it didn't at all. He told me he couldn't get out 2 because of the smoke. 3 Q. Right. 4 A. That is the point where I would believe that normally if 5 somebody did have mobility issues, they would tell you. 6 Q. Having discovered from this call that the fire had now 7 spread up to the 14th floor, do you remember whether you 8 told other people in the control room that the fire was 9 no longer limited to the 4th floor where it had 10 originated but had spread up the building? 11 A. I don't remember discussing it. I can't recall. 12 Q. The next call you take is at 01.30.02 and that's at 13 page 23 of the control report. That relates to 14 flat 175. We can see that halfway down the page on that 15 page. There's the summary of it. 16 I just want to take you to the transcript which is 17 LFB00000314 and pick out one or two things in there. 18 You can see it starts at 01.30.02. 19 If you go to page 2, it starts: 20 "OPERATOR: Hello. Fire brigade. 21 "CALLER: Hi. There's a fire in my block. It's 22 right next-door to my building. 23 "OPERATOR: Are you in -- which -- are you in 24 Grenfell Tower?" 25 At the foot of the page it says:</p> <p style="text-align: center;">Page 108</p>

<p>1 "OPERATOR: So, you're on the 17th floor? The floor 2 it's actually -- 3 "CALLER: The 20th, the 20th. 4 "OPERATOR: You're on the 20th floor? The fire is 5 actually -- 6 "CALLER: Yeah (Overspeaking) 7 "OPERATOR: -- actually on a floor below you. 8 "CALLER: Oh, it's below us? Okay, because the 9 smoke's -- 10 "OPERATOR: (Overspeaking) 11 "CALLER: -- coming into my flat. What do I do?" 12 Then you give some advice. 13 At that stage, did you recall the previous call that 14 you'd taken where you'd learnt that the fire was on the 15 14th floor, had gone up that high? 16 A. I do recall that call because it wasn't long after, but 17 I still believed it was more smoke than fire at that 18 point. 19 Q. Is that right? Even though you were told by the 20 previous caller from 111 that the smoke was on that 21 floor, 14th floor? 22 A. Yeah, that was my feeling at the time, from what 23 I recall. 24 Q. It's strictly speaking accurate that the fire was on 25 a floor below, but do you think that -- well, was there</p> <p style="text-align: center;">Page 109</p>	<p>1 20th, where there are two adults and three children? 2 A. I believe I passed that on saying five persons rather 3 than separating into adults and children. 4 Q. Is there a reason why you didn't alert CU8 to the fact 5 there were children? 6 A. I was more concerned about the number of people than 7 their ages at that point, to be honest. Just the amount 8 of people that were there that they would need to get up 9 to. 10 Q. Did the fact there were children not prompt an idea in 11 your mind they might have been a priority of some kind? 12 A. The priority would be -- we don't prioritise in that 13 way. The priority is the conditions in the flat and who 14 needs to be got to first. So I thought saying five 15 persons was sufficient information at the time. 16 There was so much going on, it's really hard to 17 remember exactly what was going through my mind. 18 Q. We can see in summary form the information that you then 19 did pass on. If you go to page 31 of the control 20 report, at 01.35.24 we can see you ring the team leader 21 from CU8 and you ask him to check some flats. In the 22 summary, a line up from the end: 23 "She then makes reference to the large volume of 24 calls being received. The information subsequently 25 passed is summarised below."</p> <p style="text-align: center;">Page 111</p>
<p>1 a risk, do you think, that you were giving him 2 an assurance that the fire was sufficiently far away 3 from him that he shouldn't be concerned? 4 A. Yes. What we know now, yes, of course. 5 Q. Then you see on page 4, the top of the page caller 175, 6 you say: 7 "CALLER: 175. 8 "OPERATOR: 175? And you say that's the 17th floor? 9 "CALLER: Yeah. 10 "OPERATOR: How many (Overspeaking) 11 "CALLER: No, the 20th, the 20th, the 20th floor. 12 "OPERATOR: Sorry, I beg your pardon, the 20th. How 13 many are there in there of you? 14 "CALLER: There's me, my husband and three kids, and 15 one baby. 16 "OPERATOR: So, there's five of you? 17 "CALLER: Yeah, there's five of us." 18 And then at the end of the call on page 8, you tell 19 the caller at the top of the page: 20 "OPERATOR: All right, and if it gets worse give us a 21 call back, okay, but I'll -- 22 "CALLER: Okay. 23 "OPERATOR: -- let the crews know where you are." 24 Did you pass on to CU8 all the details that you 25 gleaned from that call, do you think? So 175, on the</p> <p style="text-align: center;">Page 110</p>	<p>1 Then it's summarised in the table there: flat 111 2 floor 14, one person, got smoke coming into the 3 premises. 4 It looks as if you didn't pass on to the command 5 unit that there was actually fire on the 14th floor. 6 A. No, because as I said, I believed it was smoke. 7 Q. Even though the caller said to you -- 8 A. I may not have heard him. There was an awful lot of 9 noise. 10 Q. As you said just now, you passed on the number of people 11 but not the children. Again, you said that's because 12 you didn't see a need to differentiate between them. 13 Was there a reason why you didn't give as much 14 detail as you possibly could to CU8 about the 15 information you were getting from the calls? 16 A. I think with the volume of calls that were coming in, it 17 was more important just to get the basic information 18 that we had to them. I think the flat number, the floor 19 number, the number of persons, and that smoke was 20 starting to enter the premises, was sufficient 21 information. 22 Q. It looks as if, before you rang the command unit at 23 01.35, you took a further call. We can see you took the 24 call about flat 175 on page 23 at 01.30.02, we've looked 25 at that, and if you go on in the control report to</p> <p style="text-align: center;">Page 112</p>

<p>1 page 27, there's a call you take at 01.32.51, a female 2 caller outside Grenfell Tower who is very emotional and 3 panicking, and then you make your call at 01.35.24, 4 which we see on page 31.</p> <p>5 My question is: why, having told two callers from 6 two different flats you were going to pass on their 7 details to the command unit, did you then take another 8 call rather than getting on to the command unit straight 9 away?</p> <p>10 A. I can't remember that at all. Sorry.</p> <p>11 Q. Can I ask you about a different topic, a generic topic 12 about callbacks.</p> <p>13 Jo Smith gave some evidence -- I'm summarising it 14 very broadly -- that as a matter of policy, the control 15 room doesn't call callers back, and she explained why 16 that was.</p> <p>17 I just want to pursue that with you a little bit.</p> <p>18 Can I ask you, please, to go to page 39 of the control 19 report.</p> <p>20 At 01.39.15 on that page, you take a call from this 21 caller, a male in flat 204 on the 23rd floor, who is on 22 his own. He says that there's a little smoke coming 23 into his flat and you tell him to go to the room 24 furthest away from the smoke and to call back if it gets 25 worse. I'm summarising the summary.</p> <p style="text-align: center;">Page 113</p>	<p>1 Are there circumstances in which the control room 2 officers would call a caller back?</p> <p>3 A. Abandoned calls from a mobile, we would call them back.</p> <p>4 Q. From a mobile?</p> <p>5 A. From a mobile, not from a landline.</p> <p>6 Q. Would a change of circumstances, such as, for example, 7 deterioration in conditions or update of information 8 that you're getting from the incident ground, be 9 a justifiable basis to call back?</p> <p>10 A. I can't say no because it would be a justifiable basis.</p> <p>11 Q. Poor question on my part. Let me rephrase it.</p> <p>12 In your experience, have you ever encountered 13 an occasion when you've actually called callers back 14 because circumstances have changed or --</p> <p>15 A. No.</p> <p>16 Q. Right.</p> <p>17 A. No.</p> <p>18 Q. Was there a policy reason or a practical reason not to 19 call callers back if your information got updated about 20 the conditions in the building?</p> <p>21 A. I actually can't recall a time apart from that night 22 when it would've been necessary, to be honest, but it's 23 a historical thing that we didn't call callers back, 24 especially on landlines.</p> <p>25 Q. Same question, where the stay-put advice changes. If,</p> <p style="text-align: center;">Page 115</p>
<p>1 At the end you say, as you see: 2 "She advises him to call back if it gets any worse." 3 Now, if you then move on in the control report to 4 page 48, you can see you at the top of that page, at 5 01.46.02, make an outgoing call to the resident that you 6 speak to at 01.39 -- do you see this?</p> <p>7 A. Yes.</p> <p>8 Q. "... Who reports that He is in flat 204 on the 23rd 9 floor ... OM Norman calls to check that he is still 10 safe."</p> <p>11 And you continue to give advice there.</p> <p>12 Do you remember that specific callback you make?</p> <p>13 A. I do, and it was actually -- I didn't intend to do it, 14 I meant to call -- so we have a list of numbers that we 15 can redial, last numbers called, and there's four of 16 them. I put my finger on what I thought was the command 17 unit mobile number and it actually was this gentleman's 18 mobile number.</p> <p>19 So when he answered the phone I realised that I'd 20 recontacted that person, but I wasn't just going to 21 clear the line, so I just spoke to him.</p> <p>22 Q. I see, okay. Was it a one-off?</p> <p>23 A. Yes, I believe so.</p> <p>24 Q. In terms of policy on callbacks, let me just ask you one 25 or two questions.</p> <p style="text-align: center;">Page 114</p>	<p>1 for example, you just told someone "Stay put, crews will 2 come to get you", then you're told, "No, stay put's off, 3 everyone's got to get out", is there a reason why you 4 wouldn't call that person back and say, "What I've just 5 told you has just been updated, you now need to leave"?</p> <p>6 A. Okay, so that's never, ever happened before. I think it 7 would depend on the amount of callers that we needed to 8 call back and the amount of calls that were still coming 9 into control room, to be honest. If you've got lots and 10 lots and lots of calls waiting to be answered and you've 11 taken hundreds of calls already, it would be impossible 12 to search through every single call to find the 13 telephone number to recontact them.</p> <p>14 Q. If you happen to know what you called -- you told us you 15 did have at least a mechanical facility to press the 16 screen and make a callback as we saw you did --</p> <p>17 A. That's only about four numbers that come up, it's like 18 the last four numbers dialled. It's not a long list.</p> <p>19 Q. If you needed to look at the earlier numbers, would you 20 have to scroll up?</p> <p>21 A. You could go into the incident replay section on your 22 screen, on your ICS screen. There's an incident replay 23 where you can replay your recordings and it gives you 24 telephone numbers that have called in to you. That 25 would be very time consuming though with that amount of</p> <p style="text-align: center;">Page 116</p>

<p>1 calls.</p> <p>2 Q. Are you aware of any other examples other than you by</p> <p>3 accident calling somebody back on the night?</p> <p>4 A. I'm not aware of any, no.</p> <p>5 Q. Was there any discussion in the control room about</p> <p>6 calling people back at any stage?</p> <p>7 A. No, there wasn't.</p> <p>8 Q. If the stay-put advice changed, as we know it did, how</p> <p>9 else would callers who previously called and were told</p> <p>10 to stay put know that advice had changed unless they had</p> <p>11 been called back by the control room?</p> <p>12 A. I know, that is a really hard one, but with the amount</p> <p>13 of calls we had on that night that were still incoming,</p> <p>14 and the amount of calls that we'd already received, and</p> <p>15 the amount of people that we actually had available in</p> <p>16 the control room, we wouldn't have been able to continue</p> <p>17 taking other 999 calls to recontact those callers. The</p> <p>18 hope would be -- this is my personal feeling -- that</p> <p>19 those callers would be calling us back to say the</p> <p>20 conditions were worsening so we could give them that</p> <p>21 advice.</p> <p>22 Q. So you were relying on them to call back in?</p> <p>23 A. At that point, yes.</p> <p>24 Q. We'll come back to stay put changing in a moment.</p> <p>25 Can I ask you one or two questions about overflow</p> <p style="text-align: right;">Page 117</p>	<p>1 01.47.13, you can see at the top of the page:</p> <p>2 "CRO Howson takes a call from Kent FRS Control. The</p> <p>3 Kent CRO explains that BT have contacted them saying</p> <p>4 that the Brigade are very busy and that BT may want to</p> <p>5 pass on overflow calls to them."</p> <p>6 Now, did you know that at that time?</p> <p>7 A. Not at that precise time, no, I didn't.</p> <p>8 Q. Did Christine Howson tell you about that call</p> <p>9 afterwards?</p> <p>10 A. She may well have done, I just don't recall that.</p> <p>11 Q. In very brief terms, what is the system -- can you</p> <p>12 describe it for us -- by which BT tip calls over to</p> <p>13 other buddy services?</p> <p>14 A. So BT will obviously realise that there is a lot of</p> <p>15 calls waiting to be answered. They will probably have</p> <p>16 listened to some of the calls and understood what is</p> <p>17 happening, knowing we can't cope with the demand in our</p> <p>18 control room, so they will contact surrounding brigades</p> <p>19 and explain the situation to them: London have got this</p> <p>20 large fire, can we pass calls on to you, can you take</p> <p>21 some of the overflow calls?</p> <p>22 Q. Is there a formal agreement in place to that effect</p> <p>23 between BT and the London Fire Brigade?</p> <p>24 A. I believe there is a formal agreement in place but</p> <p>25 I couldn't tell you any more about that.</p> <p style="text-align: right;">Page 119</p>
<p>1 calls. You say in your statement on page 3 that you</p> <p>2 have a buddy system. You have it with North West and</p> <p>3 West Midlands. You see that there.</p> <p>4 Did you receive any calls from West Midlands Fire</p> <p>5 Service on the night?</p> <p>6 A. No, so West Midlands we receive their calls on the buddy</p> <p>7 system; North West receive our calls.</p> <p>8 Q. When did you first become aware that other services were</p> <p>9 taking calls for you for this incident?</p> <p>10 A. I can't recall the time. But it was the same time as</p> <p>11 I was talking to the police helicopter because I was</p> <p>12 between the police helicopter on the radio and the -- so</p> <p>13 we have a critical phone in the control room, and they</p> <p>14 were coming up on that, which was actually quite</p> <p>15 unusual, but they obviously couldn't get through on the</p> <p>16 main -- through the 999 call system. So they were</p> <p>17 calling up and passing information.</p> <p>18 Q. What did you tell them?</p> <p>19 A. I told them what the incident was and the calls that we</p> <p>20 were getting -- not individual, but the range of calls,</p> <p>21 what people were saying to us and they were passing</p> <p>22 information back to us. But we told them the incident</p> <p>23 we were dealing with, we were dealing with a 25-pump</p> <p>24 fire, or 40 once it was 40-pump fire.</p> <p>25 Q. If you go back to the control report at page 50 at</p> <p style="text-align: right;">Page 118</p>	<p>1 Q. Can I ask you to be shown page 42, please, of the same</p> <p>2 report.</p> <p>3 At 01.43, at the bottom of the page, you take a call</p> <p>4 from the NWFC, North West, and it's summarising it</p> <p>5 there. You come to an agreement -- you see this at the</p> <p>6 bottom of the page:</p> <p>7 "The two operators agree that NWFC will only contact</p> <p>8 London if they have people trapped."</p> <p>9 They go on to say they have another call, just going</p> <p>10 over the page, with five people in flat 175 on the</p> <p>11 20th floor. That's one of those we saw and you had</p> <p>12 already passed on to CU8, so this is another call.</p> <p>13 I want to ask you just about the agreement you</p> <p>14 reached.</p> <p>15 Did you make any agreement of that kind with any</p> <p>16 other FRS other than North West?</p> <p>17 A. Not that I recall myself, no.</p> <p>18 Q. How did you implement the passing of information from</p> <p>19 other fire and rescue services to the control room? How</p> <p>20 was that implemented?</p> <p>21 A. How do you mean?</p> <p>22 Q. Did those control rooms then call specific lines in the</p> <p>23 control room or just call in on the normal line?</p> <p>24 A. No, so they all have allocated lines which come up on</p> <p>25 the ICS, but the calls that I remember taking, most of</p> <p style="text-align: right;">Page 120</p>

<p>1 them were actually on the critical line phone.</p> <p>2 Q. I see.</p> <p>3 A. I think it's because they were being held -- they would</p> <p>4 be held in a queue behind all the other 999 calls on the</p> <p>5 ICS.</p> <p>6 Q. When the stay-put advice was changed, a subject we're</p> <p>7 going to come to very shortly, did you do anything to</p> <p>8 ensure that other control rooms, such as North West,</p> <p>9 were contacted and told about the change?</p> <p>10 A. No, I believe that Joanne Smith did that.</p> <p>11 Q. Do you know whether every control room was contacted?</p> <p>12 A. I think that one of the control rooms -- possibly Surrey</p> <p>13 or Kent, I don't recall exactly -- said that they would</p> <p>14 pass the information around to the other control rooms.</p> <p>15 Q. Did you know on the night of the fire itself that the</p> <p>16 police and the London Ambulance Service were also taking</p> <p>17 999 calls from people in the building?</p> <p>18 A. Yes.</p> <p>19 Q. How did you know that at that time?</p> <p>20 A. I can't remember if I spoke to the police myself or</p> <p>21 someone told me that but I was aware of that, yes.</p> <p>22 Q. Start with the LAS. How did the LAS contact you?</p> <p>23 A. They have a line straight through to us. We call it</p> <p>24 a hot key. Just one button you press and it just comes</p> <p>25 straight through.</p> <p style="text-align: right;">Page 121</p>	<p>1 A. I remember speaking to BT because they had an operator</p> <p>2 who was on the phone with somebody, and I gave them some</p> <p>3 advice to pass on to the person.</p> <p>4 Q. What about the police?</p> <p>5 A. I don't recall speaking to the police. I may well have</p> <p>6 done. But it would've been the same. I remember there</p> <p>7 was a conference call set up with the police, with one</p> <p>8 of the operators, with one of the CROs. The police had</p> <p>9 a caller on the line and they asked if they could</p> <p>10 transfer -- and I think it was a conference call --</p> <p>11 I think it was Yvonne Adams, I believe.</p> <p>12 Q. Yes. We have that I think at 01.46.18, so it's still at</p> <p>13 that stage.</p> <p>14 A. Yes.</p> <p>15 Q. We also have a call at 02.21, when the LAS call LFB and</p> <p>16 they get Yvonne Adams.</p> <p>17 My question is: did you then stay in contact with</p> <p>18 the police, BT or LAS so that you could communicate</p> <p>19 updates to them?</p> <p>20 A. No.</p> <p>21 Q. Was there a reason why not?</p> <p>22 A. We couldn't. We didn't have the staff or resources to</p> <p>23 do that. We were far too busy.</p> <p>24 Q. You say in your statement, as you just told us, bottom</p> <p>25 of page 5, that you did end up giving BT operators FSG</p> <p style="text-align: right;">Page 123</p>
<p>1 Q. If you go back to the control debrief notes,</p> <p>2 LFB00003113, and turn to page 4 -- again, this is the</p> <p>3 manuscript version of that.</p> <p>4 Just about four-fifths of the way down the page, it</p> <p>5 says:</p> <p>6 "Critical line - police + BT taking FSG.</p> <p>7 "- Did not know guidance.</p> <p>8 "- Other FRS did know FSG guidance."</p> <p>9 There's no reference to ambulance there, LAS, but</p> <p>10 looking at police.</p> <p>11 Is that correct, that the police and BT didn't know</p> <p>12 the guidance?</p> <p>13 A. No, they wouldn't -- well, yes, I believe it is correct.</p> <p>14 They don't deal with fire survival guidance. BT just</p> <p>15 pass the calls on as a matter of course and the police</p> <p>16 obviously do what the police do, but they don't deal</p> <p>17 with fire survival guidance.</p> <p>18 Q. Did you know at the time that the police and BT were</p> <p>19 ignorant of the guidance and were asking for -- well,</p> <p>20 start with were ignorant of the guidance; did you know</p> <p>21 that?</p> <p>22 A. It's not something I'd actually really considered until</p> <p>23 that night.</p> <p>24 Q. Were you asked for any advice as to what to tell the</p> <p>25 police or BT by way of fire survival guidance?</p> <p style="text-align: right;">Page 122</p>	<p>1 advice to pass on to the callers. If we go to page 5,</p> <p>2 look at the very bottom of that page, that's what you</p> <p>3 say.</p> <p>4 Do you remember even roughly what time that was?</p> <p>5 A. No.</p> <p>6 Q. Was it after the stay-put advice had been changed or</p> <p>7 before, do you remember?</p> <p>8 A. I think it was before.</p> <p>9 Q. Did you tell BT what to say?</p> <p>10 A. I would've given the advice about how to protect -- for</p> <p>11 the callers to protect themselves.</p> <p>12 Q. Did you ever get any information back or feedback back</p> <p>13 from BT about calls they had taken?</p> <p>14 A. Not myself personally.</p> <p>15 Q. Did anybody in the control room?</p> <p>16 A. I don't know. I honestly don't know the answer to that.</p> <p>17 Q. Did you follow up with BT to find out whether they'd</p> <p>18 taken any calls?</p> <p>19 A. No.</p> <p>20 Q. Jo Smith says she did speak to BT to tell them about the</p> <p>21 change in the stay-put advice.</p> <p>22 A. Yes.</p> <p>23 Q. Does that accord with your recollection?</p> <p>24 A. Yes.</p> <p>25 Q. Did you hear her do that?</p> <p style="text-align: right;">Page 124</p>

