

<p>1 Tuesday, 2 October 2018</p> <p>2 (10.00 am)</p> <p>3 SIR MARTIN MOORE-BICK: Good morning, everyone, and welcome</p> <p>4 to today's hearing, at which we are going to hear,</p> <p>5 I think, the last tranche of firefighters' evidence.</p> <p>6 MR KINNIER: Sir, yes. There are three witnesses who are</p> <p>7 going to be called to give evidence today, the first of</p> <p>8 whom is Group Manager Dave O'Neill.</p> <p>9 SIR MARTIN MOORE-BICK: Right, thank you very much.</p> <p>10 DAVE O'NEILL (sworn)</p> <p>11 Questions by MR KINNIER</p> <p>12 [Evidence - Witness Statement: MET00010758</p> <p>13 Contemporaneous Notes: MET00005281</p> <p>14 Exhibit DMO/1, sketch plan and map: MET00015762]</p> <p>15 SIR MARTIN MOORE-BICK: Thank you very much, Mr O'Neill.</p> <p>16 Yes, Mr Kinnier.</p> <p>17 MR KINNIER: Thank you.</p> <p>18 Would you please confirm your name for the record.</p> <p>19 A. My name is David Michael O'Neill.</p> <p>20 Q. Mr O'Neill, thank you very much for attending today.</p> <p>21 It's much appreciated.</p> <p>22 On the lectern in front of you there is a blue</p> <p>23 folder. If you open that folder, behind the first tab</p> <p>24 you should find your statement given to the police dated</p> <p>25 7 July last year; is that right?</p> <p>Page 1</p>	<p>1 Q. And that on the night of 14 June last year, your call</p> <p>2 sign was Echo 63?</p> <p>3 A. That's correct.</p> <p>4 Q. You're currently a group manager for operational policy</p> <p>5 in the rescue team; is that right?</p> <p>6 A. Currently acting in the role of deputy assistant</p> <p>7 commissioner.</p> <p>8 Q. Was your role on the night group manager for operational</p> <p>9 policy in the rescue team?</p> <p>10 A. Yes, it was.</p> <p>11 Q. At the time of the fire, how long had you been in that</p> <p>12 role?</p> <p>13 A. I'd been in a group manager role for about three years,</p> <p>14 four years.</p> <p>15 Q. And with specific responsibility for operational rescues</p> <p>16 throughout that time?</p> <p>17 A. So my reference was the head of technical rescue,</p> <p>18 responsible for some of our more technical capabilities,</p> <p>19 such as collapsed structure rescue, swift water rescue,</p> <p>20 rope rescue, et cetera.</p> <p>21 Q. Turning to your experience and training, what experience</p> <p>22 have you had of fires in high-rise buildings during your</p> <p>23 career?</p> <p>24 A. So during my career, I've been to several high-rise</p> <p>25 fires. I've been a station manager since 2006, so I've</p> <p>Page 3</p>
<p>1 A. That's correct, yes.</p> <p>2 Q. If you turn to the next tab, you should find there your</p> <p>3 contemporaneous note; is that right?</p> <p>4 A. Correct, yes.</p> <p>5 Q. Finally, if you turn to the third and final tab, you</p> <p>6 should find the exhibit to your witness statement which</p> <p>7 is a sketch plan and map; is that right?</p> <p>8 A. Yes, that's right.</p> <p>9 Q. Have you read those documents recently?</p> <p>10 A. Yes, I have.</p> <p>11 Q. Do you confirm their contents are true?</p> <p>12 A. Yes, I do.</p> <p>13 Q. Are you content for those documents to stand as your</p> <p>14 evidence to this inquiry?</p> <p>15 A. Yes, I am.</p> <p>16 Q. Mr O'Neill, if at any time you need a break, please say</p> <p>17 so. That's not a problem.</p> <p>18 Most importantly, if at any time one of my questions</p> <p>19 is unclear, please say so and I'll rephrase them.</p> <p>20 A. Okay.</p> <p>21 Q. The first topic I'd like to discuss with you is just to</p> <p>22 get some sense of your background and your role.</p> <p>23 Is it right that you've been employed by the London</p> <p>24 Fire Brigade since 1993?</p> <p>25 A. That's right, yes.</p> <p>Page 2</p>	<p>1 taken command of such incidents. So whilst I'm based</p> <p>2 down in the south of London, you know, I've been to</p> <p>3 several high-rise fires.</p> <p>4 Q. What experience do you have of fires on high-rise</p> <p>5 buildings involving cladding?</p> <p>6 A. I've no experience; the Grenfell Tower fire was my first</p> <p>7 experience I had of a tower with cladding.