<p>1 A. I don't think I actually heard the conversation but 2 I saw her going over to that telephone, yes. 3 Q. Roughly, do you remember what time that would have been? 4 A. Probably about 02.45 maybe. 5 Q. Do you know whether -- finally on this -- BT ever made 6 any callbacks themselves? 7 A. No, I don't know. 8 Q. On pages 5 and 6 of your witness statement -- we can 9 pick it up right at the foot of page 5 where we've just 10 been and go over to page 6 -- you say: 11 "Control Room Officers normally stay on the phone 12 for FSG calls but my staff just couldn't stay on the 13 phone for that long, so we had to be efficient in giving 14 advice, then move onto the next call as we had people 15 waiting. We couldn't follow the policy in these 16 circumstances and there is no amount of training that 17 would have prepared anybody for that." 18 Was an operational decision made generally not to 19 stay on FSG calls? 20 A. It was advised to sort of try and get all the 21 information you can, give the caller advice to protect 22 themselves and to call back and then not stay on the 23 phone and try and move on, if possible because of the 24 sheer volume of calls that were coming in. I know there 25 were a few calls that did last a long time, but the</p> <p style="text-align: right;">Page 125</p>	<p>1 Did you listen to any of those calls yourself? 2 A. On the night? 3 Q. Yes. 4 A. No. 5 Q. Do you know why those CROs did stay on the line and not 6 others? 7 A. I believe they felt that they -- I know specifically 8 with Sarah and the call with Jessica, that because she 9 was a child, she just felt she couldn't leave her. She 10 felt she had to stay with her. 11 Q. What about the others, Pete Duddy and Pam Jones's long 12 calls? 13 A. They felt they couldn't leave them. I think the callers 14 weren't prepared -- they were just begging them to stay 15 on the phone, really, wanted to stay with somebody and 16 have somebody to talk to -- to help them. 17 So most of the callers when you did finish -- you 18 know, just give them the basic advice to protect 19 themselves, were okay with you calling them back -- 20 sorry, them calling us back. But some weren't, some 21 were very reluctant to let you go. Understandably so. 22 Q. Turning to the next topic, which is passing information 23 to the incident ground and the question of 24 prioritisation of FSG calls. 25 We know Sharon Darby, as she told us, was passing</p> <p style="text-align: right;">Page 127</p>
<p>1 majority of calls, we were just getting the critical 2 information that we could off them and then -- 3 Q. When I ask you whether an operational decision was 4 made -- 5 A. Do you mean from the fire ground? 6 Q. No, sorry, my fault, I may have confused you. 7 A. Okay. 8 Q. Was a general command decision within the control room 9 made that CROs would not stay on, or was it left to 10 individual CROs to decide for themselves to terminate 11 calls? 12 A. Oh, I don't really recall, to be honest with you. 13 I think I may have said -- I can't remember, it's a bit 14 of a blur, but I think I may have said to some people to 15 do what you can, get all the information you can that's 16 critical, give the caller advice and to call us back if 17 the situation worsened. 18 Q. We have examples of long calls. You've just referred to 19 some long calls. 20 A. Mm. 21 Q. I'll just give you three. We have Pete Duddy's at 22 01.54.14, he was on a call for 40 minutes; Sarah 23 Russell's call with Jessica at 01.30.08, 55 minutes; and 24 Pam Jones's at 01.38.38, which lasted for 59 minutes and 25 40 seconds.</p> <p style="text-align: right;">Page 126</p>	<p>1 information by radio message, RT4, and we know later 2 that Jason Oliff, once he got his whiteboard system 3 working, was on his own mobile to Dan Meyrick in CU8. 4 You say on page 6 of your statement that you asked 5 Peter May and Debbie Real not to answer calls but 6 concentrate on mobilising all resources and help you 7 with management -- that's the second paragraph, I'm 8 summarising it -- while you were passing information to 9 the CU via telephone. That's what you say there, at the 10 end of that paragraph. 11 How were you passing the information to the CU? 12 A. By telephone. The information I had I was passing 13 direct to them by telephone, yes. 14 Q. Was that the admin line calls? 15 A. Yes. 16 Q. Was there any other means by which you passed 17 information to CU8 or just the admin line? 18 A. Not myself, no, I just used the telephone. 19 Q. Did you stop sending information to the command unit at 20 any stage? 21 A. Only when Jason started speaking to them, then it was 22 going to him. 23 Q. Do you know whether, or did you see from what you could 24 observe, information was being passed both by 25 Jason Oliff or you and by Sharon Darby by radio at the</p> <p style="text-align: right;">Page 128</p>

<p>1 same time?</p> <p>2 A. I don't believe it would've been the three of us at the</p> <p>3 same time because I gave Jason that role. But I do</p> <p>4 understand -- I have heard that, yes, it was going by</p> <p>5 the radio as well as either the CU and myself or Jason</p> <p>6 and the radio.</p> <p>7 Q. So at some point there was an overlap --</p> <p>8 A. Yes.</p> <p>9 Q. -- of information lines?</p> <p>10 A. Yes.</p> <p>11 Q. I see. Radio and Oliff, mobile?</p> <p>12 A. Yes.</p> <p>13 Q. You saw that for yourself, did you?</p> <p>14 A. No, I just know that subsequently.</p> <p>15 Q. Oh, I see.</p> <p>16 A. Yes.</p> <p>17 Q. Can I ask you to look at page 52, please, of the control</p> <p>18 report.</p> <p>19 We can see there, page 52, that there is a time mark</p> <p>20 of 01.50.49, where you see that Yvonne Adams makes</p> <p>21 a call on a landline to the mobile phone allocated to</p> <p>22 command unit 8 in order to pass on FSG calls. You can</p> <p>23 see what is passed on: two flats, 133 and 182.</p> <p>24 Did you ask her to pass those on?</p> <p>25 A. No, I didn't, no.</p> <p style="text-align: center;">Page 129</p>	<p>1 But as the report says, at 02.22.54, so some five</p> <p>2 and a half minutes before that, CU7 advises the control</p> <p>3 room to pass all FSG information to them.</p> <p>4 "CRO Adams is at a tall taker's position and dials</p> <p>5 direct to Command Unit 8."</p> <p>6 Do you know why CRO Adams passed those FSG messages</p> <p>7 to CU8 and not CU7?</p> <p>8 A. No, I don't. I'm sure Jason Oliff was actually in place</p> <p>9 by then as well, so no, I don't know the answer to that.</p> <p>10 Q. Was the fact that each individual CRO was free to call</p> <p>11 the incident ground, was that responsible for --</p> <p>12 A. It's not something we would normally do, to be honest.</p> <p>13 Q. That the CROs would call the incident ground?</p> <p>14 A. No, they would usually speak to them on the radio. It</p> <p>15 tends to be the supervisor that speaks to the command</p> <p>16 units.</p> <p>17 Q. That was the question. So it's normally the supervisors</p> <p>18 that speak to the CUs.</p> <p>19 A. Normally, yes.</p> <p>20 Q. What follows from that is: were you aware that the fact</p> <p>21 that CROs were taking it upon themselves, it seems, to</p> <p>22 contact the incident ground caused confusion or delay or</p> <p>23 anything like that?</p> <p>24 A. No, I wasn't aware of that.</p> <p>25 Q. Still on the subject of communication, if you can go</p> <p style="text-align: center;">Page 131</p>
<p>1 Q. Why would she have made that call herself, then, if you</p> <p>2 hadn't asked her to?</p> <p>3 A. I don't know. Were they calls she took herself and</p> <p>4 passed on?</p> <p>5 Q. It says she made a call on a landline to a mobile phone</p> <p>6 allocated to command unit 8.</p> <p>7 A. I am just wondering if the flats were calls she had</p> <p>8 taken and passed on herself.</p> <p>9 Q. Good question, and off the top of my head, I'm afraid</p> <p>10 I can't answer that.</p> <p>11 A. I don't know. I can't answer that. I didn't know</p> <p>12 Q. My question is really this: whether contact with CU8 was</p> <p>13 done through you as the OM or whether individual CROs</p> <p>14 were also free to contact CU8 if they had information</p> <p>15 they wanted to pass on?</p> <p>16 A. There's no set rule at that point. I mean, you know, it</p> <p>17 could've been passed on.</p> <p>18 Q. Okay.</p> <p>19 A. It would normally be the supervisors that would speak to</p> <p>20 the command unit.</p> <p>21 Q. I wonder if you can help me clear something up.</p> <p>22 Page 83 of the same report, we can see that at</p> <p>23 02.28.27, Yvonne Adams rings CU8 and passes on FSG</p> <p>24 information about flat 205 on floor 23. Seven adults,</p> <p>25 fire is in the living room of their flat.</p> <p style="text-align: center;">Page 130</p>	<p>1 back in the report to time mark of 01.50.49, which</p> <p>2 you'll find on page 52, which we've just seen.</p> <p>3 I should have asked you this while we were on the</p> <p>4 page, but it follows, I think.</p> <p>5 At the foot of the page:</p> <p>6 "The Command Unit Operator asks CRO Adams if there</p> <p>7 is a priority for the calls being passed to them and</p> <p>8 asks control to indicate a priority by smoke density."</p> <p>9 Do you remember whether CRO Adams communicated that</p> <p>10 request to you?</p> <p>11 A. No, I don't recall that. She may well have passed it to</p> <p>12 one of the supervisors.</p> <p>13 Q. Would you expect her to pass it to you or --</p> <p>14 A. I would expect her to pass it to somebody, yes.</p> <p>15 Q. I see.</p> <p>16 At the top of page 7 of your statement, in the first</p> <p>17 paragraph, you say:</p> <p>18 "The control room started to use whiteboards to list</p> <p>19 all of the calls, flats, floors, and numbers of people</p> <p>20 and current situations. This was all to forward onto</p> <p>21 the Command Unit. I didn't photograph the whiteboard to</p> <p>22 show what we had done, but I know the DAC Adrian Fenton</p> <p>23 photographed it."</p> <p>24 Just so we are clear, can I ask you to be shown</p> <p>25 MET00017094. Keep scrolling down that, until we get to</p> <p style="text-align: center;">Page 132</p>

<p>1 the photographs.</p> <p>2 (Pause)</p> <p>3 I'm sorry, my fault.</p> <p>4 Leave those on the screen if you would, Paul. Let</p> <p>5 me just ask you generally about the whiteboards.</p> <p>6 My question is: did you see Jason Oliff set the</p> <p>7 whiteboards up?</p> <p>8 A. I believe that was Adrian Fenton who set them up.</p> <p>9 I vaguely recall Adrian moving them around, anyway.</p> <p>10 Q. Well, let's look at them. Can I ask you to be shown at</p> <p>11 the same time MET00016912, and also MET00016906.</p> <p>12 (Pause)</p> <p>13 Now, one is upside down. While its being rotated,</p> <p>14 I can still ask the question.</p> <p>15 Those are the whiteboards you're referring to in</p> <p>16 your statement?</p> <p>17 A. Yes.</p> <p>18 Q. Who was mainly responsible for populating them, do you</p> <p>19 remember?</p> <p>20 A. I don't recall if Jason was writing on them or not.</p> <p>21 I know he was passing the calls. He may well have been.</p> <p>22 There was two other operational officers at that point,</p> <p>23 Paul McClenaghan, who is a station manager, and a watch</p> <p>24 manager -- I can't think of his first name -- Maloney,</p> <p>25 I think were assisting him. They'd come in to be part</p> <p style="text-align: right;">Page 133</p>	<p>1 on pieces of paper, because he has no access to look at</p> <p>2 service requests.</p> <p>3 Q. Now we can go to the documents I wanted to show you,</p> <p>4 MET00017094.</p> <p>5 This is a sheath of papers which were exhibited to</p> <p>6 DAC Fenton's witness statement, MET00017094.</p> <p>7 I just want to ask Paul to scroll through these,</p> <p>8 page-by-page as we go, just to see whether the kind of</p> <p>9 pieces of paper are things you recognise.</p> <p>10 They were gathered, I should tell you, from the</p> <p>11 control room on the night, but just slowly going through</p> <p>12 them, or quickly going through them, you can see there's</p> <p>13 a piece of paper flat 152, 18th floor, flat 204, top</p> <p>14 floor, disabled, then 204, top floor, elderly, can't</p> <p>15 leave -- "can't [something] building".</p> <p>16 The next page, if you just look at that, some</p> <p>17 information there about appliances, then some further</p> <p>18 FSG information.</p> <p>19 Then going down, the next page -- I'm not going to</p> <p>20 run through them all.</p> <p>21 Are these sorts of things familiar to you? What are</p> <p>22 they?</p> <p>23 A. That one is mine.</p> <p>24 Q. That is yours?</p> <p>25 A. Yes, I recognise my writing.</p> <p style="text-align: right;">Page 135</p>
<p>1 of the BCC, the Brigade co-ordination centre, but they</p> <p>2 became involved with this.</p> <p>3 Q. In general terms, once this system started operating</p> <p>4 with the detail that we can see, in general terms, how</p> <p>5 was the information going from CRO to whiteboard? What</p> <p>6 was the method of communication?</p> <p>7 A. I was either going around and collecting the information</p> <p>8 from the control officers, or I believe Joanne did when</p> <p>9 she came in. I think some of them were actually taking</p> <p>10 it over themselves if they had a spare second.</p> <p>11 Q. That was on pieces of paper?</p> <p>12 A. On pieces of paper, yes.</p> <p>13 Q. Before the whiteboard was set up by DAC Fenton with</p> <p>14 Jason Oliff, what was the system by which information</p> <p>15 was collected by CROs in order to be sent to the command</p> <p>16 unit?</p> <p>17 A. It would be collected when they take all the details,</p> <p>18 when they take the call anyway, all that information.</p> <p>19 I believe some were still sending service requests with</p> <p>20 the information on, and some were writing it down, but</p> <p>21 also logging it on the system and passing it over.</p> <p>22 Q. Once the whiteboard system came into play, did the</p> <p>23 system change, the system of communication of that</p> <p>24 information change?</p> <p>25 A. The information was then going over to Jason and it was</p> <p style="text-align: right;">Page 134</p>	<p>1 Q. Which is yours?</p> <p>2 A. At the top. I think that's information I was getting</p> <p>3 from the helicopter, looking at that, north-east, sheet</p> <p>4 ladders -- yes, that was coming from the helicopter.</p> <p>5 Q. What did you do with that information after writing it</p> <p>6 down on a piece of paper?</p> <p>7 A. I believe I passed it to the command unit.</p> <p>8 Q. Right.</p> <p>9 A. I can't be 100 per cent. I would've passed it over --</p> <p>10 I think that's what I would've done, but I can't</p> <p>11 remember how.</p> <p>12 Q. Let's look at the next page or two.</p> <p>13 Here we see a piece of paper with three addresses on</p> <p>14 it, three flat numbers. What would that be?</p> <p>15 A. Sorry?</p> <p>16 Q. Does that look familiar to you?</p> <p>17 A. Not the actual physical information itself but, yes, the</p> <p>18 notes, are familiar.</p> <p>19 Q. As a document, what is that?</p> <p>20 A. Well, it's not a document as such, is it? It's a piece</p> <p>21 of paper with information on it to be passed over to the</p> <p>22 incident.</p> <p>23 Q. Is this an example of pieces of paper written on by</p> <p>24 control room officers and then passed to Jason Oliff at</p> <p>25 the whiteboard?</p> <p style="text-align: right;">Page 136</p>

<p>1 A. Yes.</p> <p>2 Q. Can I ask you to look to specifically page 11.</p> <p>3 This is a document which says -- well, first of all,</p> <p>4 do you know whose handwriting that is?</p> <p>5 A. It's mine.</p> <p>6 Q. "Flat 9 - 2 adults - 3 children, smoke coming in, passed</p> <p>7 1.50, wheelchair user."</p> <p>8 Then:</p> <p>9 "Flat 175 - 20th flr. 5 persons inside. Passed</p> <p>10 1.50."</p> <p>11 That's you writing that down on a piece of paper.</p> <p>12 What did you do with that piece of paper? Did you pass</p> <p>13 it to anybody else or did you use that for yourself at</p> <p>14 that stage?</p> <p>15 A. I think at that time I would've passed the information</p> <p>16 on myself, but I think it was then put into the -- all</p> <p>17 the pieces of paper that -- to keep them together</p> <p>18 afterwards, when Adrian was collecting it and Jason was</p> <p>19 using it.</p> <p>20 Q. Right.</p> <p>21 A. So everything that had been done previously was passed</p> <p>22 over as well.</p> <p>23 Q. When you say "passed 1.50", what is that a reference to?</p> <p>24 A. I think it's probably relating to the time I passed the</p> <p>25 calls, but I might have scribbled that later. It was</p> <p style="text-align: right;">Page 137</p>	<p>1 When Jason Oliff arrived, did you provide him with</p> <p>2 any sort of handover?</p> <p>3 A. We explained to him what the incident was that we were</p> <p>4 now -- it was still at 25 pumps then, I believe. So,</p> <p>5 yeah, we gave him an outline of what was going on. But</p> <p>6 I think he was aware anyway. I think he'd been</p> <p>7 listening on his radio.</p> <p>8 Q. Now, in your statement, you say that Jo Smith arrived at</p> <p>9 02.15 and you said that again this morning in your</p> <p>10 evidence here.</p> <p>11 How can you be sure of the time?</p> <p>12 A. That is the time that has been told to me.</p> <p>13 Q. By whom?</p> <p>14 A. Oh, I don't recall. When I gave my police statement,</p> <p>15 I did actually say at the beginning of it that the times</p> <p>16 that I've put in, I have been told since the incident.</p> <p>17 They're not memory. They are times I've been informed</p> <p>18 of.</p> <p>19 Q. Let me see if I can just ask one or two questions.</p> <p>20 Do you remember hearing that a major incident had</p> <p>21 been declared?</p> <p>22 A. Yes, I do.</p> <p>23 Q. Do you remember whether Jo Smith arrived before or after</p> <p>24 that time?</p> <p>25 A. It was not long after that time.</p> <p style="text-align: right;">Page 139</p>
<p>1 just making sure that I knew I passed them on, that</p> <p>2 I sent that information on.</p> <p>3 Q. If you look at page 17 of the same exhibit, I think we</p> <p>4 are getting familiar with your handwriting now.</p> <p>5 A. It's a scribble on there, isn't it?</p> <p>6 Q. Yes:</p> <p>7 "Number 111 - 14th flr.</p> <p>8 "Number 175 - 20th flr - 5 persons in living room."</p> <p>9 That's obviously a separate document but, again,</p> <p>10 with information about 175.</p> <p>11 Does that show that you got updated information</p> <p>12 about 175?</p> <p>13 A. No, so that was after the original calls when I wrote</p> <p>14 them down and passed them on. Because they're the two</p> <p>15 calls I took early on. All those calls are calls I took</p> <p>16 that I wrote down and made sure I passed them on.</p> <p>17 Q. You passed them on how?</p> <p>18 A. To the command unit by phone.</p> <p>19 Q. Do you remember yourself taking calls and passing on the</p> <p>20 details to the whiteboards at any stage or had you moved</p> <p>21 on to different tasks by then?</p> <p>22 A. I didn't take any more after that.</p> <p>23 Q. You didn't take any more after that?</p> <p>24 A. No.</p> <p>25 Q. Okay.</p> <p style="text-align: right;">Page 138</p>	<p>1 Q. Very good.</p> <p>2 Did you provide her with a handover?</p> <p>3 A. Yes. She came straight to the officer of the watch</p> <p>4 position and we explained what the situation was, where</p> <p>5 we were, the amount of calls we were receiving. Joanne</p> <p>6 asked if anyone had been on the phone for a long time</p> <p>7 and I believe she spoke to Peter May about that and he</p> <p>8 told her about some of the calls that had been ongoing</p> <p>9 for a long time.</p> <p>10 Q. What did she do in general terms as soon as she took</p> <p>11 command in the control room? What were her first</p> <p>12 actions to your recollection?</p> <p>13 A. She asked if there was anything we needed, was everybody</p> <p>14 okay. I think there was concern about the welfare of</p> <p>15 the staff at this point as well.</p> <p>16 And then the priority was about the calls that had</p> <p>17 been going on for some time. Some had been near enough</p> <p>18 an hour and obviously there was great concern about</p> <p>19 that. That's kind of a cut-off point, really, an hour,</p> <p>20 with us for calls.</p> <p>21 Q. Did your role change at all after Jo Smith arrived?</p> <p>22 A. No. No, it didn't.</p> <p>23 MR MILLETT: Right.</p> <p>24 Now, Mr Chairman, I note the time.</p> <p>25 SIR MARTIN MOORE-BICK: Yes.</p> <p style="text-align: right;">Page 140</p>

<p>1 MR MILLETT: I am not finished with this witness, but I am</p> <p>2 really very close to the end. I don't want to make</p> <p>3 an estimate and be held to it.</p> <p>4 SIR MARTIN MOORE-BICK: Well, it might be more sensible to</p> <p>5 stop now, because if you tell me it's 10 minutes and it</p> <p>6 turns into 15 or 20, it won't be very satisfactory.</p> <p>7 MR MILLETT: It's important we make sure we've covered every</p> <p>8 point.</p> <p>9 SIR MARTIN MOORE-BICK: Of course.</p> <p>10 MR MILLETT: I am going to ask to rise now. Is that</p> <p>11 convenient to you?</p> <p>12 THE WITNESS: Yes, that's fine.</p> <p>13 SIR MARTIN MOORE-BICK: And we'll come back as usual.</p> <p>14 MR MILLETT: 2 o'clock. Very good, thank you.</p> <p>15 SIR MARTIN MOORE-BICK: Ms Norman, we'll have a break now so</p> <p>16 that we can all get some lunch.</p> <p>17 THE WITNESS: Okay.</p> <p>18 SIR MARTIN MOORE-BICK: Please don't talk to anyone about</p> <p>19 your evidence or anything to do with it while you're out</p> <p>20 of the room, and we'll resume at 2 o'clock, please?</p> <p>21 THE WITNESS: Okay.</p> <p>22 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>23 usher.</p> <p>24 2 o'clock, then, please.</p> <p>25 (1.01 pm)</p> <p style="text-align: right;">Page 141</p>	<p>1 A. I think it can be on a prolonged call, I think it can be</p> <p>2 helpful, because you build up a sort of repertoire[sic]</p> <p>3 with the person you are speaking to.</p> <p>4 Q. We talked in terms, when I showed you the stay-put</p> <p>5 policy in appendix 3 of policy 539, about what stay put</p> <p>6 is and how you then move from stay put to FSG.</p> <p>7 A. Yes.</p> <p>8 Q. As part of the question about assessment of whether or</p> <p>9 not somebody can get out or not --</p> <p>10 A. Yes.</p> <p>11 Q. -- I think you said you don't normally ask questions</p> <p>12 about disability or mobility issues or the age or health</p> <p>13 of the caller.</p> <p>14 A. No.</p> <p>15 Q. Would it not be helpful, though, to know about those</p> <p>16 things so that when you're assessing the chances of</p> <p>17 exit, if you like, you would be in a better position to</p> <p>18 have that information?</p> <p>19 A. I understand what you're saying and I don't disagree</p> <p>20 with that. But we tend to wait for the callers to give</p> <p>21 us that information. Because when we say, "Why can't</p> <p>22 you get out?," they would usually say because they have</p> <p>23 mobility issues or because they're elderly and have</p> <p>24 trouble walking, et cetera, et cetera. It's very rare</p> <p>25 for them not to give that information to us.</p> <p style="text-align: right;">Page 143</p>
<p>1 (The short adjournment)</p> <p>2 (2.00 pm)</p> <p>3 SIR MARTIN MOORE-BICK: All right? Happy to carry on,</p> <p>4 I hope?</p> <p>5 THE WITNESS: Yes.</p> <p>6 SIR MARTIN MOORE-BICK: Good, thank you.</p> <p>7 Yes, Mr Millett.</p> <p>8 MR MILLETT: Ms Norman, thank you for coming back.</p> <p>9 There are just one or two further questions I have</p> <p>10 which arise out of some of this morning's evidence which</p> <p>11 I've had a chance to think about over lunch, so bear</p> <p>12 with me.</p> <p>13 A. Okay.</p> <p>14 Q. First of all, is there to your knowledge, or was there</p> <p>15 at the night of Grenfell, a policy in the control room</p> <p>16 of not taking callers' names?</p> <p>17 A. That's not a policy; it's more of a personal choice.</p> <p>18 Q. So when you say personal choice, you mean it's up to any</p> <p>19 CRO to get the name or not?</p> <p>20 A. Yeah, some people take names, some people don't. I will</p> <p>21 only tend to take names with children. It's kind of</p> <p>22 a parent-child thing. If you speak to them, they react</p> <p>23 to you a bit more if you use their name.</p> <p>24 Q. Is it helpful in your experience to have the name or</p> <p>25 not?</p> <p style="text-align: right;">Page 142</p>	<p>1 Q. Can I ask you, then, to look at the call we looked at</p> <p>2 earlier, at 01.25.16 from flat 111 which you took, and</p> <p>3 it's LFB00000308.</p> <p>4 First of all, on page 2, if we can just look at it,</p> <p>5 you're told in the fourth entry down "there's a fire</p> <p>6 going on in Grenfell Tower, I'm in the tower block".</p> <p>7 Then you're told by the caller just below halfway</p> <p>8 down:</p> <p>9 "CALLER: I'm on the 14th floor, it's right on - it's</p> <p>10 coming past my window from next door.</p> <p>11 "OPERATOR: Right, the fire's actually on the 4th</p> <p>12 floor.</p> <p>13 "CALLER: It's on the 14th?</p> <p>14 "OPERATOR: No, it's on the 4th, 1, 2, 3, 4.</p> <p>15 "CALLER: Well I'm on 1 — 14."</p> <p>16 You go on over the page to talk about flat numbers.</p> <p>17 Did you think you had more information about the</p> <p>18 fire than the caller did?</p> <p>19 A. No, I didn't think I had more information, I just --</p> <p>20 I think I was finding it very hard to comprehend how the</p> <p>21 fire at that time could've reached his floor.</p> <p>22 Q. I see.</p> <p>23 A. That's just from past experience, I've never known</p> <p>24 anything like that to happen.</p> <p>25 Q. I follow.</p> <p style="text-align: right;">Page 144</p>

<p>1 Would you normally seek to correct a caller who was</p> <p>2 telling you that the fire was on his floor?</p> <p>3 A. We would normally tell a caller where the fire is if</p> <p>4 they're in a high-rise. It's also to -- it might lull</p> <p>5 them into a false sense of security, which is probably</p> <p>6 what has happened here, but you don't want to panic</p> <p>7 a caller that's panicked even more if you do know that</p> <p>8 that's the situation at that point.</p> <p>9 Q. So can I summarise your evidence that on this particular</p> <p>10 passage, it was your sense of disbelief that led you to</p> <p>11 correct him, even though he was there and you weren't?</p> <p>12 A. Correct. I couldn't believe the fire was actually on</p> <p>13 the 14th floor, no.</p> <p>14 Q. He then goes on to say in answer to your question:</p> <p>15 "OPERATOR: Right. Have you got smoke coming into</p> <p>16 your property or have you just got it coming up</p> <p>17 outside —</p> <p>18 "CALLER: It's right outside my window."</p> <p>19 Then you have a discussion about whether there's</p> <p>20 smoke inside the flat, and on page 5, which is what</p> <p>21 I want to focus on with you, you say:</p> <p>22 "OPERATOR: -- come they can get — they will get up</p> <p>23 to you. When they can, they will —</p> <p>24 "CALLER: No, love, I can't even get out, love, on</p> <p>25 my.</p> <p style="text-align: center;">Page 145</p>	<p>1 "OPERATOR: Right, you need to listen —</p> <p>2 "CALLER: Smoke. I can't get out. I'm tried to open</p> <p>3 the door and there's a lot of smoke (inaudible), I can't</p> <p>4 get out.</p> <p>5 "OPERATOR: Right, so there's no smoke coming in so</p> <p>6 you're safe where you are for now, okay?"</p> <p>7 Later on, on page 6, just so you know, he says:</p> <p>8 "CALLER: ... There's smoke coming in my flat now.</p> <p>9 "OPERATOR: All right, all right, stay where you</p> <p>10 are —</p> <p>11 "CALLER: It's coming from the landing."</p> <p>12 My question directed to this part of the call is: is</p> <p>13 there a reason why you didn't investigate with him the</p> <p>14 nature of the exit routes and what was actually stopping</p> <p>15 him getting out?</p> <p>16 A. I wasn't actually giving him fire survival guidance</p> <p>17 advice, I was telling him he was safer to remain in his</p> <p>18 flat. That would probably become more the case if I was</p> <p>19 giving him fire survival guidance advice. But, no,</p> <p>20 I don't really recall, to be honest.</p> <p>21 Q. So you weren't giving FSG at that stage?</p> <p>22 A. No, I wouldn't say that was FSG.</p> <p>23 Q. So what advice was it? It was essentially stay put?</p> <p>24 A. Safer to stay where you are. As I said, I didn't</p> <p>25 believe the fire had spread that far.</p> <p style="text-align: center;">Page 147</p>
<p>1 "OPERATOR: Right, so stay where — right, listen,</p> <p>2 stay where you are —</p> <p>3 "CALLER: I can't get out."</p> <p>4 Is there a reason why you didn't investigate more</p> <p>5 with this caller why he couldn't get out?</p> <p>6 A. Not that I can recall, no. Had he said to me before</p> <p>7 about the smoke coming in or was that after?</p> <p>8 Q. Looking at the page before, on page 4, you say in the</p> <p>9 middle of the page -- let me start above that, he says:</p> <p>10 "CALLER: No, there's fire (inaudible) all in my</p> <p>11 house, all on my side. I am not burning.</p> <p>12 "OPERATOR: No, okay, so what I'm asking is there is</p> <p>13 any smoke in your flat?</p> <p>14 "CALLER: Yeah, I can smell it.</p> <p>15 "OPERATOR: You will be able to smell it but is there</p> <p>16 anything inside?</p> <p>17 "CALLER: No.</p> <p>18 "OPERATOR: Right, so in — so the safest thing for</p> <p>19 you to do for now is to stay where you are. I will pass</p> <p>20 a message to the crews to say that you are in your flat,</p> <p>21 number 111 on the 14th floor (overspeaking) —</p> <p>22 "CALLER: Yeah, yeah."</p> <p>23 Then we get this passage about "I can't get out".</p> <p>24 We see that, I'll give you the context afterwards. You</p> <p>25 say, a third of the way down page 5:</p> <p style="text-align: center;">Page 146</p>	<p>1 Q. Just continuing on the theme of giving him stay-put</p> <p>2 advice, if you look at the bottom of page 6, Ms Norman,</p> <p>3 I just come back to it, you say, after your question</p> <p>4 three-quarters of the way down:</p> <p>5 "OPERATOR: How many people are in your flat?</p> <p>6 "CALLER: Just me. There's smoke coming in my flat</p> <p>7 now.</p> <p>8 "OPERATOR: All right, all right, stay where you</p> <p>9 are —"</p> <p>10 Just those two exchanges, when you're told "There's</p> <p>11 smoke coming my flat now", does that mean that he was</p> <p>12 affected by smoke?</p> <p>13 A. Yes. It does. That's why I told him to block the</p> <p>14 doors.</p> <p>15 Q. Yes. But given that he's now been affected by smoke, my</p> <p>16 question is: is it appropriate still to give him</p> <p>17 stay-put advice or would it be actually right then to</p> <p>18 move to examining the exits and whether he could make</p> <p>19 a safe alternative exit?</p> <p>20 A. I believed at the time that was the correct advice to</p> <p>21 give him, and for him to call us back if it was getting</p> <p>22 worse, because it was only -- it had only just started</p> <p>23 coming in, and blocking the doors, we were hopeful that</p> <p>24 they would be able to go up to him.</p> <p>25 Q. What I am seeking to get a feel for is not just your</p> <p style="text-align: center;">Page 148</p>

<p>1 personal understanding, but whether there's a general</p> <p>2 understanding in your control room about the moment when</p> <p>3 you move into stay put not being appropriate, and we've</p> <p>4 seen the policy.</p> <p>5 A. Yes.</p> <p>6 Q. You stay put unless you're affected by smoke, heat or</p> <p>7 fire.</p> <p>8 A. Yes.</p> <p>9 Q. I am really just trying to get from you what your</p> <p>10 understanding is, as someone in that control room. You</p> <p>11 see that this caller is affected by smoke but you still</p> <p>12 tell him to stay put. My question is: why is that?</p> <p>13 A. Yes, because the smoke had only just started coming into</p> <p>14 his flat. Initially when he called, there was no smoke,</p> <p>15 so I was hopeful that if he blocked the doors, the</p> <p>16 smoke -- he would be able to prevent the smoke coming</p> <p>17 any further. That's why I asked him to call us back if</p> <p>18 it did become any worse.</p> <p>19 Q. I follow.</p> <p>20 Would you in your own mind draw a distinction</p> <p>21 between smoke and fire? If he'd said, "My flat's on</p> <p>22 fire", what would you have said?</p> <p>23 A. We would've gone through is there any other means of</p> <p>24 escape and further protection for the caller.</p> <p>25 Q. Let's look at one other call, just so we can get</p> <p style="text-align: center;">Page 149</p>	<p>1 Q. But given you're told that smoke is affecting them, my</p> <p>2 question is: why didn't you then move to investigate</p> <p>3 whether there was a safe means of exit?</p> <p>4 A. I don't know. I hadn't gone into full fire survival</p> <p>5 guidance advice with them.</p> <p>6 Q. Can I take you to the call you made with CU8 where you</p> <p>7 passed on the information about these calls, which is</p> <p>8 INQ00000194, where you're handing over the list.</p> <p>9 Can I start by taking you to the very start of this</p> <p>10 call. Perhaps you can clear something up for us which</p> <p>11 has been a mystery for a while.</p> <p>12 Do you know who you were speaking to on CU8?</p> <p>13 A. No, I don't.</p> <p>14 Q. Then you say on page 3, three entries up from the</p> <p>15 bottom:</p> <p>16 "Yeah, but they're all trapped by the smoke, okay?"</p> <p>17 So you know 175 and 111 are trapped, so they can't</p> <p>18 get out, so that's that.</p> <p>19 Then you go on to say on page 4 in the middle:</p> <p>20 "CONTROL: We've got one on the 18th floor. Hold on.</p> <p>21 18th floor, oh my God there's so many. Top floor,</p> <p>22 adults and eight, adults and eight children, smoke</p> <p>23 coming in. I don't know what number that is."</p> <p>24 Then at the end of the call you say:</p> <p>25 "CONTROL: And there's one on the 18th floor but we</p> <p style="text-align: center;">Page 151</p>
<p>1 a broader feel for that approach.</p> <p>2 LFB00000314, which is flat 175, which is a call you</p> <p>3 handled at 01.30.02.</p> <p>4 We looked at this before, this morning, but looking</p> <p>5 at page 3, you're told three lines down:</p> <p>6 "CALLER: Oh, it's below us? Okay, because the</p> <p>7 smoke's --</p> <p>8 "OPERATOR: (Overspeaking)</p> <p>9 "CALLER: -- coming into my flat. What do I do?</p> <p>10 "OPERATOR: Okay. You need to -- is it -- if you --</p> <p>11 the best thing you can do for now is if you can stay in</p> <p>12 your flat unless it's safe to leave. I don't know what</p> <p>13 the stairwells and things are like. Block the doors."</p> <p>14 Now, just on that exchange, quite early on in that</p> <p>15 call --</p> <p>16 A. Mm-hm.</p> <p>17 Q. -- why did you not think -- or perhaps did you think,</p> <p>18 but it looks like you didn't think -- that the caller</p> <p>19 was affected by smoke within the meaning of the policy?</p> <p>20 A. She said that her husband had already blocked the doors,</p> <p>21 didn't she?</p> <p>22 Q. Mm.</p> <p>23 A. It's the same as the previous call we discussed. I feel</p> <p>24 that it was -- if we could block the door and</p> <p>25 everything, they'd moved away to a further room, so --</p> <p style="text-align: center;">Page 150</p>	<p>1 don't -- it's going to be every floor but we haven't got</p> <p>2 a number for that either."</p> <p>3 Did that mean, to you, that the entire tower block</p> <p>4 was affected at least by smoke?</p> <p>5 A. From what I could hear going on in the background with</p> <p>6 the calls that people were taking, I was hearing floors</p> <p>7 from the top right down, that those floors were being</p> <p>8 affected by smoke. So, yes, I did believe it was every</p> <p>9 floor.</p> <p>10 Q. Did you think at that time that that meant that since</p> <p>11 everyone was affected by smoke, at least above the 4th</p> <p>12 floor, you then had to move into or everyone had to move</p> <p>13 into examining carefully the exit routes and conditions</p> <p>14 for anybody who called?</p> <p>15 A. That would've been an ideal situation, but we just did</p> <p>16 not have the time to do that. We had so many calls</p> <p>17 coming in, I think we were more on the protecting the</p> <p>18 caller with stopping the smoke coming in than going into</p> <p>19 full fire survival guidance. I mean, we was saying move</p> <p>20 to a room away from the fire -- away from the smoke,</p> <p>21 sorry, stop smoke coming into the room that you're in,</p> <p>22 and obviously contact us if the smoke becomes denser in</p> <p>23 your property.</p> <p>24 Q. Did it occur to you to tell the entire control room by</p> <p>25 this point or perhaps slightly afterwards: everyone's</p> <p style="text-align: center;">Page 152</p>

<p>1 affected by smoke, don't tell them to stay put, don't</p> <p>2 assume it's stay put, everyone should now examine very</p> <p>3 closely with each caller the exit routes so that we can</p> <p>4 all work out whether they can get out?</p> <p>5 A. No, it didn't, because I had absolutely no confirmation</p> <p>6 of the conditions inside that building. We could be</p> <p>7 sending them into more toxic and worse conditions than</p> <p>8 they actually were in their flats at that point. They</p> <p>9 were able to sort of block the doors and not being</p> <p>10 overcome by smoke as such. Not knowing what we would be</p> <p>11 sending them out to felt more of a risk to me.</p> <p>12 Q. Yes. Not to argue with you about it, but I put this to</p> <p>13 you: in making that assessment -- let me try it this</p> <p>14 way.</p> <p>15 You say you had no confirmation of the conditions</p> <p>16 within the building and that you could be sending them</p> <p>17 into more toxic and worse conditions.</p> <p>18 Did you do an assessment to work out whether that</p> <p>19 was the case or wasn't the case with each caller?</p> <p>20 A. No.</p> <p>21 Q. No.</p> <p>22 A. No, I didn't.</p> <p>23 Q. Because it may vary, may it not, depending on where you</p> <p>24 are in the building as to whether the exit routes were</p> <p>25 safe or not?</p> <p style="text-align: center;">Page 153</p>	<p>1 A. We talked about the hour line, yes, what that meant.</p> <p>2 Q. Do you recall having any discussion with anybody,</p> <p>3 including Jo Smith, before 02.45 about crews struggling</p> <p>4 to get above the 15th floor?</p> <p>5 A. No.</p> <p>6 Q. Do you remember any discussion at all about that at that</p> <p>7 time?</p> <p>8 A. I did hear, I don't recall the time, that crews were</p> <p>9 unable to get past a certain level, but I don't recall</p> <p>10 what level that was.</p> <p>11 Q. There were difficulties later in the night.</p> <p>12 A. Yes.</p> <p>13 Q. 10th/11th floor.</p> <p>14 A. Yes.</p> <p>15 Q. Is that perhaps what you're recalling?</p> <p>16 A. The 11th floor rings a bell, yes.</p> <p>17 Q. Now, you say in your statement in the third line:</p> <p>18 "I believed she liaised with the DAC Adrian FENTON</p> <p>19 and the on ground Commander Andy ROE."</p> <p>20 A. That's what I thought, yes.</p> <p>21 Q. Did you see or hear any discussion between Jo Smith and</p> <p>22 Adrian Fenton?</p> <p>23 A. No, I saw them talking, but I didn't actually hear what</p> <p>24 was being said.</p> <p>25 Q. Did you observe or were you party to any discussion with</p> <p style="text-align: center;">Page 155</p>
<p>1 A. Yes, of course. No, I didn't do that.</p> <p>2 Q. Can I turn to the change in stay put.</p> <p>3 On page 7 of your witness statement in paragraph 4</p> <p>4 on that page, you say, after the time mark of 02.45 at</p> <p>5 the beginning, that just after that Scott Hayward</p> <p>6 arrived followed by Adam Crinion, and Jo Smith came up</p> <p>7 to you and told you the advice was now to get out and</p> <p>8 self-evacuate. You see that in the first three lines.</p> <p>9 Would you time your being told by Jo Smith about the</p> <p>10 change in stay put to after 02.45?</p> <p>11 A. I had no recollection of the time, to be honest with</p> <p>12 you. As I said previously, a lot of the times were</p> <p>13 given to me after. I believe it was earlier.</p> <p>14 Q. You believe it was earlier than 02.45?</p> <p>15 A. Yes, I do, yes.</p> <p>16 Q. Do you know how much earlier, roughly?</p> <p>17 A. 10/15 minutes.</p> <p>18 Q. Do you recall being involved in any discussion about</p> <p>19 changing the stay-put advice?</p> <p>20 A. No. The discussion had been previously about how long</p> <p>21 some of calls had been going on. As I say, we were</p> <p>22 coming to our point with some of those calls, which is</p> <p>23 when we know that the compartment is no longer as secure</p> <p>24 as we believed it would've been earlier.</p> <p>25 Q. Did you have that discussion with Jo Smith?</p> <p style="text-align: center;">Page 154</p>	<p>1 Andy Roe about changing the stay-put advice?</p> <p>2 A. No, I didn't speak to Andy Roe on the night at all.</p> <p>3 Q. What is the basis of your belief that Jo Smith liaised</p> <p>4 with Andy Roe about changing the stay-put advice?</p> <p>5 A. I remember Joanne mentioning about speaking to the</p> <p>6 incident ground and Adrian, so I thought it was</p> <p>7 Andy Roe.</p> <p>8 Q. Right.</p> <p>9 A. I think because I think he was on scene around that sort</p> <p>10 of time. Like I say, I got my timings out a bit.</p> <p>11 Q. Does the name Steve West mean anything to you?</p> <p>12 A. Yes.</p> <p>13 Q. Who is he?</p> <p>14 A. He's a group manager. He was shadowing the ORT people</p> <p>15 that night.</p> <p>16 Q. Do you know from your own recollection whether he had</p> <p>17 any involvement on the incident ground in the decision</p> <p>18 to change the stay-put advice?</p> <p>19 A. No, I don't know.</p> <p>20 Q. When the stay-put advice changed, you say, as you do on</p> <p>21 page 7 of your statement, two lines on:</p> <p>22 "I immediately passed this information onto all of</p> <p>23 my Control Room Officers by writing on a piece of paper</p> <p>24 and showing it to the CROs. The writing was simply</p> <p>25 telling my CROs that we were now telling people to get</p> <p style="text-align: center;">Page 156</p>

<p>1 out of the building, putting wet towels over their 2 heads." 3 Do you remember what exactly you wrote on the note? 4 A. I take it it wasn't in the bundle of paper? That's 5 a shame. It was all callers to evacuate. Tell 6 callers -- I can't remember the exact wording -- but 7 tell callers to put wet towels over their heads, cover 8 their faces and to hold hands, and to leave. 9 Q. That's your recollection? 10 A. I remember that very clearly, yes. 11 Q. You wrote that on a piece of paper. Did you go 12 around -- 13 A. It was on an A4 piece of paper, so I was just going 14 around and tapping the control officers, because they 15 were very involved in their calls, "Read this, have you 16 read this, do you understand?" So I was confirming they 17 understood what I was saying to them. One person said, 18 "What, all floors?" I remember that. I said, "Yes, all 19 floors." 20 Q. Did you give any other advice other than what you've 21 just told us? 22 A. Not at that initial time, no. 23 Q. Did you give advice later? 24 A. I was going around helping people with some advice, yes. 25 Q. Specifically on specific calls?</p> <p style="text-align: center;">Page 157</p>	<p>1 an announcement; they were so involved in their calls. 2 I actually went up to people individually. 3 Q. Did you interrupt calls at any stage or did you wait for 4 the CROs to finish their call before giving their 5 advice? 6 A. No, I was listening to what the CROs were telling them 7 and I could hear on some of them that people were very 8 reluctant, and I was saying over them, "You tell them 9 they have to go, they have to go now, they have to 10 leave, they have no choice." 11 Q. How confident were you at the time that all CROs got 12 that message on board to give clear, unequivocal advice 13 to leave? 14 A. As confident as anyone could be, really. I was 15 reasonably confident, but I think each call would be 16 different in how that was handled. 17 Q. Roughly how long after the decision was made to change 18 the stay-put advice did you go around telling the CROs 19 to advise people that, come what may, they must leave? 20 A. I think it was ongoing for a while, to be honest with 21 you. It was quite soon after. 22 Q. Do you know from your own knowledge whether CROs obeyed 23 that completely or whether there were calls that kept 24 going where they continued to give callers an option? 25 A. I don't know.</p> <p style="text-align: center;">Page 159</p>
<p>1 A. Yes. So Pete Duddy was taking a call and the callers 2 seemed very reluctant to leave because they couldn't 3 see. So I was sort of saying to him, look, just say to 4 them, "Think about how -- what way do you turn when you 5 leave your flat to walk down to the stairs? Just close 6 your eyes and think about that and do what comes 7 automatically." 8 Q. Jo Smith said in her witness statement -- and she 9 confirmed this in her evidence when she came to the 10 inquiry on 12 July -- that CROs were advised to use more 11 forceful and blunt language -- 12 A. Yes. 13 Q. -- to emphasise the necessity to evacuate the building. 14 Do you remember that advice being given? 15 A. Yes, I do. 16 Q. Who gave that advice? 17 A. I think Joanne initially and I did it as well. 18 Q. How did you give that advice? 19 A. Just say to them, "You have to tell them that this is 20 what they have to do, they have no choice really now." 21 Q. What I meant was, did you write it down? 22 A. No, I actually spoke to them then. 23 Q. Did you speak to each of them individually or did you 24 make an announcement? 25 A. No, there was no announcement. They wouldn't have heard</p> <p style="text-align: center;">Page 158</p>	<p>1 Q. At the foot of page 7, you say: 2 "This was the first time I have ever had an 3 instruction like this. To be honest I had felt that for 4 some time that we needed to get people out. I had not 5 seen the tower, but I am only saying this by the details 6 of the calls we received from people inside/outside the 7 tower." 8 At what point before the stay-put advice was changed 9 did you think that it needed to be changed? 10 A. I think it was coming up to that hour mark that 11 I've spoken about, that the incident had been going on 12 for an hour. We still were getting lots and lots and 13 lots of calls from people that were trapped. Some of 14 the calls had been ongoing for a while and I was 15 becoming very, very uncomfortable with it, much more so 16 than I had been earlier on. 17 Q. So about an hour after the incident started would take 18 one to about 2 am. 19 A. Roughly, but I can't confirm the time. 20 Q. No. But the hour mark is important, is it? 21 A. The hour mark is important, yes. 22 Q. What does that tell you? 23 A. Well, that's the -- 24 Q. Length of the call? 25 A. When you feel that compartments are safe. You are safe</p> <p style="text-align: center;">Page 160</p>