</p> <p>8 Q. Have you received any training in relation to fires on</p> <p>9 high-rise buildings involving cladding?</p> <p>10 A. Not specifically involving cladding, no.</p> <p>11 Q. Have you had any training in relation to rapid fire</p> <p>12 spread on the face of high-rise buildings and how best</p> <p>13 to combat such phenomena?</p> <p>14 A. I've not had training in rapid fire spread. We are</p> <p>15 conscious of fire spread on the outside of buildings</p> <p>16 through stuff like personal belongings on balconies,</p> <p>17 pigeon netting, nets coming out and curtains coming out</p> <p>18 of windows during the summer, and that's kind of</p> <p>19 predicted fire spread, I would say, rather than rapid</p> <p>20 fire spread.</p> <p>21 Q. Were you familiar, before the Grenfell fire, with the</p> <p>22 fire at Shepherds Court?</p> <p>23 A. I was not, no.</p> <p>24 Q. Have you had any previous experience of fires involving</p> <p>25 a breach of compartmentation?</p> <p>Page 4</p>

<p>1 A. I have had experience of breach of compartmentation 2 through ill-fitting fire doors, for example, but nothing 3 to the extent of the night of the Grenfell Tower fire. 4 Q. Any fires involving breach of compartmentation in 5 respect of high-rise buildings during your career? 6 A. No, I haven't. 7 Q. Can I assume you're familiar with policy 633? 8 A. Yes, I am. 9 Q. What training have you received in relation to policy 10 633, say, in the two years before the fire at Grenfell? 11 A. So all of our training since probably the fire at 12 Lakanel House has incorporated high-rise and fire 13 survival guidance elements to it. Through the various 14 promotion rounds I've undertaken, there's always been 15 a focus to our adopted high-rise policy, and has also 16 incorporated fire survival guidance within that. But, 17 again, not on the scale that we experienced on that 18 evening. 19 Q. On the night of the fire, you were assigned the role of 20 sector commander for safety. 21 What training had you been provided in order to 22 discharge that role? 23 A. So I've undertaken that role on several occasions, and 24 that role is borne out, I suppose, from being a safety 25 officer within a single sector, and then as experience</p> <p style="text-align: center;">Page 5</p>	<p>1 If we can go to internal page 16 of that document. 2 Mr O'Neill, I'll just invite you to read paras 7.65 3 and 7.66. Just familiarise yourself with it. 4 (Pause) 5 Mr O'Neill, presumably you're aware of those two 6 paragraphs -- 7 A. Yes, I am. 8 Q. -- and the obligations they place on the safety officer? 9 A. Yes, I am. 10 Q. Would these two paragraphs and the obligations they 11 contain be relevant to the role you performed on the 12 night of 14 June last year? 13 A. Absolutely, they would. They would be relevant to my 14 role and the briefings that I gave to safety officers 15 within each sector. 16 Q. If I can turn to the night itself -- 17 A. Yes. 18 Q. -- and in terms of timings, the LFB have given us 19 records which indicate you were paged at 01.30, you were 20 mobile at 01.33 and you arrived at the scene at 02.12. 21 Does that sound about right to you? 22 A. Yes, it does, yes. 23 Q. At the point you were paged, you say you were told it 24 was a 20-pump fire. 25 Whilst you were en route, did you have any idea of</p> <p style="text-align: center;">Page 7</p>
<p>1 and rank sort of progresses, to take on that role of 2 sector safety. So it's a role that's very familiar to 3 me. I've had no specific training in sector commander 4 safety; however, we regularly practise different sector 5 command roles when we do our annual incident command 6 training. 7 Q. In relation to your experience as sector commander, can 8 you give us an idea of, say, in the two/three years 9 before the fire, how many times you were called upon to 10 act in that role? 11 A. As sector safety? 12 Q. Yes. 13 A. I think probably two times in the three years leading up 14 to that. 15 Q. Can you give us an idea of the scale and the nature of 16 the incidents in which you were allocated that role? 17 A. One I recollect would be a warehouse fire where we had 18 several sectors operating. We had safety officers 19 within each sector and we had partial collapse within 20 the building. That would be a typical example and one 21 I recollect of undertaking that role. 22 Q. Finally, just in respect of experience and training, 23 could I ask Danny to put up on the screen document 24 LFB00001256, which will be policy 633. 