<p>1 to stay in your flat for up to an hour. So as we were</p> <p>2 approaching that hour -- so I think it might have been</p> <p>3 slightly later than 02.00, to be honest, because it</p> <p>4 wasn't too long before Joanne came in.</p> <p>5 Q. Did you have any discussion with anybody in the control</p> <p>6 room about changing the stay-put advice before Jo Smith</p> <p>7 came into the control room?</p> <p>8 A. I have a vague recollection of talking to people,</p> <p>9 I can't remember who it was though, about we need to get</p> <p>10 them out, but I can't remember who that was.</p> <p>11 Q. Was it somebody senior to you or a CRO?</p> <p>12 A. No, I don't recall who it was, just have a vague</p> <p>13 recollection.</p> <p>14 Q. How did that person react, do you remember?</p> <p>15 A. They agreed.</p> <p>16 Q. They agreed.</p> <p>17 A. Yes.</p> <p>18 Q. Right.</p> <p>19 A. It was a discussion that we both agreed on.</p> <p>20 I don't recall who instigated the conversation</p> <p>21 either, to be honest.</p> <p>22 Q. Did there come a time prior to the change of the</p> <p>23 stay-put advice that you were aware or you thought that</p> <p>24 the fire was out of control?</p> <p>25 A. Probably around that time, about 02.00ish, because, you</p> <p style="text-align: center;">Page 161</p>	<p>1 A. Not at that point, no. As I say, we didn't know what</p> <p>2 the situation was in the building and didn't want to</p> <p>3 start sending people out into possibly more toxic</p> <p>4 conditions.</p> <p>5 Q. You have told us a little bit about fire survival</p> <p>6 guidance calls and how generally one would stay on the</p> <p>7 call with the caller until they were rescued. That</p> <p>8 didn't happen on the night, as we've seen.</p> <p>9 A. No.</p> <p>10 Q. In terms of the decision or discussion about stay put,</p> <p>11 once the decision to evacuate had been made and the CROs</p> <p>12 had been told to pass that on in no uncertain terms to</p> <p>13 callers, were they told also to make sure they stay on</p> <p>14 the call with the callers to guide them out?</p> <p>15 A. No. Some people cleared their lines straight away as</p> <p>16 soon as they were given that. They were just going to</p> <p>17 basically run. I think some people did stay on the</p> <p>18 calls with people that were going down the stairs, yeah,</p> <p>19 but there was no instruction with that at all.</p> <p>20 Q. Why is that?</p> <p>21 A. I can't answer that, I don't know.</p> <p>22 Q. Would it not have been important to ensure that because</p> <p>23 you were giving, as it were, mobile fire survival</p> <p>24 guidance --</p> <p>25 A. Yeah.</p> <p style="text-align: center;">Page 163</p>
<p>1 know, it had been going on for a long time, it had been</p> <p>2 going on for over an hour, but we still had nothing back</p> <p>3 from the fire ground, so we still had no confirmed</p> <p>4 details of what actually was going on.</p> <p>5 Q. That answers my next question, which is: did you learn</p> <p>6 that from the fire ground? The answer is I think no.</p> <p>7 A. No.</p> <p>8 Q. The next question is: did you seek to find out yourself</p> <p>9 proactively from the incident ground what was happening?</p> <p>10 A. So around this time Jason was in and he was on the phone</p> <p>11 to the command unit constantly, and I actually asked</p> <p>12 him, "We need to know what's going on, are they able to</p> <p>13 reach people, have they got anyone? Can you find out</p> <p>14 what's going on?"</p> <p>15 Q. Did you or anybody in the control room seek to speak to</p> <p>16 the incident commander at that time?</p> <p>17 A. No, I didn't at that time.</p> <p>18 Q. Is there a reason for that?</p> <p>19 A. I thought that because Jason was on the phone to the</p> <p>20 fire survival guidance command unit, they would have</p> <p>21 more pertinent information.</p> <p>22 Q. So thinking that the fire was out of control by about</p> <p>23 02.00 am, did you take any action on the basis of what</p> <p>24 you thought in terms of the advice being given to</p> <p>25 callers?</p> <p style="text-align: center;">Page 162</p>	<p>1 Q. Well, let me ask: is it something that could've been</p> <p>2 done?</p> <p>3 A. It could've been done, but it would've also meant that</p> <p>4 if we had stayed on the line with every single caller,</p> <p>5 we wouldn't have been able to speak to any of the other</p> <p>6 callers and give them that information to evacuate --</p> <p>7 Q. You could only do at the most 11 --</p> <p>8 A. Well --</p> <p>9 Q. -- at a time.</p> <p>10 A. Actually, it was about seven or eight at that time with</p> <p>11 the amount of control officers that were available to do</p> <p>12 that.</p> <p>13 Q. So even more powerfully so --</p> <p>14 A. Yes.</p> <p>15 Q. -- if you can only handle seven at a time.</p> <p>16 A. Yes.</p> <p>17 Q. Would it have been helpful to have more control room</p> <p>18 officers manning the phones, because you clearly had</p> <p>19 space for it?</p> <p>20 A. Of course it would've been. Any more resources that we</p> <p>21 could have in the control room would've been extremely</p> <p>22 helpful, but that is our staffing level, and I don't</p> <p>23 know how many control officers would've worked, it</p> <p>24 would've been an awful lot. We probably would've had to</p> <p>25 have about 30 people, we were so inundated with people</p> <p style="text-align: center;">Page 164</p>

<p>1 and calls. Of course it would, yes.</p> <p>2 Q. Was there any discussion on the night about whether to</p> <p>3 beef up the number of CROs --</p> <p>4 A. Yes, I had a conversation with Joanne about seeing if we</p> <p>5 can get some more staffing, which we've never done</p> <p>6 before either, so --</p> <p>7 Q. You had a conversation, did you?</p> <p>8 A. Joanne and I had a conversation about it.</p> <p>9 Q. What was the upshot of that?</p> <p>10 A. That we would try and call people that were relatively</p> <p>11 near to Stratford control and that were coming on duty</p> <p>12 the following day to see if they could come in and</p> <p>13 assist us.</p> <p>14 Q. Did they?</p> <p>15 A. Two did, yes.</p> <p>16 Q. Who were they?</p> <p>17 A. Kate Ranson and Pauline Warner, both AOMs.</p> <p>18 Q. At what stage in the night did they arrive?</p> <p>19 A. I think Kate arrived about 04.15/04.30. Pauline, a bit</p> <p>20 later. I'm not sure of the time completely.</p> <p>21 Q. That was all, only two?</p> <p>22 A. Yes.</p> <p>23 Q. Why no more?</p> <p>24 A. Couldn't get hold of them. I suppose they were asleep,</p> <p>25 their phones weren't switched on. Other people did call</p> <p style="text-align: center;">Page 165</p>	<p>1 Q. Did you know which command units didn't have access to</p> <p>2 the heli-tele?</p> <p>3 A. I think it was CU8.</p> <p>4 Q. How did you find that out?</p> <p>5 A. Somebody would've told me, but I don't recall who that</p> <p>6 was.</p> <p>7 Q. Do you know how long CU8 didn't have access for?</p> <p>8 A. No, I don't.</p> <p>9 Q. You go on to say, as we've seen before:</p> <p>10 "This was very time consuming ..."</p> <p>11 A. Yes, it was.</p> <p>12 Q. "... and if we had access to the live images from the</p> <p>13 helicopter would not necessarily have been required."</p> <p>14 How much time do you think was lost by having to</p> <p>15 pass on helicopter radio messages rather than seeing the</p> <p>16 live messages?</p> <p>17 A. Through the night?</p> <p>18 Q. Yes.</p> <p>19 A. Probably over an hour, I would imagine.</p> <p>20 Q. Right.</p> <p>21 A. Especially early on. It was constant. It was just</p> <p>22 non-stop.</p> <p>23 Q. What effect do you think that had on other tasks that</p> <p>24 you could've been doing, or other members of the control</p> <p>25 room staff could've been doing?</p> <p style="text-align: center;">Page 167</p>
<p>1 in, but later, about coming in to help with the day</p> <p>2 shift, but people -- we just left messages for people</p> <p>3 and things like that. So people did, when they started</p> <p>4 getting up, ring in to offer assistance.</p> <p>5 Q. Who was in charge of seeing if you could get more CROs</p> <p>6 into the control room?</p> <p>7 A. I think Joanne spoke to Adam Crinion and I think he was</p> <p>8 making those phone calls.</p> <p>9 Q. To your knowledge, did he stay at that task thoroughly</p> <p>10 and incessantly through the night or did it come and go?</p> <p>11 A. I think he tried anyone he thought would be available.</p> <p>12 Q. In your supplemental statement, MET00005199, if I can</p> <p>13 just ask you to look at that, a different topic, page 2,</p> <p>14 you say halfway down that page:</p> <p>15 "Approximately 01:45 - I answered a call on the</p> <p>16 emergency services airwave channel ..."</p> <p>17 And you discuss that.</p> <p>18 Then you say:</p> <p>19 "I informed them that I did not have access to the</p> <p>20 heli-tele downlink which was very frustrating and when</p> <p>21 asked I could not confirm if any LFB command units on</p> <p>22 the scene had access, I later discovered that they did</p> <p>23 not have the access for some time."</p> <p>24 Now, that's access to the heli-tele, is it?</p> <p>25 A. Yes.</p> <p style="text-align: center;">Page 166</p>	<p>1 A. I could've assisted CROs with calls, tried to get more</p> <p>2 information about the calls and pass them on maybe</p> <p>3 quicker. But it's hard to say. There was so much going</p> <p>4 on in the control room that night.</p> <p>5 But I was answering that and then I was answering</p> <p>6 the critical phone literally one after the other.</p> <p>7 MR MILLETT: Ms Norman, thank you very much. I have no</p> <p>8 further questions for you.</p> <p>9 In the usual way, there may be one or two that come</p> <p>10 out in the short break I am going to ask the chairman to</p> <p>11 have. So I am going to say thank you very much for the</p> <p>12 time being and we hope to be able to release you.</p> <p>13 SIR MARTIN MOORE-BICK: Yes, well, it does happen that</p> <p>14 counsel find there are more questions that need to be</p> <p>15 asked, so we are going to have a short break now and</p> <p>16 then I'll ask you to come back and see if there are more</p> <p>17 questions to be answered.</p> <p>18 So could you leave us now. Don't talk to anyone</p> <p>19 about your evidence while you're out of the room,</p> <p>20 please, and we'll resume at 2.40.</p> <p>21 THE WITNESS: Okay, lovely.</p> <p>22 SIR MARTIN MOORE-BICK: All right? Would you like to go</p> <p>23 with the usher, then, please.</p> <p>24 2.40 then, please, thank you.</p> <p>25 (2.35 pm)</p> <p style="text-align: center;">Page 168</p>

<p>1 (A short break)</p> <p>2 (2.45 pm)</p> <p>3 SIR MARTIN MOORE-BICK: Thank you very much. I think</p> <p>4 Mr Millett has a couple of questions.</p> <p>5 MR MILLETT: Yes, I have two or so questions for you.</p> <p>6 The first is we talked about the Vision error</p> <p>7 earlier this morning, the difficulty with the Vision</p> <p>8 system which led to an initial mobilisation of only</p> <p>9 three pumps as opposed to four.</p> <p>10 Do you know whether that glitch, as it were, has</p> <p>11 been rectified since?</p> <p>12 A. Yes, there's been a bit of work done on that, there has,</p> <p>13 yes.</p> <p>14 Q. Were there any other difficulties on the night</p> <p>15 associated with the Vision system?</p> <p>16 A. No, there wasn't on the night, no.</p> <p>17 Q. Before Grenfell, did you ever have any reason to think</p> <p>18 or fear that crews would not successfully be able to</p> <p>19 rescue any FSG caller?</p> <p>20 A. No, it's not something I've ever experienced, so, no,</p> <p>21 I would always have the expectation that they would be</p> <p>22 able to rescue them, yes.</p> <p>23 Q. Right, okay.</p> <p>24 Then one more question, which I've been tempted into</p> <p>25 asking.</p> <p style="text-align: center;">Page 169</p>	<p>1 ten years, so I was just trying to do too many things at</p> <p>2 once.</p> <p>3 MR MILLETT: Ms Norman, thank you very much. Those are all</p> <p>4 my questions.</p> <p>5 THE WITNESS: Thank you.</p> <p>6 MR MILLETT: It remains for me to say thank you very much</p> <p>7 for your patience in listening to and answering my</p> <p>8 questions. I'm extremely grateful to you for coming</p> <p>9 here and assisting us with our investigations.</p> <p>10 THE WITNESS: Thank you.</p> <p>11 MR MILLETT: There is a semaphore signal I'm getting from</p> <p>12 Mr Walsh.</p> <p>13 SIR MARTIN MOORE-BICK: Mr Walsh, if you want to say</p> <p>14 something.</p> <p>15 MR WALSH: Yes, there was a question which we posed</p> <p>16 MR MILLETT: I'm so sorry, Ms Norman.</p> <p>17 (Pause)</p> <p>18 SIR MARTIN MOORE-BICK: We have the occasional glitch here</p> <p>19 as well!</p> <p>20 THE WITNESS: Is that technology though?!</p> <p>21 MR MILLETT: I think if there is a real need for me to ask</p> <p>22 this question and it's come from the source I think it's</p> <p>23 come from, I think it could be dealt with in a different</p> <p>24 way.</p> <p>25 THE WITNESS: Okay.</p> <p style="text-align: center;">Page 171</p>
<p>1 Had you had full access to the heli-tele in the</p> <p>2 control room on the night from an early stage, which</p> <p>3 would obviously have been of the exterior of the</p> <p>4 building --</p> <p>5 A. Yes.</p> <p>6 Q. -- do you think that would have assisted you and your</p> <p>7 team and the advice you could give to callers?</p> <p>8 A. We would have still felt it was safer to keep people in</p> <p>9 their flats, only because we couldn't say, as you say,</p> <p>10 the interior, so we would have no idea what the fire was</p> <p>11 doing inside. But there would've been a lot more</p> <p>12 awareness of where the fire was affecting on the</p> <p>13 outside, so we would've known that it wasn't on the 4th</p> <p>14 floor, it was the entire top to bottom.</p> <p>15 Q. That then leads I think to the next and last question,</p> <p>16 which is: given that you needed information about what</p> <p>17 was happening inside the tower, did it ever occur to you</p> <p>18 to get on to CU8 or the incident commander and say,</p> <p>19 "I need a full picture from you now as to what the</p> <p>20 conditions are like inside the building"?</p> <p>21 A. It did occur to me, yes, and to be honest, every time --</p> <p>22 I thought about it a few times, but every time I went to</p> <p>23 do it, something else happened and I got taken away from</p> <p>24 what I wanted to do. As I say, we took more fire</p> <p>25 survival guidance calls that night than in the previous</p> <p style="text-align: center;">Page 170</p>	<p>1 MR WALSH: All right, thank you very much.</p> <p>2 MR MILLETT: Ms Norman, thank you very much.</p> <p>3 SIR MARTIN MOORE-BICK: Before you leave, Mr Walsh, are you</p> <p>4 content with that?</p> <p>5 MR WALSH: If it's capable to be dealt with in another way,</p> <p>6 I can't imagine what other way that might be, but I'm in</p> <p>7 Mr Millett's hands.</p> <p>8 MR MILLETT: No, I have no further questions for you,</p> <p>9 Ms Norman. Thank you.</p> <p>10 THE WITNESS: Okay.</p> <p>11 SIR MARTIN MOORE-BICK: Ms Norman, thank you very much</p> <p>12 indeed for coming to give your evidence. It has been</p> <p>13 really very helpful to hear about how the control room</p> <p>14 was working on the night and we're very grateful.</p> <p>15 Thank you. You are free to go now, if you would</p> <p>16 like to go with the usher.</p> <p>17 THE WITNESS: Thank you very much.</p> <p>18 SIR MARTIN MOORE-BICK: Thank you very much.</p> <p>19 (The witness withdrew)</p> <p>20 MR MILLETT: Mr Chairman, we are going to need, I think,</p> <p>21 a slight break for a scene change before we call the</p> <p>22 next witness, which is CRO Duddy.</p> <p>23 SIR MARTIN MOORE-BICK: I'll rise for as long as it's</p> <p>24 necessary to get things organised. Perhaps you would</p> <p>25 ask the usher to get me as soon as you're ready.</p> <p style="text-align: center;">Page 172</p>

<p>1 MR MILLETT: Absolutely. 2 (2.50 pm) 3 (A short break) 4 (2.55 pm) 5 SIR MARTIN MOORE-BICK: Yes, Mr Millett. 6 MR MILLETT: Mr Chairman, can I call my next witness, 7 please, which is control room officer Peter Duddy. 8 SIR MARTIN MOORE-BICK: Yes, thank you. 9 PETER DUDDY (sworn) 10 Questions by COUNSEL TO THE INQUIRY 11 SIR MARTIN MOORE-BICK: Thank you very much, Mr Duddy. 12 MR MILLETT: Mr Duddy, can I ask, please, for you to give 13 the inquiry your full name? 14 A. Peter Kieran Duddy. 15 Q. I want to say, first of all, thank you very much for 16 coming to the inquiry to assist us with our 17 investigations. We do very much appreciate it. 18 My questions are supposed to be short and simple. 19 Often they're not. If you want me to repeat them, 20 I will do that. If you want me to put the question in 21 a different way, I'm happy to do that, and if you need 22 a break at any time, just signal? 23 A. You're actually a bit quiet there. I'm struggling to 24 hear you there. 25 Q. If you need a break at any time, just let me know.</p> <p>Page 173</p>	<p>1 A. Yes. Well, as I said, then it became a wee bit 2 disjointed, so I ended up with ten total. 3 Q. Were you trained on policy 790, FSG calls, current as 4 at April 2014? 5 A. FSG calls I believe we done an afternoon session on it, 6 yes. 7 Q. Were you trained on emergency call management policy 8 539? 9 A. Yes. 10 Q. Were you trained on how to use the RIF, the reference 11 information file, for operators? 12 A. Yes, I was. 13 Q. Can I take it you're familiar with appendix 3 to 14 policy 539, which is fire survival guidance? 15 A. Well, I couldn't say it word for word but I would be 16 familiar, yes. 17 Q. Did you ever receive any training on how to handle 999 18 calls from a high-rise fire? 19 A. Not specifically high-rise, but 999 calls, yes. 20 Q. What was the last training session you attended prior to 21 the Grenfell fire in June 2017? 22 A. Oh, with regards to fire call handling it would've been 23 initial training, initial entrance training. 24 Q. Did you ever have any training on what advice to give or 25 how to gather when doing an FSG call?</p> <p>Page 175</p>
<p>1 A. Thank you. 2 Q. Now, can I take you to your witness statement dated 3 20 October 2017. That's at MET00007787. 4 Do you recognise that as your witness statement? 5 A. Yes. 6 Q. Have you read it recently? 7 A. I have. 8 Q. You have? 9 A. Yes. 10 Q. Are the contents true? 11 A. Yes. 12 Q. Have you discussed your evidence in that statement or 13 that you're about to give to the inquiry with anybody 14 before coming here today? 15 A. No. 16 Q. You are a control room officer with the LFB; yes? 17 A. Yes. 18 Q. You've held that position -- at least you had as 19 at October 2017 -- for about two years? 20 A. Yes, just under three now. 21 Q. Was that when you were first employed by the LFB, 2015? 22 A. Yes, September 2015, yes. 23 Q. In terms of training, you say on page 2 of your 24 statement -- no need to go to it -- you had about nine 25 weeks of training at the start; is that right?</p> <p>Page 174</p>	<p>1 A. Yes, during that day in training, yes. 2 Q. But not after that? 3 A. Not since, no. 4 Q. Did you never attend any refresher training? 5 A. No. 6 Q. Were you ever trained in how to draw all information 7 together from an FSG caller or a 999 caller when 8 deciding how to give advice? 9 A. Yes. Well, the questions that we ask would've been 10 something we were trained on, yes. Or questions we 11 should ask was something we were trained on. 12 Q. Were you ever trained specifically on how to assess the 13 safety of exit routes when a caller said they were 14 affected by heat, smoke or fire? 15 A. Well, we would've been trained more if the caller says 16 they can't get out. We wouldn't have had specific 17 training on going through assessing whether there's 18 three or four possible different exit routes, no. 19 Q. Were you ever given any specific training on how to 20 communicate with a caller who didn't have English as 21 their first language? 22 A. We would've been trained on -- or we have a RIF on 23 setting up a language line if it's not their first 24 language. Not specifically trained on how to deal with 25 that, but there is a RIF there available if we want to</p> <p>Page 176</p>