25 (Pause)</p> <p style="text-align: center;">Page 6</p>	<p>1 what role you would be called upon to perform once you 2 arrived at the scene? 3 A. No, I didn't. As I put in my statement, mobilised to 4 a 20-pump fire at that sort of time in the morning, 5 I suppose I expected to be going to a warehouse or, you 6 know, a big sort of recycling fire, tend to be of that 7 size. 8 It was only when, I think as I put in my statement, 9 I turned on my Airwave radio as I was getting ready to 10 leave that I heard fire survival guidance calls being 11 passed over to the incident from control. It was at 12 that point I realised it was a residential building. 13 Q. Can I now turn to your arrival at the command unit and 14 your role assignment by DAC O'Loughlin. 15 A. Yes. 16 Q. Once you arrived on scene, you say you went to the 17 command unit on Bomore Road, which we now know to be 18 CU8; is that right? 19 A. That's correct, yes. 20 Q. How long did it take you to get to CU8 from where you 21 parked? 22 A. I was there probably within, you know, a minute and 23 a minute and a half. I actually ran from my car from 24 where I parked. I spoke to some of the firefighters 25 there and they directed me directly to the CU, so I was</p> <p style="text-align: center;">Page 8</p>

<p>1 there very quickly.</p> <p>2 Q. So you were there, if you arrived at 02.12, certainly by</p> <p>3 02.15?</p> <p>4 A. By 02.15, certainly, yes, I had to get rigged into my</p> <p>5 fire gear and then make my way to the CU, yes.</p> <p>6 Q. On your way to CU8, you say you could see:</p> <p>7 "... the top half of the South and East sides of the</p> <p>8 block and saw that it was a well-developed fire."</p> <p>9 What was your thinking on how best to combat the</p> <p>10 fire on what you first saw?</p> <p>11 A. At that stage, I didn't think, actually, that we would</p> <p>12 have the capability to combat that fire externally. For</p> <p>13 all I knew, at that time, with the limited information</p> <p>14 I had, that could well have been the exterior alight and</p> <p>15 which could well have burnt off at that stage. I knew</p> <p>16 there was some FSGs in the building, and I knew that our</p> <p>17 tactics would be to fight the fire internally.</p> <p>18 So given the size of that building and the scale of</p> <p>19 the fire that I saw, I knew that external firefighting</p> <p>20 wouldn't be an option for us.</p> <p>21 Q. Given that you had a sense of the volume of FSG calls</p> <p>22 en route, you saw a well-developed fire on the tower.</p> <p>23 What thoughts did you have in relation to evacuation,</p> <p>24 for example?</p> <p>25 A. By the time I got to the incident, still in my mind,</p> <p style="text-align: center;">Page 9</p>	<p>1 got to that point and in actual fact they still weren't</p> <p>2 safe.</p> <p>3 So there was a lot of fear around. So some people</p> <p>4 were walking and we were trying to control their egress,</p> <p>5 others were being escorted by Fire Brigade personnel.</p> <p>6 So the conditions were varied.</p> <p>7 Q. These were the people you could see being evacuated as</p> <p>8 you were running towards CU8; is that right?</p> <p>9 A. No, this was after I received my briefing. From where</p> <p>10 the command unit was positioned, I couldn't actually see</p> <p>11 the entrance of the tower. So everything I just told</p> <p>12 you is actually when I arrived at the tower.</p> <p>13 Q. Can we step back in time to your attendance at CU8</p> <p>14 itself.</p> <p>15 When you arrived there, is it right that</p> <p>16 DAC O'Loughlin was the IC?</p> <p>17 A. Yes, he was.</p> <p>18 Q. Was Group Manager Pat Goulbourne on CU8 when you</p> <p>19 arrived?</p> <p>20 A. Yes, he was.</p> <p>21 Q. You say at page 3 of your witness statement:</p> <p>22 "When I arrived at the CU there weren't many people</p> <p>23 about which is unusual."</p> <p>24 Why do you say it was unusual not to have that many</p> <p>25 people on the CU?</p> <p style="text-align: center;">Page 11</p>