<p>1 set up a language line.</p> <p>2 Q. Did your training on FSGs ever factor in how to speak</p> <p>3 with people from different cultures or ethnic or</p> <p>4 religious backgrounds?</p> <p>5 A. No.</p> <p>6 Q. Did your training ever cover how to obtain information</p> <p>7 from callers about whether any persons in the flat or</p> <p>8 house or whether the caller had any disabilities, any</p> <p>9 mobility issues or health problems?</p> <p>10 A. No, that's not a particular question we would've been</p> <p>11 trained on to ask, no.</p> <p>12 Q. Can I then turn to the stay-put policy.</p> <p>13 In your statement on page 2, halfway down, you say:</p> <p>14 "In essence an FSG call is to give advice for as</p> <p>15 long as necessary to keep someone alive before crews get</p> <p>16 to them."</p> <p>17 And then about halfway down the page, you say:</p> <p>18 "General advice for high rise buildings is to stay</p> <p>19 put in the flats as the fire should be contained within</p> <p>20 the flat it is in. That is if all doors and windows are</p> <p>21 closed. If there is smoke, we would advise the caller</p> <p>22 to leave."</p> <p>23 Is that general advice, advice you give to any</p> <p>24 caller from elsewhere in a building, and particularly</p> <p>25 a high-rise building, if you know the fire is contained</p> <p style="text-align: right;">Page 177</p>	<p>1 fire, heat or smoke, if it's in their flat.</p> <p>2 Q. If it's in their flat?</p> <p>3 A. Yes.</p> <p>4 Q. So smoke in the flat, that means affected, does it, in</p> <p>5 your mind?</p> <p>6 A. Yes, if it's continuing to come in, even after towels</p> <p>7 and stuff have been put around cracks in doors.</p> <p>8 Q. As a CRO, can I just ask you, what information would you</p> <p>9 have used as at the date of the fire, June 2017, to make</p> <p>10 your own assessment as to whether the flat is affected</p> <p>11 by smoke, heat or fire?</p> <p>12 A. Well, depends on what the caller would've told us.</p> <p>13 Q. So you get the information from the caller.</p> <p>14 Would you also seek to get information from the</p> <p>15 incident ground as well as the caller in making that</p> <p>16 assessment?</p> <p>17 A. We wouldn't necessarily seek information from the</p> <p>18 incident ground. If the information was there, we would</p> <p>19 use it.</p> <p>20 Q. How often would you expect messages to come from the</p> <p>21 incident ground about the conditions on the outside or</p> <p>22 the inside of the building?</p> <p>23 A. I believe eight pumps and above is 60 minutes for</p> <p>24 informative. I could be wrong on that, but I believe</p> <p>25 that's what it is, per informative message.</p> <p style="text-align: right;">Page 179</p>
<p>1 within the flat of origin?</p> <p>2 A. Yeah, that's the advice you give, yes.</p> <p>3 Q. What advice do you give if you don't know whether the</p> <p>4 fire is contained within the flat of origin?</p> <p>5 A. I suppose we would give the same advice, assuming that</p> <p>6 it is. If we were told it wasn't contained, then</p> <p>7 I don't know, I suppose I would be seeking advice from</p> <p>8 somebody in charge of what we're going to tell them.</p> <p>9 Q. Does that mean that you would find out from elsewhere</p> <p>10 within the control room, perhaps a senior officer, more</p> <p>11 accurately what the conditions were in the building?</p> <p>12 A. If possible.</p> <p>13 Q. If you knew that the fire had spread beyond the flat of</p> <p>14 origin, but you didn't know how far, what would you do</p> <p>15 then?</p> <p>16 A. We would probably be giving the same advice: stay put.</p> <p>17 Q. I focused with you a moment ago on the sentence that</p> <p>18 says "If there is smoke, we would advise the caller to</p> <p>19 leave."</p> <p>20 Where would the smoke need to be before you would</p> <p>21 advise the caller to leave?</p> <p>22 A. Affecting their individual flat.</p> <p>23 Q. When you say "affecting", can you tell us what you think</p> <p>24 you mean by that?</p> <p>25 A. Well, as we said earlier, if their flat's affected by</p> <p style="text-align: right;">Page 178</p>	<p>1 Q. So you would be relying on informative messages to come</p> <p>2 from the fire ground at particular points.</p> <p>3 Would you yourself go out and look for information</p> <p>4 specifically in order to work out what was happening on</p> <p>5 the incident ground so that you could advise callers as</p> <p>6 to what to do?</p> <p>7 A. Not as a call handler. If you're on the radio and</p> <p>8 you're the one taking the informative messages, if you</p> <p>9 know you haven't had one in a while, you might prompt</p> <p>10 the ICP for an informative message to be sent, or if</p> <p>11 somebody senior requests for you to ask or to prompt for</p> <p>12 an informative.</p> <p>13 Q. Did you seek to do that on the night of the fire?</p> <p>14 A. I was not on the radio, no, so –</p> <p>15 Q. Just by radio, is it?</p> <p>16 A. It would just be the radio operator that would be taking</p> <p>17 informative messages, yes.</p> <p>18 Q. When you make your assessment about whether it's safe</p> <p>19 for a caller to stay in their flat, were you ever</p> <p>20 trained to use information that you had which was from</p> <p>21 elsewhere in the control room but not from the caller</p> <p>22 themselves?</p> <p>23 A. I don't believe it was specific training we would've</p> <p>24 had, but we would use any information available at the</p> <p>25 time.</p> <p style="text-align: right;">Page 180</p>

<p>1 Q. So the answer is, is it, that you would but not as 2 a matter of training, but as a matter of practice and 3 experience? 4 A. Basically, yeah. 5 Q. How would you go about getting information about 6 an incident from other control room officers? 7 A. Well, you wouldn't be able to walk over to them if 8 you're on the line. You could shout over to them or if 9 somebody in charge was coming around passing on 10 information. 11 Q. Moving on to fire survival guidance, at the foot of 12 page 2 of your statement, you say: 13 "I have never had any dealings with Grenfell Tower 14 before, nor had I dealt with multiple FSGs within a high 15 rise. I have dealt with a couple of FSGs before but 16 they were for houses and both were resulted 17 satisfactorily." 18 Were those two separate incidents or were they 19 a case of multiple FSG calls from the same incident? 20 A. No, they were two separate incidents. 21 Q. So before the night of Grenfell, had you ever handled 22 multiple FSG calls from a single incident? 23 A. Not before, but I did a few nights after. 24 Q. Right. 25 On page 2 of your statement, above where we've just</p> <p style="text-align: center;">Page 181</p>	<p>1 that determination? 2 A. Well, if they say they've no way out of their flat 3 that's affected by fire, heat or smoke. 4 Q. When you make that assessment, do you ever explore with 5 the caller whether it's really right that they can't get 6 out or do you take them at their word? 7 A. No, you would take them at their word that what they're 8 saying is correct. You would ask them -- obviously in 9 a high-rise, there's not going to be a backdoor, but say 10 it was a normal house, you would say backdoor, bedroom 11 window, any other way. But you do take them at their 12 word, yes. 13 Q. Would you not then ask them about what the means of 14 escape were and what the conditions in the escape route 15 were so as to be able to make your own assessment as to 16 whether actually they could get out, or would you just 17 simply leave it to the -- 18 A. That would be one of the questions you would ask when 19 they say they can't get out. "What's stopping you?" If 20 it's a fire at the front door, they can't get out, or if 21 it's the stairwell that they can't get down. That would 22 be one of the questions you would ask to determine if 23 it's FSG or not. 24 Q. Does it follow from that that you, as a CRO, would 25 actually seek to satisfy yourself from what the caller</p> <p style="text-align: center;">Page 183</p>
<p>1 been looking, four lines down from the start of the 2 second main paragraph, you say: 3 "... FSG call is to give advice for as long as 4 necessary to keep someone alive before crews get to 5 them. At the same time there is a need to transfer [as] 6 much information to the crews as possible. This 7 information would include the type of fire, its 8 location, and the type of building and where the 9 residents are so that the crews can rescue them. The 10 crucial element to the classification of a FSG is 11 whether or not the caller cannot get out. If they say 12 they cannot get out, it is a FSG call." 13 That's very clear. 14 But can I just look at one or two paragraphs in the 15 policies. Policy 790, first of all. 16 Can I ask you to look at paragraph 2.3. Paragraph 2 17 is fire survival guidance call information, and 2.3 18 says: 19 "Responsibility rests with control to determine that 20 FSG is taking place and not the fireground. The 21 fireground will determine whether an incident should be 22 treated as Persons Reported not control." 23 Just focusing on the first sentence of that, 24 "Responsibility rests with control to determine that FSG 25 is taking place", how does control or you as a CRO make</p> <p style="text-align: center;">Page 182</p>	<p>1 had observed and told you that, actually, there was no 2 way out or in fact there was? 3 A. We can only go with what they tell us. 4 Q. But would the assessment be made by you or would the 5 assessment be made by the caller? 6 A. Well, the assessment would be made by us based on what 7 they say, yes. 8 Q. In order to make that assessment, I think you are 9 telling us you would explore a bit with them as to 10 precisely what the problem was. 11 A. Yes. 12 Q. Smoke density, egress, things like that; is that right? 13 A. Yes, that's right. 14 Q. Now, at paragraph 3.1 it refers to principles of escape, 15 assess, protect and rescue as set out in policy 539. 16 I can take you to that. Put 790 away and go to 539. 17 You'll find that at tab 3 of our bundle. 18 Can I ask you, please, to look at page 16, which is 19 appendix 3. 20 We can see the four principles -- in fact, there are 21 five principles, actually -- set out the bottom. 22 There's escape, assess, protect, reassess and rescue. 23 Rescue is over the page. 24 On that page, under the first principle of escape, 25 if we look at that, it says:</p> <p style="text-align: center;">Page 184</p>

46 (Pages 181 to 184)

<p>1 "Control room officers will always use the four 2 principles of Escape, Assess, Protect and Rescue to 3 provide guidance to these callers. 4 "Firstly by assisting the caller to help identify a 5 safe, alternative ESCAPE route for them to leave their 6 premises. 7 "If this is not possible, then ASSESS the situation 8 by asking the caller direct questions ..." 9 So, the first thing to do is to assess the safety of 10 an alternative escape route. You've told us a bit about 11 that. 12 Would you expect to have plans of the building 13 available to you in the control room in order to assist 14 you with that assessment? 15 A. No. 16 Q. You wouldn't? 17 A. No, it's not something we have, no. 18 Q. Other than information provided to you by the caller, 19 what else would you have to be able to make your 20 assessment? 21 A. You'd just have what they're saying. 22 Q. Right. 23 Then it goes on. In terms of assessment, which is 24 the next thing, you assess the situation by asking the 25 caller direct questions, and you can see what those are.</p> <p style="text-align: center;">Page 185</p>	<p>1 crews on their way to get them, that they know where 2 they are and that they're going to come for them. 3 Q. When you say that the crews are on their way, would you 4 ever say that where you weren't completely confident 5 that that was the case? 6 A. Well, we would assume that is the case. Usually when we 7 take FSG calls, it's from the initial call, so we would 8 be mobilising as well as taking the FSG. So crews are 9 more often than not on the road to the incident. 10 Obviously at Grenfell we had a lot coming in after crews 11 were already in attendance and we were passing it to the 12 command unit. But then we would assume that once we 13 passed that information, it's being dealt with and there 14 is a plan in place to get these people. 15 Q. Would you ever give reassurances to callers knowing that 16 the reassurance had no basis, such as telling callers 17 that crews were coming when you knew or suspected that 18 they weren't? 19 A. That's not something I've ever been in the position of, 20 no. 21 Q. Now, can I just ask you to go back -- I'm sorry to dot 22 around -- policy 790, tab 5, and go, please, to 23 paragraph 5.1, "Information transfer to the incident". 24 It says there: 25 "As soon as control has confirmed that a FSG call is</p> <p style="text-align: center;">Page 187</p>
<p>1 But is it right that you're also asking the caller 2 direct questions when assessing whether there's a safe 3 alternative escape? 4 A. Yes, we would ask questions. 5 Q. It's a dialogue? 6 A. Yes. 7 Q. Is that right? 8 You go on to the protect phase below that. You see 9 it says: 10 "Begin to PROTECT the caller by providing current 11 Fire safety advice to attempt to keep the caller safe." 12 Does that mean, to your understanding, that you're 13 giving the caller advice on how to protect themselves 14 from the fire or smoke? 15 A. Yes. 16 Q. Or heat? 17 A. Yes, correct. 18 Q. Then it says you: 19 "Reassure the caller and REASSESS the callers 20 situation." 21 A couple of questions on that. 22 In terms of reassuring the caller, is the idea here 23 to reassure them based on facts known to you and of 24 which you're confident? 25 A. Yeah, well, it's to reassure the caller that there are</p> <p style="text-align: center;">Page 186</p>	<p>1 in progress they will contact the incident ground and 2 start to pass over the initial details." 3 Then if you look on at paragraph 5.5, you can see: 4 "Control will attempt to gather all the information 5 on the Control Information Form ... and relay this 6 information to the incident as and when it becomes 7 available." 8 There's a list there. You can see some eight bullet 9 points on the page. 10 Just looking at that list, is it important for a CRO 11 like yourself to obtain this information as soon as you 12 can from every 999 caller? 13 A. Yes. 14 Q. How easy is that in your limited experience of FSG calls 15 pre-Grenfell to obtain that all of that information? 16 A. It depends on the caller and how calm they are. If 17 they're panicked, it can be difficult to get 18 information. 19 Q. Have you had personal experience of obtaining that 20 information and then passing it to the incident ground? 21 A. Yes. 22 Q. How would you have passed it to the incident ground in 23 your experience pre-Grenfell? 24 A. Well, we have the RIF that would come up that would 25 prompt you and show you the questions. We'd usually put</p> <p style="text-align: center;">Page 188</p>

<p>1 that into either a service request that would be sent</p> <p>2 over the radio or we would have an AOM or another CRO</p> <p>3 that would be plugged in listening to us, and as we're</p> <p>4 talking and asking the questions, they would tell the</p> <p>5 radio operator, who would then pass that the crews are</p> <p>6 on their way.</p> <p>7 Q. Just looking at the list of things that you have to</p> <p>8 obtain and pass over to the incident ground, you have</p> <p>9 the number of the flat, the number of persons involved</p> <p>10 and also things like condition of their location, for</p> <p>11 example heavy smoke or light smoke, and latest advice</p> <p>12 given by control.</p> <p>13 So were you aware of the need to get that</p> <p>14 information from all callers who called into the control</p> <p>15 room?</p> <p>16 A. Yes. We would be aware of getting that information,</p> <p>17 yes.</p> <p>18 Q. Is there any particular reason in general why you</p> <p>19 wouldn't seek to go down that shopping list and get all</p> <p>20 that information from the caller?</p> <p>21 A. I can't say there would be any specific reason you</p> <p>22 wouldn't do it, no.</p> <p>23 Q. Would you expect to be updated by the incident ground on</p> <p>24 the progress of each individual rescue?</p> <p>25 A. They usually would in the way of informatives, yeah.</p> <p style="text-align: center;">Page 189</p>	<p>1 Grenfell had escalated or was escalating very rapidly</p> <p>2 through pump numbers, 10, 15, 20, 25?</p> <p>3 A. Yes, I was aware that the make-ups were coming in, yes.</p> <p>4 Q. When it reached pumps 25, which it did at 01.31.55, did</p> <p>5 you have any particular thoughts yourself about the</p> <p>6 nature of the fire spread or smoke spread at the scene?</p> <p>7 A. It was the biggest fire or the biggest pump attendance</p> <p>8 that I've been working for, so I thought it was a bad</p> <p>9 fire, yes.</p> <p>10 Q. Did you get an impression that the fire was spreading?</p> <p>11 A. No.</p> <p>12 Q. You didn't?</p> <p>13 A. I didn't.</p> <p>14 Q. What did you think was causing this acceleration of</p> <p>15 make-ups in this way?</p> <p>16 A. I didn't think what would've been causing it. I thought</p> <p>17 maybe one floor above, but I didn't -- I wasn't thinking</p> <p>18 of how far it actually had spread.</p> <p>19 Q. Did it occur to you that compartmentation had been</p> <p>20 breached in the original flat where the fire started and</p> <p>21 was starting to spread through the building?</p> <p>22 A. I was aware it may have done. I didn't have any</p> <p>23 confirmation and didn't have any information of how far.</p> <p>24 I was aware of the possibility but didn't have</p> <p>25 confirmation.</p> <p style="text-align: center;">Page 191</p>
<p>1 Q. By way of informatives, right.</p> <p>2 In your experience before Grenfell, had you ever had</p> <p>3 a situation where you had to chase or you didn't have</p> <p>4 the informative message about the progress of a rescue?</p> <p>5 A. On my previous ones, I was on the phone with them to the</p> <p>6 point of rescue. So I believe the firefighters came on</p> <p>7 the phone to me and said, "We've got them", so I knew</p> <p>8 that way. But an informative message would still follow</p> <p>9 later.</p> <p>10 Q. Is that because it's normal to stay on a call which is</p> <p>11 a fire survival guidance call properly so-called?</p> <p>12 A. Yes, it would be normal, yes.</p> <p>13 Q. Would you be expected to be told the outcome of an FSG</p> <p>14 call or crew deployment or would you get that because</p> <p>15 you're on the phone until rescue?</p> <p>16 A. Well, if you're on the phone until the point of rescue,</p> <p>17 you would know, but you would expect it in</p> <p>18 an informative, yes. They would use say the flat number</p> <p>19 and then rescued and their condition.</p> <p>20 Q. Going to the night of the fire, do you remember</p> <p>21 receiving an informative message at about 01.16 about</p> <p>22 the fire early on in its development?</p> <p>23 A. No, I don't remember receiving the informative, no.</p> <p>24 Q. Well, we'll move ahead.</p> <p>25 Do you remember being aware that the fire at</p> <p style="text-align: center;">Page 190</p>	<p>1 Q. We know, because we've seen it, that you were on calls</p> <p>2 from before this time, before pumps were made 25.</p> <p>3 Did the accelerating make-up that you could see</p> <p>4 affect the advice that you were giving callers?</p> <p>5 A. No.</p> <p>6 Q. Why is that?</p> <p>7 A. We would stick with the advice we're trained to do</p> <p>8 unless we're told otherwise, which we were later on in</p> <p>9 the night.</p> <p>10 Q. I see.</p> <p>11 Did you or any of your colleagues think that because</p> <p>12 the make-up to 25 had been so rapid, about 30 minutes or</p> <p>13 so, you needed information from the incident ground as</p> <p>14 to exactly what was happening at the scene so as to be</p> <p>15 able to give more targeted advice to callers?</p> <p>16 A. I can't say it's a thought that I was going to go out</p> <p>17 and look for information. If the information had come</p> <p>18 in, we would've been made aware of it.</p> <p>19 Q. Did you have any thoughts about whether it was wise to</p> <p>20 continue to tell residents to stay put given what you</p> <p>21 could see about the acceleration of the make-ups?</p> <p>22 A. No.</p> <p>23 Q. You started taking 999 calls. Before we look at some of</p> <p>24 those specifically, at the start of your getting calls,</p> <p>25 how did you go about recording the information that you</p> <p style="text-align: center;">Page 192</p>

<p>1 received from the callers?</p> <p>2 A. Would've been on our Vision system.</p> <p>3 Q. On Vision. So you typed it in; is that right?</p> <p>4 A. Yes.</p> <p>5 Q. Would you have written it down on a piece of paper?</p> <p>6 A. At some points we would've done, but not the initial</p> <p>7 calls.</p> <p>8 Q. When you've typed it into Vision, what would happen to</p> <p>9 it? Would it be sent to anybody else in the control</p> <p>10 room?</p> <p>11 A. No, we would create it as a dupe of the first attendance</p> <p>12 to say that we've had more than one call to the same</p> <p>13 incident.</p> <p>14 Q. Can I ask you to look at the short incident log and go</p> <p>15 to page 18.</p> <p>16 You'll see that on that page, halfway down, just</p> <p>17 below the reference to aerial ladder make-up at 1.30.121</p> <p>18 there's a time mark of 01.31.38:</p> <p>19 "PD Service Request.</p> <p>20 "Service Request Created: RT4 - G271 - FURTHER CALL</p> <p>21 TO SAY FIRE ON 20TH FLOOR ALSO - PEOPLE TRAPPED."</p> <p>22 I think this is the first entry on the short</p> <p>23 incident log for a 999 call or FSG, actually, because</p> <p>24 people are trapped.</p> <p>25 Do you remember what would happen with that? You</p> <p style="text-align: center;">Page 193</p>	<p>1 a service request update like that?</p> <p>2 A. If you receive further information on the same basis.</p> <p>3 Q. Right.</p> <p>4 A. If I was listening to her and knew she hadn't passed the</p> <p>5 message, I could add on to the message and make her</p> <p>6 aware that it has been updated.</p> <p>7 Q. Just taking those two, they are clearly service</p> <p>8 requests. Do they reflect calls you had just received?</p> <p>9 A. Yes.</p> <p>10 Q. Would you ever enter a service request in relation to</p> <p>11 a call that some other CRO had taken?</p> <p>12 A. Not unless I was asked to for some reason.</p> <p>13 Q. How soon after the call did you enter the information on</p> <p>14 the Vision log as a service request?</p> <p>15 A. Well, if you're not doing it as you're on the call, it</p> <p>16 would be done immediately afterwards.</p> <p>17 Q. You say it would be done; was that your invariable</p> <p>18 practice on the night?</p> <p>19 A. That's what I generally do, yes.</p> <p>20 Q. Was that your invariable practice on the night?</p> <p>21 A. Yeah, would've been.</p> <p>22 Q. Now, at page 3 of your statement in paragraph 2, you</p> <p>23 say, five lines down from the start:</p> <p>24 "The first FSG I remember dealing with was a family</p> <p>25 that were on the 12th floor. I advised them to stay put</p> <p style="text-align: center;">Page 195</p>
<p>1 create a service request and what do you then do with</p> <p>2 the service request?</p> <p>3 A. We would put it on -- on our middle screen, on the top</p> <p>4 right-hand corner is where all the service requests</p> <p>5 would go, so I would shout over to the radio operator</p> <p>6 that there's an RT4, and then they would pick it up from</p> <p>7 the same box in the right-hand corner and pass it to the</p> <p>8 scene.</p> <p>9 Q. Who would pass it to the scene, the radio operator?</p> <p>10 A. The radio operator to the ICP, yes.</p> <p>11 Q. Would you know from the Vision system that that service</p> <p>12 request had been passed to the incident ground by radio?</p> <p>13 A. Yes. Whenever it's put on the screen, the person on the</p> <p>14 radio can change the status on it to "in progress" and</p> <p>15 then complete it.</p> <p>16 Q. Right.</p> <p>17 A. Plus you can also hear them.</p> <p>18 Q. We just looked at the one at 01.31.38. If you look at</p> <p>19 the one at 01.34.11, just a bit lower down the page:</p> <p>20 "Service Request Updated from RT4 - G271 - FURTHER</p> <p>21 CALL TO SAY FIRE ON 20TH FLOOR ALSO - PEOPLE TRAPPED, to</p> <p>22 RT4 - G271 - FURTHER CALL TO SAY FIRE ON 20TH FLOOR FLAT</p> <p>23 82 ALSO - PEOPLE TRAPPED."</p> <p>24 This is you again, "PD".</p> <p>25 What are the circumstances in which you would do</p> <p style="text-align: center;">Page 194</p>	<p>1 as per normal but then they said that the fire was in</p> <p>2 the flat next door to them. My initial thought was that</p> <p>3 they must have been panicking and had seen some smoke.</p> <p>4 This is not uncommon with fires and people naturally</p> <p>5 assume the moment they see smoke that the fire is with</p> <p>6 them when in reality that is not the case and it is</p> <p>7 actually some distance away."</p> <p>8 Now, can I just ask you just about the timing of</p> <p>9 that, first of all.</p> <p>10 Help me with this. If you look at the time mark of</p> <p>11 01.45.44 on the short incident log at page 19, it says:</p> <p>12 "Service Request Created: RT4 - G271 - FURTHER FIRE</p> <p>13 STARTED ON 12TH FLOOR FLAT 96."</p> <p>14 Is that the call you're referring to?</p> <p>15 A. Yeah, I think it would be, yeah.</p> <p>16 Q. We see that you've recorded that in the Vision system at</p> <p>17 01.45.44. The call itself is LFB00000324, which</p> <p>18 starts -- we don't need to go to it straight away -- at</p> <p>19 01.44.33.</p> <p>20 So it looks as if from that you entered it straight</p> <p>21 away afterwards. Would that be right?</p> <p>22 A. Yes. Looks like it, yes.</p> <p>23 Q. Let me try and be a bit more helpful to you than I'm</p> <p>24 being, I'm afraid.</p> <p>25 If you could be shown, please, the control room</p> <p style="text-align: center;">Page 196</p>