<p>1 I think, was the fact that had that been an external</p> <p>2 fire spread, that would've been terrifying for residents</p> <p>3 that were in that building. Even if it hadn't broken</p> <p>4 through to the compartment they were in, that would've</p> <p>5 been a terrifying sight. So that may have given</p> <p>6 an indication as to why there was such a volume of fire</p> <p>7 survival guidance calls.</p> <p>8 So -- sorry, repeat your question again.</p> <p>9 Q. Given what you saw --</p> <p>10 A. Yes.</p> <p>11 Q. -- and given what you'd heard, the volume of FSGs whilst</p> <p>12 you were en route, what thoughts did you have in</p> <p>13 relation to evacuation of residents?</p> <p>14 A. Okay. By the time I got to the tower, actually, there</p> <p>15 was a fairly steady stream of people leaving the tower,</p> <p>16 and that was on their own and also accompanied by LFB</p> <p>17 personnel. So it was almost as if a steady evacuation</p> <p>18 was taking place at that time.</p> <p>19 Q. Were you able to see what condition people were in who</p> <p>20 were being evacuated?</p> <p>21 A. Varying conditions. Everyone was very scared. People</p> <p>22 were coming out -- there was a large amount of debris</p> <p>23 that was falling around the entrance and exit to the</p> <p>24 building, so they had to be controlled and, if anything</p> <p>25 else, people perhaps thought they were safe when they</p> <p style="text-align: center;">Page 10</p>	<p>1 A. Well, the fact it was a 20-pump fire that I had been</p> <p>2 mobilised to would normally have meant that there</p> <p>3 would've been a staged, as we would call, make-up,</p> <p>4 escalation of the resource, to reach that point, and</p> <p>5 that would attract lots of officers before me, so</p> <p>6 I expected -- a fire of that size, normally you would</p> <p>7 have officers almost waiting for a role outside the</p> <p>8 command unit. You would also have command unit staff</p> <p>9 working busily on the command unit. When I got there,</p> <p>10 it was pretty barren. So there was, as I recall, one CU</p> <p>11 staff member, Andy O'Loughlin and Pat Goulbourne. That</p> <p>12 was it.</p> <p>13 Q. Can you remember, did DAC O'Loughlin brief you first or</p> <p>14 did he brief Group Manager Goulbourne first?</p> <p>15 A. He briefed -- it kind of happened at the same time. So</p> <p>16 I think Group Manager Goulbourne asked the whereabouts</p> <p>17 of Group Manager Welch, and there was a conversation</p> <p>18 about the fact that he should join him in the tower and</p> <p>19 support him.</p> <p>20 It kind of happened at the same time then. Because</p> <p>21 of my background in collapsed structure rescue and</p> <p>22 building collapses generally, I think DAC O'Loughlin</p> <p>23 identified that I'd be the most suitable out of the two</p> <p>24 of us to conduct the senior safety role.</p> <p>25 Q. In relation to Group Manager Goulbourne, was it he who</p> <p style="text-align: center;">Page 12</p>

<p>1 asked where Group Manager Welch was or was it DAC</p> <p>2 O'Loughlin raised the whereabouts of Group Manager</p> <p>3 Welch?</p> <p>4 A. As I recall, I think it was Group Manager Goulbourne</p> <p>5 asked the whereabouts.</p> <p>6 Q. Was Group Manager Goulbourne given any further</p> <p>7 instruction by DAC O'Loughlin?</p> <p>8 A. He was told to go and support Group Manager Welch in the</p> <p>9 fire sector.</p> <p>10 Q. Were those the words that were used?</p> <p>11 A. To my recollection, those are the words that were used.</p> <p>12 Q. Would DAC O'Loughlin have been aware of your background</p> <p>13 in urban search and rescue?</p> <p>14 A. Yes, he would.</p> <p>15 Q. Can you remember the precise instructions he gave you,</p> <p>16 the detail or gist of the words he used?