<p>1 report LFB00004790 at a time mark of 01.44.43. This is</p> <p>2 page 46.</p> <p>3 This looks like it's the call. It's flat 95,</p> <p>4 12th floor. The summary is there. It starts at</p> <p>5 01.44.43. It lasts, as you can see, call duration</p> <p>6 3 minutes 33 seconds, so some time 01.48 it finishes.</p> <p>7 We go back to page 19 of the short incident log. We</p> <p>8 can see you entering the service request for that flat</p> <p>9 at 01.45.</p> <p>10 Do we get from that in fact you were on the call</p> <p>11 while entering the message?</p> <p>12 A. I must have been, yeah.</p> <p>13 Q. Do you remember a system involving whiteboards on the</p> <p>14 night?</p> <p>15 A. Yes, they were directly behind me, probably closer than</p> <p>16 me and the chairman. They were directly behind me.</p> <p>17 Q. What were they for, do you remember?</p> <p>18 A. It was two station managers were recording information</p> <p>19 on FSGs.</p> <p>20 Q. Did anybody tell you to start sending messages to the</p> <p>21 officers operating the whiteboard?</p> <p>22 A. I imagine at some point somebody would've done but</p> <p>23 I can't recall somebody specifically directing us to do</p> <p>24 that, no.</p> <p>25 Q. We've heard some evidence about the whiteboard and about</p> <p style="text-align: center;">Page 197</p>	<p>1 A. No.</p> <p>2 Q. When you were told by this caller at this time, 01.24,</p> <p>3 that there was a line of fire going right up the outside</p> <p>4 of it, did you have any thoughts about fire spread,</p> <p>5 breach of compartmentation, or what the fire was doing?</p> <p>6 A. Not specifically. Quite a lot of the time the</p> <p>7 information we get from callers can be inaccurate, can</p> <p>8 be -- sometimes the smoke can look worse, the smoke</p> <p>9 could be going up, it's not actually the fire. So it</p> <p>10 would've recorded it as a duplicate call, but I wouldn't</p> <p>11 have thought specifically on the way the fire spread</p> <p>12 that it did, yeah.</p> <p>13 Q. Did you report what you were being told by this caller</p> <p>14 to anybody in the control room or anybody --</p> <p>15 A. Not that I recall. It would be very difficult to report</p> <p>16 every call that every control room officer took to</p> <p>17 an AOM or operations manager. We wouldn't routinely</p> <p>18 report every call to them.</p> <p>19 Q. Did you seek to pass this information on to Alex Norman?</p> <p>20 A. I don't recall taking the call, so I'm not sure if</p> <p>21 I passed it on.</p> <p>22 Q. At that point, 01.24.08 or so, had you heard any other</p> <p>23 calls in progress in the control room?</p> <p>24 A. Yes, I was aware that there was a lot of calls going on</p> <p>25 we were all heavily involved in call-taking.</p> <p style="text-align: center;">Page 199</p>
<p>1 Jason Oliff being present in the control room and using</p> <p>2 his mobile to speak to the command unit.</p> <p>3 My question is: while that was happening, did you</p> <p>4 yourself pass any further messages to the radio operator</p> <p>5 to send by radio?</p> <p>6 A. Probably whenever the whiteboards were set up and</p> <p>7 Jason Oliff and the other station manager, Paul</p> <p>8 McClenaghan, I was passing that information just</p> <p>9 directly to them. As they were close by, it was quicker</p> <p>10 and easier.</p> <p>11 Q. We looked at the question of how you got information in</p> <p>12 light of the developing picture.</p> <p>13 I'd like now to look at some information you were</p> <p>14 also receiving from specific phone calls from those</p> <p>15 outside and inside the tower.</p> <p>16 Can I start by asking you to look, please, first of</p> <p>17 all, at the control report at page 13. I want you to</p> <p>18 look at 01.24.08.</p> <p>19 This is where you take a call from a female caller</p> <p>20 reporting a fire in Grenfell Tower:</p> <p>21 "The caller reports that there is a line of fire</p> <p>22 going right up the outside of it. CRO Duddy informs the</p> <p>23 caller that the Brigade is in attendance and additional</p> <p>24 resources are on their way."</p> <p>25 Do you remember that call?</p> <p style="text-align: center;">Page 198</p>	<p>1 Q. We can see from the two previous calls higher up that</p> <p>2 page, at 01.22.16 Christine Howson had taken a call and</p> <p>3 a minute later Debbie Real had taken a call, on that</p> <p>4 occasion from Thames Water.</p> <p>5 Could you hear what was going on around you in the</p> <p>6 control room at about this point?</p> <p>7 A. I couldn't hear clearly every word that was being said,</p> <p>8 but you could pick up on some things, yeah, particularly</p> <p>9 people who were closest to you.</p> <p>10 Q. Who was closest to you?</p> <p>11 A. Well, it would've been Sharon on the radio.</p> <p>12 Q. Right. Who else? Which other control room operators?</p> <p>13 A. I can't recall where everybody was sitting that night,</p> <p>14 so I can't remember.</p> <p>15 Q. Moving on, then, to page 17, you receive a call at</p> <p>16 01.26.54, which is transferred to you from the BT</p> <p>17 operator in Nottingham. A female caller comes on the</p> <p>18 line and reports there is a fire in 186 Grenfell Tower.</p> <p>19 Do you see that?</p> <p>20 A. Yes.</p> <p>21 Q. "She says there is a fire in the whole building and when</p> <p>22 CRO Duddy asks if the caller is in the building, she</p> <p>23 confirms that everyone is out. The caller is advised to</p> <p>24 stay out, not to go back in and that there are a lot of</p> <p>25 fire engines already there."</p> <p style="text-align: center;">Page 200</p>

<p>1 Do you have any recollection of that call?</p> <p>2 A. No.</p> <p>3 Q. Did you know at that stage what floor flat 186 was on?</p> <p>4 A. No.</p> <p>5 Q. Did you have any thoughts at that stage about how the</p> <p>6 fire might have spread from the 4th floor to flat 186?</p> <p>7 A. No, I didn't, no.</p> <p>8 Q. Did you have any thoughts about what the speed of</p> <p>9 make-ups by this point was telling you about the speed</p> <p>10 of spread of this fire?</p> <p>11 A. No, I didn't think directly on the spread of fire, I was</p> <p>12 more focusing on each individual call as it came at me.</p> <p>13 Q. Turning on to page 21, at 01.28.26, you receive</p> <p>14 a call -- this is just 2 minutes later -- from flat 82</p> <p>15 on the 11th floor:</p> <p>16 "The female caller explains that she is stuck on the</p> <p>17 11th floor and does not know how to get out. CRO Duddy</p> <p>18 asks if there is any smoke in her property to which the</p> <p>19 caller states that there is no smoke in her property but</p> <p>20 that there is smoke in the landing. CRO Duddy advises</p> <p>21 her to keep the doors and windows closed."</p> <p>22 Now, again, do you remember this particular call or</p> <p>23 not?</p> <p>24 A. There's very few calls I remember from that night, to be</p> <p>25 perfectly honest with you. I couldn't tell you how many</p> <p style="text-align: center;">Page 201</p>	<p>1 Q. Let's look at the rest of it. You go on to say:</p> <p>2 "OPERATOR: There's smoke on the landing, okay. What</p> <p>3 floor are you on?</p> <p>4 "CALLER: I'm on the 11th.</p> <p>5 "OPERATOR: You're on the 11th, okay. Right, just</p> <p>6 keep your door —</p> <p>7 "CALLER: Yeah, it's on, it's on — closed, yeah, it's</p> <p>8 shut but I've got a —</p> <p>9 "OPERATOR: Keep your door closed, keep the smoke out</p> <p>10 of your property, okay?</p> <p>11 "CALLER: Yeah, okay.</p> <p>12 "OPERATOR: Er, what flat number are you at?</p> <p>13 "CALLER: 82. I think the fire's, like, on the 5th</p> <p>14 or 6th floor, like, I can see it out of the window but</p> <p>15 obviously you know where it is. But, yeah, I just don't</p> <p>16 Know how to get out to be honest.</p> <p>17 "OPERATOR: Right, I'll let the crews know where you</p> <p>18 are, okay? But you need --</p> <p>19 "CALLER: On 82, yeah, the 11th floor.</p> <p>20 "OPERATOR: Yeah, okay. All right —</p> <p>21 "CALLER: All right, thank you.</p> <p>22 "OPERATOR: -- so just keep the doors closed, okay,</p> <p>23 keep your windows closed and just cover up (inaudible)</p> <p>24 any smoke, okay?</p> <p>25 "CALLER: Oh right, yeah, cool.</p> <p style="text-align: center;">Page 203</p>
<p>1 I took.</p> <p>2 Q. She told you she was stuck on the 11th floor.</p> <p>3 Can I just look at the transcript with you. It's</p> <p>4 LFB00000307.</p> <p>5 It starts page 2. You can see the time of the call,</p> <p>6 01.28.26, and at the top of page 2:</p> <p>7 "OPERATOR: Fire brigade.</p> <p>8 "CALLER: Yeah, hi, I live at 82 Grenfell Tower.</p> <p>9 There is a fire, you are in attendance but I'm stuck on</p> <p>10 the 11th floor and I don't know how to get out.</p> <p>11 "OPERATOR: Right, is there any smoke coming onto</p> <p>12 your property?</p> <p>13 "CALLER: Not at the moment but if I open the door</p> <p>14 there's smoke on the landing.</p> <p>15 "OPERATOR: There's smoke on the landing, okay. What</p> <p>16 floor are you on?"</p> <p>17 Then you give advice, keep the door closed, keep the</p> <p>18 smoke out.</p> <p>19 Just pausing there, is there any reason why you</p> <p>20 didn't ask her why she was stuck or she thought she was</p> <p>21 stuck on the 11th floor?</p> <p>22 A. I assume she was stuck on the 11th floor if there was</p> <p>23 smoke on the landing, but she didn't say the smoke was</p> <p>24 coming into her flat, so her flat was not directly</p> <p>25 involved.</p> <p style="text-align: center;">Page 202</p>	<p>1 "OPERATOR: Thanks.</p> <p>2 "CALLER: All right, cheers, thanks. Bye."</p> <p>3 We don't see you exploring with the caller in that</p> <p>4 call as to how she might have been able to get out of</p> <p>5 the flat. She just says "I'm stuck", and you take that</p> <p>6 at face value, it seems. Is there a reason --</p> <p>7 A. Yes, she also said there was no smoke in her property.</p> <p>8 So her property wasn't directly involved in the fire</p> <p>9 based on what was said there.</p> <p>10 Q. Okay.</p> <p>11 Now, you can see at the end, because I read it to</p> <p>12 you, you say:</p> <p>13 "Right, I'll let the crews know where you are,</p> <p>14 okay?"</p> <p>15 Did you, do you think?</p> <p>16 A. If I said I did, I would've done so, yes.</p> <p>17 Q. How would you have done that?</p> <p>18 A. Could've been a service request or else writing it down</p> <p>19 on a piece of paper and passing it -- I remember Yvonne</p> <p>20 Adams was going around collecting pieces of paper at</p> <p>21 that stage of levels and flat numbers and then she was</p> <p>22 passing it all as one group to the scene.</p> <p>23 Q. Just to go back to this question of not exploring her</p> <p>24 statement, "I'm stuck", she tells you there's smoke on</p> <p>25 the landing, but we don't see you saying, "Well, all</p> <p style="text-align: center;">Page 204</p>

<p>1 right, but how thick is it? How dark is it? Is there</p> <p>2 a neutral plane or can you crawl across the landing?"</p> <p>3 Is there a reason why you didn't explore the</p> <p>4 conditions on the landing with her?</p> <p>5 A. I can't think of any particular reason other than she</p> <p>6 said her flat was unaffected.</p> <p>7 Q. Her flat was unaffected?</p> <p>8 A. Yes.</p> <p>9 Q. But she said she was stuck. So thinking of the policy</p> <p>10 we looked at earlier, which is that you have to assess</p> <p>11 whether or not there's an alternative safe means of</p> <p>12 escape, my question is: is there a reason why you didn't</p> <p>13 make that assessment of precisely the conditions in the</p> <p>14 escape route with the caller?</p> <p>15 A. No, I can't think of any reason why not.</p> <p>16 Q. You then receive a call at exactly 01.30, and this is</p> <p>17 page 23 of the control report.</p> <p>18 It's summarised there:</p> <p>19 "CRO Duddy takes a call from a female caller</p> <p>20 reporting that there is a fire in Grenfell Tower and</p> <p>21 that they are stuck on the top floor and that the doors</p> <p>22 won't open. The caller explains that there is smoke</p> <p>23 everywhere and the fire is in her house on the 22nd</p> <p>24 floor. She tells CRO Duddy that everyone is now on the</p> <p>25 23rd floor. The caller further explains that the fire</p> <p style="text-align: center;">Page 205</p>	<p>1 We can see the call starts three lines down with the</p> <p>2 caller saying:</p> <p>3 "CALLER: We're all stuck on the top floor, the doors</p> <p>4 are not open."</p> <p>5 That's repeated. Then you say:</p> <p>6 "OPERATOR: Right, is there any smoke where you are?"</p> <p>7 "CALLER: Well, the whole place (inaudible) smoke.</p> <p>8 "OPERATOR: Is there any smoke where you are now?"</p> <p>9 "CALLER: Yes, there's smoke everywhere. You need to</p> <p>10 get right to the top. The fire's in our house and I'm</p> <p>11 on the 22nd floor, everyone's on the 23rd.</p> <p>12 "OPERATOR: Okay, the fire's on the 5th floor so</p> <p>13 you're well away from the fire okay?</p> <p>14 "CALLER: No, it's not. It's in our flat, we ran out</p> <p>15 of our flat, it's broken into our kitchen.</p> <p>16 "OPERATOR: Right, is there a fire on your floor or</p> <p>17 is it smoke (overspeaking) —</p> <p>18 "CALLER: Yes! There's (inaudible) fire.</p> <p>19 "OPERATOR: There's a fire on the 20th floor as well?"</p> <p>20 "CALLER: (inaudible).</p> <p>21 "OPERATOR: Okay, right —"</p> <p>22 Just pausing there, is there a reason why, when you</p> <p>23 were told the fire was on the 22nd floor, you corrected</p> <p>24 the caller to say it's on the 5th floor, and then had</p> <p>25 a little bit of an argument with the caller about where</p> <p style="text-align: center;">Page 207</p>
<p>1 has broken into the kitchen of her flat and she has run</p> <p>2 into the neighbour's flat. FSG is given to explain how</p> <p>3 to try to prevent smoke from coming in. The line is</p> <p>4 very poor and keeps cutting out ..."</p> <p>5 I don't think I need the rest read out aloud; we can</p> <p>6 see it there.</p> <p>7 Again, do you have a particular recollection of this</p> <p>8 call?</p> <p>9 A. No.</p> <p>10 Q. Did you have any thoughts, when you got this call and</p> <p>11 were told that the fire is in her house on the 22nd</p> <p>12 floor, about how it had got there from the 4th floor?</p> <p>13 A. Well, probably would've been assuming at that stage it</p> <p>14 must have been quite a bit of fire spread if what she</p> <p>15 was saying was correct. I would've thought it had</p> <p>16 spread quickly.</p> <p>17 Q. Is it right that by now, on this information, the fire</p> <p>18 was not only on the 4th floor but had spread all the way</p> <p>19 up to the top of the building?</p> <p>20 A. Well, based on that, but it's also possible for burning</p> <p>21 embers to come up and catch a curtain or something. It</p> <p>22 doesn't directly mean that the whole side of that</p> <p>23 building is alight.</p> <p>24 Q. Let's look at the transcript, if we can. It's</p> <p>25 LFB00000310.</p> <p style="text-align: center;">Page 206</p>	<p>1 the fire was?</p> <p>2 A. Well, quite often they do believe on the upper floors</p> <p>3 that the fire is within if they see the smoke. At that</p> <p>4 point we still believed the fire was on the 4th, so</p> <p>5 I wasn't aware that it had spread there.</p> <p>6 Q. Except that you had been told, because we looked at</p> <p>7 these calls earlier, that there was a fire at flat 186</p> <p>8 and that there was a line of fire up the whole building.</p> <p>9 So in the light of those earlier calls, I am just</p> <p>10 wondering really why you thought it right to correct the</p> <p>11 caller and say the fire was on the 5th floor.</p> <p>12 A. Well, because that was still the information that we</p> <p>13 were given. We had no confirmation that the fire had</p> <p>14 spread. As I said earlier, sometimes information you</p> <p>15 get is inaccurate.</p> <p>16 Q. I just wonder if that's really right, though, given at</p> <p>17 01.26.54 you were told the flat at 186 was affected by</p> <p>18 fire and flat 82 on the 11th floor was affected by fire</p> <p>19 too, or by smoke on the landing at least. It was clear</p> <p>20 by that stage -- I am suggesting to you that it was</p> <p>21 entirely possible that the fire had got all the way up</p> <p>22 to the top.</p> <p>23 Do you accept that?</p> <p>24 A. I accept that's possible, but it's just not something</p> <p>25 that we had confirmed.</p> <p style="text-align: center;">Page 208</p>

<p>1 Q. Okay.</p> <p>2 A. I accept it's possible but we didn't know for definite.</p> <p>3 Q. Moving on with the call, you go on on page 3 to</p> <p>4 investigate with the caller whether they can keep the</p> <p>5 smoke out, I think I'm summarising it there.</p> <p>6 Over the page, on page 4, after the "Hello?"</p> <p>7 "Hello?", you say:</p> <p>8 "OPERATOR: Message on four, possible on the</p> <p>9 (inaudible) floor as well. Right, are you able to stop</p> <p>10 the coming into that flat?</p> <p>11 "CALLER: (inaudible)</p> <p>12 "OPERATOR: Hello? Hello, we're going to get</p> <p>13 somebody to come up and help you okay? Hello? Hello?</p> <p>14 Hello? Operator, is this line open?"</p> <p>15 Going back to the beginning of the call, when you're</p> <p>16 told by the caller that they're all stuck on the top</p> <p>17 floor, is there a reason why you didn't investigate with</p> <p>18 them whether there was any safe route of exit at that</p> <p>19 point?</p> <p>20 A. No, I can't think of any reason, no.</p> <p>21 Q. Now, we've looked at this transcript line by line --</p> <p>22 well, almost line by line, we can look at it again, if</p> <p>23 you like -- but you don't appear in this call to ask how</p> <p>24 many people are in the flat. You are told "we're all",</p> <p>25 so there are a number of them, but you don't ask how</p> <p style="text-align: center;">Page 209</p>	<p>1 I can't remember which one I spoke to or which</p> <p>2 particular call that was. So I can't clarify that</p> <p>3 I definitely spoke with them on this call, no.</p> <p>4 Q. Would it have been important to you, having discovered</p> <p>5 there was fire on the 20th floor, and in fact fire on</p> <p>6 22nd floor as you were told on this call, to tell</p> <p>7 Alex Norman that the fire had got that far up?</p> <p>8 A. I would've told somebody, I would imagine, but I can't</p> <p>9 recall it. I remember speaking with somebody about fire</p> <p>10 spread but I can't remember who it was and which</p> <p>11 particular call it was.</p> <p>12 Q. Was anybody at this stage supervising your calls to</p> <p>13 ensure that the advice that you were giving and the</p> <p>14 information you were eliciting from the caller was</p> <p>15 correct or appropriate?</p> <p>16 A. I don't recall if it was at that time. I'm not sure of</p> <p>17 timing at all, sorry.</p> <p>18 MR MILLETT: Now, I am going to jump over a few of the other</p> <p>19 calls you received. I want to look at a specific one if</p> <p>20 I can with you at 01.34.50.</p> <p>21 It may be that now may be an appropriate moment to</p> <p>22 have a break if you want to.</p> <p>23 THE WITNESS: That's grand.</p> <p>24 SIR MARTIN MOORE-BICK: Would you like a break?</p> <p>25 THE WITNESS: Please.</p> <p style="text-align: center;">Page 211</p>
<p>1 many there are.</p> <p>2 Is there a reason for that?</p> <p>3 A. I can only imagine something I would've been doing or</p> <p>4 planning was getting more information at that stage and</p> <p>5 then the call cut off. I can only imagine I would've</p> <p>6 been asking before or planning as the call got cut off.</p> <p>7 I can't think specifically why not, no.</p> <p>8 Q. You got cut off. Were you able to ring back and get</p> <p>9 that further information that you didn't get in the</p> <p>10 first part of the call?</p> <p>11 A. I don't recall. If it was a landline, I wouldn't have</p> <p>12 called back.</p> <p>13 Q. Was there any reason why you didn't seek to establish</p> <p>14 whether there were any children in that flat or whether</p> <p>15 there were people with mobility difficulties or elderly</p> <p>16 people?</p> <p>17 A. No.</p> <p>18 Q. Did you inform Alex Norman, as the then senior</p> <p>19 operations manager in the control room, that you had</p> <p>20 discovered that there was serious smoke spread as far as</p> <p>21 the top floor trapping occupants up there?</p> <p>22 A. Well, as I say when I shouted out "Message on four",</p> <p>23 I would've passed it to the scene. I don't remember</p> <p>24 specifically speaking with Alex or the AOMs. I remember</p> <p>25 speaking with them about something at some point, but</p> <p style="text-align: center;">Page 210</p>	<p>1 SIR MARTIN MOORE-BICK: I think we would all benefit from</p> <p>2 that.</p> <p>3 THE WITNESS: Yes, thank you.</p> <p>4 SIR MARTIN MOORE-BICK: All right, we'll have a break now.</p> <p>5 Please don't talk about your evidence or anything</p> <p>6 relating to it to anyone during the break.</p> <p>7 Mr Millett, you'd better keep this to 5 minutes.</p> <p>8 MR MILLETT: I think we'll have to.</p> <p>9 THE WITNESS: Okay.</p> <p>10 SIR MARTIN MOORE-BICK: So leave us now and go with the</p> <p>11 usher, please, and come back to start at 3.50. All</p> <p>12 right? Thank you very much.</p> <p>13 Good, 3.50, please.</p> <p>14 (3.45 pm)</p> <p>15 (A short break)</p> <p>16 (3.50 pm)</p> <p>17 SIR MARTIN MOORE-BICK: All right, Mr Duddy?</p> <p>18 THE WITNESS: Yes, grand, thank you.</p> <p>19 SIR MARTIN MOORE-BICK: Thank you.</p> <p>20 MR MILLETT: Thank you for coming back to us.</p> <p>21 I am going to jump over a few calls. I just want to</p> <p>22 look at three particular ones and then move on.</p> <p>23 The first one is at page 30 of the control report,</p> <p>24 timed at 01.34.50, the transcript for which is at</p> <p>25 LFB00000315, and this is a call from a lady who said she</p> <p style="text-align: center;">Page 212</p>

<p>1 was trapped in flat 192 on the 22nd floor.</p> <p>2 Now, better to go from the transcript, I think. Can</p> <p>3 I ask you to be shown the transcript, which is</p> <p>4 LFB00000315.</p> <p>5 It starts:</p> <p>6 "CALLER: Yeah, we are trapped in 192 Grenfell Tower.</p> <p>7 "OPERATOR: Yeah, we're actually already there.</p> <p>8 "CALLER: Okay. What's that we do? We couldn't get</p> <p>9 down the stairs, because the stairs is full of smoke.</p> <p>10 "OPERATOR: Right. What floor are you on?"</p> <p>11 Just at that stage, did you realise, either from</p> <p>12 this call or from other calls that you'd been receiving</p> <p>13 in the past 15 minutes or so, that there was only one</p> <p>14 staircase in Grenfell Tower?</p> <p>15 A. I don't remember receiving that information, no.</p> <p>16 Q. Did there come a time when you did learn that there was</p> <p>17 only one staircase?</p> <p>18 A. Afterwards. After a couple of days maybe.</p> <p>19 Q. At some point in the night or after the night?</p> <p>20 A. No, after the night. I don't remember receiving that</p> <p>21 information on the night, no.</p> <p>22 Q. Oh, really? Okay.</p> <p>23 So did you receive any information about the fire</p> <p>24 safety protection measures within the building on the</p> <p>25 night itself?</p> <p style="text-align: center;">Page 213</p>	<p>1 Q. Even assuming we read 5th as 4th, is there any reason</p> <p>2 you can give us as to why you told these callers that</p> <p>3 the fire was on the 5th or 4th floor when 4 minutes</p> <p>4 before you'd started a call in which the caller had told</p> <p>5 you that the fire was on the 22nd floor?</p> <p>6 A. No, I can't give any reason, no.</p> <p>7 Q. There is discussion about where the smoke is coming</p> <p>8 from. In the middle of page 3, you say:</p> <p>9 "OPERATOR: Okay? Keep the smoke out of your flat,</p> <p>10 okay? We've got people coming up to you, to the 22nd</p> <p>11 floor, okay?"</p> <p>12 Did you know that for a fact?</p> <p>13 A. Well, that's an assumption we would've made once we</p> <p>14 passed the information to the scene, that there's a plan</p> <p>15 in place to go and get them, which there was, I believe.</p> <p>16 Q. Does it follow from that that you didn't actually have</p> <p>17 confirmation from the incident ground that crews were on</p> <p>18 their way to the 22nd floor?</p> <p>19 A. No, we didn't have confirmation, no.</p> <p>20 Q. So I'm sorry just to press this, this isn't intended to</p> <p>21 be critical, but what was the basis on which you were</p> <p>22 providing this caller with that reassurance, that people</p> <p>23 were coming up to you?</p> <p>24 A. On the basis that if we pass information that flat needs</p> <p>25 to be checked, they'll go and do it.</p> <p style="text-align: center;">Page 215</p>
<p>1 A. Not that I remember, no.</p> <p>2 Q. Would it follow from that you didn't learn anything</p> <p>3 about what the exit routes were?</p> <p>4 A. Well, we would've just assumed, like any building,</p> <p>5 a staircase, but I don't remember receiving any specific</p> <p>6 information on Grenfell, no.</p> <p>7 Q. Were any of the supervisors listening in on this call or</p> <p>8 helping you with what advice to give at this stage?</p> <p>9 Just to remind you, it is 01.34.50, so just about 01.35.</p> <p>10 A. Unless they happened to be passing by, I would doubt it,</p> <p>11 no.</p> <p>12 Q. Given what we've already looked at this afternoon from</p> <p>13 earlier calls which we saw about smoke and fire spread</p> <p>14 up the building -- we looked at that call, 22nd floor,</p> <p>15 fire in the flat there -- can you explain something.</p> <p>16 You go on to say in the middle of the page:</p> <p>17 "OPERATOR: Okay. Right, the fire's on the fifth</p> <p>18 floor. So, there could be smoke coming up. You need to</p> <p>19 close your doors and windows, okay?"</p> <p>20 Can you tell us why you told them that the fire was</p> <p>21 on the 5th floor when you had been told in the call at</p> <p>22 01.30 that the fire was in a flat on the 22nd floor?</p> <p>23 A. By saying the 5th floor, I can only imagine I was</p> <p>24 thinking of the 4th. I don't know why I said 5th there,</p> <p>25 but, no, I can't think what it is.</p> <p style="text-align: center;">Page 214</p>	<p>1 Q. On the basis that you had passed the message on already</p> <p>2 or were about to?</p> <p>3 A. I can't remember if I had passed at that stage or was</p> <p>4 going to, but it would've been passed and it would've</p> <p>5 been dealt with, that would've been the assumption.</p> <p>6 Q. Just to go back to a point I've asked you about on other</p> <p>7 calls, when you're told they're trapped, and you're told</p> <p>8 "We couldn't get down the stairs because the stairs is</p> <p>9 full of smoke", is there a reason why you didn't go on</p> <p>10 to ask them detailed questions about smoke density in</p> <p>11 the stairs or the conditions in the lobby outside the</p> <p>12 flat and how difficult it was actually to reach the</p> <p>13 stairs and get down them?</p> <p>14 A. No. There was no specific reason. I would just take</p> <p>15 them at their word that the smoke was stopping them.</p> <p>16 Q. Right.</p> <p>17 Can I look at another call, it's control report</p> <p>18 page 36. I think it's the next one you take. It's</p> <p>19 a call timed at 01.37.58, which is I think the next call</p> <p>20 you take. The summary says: the female saying:</p> <p>21 "... a female saying '113, hello'. CRO Duddy</p> <p>22 responds with 'hello Fire Brigade'. The caller sounds</p> <p>23 distressed and is speaking very quickly. A smoke alarm</p> <p>24 is sounding in the background and the caller states that</p> <p>25 there is smoke coming through the letter box. CRO Duddy</p> <p style="text-align: center;">Page 216</p>

<p>1 confirms that she is calling from Grenfell Tower and</p> <p>2 asks which floor the caller is on to which she replies</p> <p>3 the 14th. CRO Duddy advises the caller that the fire is</p> <p>4 on the fifth floor. The caller says that she doesn't</p> <p>5 know what to do and she has a baby in the house. She</p> <p>6 explains that the occupants have tried to run out but</p> <p>7 there is smoke in the corridor and the whole corridor is</p> <p>8 black so they have run back in the house. She also</p> <p>9 explains to CRO Duddy that there is smoke coming through</p> <p>10 the door and filling up the whole of the house. CRO</p> <p>11 Duddy advises her to block up the doors to keep the</p> <p>12 smoke out. He says he will let the crews know where she</p> <p>13 is."</p> <p>14 Do you remember that call, particularly?</p> <p>15 A. No, I don't remember that particular call, no.</p> <p>16 Q. Do you remember noting that this was someone calling</p> <p>17 from flat 113?</p> <p>18 A. No, I don't remember. Going back, I can't remember flat</p> <p>19 numbers I spoke to, nothing.</p> <p>20 Q. She's given you quite a lot of information about the</p> <p>21 smoke in the corridor and how they tried to escape.</p> <p>22 Was that enough for you to be able to know</p> <p>23 confidently that there wasn't an alternative escape</p> <p>24 route?</p> <p>25 A. Can you say that again, please.</p> <p style="text-align: center;">Page 217</p>	<p>1 fire is on the fourth floor and the caller informs him</p> <p>2 that embers have come up and in the window and have</p> <p>3 started a fire in the kitchen of flat 96 next door. He</p> <p>4 also says there are other people trapped on the 11th</p> <p>5 floor. The caller reports that it is very smoky and</p> <p>6 asks for help. CRO Duddy informs the caller that crews</p> <p>7 will be sent up to him. CRO Duddy advises him to get to</p> <p>8 the room furthest away from the fire."</p> <p>9 So that's the summary.</p> <p>10 Can I just ask you to look at the transcript which</p> <p>11 as I say is at LFB00000324, you have it there.</p> <p>12 Again, we see it starts:</p> <p>13 "CALLER: We're stuck in the flat, in 95.</p> <p>14 "OPERATOR: Okay. (overspeaking)</p> <p>15 "CALLER: Please, help us. I've got two children."</p> <p>16 Then you a little bit lower down, after having asked</p> <p>17 for the floor, floor 12:</p> <p>18 "OPERATOR: The 12th. Right. You're well away from</p> <p>19 the fire that's on the 4th floor."</p> <p>20 Just pausing there, by this time you had had,</p> <p>21 I think we've seen, a number of calls from callers who</p> <p>22 were telling you that the fire was not contained to the</p> <p>23 4th floor but had spread as far as at least the 22nd</p> <p>24 floor.</p> <p>25 I'm sorry to repeat the question, but why did you</p> <p style="text-align: center;">Page 219</p>
<p>1 Q. Let me put it a different way.</p> <p>2 Given the information that you were given, is there</p> <p>3 a reason why you didn't seek to explore with her more</p> <p>4 precisely what the smoke density was, what the</p> <p>5 conditions were like in the lobby or in the stairs?</p> <p>6 A. I think we were just taking the assumption that it was</p> <p>7 bad smoke and just taking it as her word. Keeping in</p> <p>8 mind there's probably 15, 20 calls that are waiting to</p> <p>9 get through to us, so we're anxious to process as many</p> <p>10 calls as possible.</p> <p>11 Q. We can see from the summary that you told the caller</p> <p>12 that the fire was on the 5th floor.</p> <p>13 Again, it's the same question: can you help us</p> <p>14 understand why you told her that the fire was on the</p> <p>15 5th floor when, as we've seen from the other calls, it</p> <p>16 had spread to floors higher in the building, two calls</p> <p>17 from two separate callers on floor 22 where there was</p> <p>18 fire?</p> <p>19 A. No, I can't give a reason.</p> <p>20 Q. Moving on in the same report to page 46, this is a call</p> <p>21 at 01.44.43, and the transcript reference is</p> <p>22 LFB00000324. Let's just look at the summary.</p> <p>23 "CRO Duddy takes a call from a male caller who</p> <p>24 states that he is stuck in flat 95 on the 12th floor and</p> <p>25 says he has two children. CRO Duddy explains that the</p> <p style="text-align: center;">Page 218</p>	<p>1 tell this caller that she was well away from the fire</p> <p>2 which was on the 4th floor?</p> <p>3 A. I can't think why. I was just going on the confirmation</p> <p>4 that -- we had no confirmation from scene that it was</p> <p>5 spread.</p> <p>6 Q. Now, again, you're told that -- I'm sorry, it's the same</p> <p>7 question -- she's stuck in the flat. We don't see you</p> <p>8 exploring what the conditions are in the exit routes so</p> <p>9 as to be able to make an assessment as to whether she</p> <p>10 could safely leave.</p> <p>11 Is there a reason for that?</p> <p>12 A. No.</p> <p>13 Q. Just one or two other questions about different calls.</p> <p>14 I am not going to go to the transcript of this one,</p> <p>15 but if you go to page 55 of the control report, we can</p> <p>16 see that you answer a call at 01.54.14 from a male</p> <p>17 caller in flat 95 on the 12th floor who says it's</p> <p>18 getting worse. There's the summary there, and you can</p> <p>19 see that the call duration is 40 minutes.</p> <p>20 Do you remember this call in particular?</p> <p>21 A. I remember that one because it was so long, and the</p> <p>22 fellow on the other end of the phone, I just remember he</p> <p>23 was incredibly calm somehow, which stood out.</p> <p>24 Q. Is there a reason why you stayed on the line with that</p> <p>25 caller but not with the others earlier that we've looked</p> <p style="text-align: center;">Page 220</p>

55 (Pages 217 to 220)

<p>1 at?</p> <p>2 A. You see, I can't give particular reasons because I can't</p> <p>3 remember. There must have been something. I keep</p> <p>4 imagining just going off what people are saying to you.</p> <p>5 It's easy to read off a transcript now, but you're just</p> <p>6 kind of making the best guess as people are screaming at</p> <p>7 you and shouting at you in the worst situation of their</p> <p>8 lives. You're just trying to make your best guess,</p> <p>9 I suppose.</p> <p>10 Q. Did you have a supervisor listening in to that call at</p> <p>11 any point?</p> <p>12 A. No, not that I recall.</p> <p>13 Q. As you can see in the summary, it says 02.33.36, just</p> <p>14 two-thirds of the way down there:</p> <p>15 "At 02:33:36 CRO Duddy says to the caller 'right we</p> <p>16 are going to tell you to leave but you need to stay on</p> <p>17 the phone'."</p> <p>18 Who is the "we"?</p> <p>19 A. Well, I assume that would be me telling them.</p> <p>20 Q. At that time, 02.33.36, do you know or can you remember</p> <p>21 whether the stay-put advice had now changed?</p> <p>22 A. I'm guessing it must have been around that time if I'm</p> <p>23 saying, "I'm going to tell you to leave".</p> <p>24 Q. Do you remember whether at this time, by which I mean</p> <p>25 02.33.36, you were getting any information back from the</p> <p style="text-align: center;">Page 221</p>	<p>1 change. She said that we need to tell people to get</p> <p>2 out, and make their own way out."</p> <p>3 And then you go on to elaborate a little bit lower</p> <p>4 down the page.</p> <p>5 Before I get to that part, can I just ask you about</p> <p>6 that first sentence I read to you about what the advice</p> <p>7 was.</p> <p>8 Do you remember exactly what Jo Smith said?</p> <p>9 A. I cannot remember the exact wording, just words to the</p> <p>10 effect of: just tell them they have to get out. I can't</p> <p>11 remember the exact wording or the exact time.</p> <p>12 Q. There's a control debrief note which I don't want to</p> <p>13 take up time taking you to, but it says the advice was</p> <p>14 to put wet towels over mouth, hold hands, stay together,</p> <p>15 get out, could be last chance.</p> <p>16 Does that trigger any recollection in your mind</p> <p>17 about the kind of advice you should be giving to people?</p> <p>18 A. Yes, I believe that was something I did say to callers,</p> <p>19 yes.</p> <p>20 Q. Do you remember being told by Jo Smith to tell callers</p> <p>21 that it could be their last chance?</p> <p>22 A. Words to the effect of, yeah, that basically that's the</p> <p>23 only chance they have, yes.</p> <p>24 Q. Were you told that firefighters were having difficulty</p> <p>25 getting above a particular floor at this stage?</p> <p style="text-align: center;">Page 223</p>
<p>1 incident ground about the progress of the rescue?</p> <p>2 You've been on the call by that stage for almost</p> <p>3 40 minutes. So do you remember whether towards the end</p> <p>4 of the call you got any information back from the</p> <p>5 incident ground?</p> <p>6 A. No, it was basically blind hope that there was somebody</p> <p>7 on the way to get them, yes.</p> <p>8 Q. Did the fact that you weren't getting information back</p> <p>9 from the incident ground give you any further</p> <p>10 information yourself about what was happening to</p> <p>11 deployments and whether they were succeeding in getting</p> <p>12 into the tower?</p> <p>13 A. No. I don't remember having that thought, no.</p> <p>14 Q. Did the experience of that 40-minute call assist you in</p> <p>15 giving advice to later callers?</p> <p>16 A. Well, if that's the time we started -- at 02.33, if</p> <p>17 that's the time we started changing, then that advice</p> <p>18 would've been consistent with the next call, so, yeah,</p> <p>19 I suppose it would've been.</p> <p>20 Q. Let's pick up that theme, the change in the stay-put</p> <p>21 advice. In your statement on page 4, if you can just go</p> <p>22 to that, in the second paragraph, you say:</p> <p>23 "At about 2.40am everything changed. The advice we</p> <p>24 had been giving to people was completely altered.</p> <p>25 Senior Operations Manager Joanne SMITH told me the</p> <p style="text-align: center;">Page 222</p>	<p>1 A. I don't remember receiving that information, no.</p> <p>2 Q. Were you told that the firefighters were having</p> <p>3 difficulty effecting any rescues due to the difficult</p> <p>4 conditions at this point?</p> <p>5 A. I don't remember receiving that, no.</p> <p>6 Q. When you say that the advice was completely altered, as</p> <p>7 you do in the first line of that paragraph, does that</p> <p>8 mean at no stage before that were you telling people to</p> <p>9 evacuate even if they could?</p> <p>10 A. I don't remember saying that, no.</p> <p>11 Q. Before the advice was changed, do you remember giving</p> <p>12 any advice to somebody saying "Get out"?</p> <p>13 A. Not that I recall.</p> <p>14 Q. Right.</p> <p>15 A. I certainly wouldn't have said to somebody it was their</p> <p>16 last chance before that, no.</p> <p>17 Q. No, but leaving aside the last chance point, do you</p> <p>18 remember before the advice was changed yourself giving</p> <p>19 advice to callers to say: "Well, let's go, get out"?</p> <p>20 A. Not that I recall, no.</p> <p>21 Q. Now, you then go on, halfway down the paragraph, to</p> <p>22 elaborate on what advice you were giving. You say --</p> <p>23 perhaps I should show you, to be fair to you, the line</p> <p>24 before:</p> <p>25 "To suddenly be telling people that they need to get</p> <p style="text-align: center;">Page 224</p>

<p>1 out and get down the stairs was totally alien to us and</p> <p>2 we were suddenly in an unprecedented place. I remember</p> <p>3 trying to tell people what they needed to do - get wet</p> <p>4 towels around their faces, feel for the walls and make</p> <p>5 their way to the fire escape. A lot of people were</p> <p>6 simply too scared to leave and actually flatly refused</p> <p>7 to go. I was left pretty clueless as to what to do so</p> <p>8 did the only thing I could think of that might get them</p> <p>9 to go - I tried to scare them. With nothing else left</p> <p>10 to say, I told people that they had absolutely no other</p> <p>11 option than to go and if they did not go, they would die</p> <p>12 in that flat - it was their only chance. It may seem</p> <p>13 pretty strong to have said that but I was left with no</p> <p>14 choice and the people on the end of the phone certainly</p> <p>15 had no choice. I think for some I managed to change</p> <p>16 their minds and they made all efforts to get out, but I</p> <p>17 am not sure if they made it or not."</p> <p>18 Now, that advice, that tone of advice, did anybody</p> <p>19 tell you to use that tone, uncompromising language like</p> <p>20 that?</p> <p>21 A. I remember having a conversation along those lines with</p> <p>22 Joanne Smith, but I can't recall the exact wording of</p> <p>23 what we discussed. But it was along those lines.</p> <p>24 Q. What if people told you that they just couldn't leave.</p> <p>25 They tried everything, they just couldn't leave. What</p> <p style="text-align: center;">Page 225</p>	<p>1 but at 02.50 you say, four lines up from the bottom:</p> <p>2 "If you don't do what I tell you, you are going to</p> <p>3 die in that flat.' The caller says she will try. No</p> <p>4 more is heard from the caller and the BT Operator comes</p> <p>5 on the line and confirms the caller has cleared the</p> <p>6 line."</p> <p>7 The question is: is that the kind of approach that</p> <p>8 you took for the rest of the night?</p> <p>9 A. Probably not on every call. I suppose I would be a bit</p> <p>10 more diplomatic about it, but as you see, that call was</p> <p>11 10 minutes. It was probably 10 minutes of convincing</p> <p>12 them in a less dramatic way of: you have to try and get</p> <p>13 out. But at that stage, as I said earlier on, there's</p> <p>14 more calls queueing up that we still need to tell them</p> <p>15 the same thing, so it was just a case of what the</p> <p>16 reality of the situation was.</p> <p>17 Q. Did you hear any other control room officers taking the</p> <p>18 same approach or taking a different and more gentle</p> <p>19 approach?</p> <p>20 A. Not that I recall, no.</p> <p>21 Q. Were the supervisors assisting you in any way as to how</p> <p>22 to couch the advice, or were you just left to decide for</p> <p>23 yourself how to put it?</p> <p>24 A. They done the best they could to come round and</p> <p>25 encourage us and offer advice, but they just had a hell</p> <p style="text-align: center;">Page 227</p>
<p>1 would you do then?</p> <p>2 A. Well, I think in that case, there was probably no</p> <p>3 chance. As we were saying, that was the last chance.</p> <p>4 Q. Had you ever received any training -- I think we've</p> <p>5 covered this, but just having looked at this precise</p> <p>6 advice -- on what to do if the stay put changed in the</p> <p>7 way it did on that night?</p> <p>8 A. No.</p> <p>9 Q. You say that you felt pretty clueless. We've just</p> <p>10 looked at that?</p> <p>11 A. Yes.</p> <p>12 Q. Why did you feel clueless?</p> <p>13 A. Well, maybe clueless would be better described as</p> <p>14 helpless.</p> <p>15 Q. Helpless, right.</p> <p>16 Did anything in your training or experience prepare</p> <p>17 you to handle this change of advice and now give this</p> <p>18 advice that Jo Smith had asked you to give?</p> <p>19 A. No.</p> <p>20 Q. Can I ask you to look at an example of one of these</p> <p>21 calls. It's page 96 of the control report, a call timed</p> <p>22 at 02.42.08. This is you taking a call from a female</p> <p>23 caller, flat 94, 12th floor. I just want to pick up the</p> <p>24 advice you give at 02.50.</p> <p>25 It's a call that lasts 10 minutes and 49 seconds,</p> <p style="text-align: center;">Page 226</p>	<p>1 of a lot to do themselves so they weren't constantly</p> <p>2 standing over our shoulder, telling us what to do.</p> <p>3 Q. Did you or anybody else that you know of try to take</p> <p>4 account of any cultural differences or ethnic</p> <p>5 differences which might affect the way the caller might</p> <p>6 respond to being advised in the way you were advising</p> <p>7 them?</p> <p>8 A. No.</p> <p>9 Q. When the advice changed, were you still passing on the</p> <p>10 details of the callers to Jason Oliff at the whiteboards</p> <p>11 so that he could inform the incident ground?</p> <p>12 A. I remember that we were still recording calls right up</p> <p>13 until I went home that morning about 07.30. I remember</p> <p>14 somebody ringing in about a guy on the 8th, but we</p> <p>15 continually made a note of every flat and floor number</p> <p>16 that we spoke about.</p> <p>17 Q. There's a call at 03.08 and I just want to take you to</p> <p>18 the summary at page 121 of the control report, where you</p> <p>19 take a call from a caller who states:</p> <p>20 "... 'fire, fire' whilst coughing. The caller</p> <p>21 states that they are in flat 92 on the 12th floor and</p> <p>22 CRO Duddy advises the caller to get to the staircase as</p> <p>23 it is their only chance. There is one adult and two</p> <p>24 children."</p> <p>25 The call is a long call, and I am glad to say that</p> <p style="text-align: center;">Page 228</p>