</p> <p>17 A. Sure, yes. So my brief was very brief. He said given</p> <p>18 my background, he would like me to go and, I think, as</p> <p>19 I recall it, he said put some structure around the</p> <p>20 incident. So I think he was satisfied that there was</p> <p>21 a recognisable structure inside dealing with the</p> <p>22 firefighting tactics, and what was probably lacking at</p> <p>23 that point was any formal structure for the activity</p> <p>24 taking place outside of the tower. So he asked me to go</p> <p>25 and put some structure around it and then appoint safety</p> <p style="text-align: center;">Page 13</p>	<p>1 First of all, the "this" is presumably the fire; is</p> <p>2 that right?</p> <p>3 A. Yes, that's right.</p> <p>4 Q. What did you understand him to be asking you in terms of</p> <p>5 what the effect was?</p> <p>6 A. So my understanding was not an immediate report back</p> <p>7 because it was still fairly early on in the incident; it</p> <p>8 was more to monitor the escalation of the fire and the</p> <p>9 effect the fire was having on the building, if it was</p> <p>10 having a detrimental effect on the structural stability</p> <p>11 of the building. So it was an ongoing reference,</p> <p>12 really, to monitor the changing conditions as the</p> <p>13 incident escalated and take that into account for our</p> <p>14 own tactics.</p> <p>15 Q. So at this stage, when you were given your initial</p> <p>16 instructions by DAC O'Loughlin, did he say anything to</p> <p>17 you about full or partial structural collapse?</p> <p>18 A. No, he didn't.</p> <p>19 Q. Did DAC O'Loughlin require you to give him regular</p> <p>20 updates as to what you were finding as you discharged</p> <p>21 your functions?</p> <p>22 A. He did, but his role was taken over pretty quickly after</p> <p>23 that, so in actual fact my reporting line was to the</p> <p>24 incident commander, AC Andy Roe.</p> <p>25 Q. What instructions did DAC O'Loughlin give you as to the</p> <p style="text-align: center;">Page 15</p>
<p>1 officers and take that role of senior safety.</p> <p>2 Q. Did he go into any further detail as to what he</p> <p>3 considered to be lacking on the exterior?</p> <p>4 A. No, he didn't, no. He did inform me that there was</p> <p>5 a large amount of debris falling around the building, so</p> <p>6 I kind of had that information before I went down.</p> <p>7 Q. You were given the role of sector commander for safety;</p> <p>8 what was your understanding of your responsibilities,</p> <p>9 given the instructions you'd been given by DAC</p> <p>10 O'Loughlin?</p> <p>11 A. So primarily by role was to identify the hazards that</p> <p>12 were present to those working and evacuating around the</p> <p>13 building, identify and brief safety officers for each</p> <p>14 area of operations outside the building, and then relay</p> <p>15 that structure back to the command unit, once that had</p> <p>16 been established.</p> <p>17 Q. At page 3 of your witness statement -- I can bring it up</p> <p>18 if you want, but I suspect it's not necessary -- you set</p> <p>19 out the conversation you had with DAC O'Loughlin, and he</p> <p>20 says:</p> <p>21 "DAC O'LOUGHLIN then asked me to 'put some structure</p> <p>22 around this' and some safety structures; because he knew</p> <p>23 my background in USR [urban search and rescue], he also</p> <p>24 asked for my opinion on what effect this might be having</p> <p>25 on the building."</p> <p style="text-align: center;">Page 14</p>	<p>1 nature and regularity of updates he required from you?</p> <p>2 A. Well, I think DAC O'Loughlin knows my background and</p> <p>3 knows my experience, so he didn't go into that detail on</p> <p>4 his brief, nor did he need to. I know how regularly</p> <p>5 need to feed back, and that's periodically every</p> <p>6 30 minutes or when something deteriorates or a new</p> <p>7 hazard becomes present. That would be an expectation of</p> <p>8 me.</p> <p>9 Q. Were you given any guidance as to how best to</p> <p>10 communicate with him, ie by runner, by radio or any</p> <p>11 other --</p> <p>12 A. No, it wasn't. We were still operating on channel 1 at</p> <p>13 that time, so that would've been my primary means of</p> <p>14 communication, but throughout the incident we had</p> <p>15 regular face-to-face meetings with DAC O'Loughlin and</p> <p>16 AC Roe on the incident ground.</p> <p>17 Q. Before you left CU8, were you given any briefing as to</p> <p>18 the adequacy of radio comms and the effectiveness?</p> <p>19 A. No, I wasn't.</p> <p>20 Q. When you were allocated to your role as the sector</p> <p>21 commander for safety, were you able to find out whether</p> <p>22 a dangerous structure engineer had been requested?</p> <p>23 A. No, I didn't ask that question, because I think the</p> <p>24 establishment of a safety structure and an operating</p> <p>25 structure to the outside was more important. Given my</p> <p style="text-align: center;">Page 16</p>