57 (Pages 225 to 228)

<p>1 it ends well.</p> <p>2 Do you have a particular recollection of that call?</p> <p>3 A. I listened to that call last week, yes.</p> <p>4 Q. You stayed on the line through that call and helped them</p> <p>5 out.</p> <p>6 A. I'm told they were on the staircase, from what</p> <p>7 I remember, yes, not the whole way down, but I am told</p> <p>8 they were on the staircase. I think they may have made</p> <p>9 contact with crews on the staircase.</p> <p>10 Q. Is that a good example of the successful efforts that</p> <p>11 you yourself took on the night to rescue people?</p> <p>12 A. It's about as much as we could do, yes.</p> <p>13 Q. I have one or two questions about callbacks.</p> <p>14 Jo Smith gave some evidence that control rooms</p> <p>15 don't, as a matter of course, call callers back. Is</p> <p>16 that your experience?</p> <p>17 A. Not a landline. If they're on their way out and you</p> <p>18 ring the landline, they hear the phone ring, the danger</p> <p>19 is they might go back in to pick it up. But a mobile,</p> <p>20 if it's on their person, we would call back on the way.</p> <p>21 Q. After the advice to stay put changed, did you call</p> <p>22 people back when calls were dropped or they ended to</p> <p>23 tell them that the advice had changed?</p> <p>24 A. Not that I remember doing so, no. It would've been very</p> <p>25 difficult to find the calls.</p> <p style="text-align: right;">Page 229</p>	<p>1 being mentioned in this inquiry. I don't remember it</p> <p>2 from the night, no.</p> <p>3 Q. Moving on to a final topic.</p> <p>4 On page 5 of your statement, you say in the second</p> <p>5 paragraph, halfway through:</p> <p>6 "Throughout the night there were no TVs on in the</p> <p>7 Control Room. However at some point I remember being</p> <p>8 shown images of the building on someone's phone on Sky</p> <p>9 News or something. To me, it looked like something from</p> <p>10 a film, a disaster movie or something. I could not</p> <p>11 believe that it was real and it was actually happening</p> <p>12 there and then. I am utterly amazed that fire fighters</p> <p>13 managed to get up there and get anybody out."</p> <p>14 Do you remember at what point of the night you saw</p> <p>15 images of the building on someone's phone?</p> <p>16 A. It would've been as the calls were starting to quieten</p> <p>17 down. Previous to that I wouldn't have had a chance to</p> <p>18 look at anything.</p> <p>19 Q. If you had seen pictures of the tower on fire at</p> <p>20 an earlier stage, would that have assisted you in terms</p> <p>21 of the advice that you were giving to callers, do you</p> <p>22 think?</p> <p>23 A. It wouldn't have assisted in the advice because it's not</p> <p>24 my decision to make, to change the advice. So I don't</p> <p>25 believe it would've assisted me personally, no.</p> <p style="text-align: right;">Page 231</p>
<p>1 Q. Did you ask anybody how callers were going to find out</p> <p>2 that the advice had changed if you didn't call them</p> <p>3 back?</p> <p>4 A. No.</p> <p>5 Q. Is there a reason for that?</p> <p>6 A. I think we were just so focused on calls coming in.</p> <p>7 Q. There is an example of a callback, and I just wanted to</p> <p>8 know why that was. It's a call from flat 153 on the</p> <p>9 18th floor where the call had come from the control room</p> <p>10 at Essex. Do you remember that?</p> <p>11 A. I only remember it from it being mentioned in this</p> <p>12 inquiry before the summer. I don't remember it from the</p> <p>13 night, no.</p> <p>14 Q. Do you remember calling anybody else back on the night?</p> <p>15 A. No.</p> <p>16 Q. So it was a one-off, was it, this one?</p> <p>17 A. I don't recall calling anybody, but based on what you</p> <p>18 said, I must have done, yes.</p> <p>19 Q. Okay. Let me see how much you do remember.</p> <p>20 Do you remember speaking at about 03.00 am to the</p> <p>21 Essex control room?</p> <p>22 A. No.</p> <p>23 Q. Do you remember being told to call a man in flat 153 and</p> <p>24 being given the number to call?</p> <p>25 A. No, I don't remember. I only know of it through it</p> <p style="text-align: right;">Page 230</p>	<p>1 Q. But would it have assisted you in getting a clearer</p> <p>2 picture in your mind as to smoke and fire spread so you</p> <p>3 can give callers clearer, more fact-based advice</p> <p>4 yourself?</p> <p>5 A. It may have done. I can't say for definite. But --</p> <p>6 MR MILLETT: Fair enough.</p> <p>7 Mr Duddy, I am going to say thank you very much for</p> <p>8 your evidence. I have no further questions at the</p> <p>9 moment. There may be one or two more that occur to me,</p> <p>10 so I'm going to ask the chair to rise for a minute.</p> <p>11 Mr Chairman, is that convenient?</p> <p>12 SIR MARTIN MOORE-BICK: Yes.</p> <p>13 It does happen, Mr Duddy, that counsel find on</p> <p>14 reflection that there are questions that should have</p> <p>15 been asked.</p> <p>16 We'll have a break until 4.30, and I must ask you</p> <p>17 not to talk about your evidence while you're out of the</p> <p>18 room.</p> <p>19 When you come back, we'll see if there are any more</p> <p>20 questions. All right?</p> <p>21 THE WITNESS: Thank you.</p> <p>22 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>23 usher, then, please.</p> <p>24 Right, 4.30, then, please.</p> <p>25 (4.22 pm)</p> <p style="text-align: right;">Page 232</p>

<p>1 (A short break)</p> <p>2 (4.30 pm)</p> <p>3 SIR MARTIN MOORE-BICK: All right, Mr Duddy? A few more</p> <p>4 questions, I'm afraid.</p> <p>5 THE WITNESS: Okay.</p> <p>6 MR MILLETT: Mr Duddy, first of all, I put a call to you</p> <p>7 from page 96 of the control report at 02.42.08 from</p> <p>8 a female caller, flat 94 on the 12th floor.</p> <p>9 I've been asked to make it clear for the record,</p> <p>10 just so you know, that the caller survived and was</p> <p>11 rescued.</p> <p>12 A. Thank you.</p> <p>13 Q. So that's on record.</p> <p>14 Secondly, I have a question about the call at</p> <p>15 01.54.14, which, if we go to the control report at</p> <p>16 page 55, comes from a male caller in flat 95 on the</p> <p>17 12th floor. We looked at that just before we rose.</p> <p>18 It's the one that lasted 40 minutes, do you remember?</p> <p>19 A. Yes.</p> <p>20 Q. You say you do recall it.</p> <p>21 The summary says that you were told that he has two</p> <p>22 children aged 8 and 12 and can hear the fire in the flat</p> <p>23 next door.</p> <p>24 The question is: did you stay on the phone with the</p> <p>25 caller for the full 40 minutes until firefighters</p> <p style="text-align: right;">Page 233</p>	<p>1 I think you said when I asked you about this before</p> <p>2 that you'd got them to the stairs but not down the</p> <p>3 stairs.</p> <p>4 I think it's right -- and we can see this and</p> <p>5 certainly we get it from the call -- that you're on the</p> <p>6 phone while she gets down the stairs to the 2nd floor</p> <p>7 where the firefighters are.</p> <p>8 Do you remember that?</p> <p>9 A. No, I don't remember staying on that long, to be honest.</p> <p>10 Q. It's 12 minutes 52 seconds and she's coming from the</p> <p>11 12th floor.</p> <p>12 Do you recall that she tries to go back because of</p> <p>13 the smoke and you keep telling her to move on and keep</p> <p>14 going down. Do you remember that?</p> <p>15 A. I can't remember specifics, specific parts of it, no.</p> <p>16 I remember speaking, "Just continue, you have to</p> <p>17 make your way out", and then -- I didn't realise I was</p> <p>18 with her on the phone the whole way down to the 2nd, to</p> <p>19 be honest, no.</p> <p>20 Q. Nonetheless, this was I think an example of you staying</p> <p>21 on the phone and guiding somebody out through the smoke.</p> <p>22 A. Yes.</p> <p>23 Q. Do you remember --</p> <p>24 A. Yes, I did.</p> <p>25 Q. In broad terms, do you remember that?</p> <p style="text-align: right;">Page 235</p>
<p>1 arrived and rescued the occupants?</p> <p>2 A. Yes.</p> <p>3 Q. What did you try to do to reassure the caller during</p> <p>4 this call?</p> <p>5 A. Well, to reassure would be just as we spoke about</p> <p>6 earlier, telling them that there's people on the way to</p> <p>7 get them, and then the rest of the time was: get</p> <p>8 everyone in a single room, just as far as away from the</p> <p>9 smoke as possible, cover cracks in the doors, stay down</p> <p>10 low, cover your faces with wet towels.</p> <p>11 Q. Right. So that was the reassurance that you gave during</p> <p>12 the call?</p> <p>13 A. Well, the reassurance was probably more the fact of</p> <p>14 somebody on their way to get you.</p> <p>15 Q. Right.</p> <p>16 Now, there's a call that you took at 03.08.01, and</p> <p>17 just to go back to the control report, 03.08.01 is at</p> <p>18 page -- we didn't look at it, so this is one I've been</p> <p>19 asked to ask you about -- 121.</p> <p>20 "03:08:01 CRO Duddy takes a call from a caller who</p> <p>21 states 'fire, fire' whilst coughing."</p> <p>22 I did take you to this, my fault. 92, 12th floor.</p> <p>23 This lady was in her flat, one adult, two children.</p> <p>24 Now, again, this was a good news story in the sense</p> <p>25 that, with your help, she was rescued.</p> <p style="text-align: right;">Page 234</p>	<p>1 A. Yes.</p> <p>2 Q. Can I then ask you about the call from flat 193, 22nd</p> <p>3 floor. Let me see if I can go through this with you.</p> <p>4 First of all, just a bit of background. There are</p> <p>5 two previous calls. There is a call that the caller</p> <p>6 makes to Yvonne Adams at 02.37 and 02.43, and then</p> <p>7 there's a second call at 03.05 in which you tell them to</p> <p>8 leave. I'll just show you the control room report for</p> <p>9 that. 03.05.09, page 119, Paul, of the control report.</p> <p>10 I'll just put the summary to you of that call:</p> <p>11 "CRO Duddy takes a call from a BT Operator who has a</p> <p>12 caller on the line in flat 193 on the 22nd floor.</p> <p>13 A male caller then comes on the line and CRO Duddy</p> <p>14 passes the advice that they must cover themselves with</p> <p>15 wet towels or cloths to get to the stairwell. The</p> <p>16 caller says they cannot get there because they cannot</p> <p>17 see and it is full of smoke. CRO Duddy explains that it</p> <p>18 is the only option and they should feel their way along</p> <p>19 the corridor. The caller states that the stairs are</p> <p>20 full of smoke and CRO Duddy repeats that it is their</p> <p>21 only option and they must get to the staircase."</p> <p>22 So you're giving your customarily clear and</p> <p>23 unequivocal advice, as you told us before, that's the</p> <p>24 background.</p> <p>25 There is a third call to you from that address, and</p> <p style="text-align: right;">Page 236</p>

<p>1 also a second call made from another family at 03.04.24. 2 I just want to show you that. 3 That transcript is at LFB00000422. I just want to 4 have a look briefly at parts of the transcript, if 5 I can. 6 "CALLER: Hello? We are trapped in 193. 7 "OPERATOR: You're in flat 193? 8 "CALLER: Yeah. We couldn't get out. We tried but, 9 but the, the smoke, couldn't even let us move one 10 metre." 11 Then you go on to say: 12 "OPERATOR: ... you need to cover your face with 13 anything you can find and - 14 "CALLER: We, we tried, we tried, but we can't -" 15 Halfway down the the page, you continue to say: 16 "OPERATOR: Right. You need to listen to me. This is 17 your only chance, okay? You need to cover your face 18 with whatever you can find, cover it with water, and 19 make it into the staircase. There's firefighters in the 20 staircase, okay? 21 "CALLER: We can't. 22 "OPERATOR: Right. (inaudible) chance of getting out. 23 "CALLER: We tried but we can't (inaudible) send a 24 helicopter or a ladder or something (inaudible) 25 "OPERATOR: (inaudible) try, okay?</p> <p>Page 237</p>	<p>1 "CALLER: The fire is coming and we are (inaudible) 2 side." 3 Then it goes on. 4 Just pausing there, do you remember whether this is 5 a man or a woman that you're speaking to? 6 A. If it's the call I'm thinking of, it was a woman. 7 Q. You think it was a woman. The family members who have 8 listened to the tape say it's a man. In hindsight, do 9 you think that's right? 10 A. It could be right, I'm not sure. It's only thinking 11 back. 12 Q. Now, if you go on to page 6, you say: 13 "OPERATOR: Right. Listen to me, you understand, you 14 have no other choice? This is your only chance, you 15 have to try and get to that staircase. 16 "CALLER: I can't even move to the other side. We 17 can't see, we, we can't breathe, how can we go to the -" 18 And you ask them to feel their way along the wall. 19 Then on page 7, you say -- and it continues in this 20 vein -- two-thirds of the way down the page: 21 "OPERATOR: Right. Listen to me, you're going to die 22 in that fire unless you make your way to that staircase, 23 okay? Do you understand that? 24 "CALLER: (inaudible) we try? Shall we try? 25 Inaudible) die if we don't try.</p> <p>Page 239</p>
<p>1 "CALLER: We couldn't, we couldn't." 2 It continues in that vein. Halfway down page 3, you 3 say, "This your only chance". That's the same point: 4 "CALLER: Well, we can't. There's no way you can't 5 send a helicopter or anything, you can't? 6 "OPERATOR: Listen, there's no other way." 7 So it's pretty clear. 8 Then over the page: 9 "OPERATOR: How many people are with you at the 10 minute? 11 "CALLER: Sorry? We can't, we can't (inaudible) 12 "OPERATOR: How many adults have you with you? 13 "CALLER: (inaudible) children. 14 "OPERATOR: How many adults are there? How many 15 children? 16 "CALLER: There are (inaudible) five, three, five, 17 seven. 18 "OPERATOR: There's seven of - seven people 19 altogether? 20 "CALLER: No, 7 children, and about 12 adults. 21 "OPERATOR: Seven children and three adults? 22 "CALLER: No, 12, 12 adults and 7 children. 23 "OPERATOR: 12 adults? 24 "CALLER: 12, 1-2. Yeah. Hello? 25 "OPERATOR: Hello.</p> <p>Page 238</p>	<p>1 "OPERATOR: Right. Are you making your way there? 2 "CALLER: Yeah, I think we shall try. 3 "OPERATOR: Yeah, you have to try, okay? I think 4 they're making their way there now. Right. Are you on 5 your way there now, yeah? 6 Again, it continues in that vein, "We're trying, we 7 can't, we can't". 8 Same on page 8: 9 "CALLER: We are on the 22nd floor, 193. 10 "OPERATOR: Right. You need, you need to get to that 11 staircase." 12 And it continues. 13 On page 9 it ends with: 14 "OPERATOR: It is your only choice. Okay? I'm going 15 to have clear the line. You have to do this, okay? 16 "CALLER: Well, we can't. We tried." 17 Now, my question is: given that there are other 18 instances of people actually managing to get into the 19 stairwell, as we've seen from the other calls I showed 20 you, the success stories, do you know why they weren't 21 able to get out of their flats, across the lobby and 22 into the stairs? 23 A. I assume just that it was bad on their floor. 24 Q. Did you get any impression from what they were saying -- 25 we looked at quite a bit of the transcript -- as to what</p> <p>Page 240</p>

60 (Pages 237 to 240)

<p>1 made them different and why they couldn't get out?</p> <p>2 A. No. I don't remember that. I just remember that that</p> <p>3 was literally the only chance, the only choice.</p> <p>4 Q. Do you remember whether there was any language</p> <p>5 difficulty or perhaps misunderstanding between you and</p> <p>6 the caller about how urgent it was and essential that</p> <p>7 they should actually leave?</p> <p>8 A. Not that I recall. I think I was -- I think I was</p> <p>9 fairly clear, I don't know.</p> <p>10 Q. Did you consider anything that you could say to persuade</p> <p>11 them to leave?</p> <p>12 A. Well, I think I did say, "You're going to die in that</p> <p>13 flat if you don't". Wasn't that on the transcript?</p> <p>14 Q. You say:</p> <p>15 "OPERATOR: ... I'm going to have clear the line.</p> <p>16 You have to do this, okay?</p> <p>17 "CALLER: Well, we can't. We tried."</p> <p>18 And the call ends.</p> <p>19 Why did you clear the line then?</p> <p>20 A. Because there was calls mounting up. We still had other</p> <p>21 calls to answer, and I just didn't think I was going to</p> <p>22 change her mind. I told her -- sorry, I keep saying</p> <p>23 "her", I can't recall -- I told the caller repeatedly</p> <p>24 that's the only choice. I just didn't think I was going</p> <p>25 to change her mind. I could've spent an hour doing it,</p> <p style="text-align: center;">Page 241</p>	<p>1 SIR MARTIN MOORE-BICK: You are all right, are you?</p> <p>2 A. Yeah, I'm grand, thanks.</p> <p>3 MR MILLETT: I only have one more question.</p> <p>4 A. Okay.</p> <p>5 Q. That is: do you remember what you did immediately after</p> <p>6 that call with the information you had on it?</p> <p>7 A. The information -- I would've still been passing the</p> <p>8 flat number, the number of people. We would've still</p> <p>9 been following the procedure, passing that to the scene,</p> <p>10 but then straight after it was back onto the same again,</p> <p>11 just ...</p> <p>12 MR MILLETT: Mr Duddy, thank you very much. I have no</p> <p>13 further questions for you.</p> <p>14 Can I say thank you very much to you for coming</p> <p>15 along and giving evidence to us today. We really</p> <p>16 appreciate it and it's helped greatly with our</p> <p>17 investigations.</p> <p>18 THE WITNESS: Thank you.</p> <p>19 SIR MARTIN MOORE-BICK: Mr Duddy, can I just add my thanks</p> <p>20 to those of Mr Millett. It obviously was a very</p> <p>21 difficult and distressing experience, you taking all</p> <p>22 those calls, as you made perfectly plain, and I'm sorry</p> <p>23 we've had to ask you to go through it again. But it's</p> <p>24 very helpful to hear your account. Thank you very much</p> <p>25 indeed.</p> <p style="text-align: center;">Page 243</p>
<p>1 when I could've spent an hour answering more calls. And</p> <p>2 as you say, we did have a couple of success stories,</p> <p>3 which hopefully there might've been in that next hour.</p> <p>4 I'm not sure if there was.</p> <p>5 Q. When you ended the call, were you completely satisfied</p> <p>6 in your own mind that there was nothing more you could</p> <p>7 do to persuade them to try to leave?</p> <p>8 A. Yes.</p> <p>9 Q. What --</p> <p>10 A. That call has stayed with me.</p> <p>11 Q. I'm sorry.</p> <p>12 A. That -- I'm all right, sorry.</p> <p>13 SIR MARTIN MOORE-BICK: Are you all right?</p> <p>14 A. Yeah.</p> <p>15 SIR MARTIN MOORE-BICK: Just take a moment.</p> <p>16 A. Sorry.</p> <p>17 SIR MARTIN MOORE-BICK: No rush.</p> <p>18 (Pause)</p> <p>19 A. Just for me, that night -- that call was the worst part</p> <p>20 of the whole night. Hanging up was the worst decision</p> <p>21 I've ever made. Sorry ...</p> <p>22 SIR MARTIN MOORE-BICK: Sit down for a minute.</p> <p>23 (Pause)</p> <p>24 MR MILLETT: Mr Chairman, I only have one more question.</p> <p>25 A. Sorry.</p> <p style="text-align: center;">Page 242</p>	<p>1 THE WITNESS: Thank you.</p> <p>2 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>3 usher, please.</p> <p>4 (The witness withdrew)</p> <p>5 SIR MARTIN MOORE-BICK: Yes, Mr Millett.</p> <p>6 MR MILLETT: Well, there it is. That ends the evidence for</p> <p>7 today.</p> <p>8 SIR MARTIN MOORE-BICK: Yes.</p> <p>9 MR MILLETT: Mr Chairman, I'm grateful for your sitting</p> <p>10 15 minutes or so later than we would. It has been</p> <p>11 a long day and everyone is tired.</p> <p>12 SIR MARTIN MOORE-BICK: It was important to finish that</p> <p>13 witness in particular.</p> <p>14 MR MILLETT: Indeed.</p> <p>15 We have three witnesses next on Monday, also control</p> <p>16 room.</p> <p>17 SIR MARTIN MOORE-BICK: Right, yes.</p> <p>18 MR MILLETT: So we'll proceed with that.</p> <p>19 I'm not at this stage, I think, going to take the</p> <p>20 plunge of asking for a 9.30 start. I think on a Monday</p> <p>21 morning, that would be difficult not just for you,</p> <p>22 Mr Chairman, but for others who wish to attend. So I am</p> <p>23 going to ask for a 10.30 -- a 10 o'clock start. Nearly</p> <p>24 got lucky there!</p> <p>25 SIR MARTIN MOORE-BICK: I nearly granted your wish straight</p> <p style="text-align: center;">Page 244</p>

1 away!

2 MR MILLETT: So there it is, if I can ask for that.

3 SIR MARTIN MOORE-BICK: Thank you very much. We'll break

4 there. I'm sorry the afternoon has gone on a little

5 longer than we normally do, but it was important to

6 complete Mr Duddy's evidence.

7 We'll break there and resume at 10 o'clock on

8 Monday. Thank you all very much.

9 (4.45 pm)

10 (The hearing adjourned until Monday, 17 September 2018 at

11 10.00 am)

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