<p>1 background of working with dangerous structure 2 engineers, that was at the forefront of my mind, and 3 I know that request went in fairly early on because, in 4 fact, when I asked for it, I was told it had already 5 been requested.</p> <p>6 Q. The request was made at 02.17. How long were you in 7 CU8, can you remember?</p> <p>8 A. Probably less than 5 minutes.</p> <p>9 Q. Okay.</p> <p>10 Would you have expected, given the nature and scale 11 of the fire, a dangerous structure engineer to have been 12 there already?</p> <p>13 A. No, because it was apparent that what was burning was 14 the facade of the building, which could well have burnt 15 off and actually not impacted on the structural 16 stability of that building. So whilst it's 17 a consideration we have for large-scale fires anyway and 18 fires that have been burning for some time, I wouldn't 19 have expected a DSE to arrive any earlier than they did.</p> <p>20 Q. Did you have any sense that the exterior fire involved 21 cladding, at this stage?</p> <p>22 A. Well, at what stage? On the unit or --</p> <p>23 Q. We're still in CU8.</p> <p>24 A. Only from what I could see.</p> <p>25 Q. Did anyone whilst you were being briefed refer to</p> <p style="text-align: right;">Page 17</p>	<p>1 access/egress, and then put in a safety structure around 2 that on both the south and the west side, where there 3 was a lot of people doing stuff, you know, firefighters 4 doing stuff, and they seemed to be very focused on the 5 task and perhaps not as aware as they should've been of 6 the hazards I saw falling around them.</p> <p>7 Q. As part of that role, I think I'm right in 8 understanding, at page 4 of your statement, you divide 9 the tower into four sectors; is that right?</p> <p>10 A. That's correct.</p> <p>11 Q. Just so we have clarity, sector 1 was the main entrance 12 on the south side; is that right?</p> <p>13 A. Correct.</p> <p>14 Q. Sector 2 was the west side of the tower.</p> <p>15 A. Yes.</p> <p>16 Q. Sector 3 was the north side.</p> <p>17 A. Yes.</p> <p>18 Q. Finally, sector 4 was the east side.</p> <p>19 A. Yes. So the tower or the incident ground hadn't been 20 formally sectorised on the outside at that point. There 21 was sectorisation within the building, because generally 22 that's how we sectorise for a high-rise, whereas this 23 was a three-dimensional incident, so it required 24 sectorisation both within the building and around the 25 outside.</p> <p style="text-align: right;">Page 19</p>
<p>1 cladding?</p> <p>2 A. Not that I recall.</p> <p>3 Q. If I can now turn to your role as the sector commander 4 for safety.</p> <p>5 Once you'd been assigned the role, what was your 6 plan of action?</p> <p>7 A. So, initially, there was a huge amount of burning debris 8 falling around the entrance and planing away from the 9 building, actually, on two sides, that would've been on 10 the south side and the west side.</p> <p>11 There were a lot of firefighters going about their 12 business hurriedly moving around in what I deemed to be 13 a dangerous environment, so primarily it was to try and 14 formalise some safe access in and out of the building, 15 and that was by drawing everyone away from the debris 16 field as it was building and have a line of access from 17 a covered walkway.</p> <p>18 I did that, as sort of silly, I suppose, as it may 19 seem, with some tape from a unit, which actually did the 20 hold up, because it's something that's recognised by the 21 fire service: if we see a taped route, we will tend to 22 follow it.</p> <p>23 What it did do was keep everyone away from that 24 south side face, really, because of the amount of debris 25 that was crashing down around us, I wanted to get safe</p> <p style="text-align: right;">Page 18</p>	<p>1 Q. Would you have expected external sectorisation to have 2 taken place given the intensity of the exterior fire by 3 this stage in the evening?</p> <p>4 A. Yes, I would. I think probably people were acting as if 5 it were in place because we're so familiar with that 6 process of sectorisation, it just hadn't been 7 formalised, probably because of the lack of availability 8 at that time of suitable officers to do it, because 9 everyone was focused on the task of moving into the 10 building.</p> <p>11 Q. When you made to establish the four sectors formally, 12 were there any individuals who assigned to themselves 13 the role of sector commander that you encountered?</p> <p>14 A. Well, I now know that there was. However, at the 15 time -- I think you're referring to the sector 4 the 16 west side.</p> <p>17 Q. Yes.</p> <p>18 A. That was the first I'd heard of it. The individual that 19 I identified as a suitable safety officer for that 20 sector wasn't identified as a sector commander. I'm 21 sure they had taken that responsibility and probably 22 doing a good job of it, but actually the priority was 23 safety rather than managing operations within a sector. 24 Therefore, he was assigned as a safety officer. He 25 didn't tell me that he'd assumed the role of a sector</p> <p style="text-align: right;">Page 20</p>

5 (Pages 17 to 20)

<p>1 commander, so the first I heard of it was when I heard 2 his evidence. 3 Q. You say you went onto the incident ground and: 4 "... decided that I needed to enter the block to get 5 appraised of what was being done [inside] ..." 6 First of all, why did you have to go inside in order 7 to gather knowledge to discharge a role which concerned 8 the outside of the tower? 9 A. Because I wanted to connect the activity outside with 10 the activity inside, and as a senior sector safety, 11 I also had responsibility for safety inside the building 12 and I wanted to establish what had been put in place, so 13 what structure had been put in place, to cover that off. 14 So it was to connect the two working environments. 15 Q. Who did you go speak to in order to get that knowledge? 16 A. So my plan was to go and speak to either Pat Goulbourne 17 or Richard Welch, whoever I came to first. 18 Q. Did you manage to speak to either Mr Goulbourne or 19 Mr Welch? 20 A. Not on the first entrance to the tower, because I helped 21 with a casualty removal at that stage. 22 Q. Did you manage to get any information regarding 23 conditions within the tower on that first entry? 24 A. I did by talking to some of the firefighters, I think 25 Watch Manager Williams, who was in the lobby area.</p> <p style="text-align: center;">Page 21</p>	<p>1 first safety manager, I think Watch Manager Beale from 2 Soho. 3 A. Yes, that's right. 4 Q. On the east side, so that's sector 4. 5 A. Yes. 6 Q. You go on to say at page 5 he was to: 7 "... watch for large debris fall and people waving 8 for help and to keep the grassed area clear." 9 In relation to the people seen to be waving, did you 10 give any further specific instructions to him as to what 11 he was to do once he had spotted -- 12 A. Yes, the reason for that was so we could try and 13 ascertain whereabouts they were in the building and to 14 ascertain whether that correlated with the fire survival 15 guidance calls we were getting. I remember seeing 16 people at the windows on that side, and I think at that 17 point it's very difficult to establish whether they were 18 being directly affected by the effects of the fire or 19 whether they were just scared, you know, at seeing what 20 was happening around them. 21 So it was to establish where we had savable life at 22 that point. 23 Q. Can we talk through the system you put in place. 24 Watch Manager Beale was instructed to look out for 25 people waving from the windows.</p> <p style="text-align: center;">Page 23</p>
<p>1 Personally knowing some of the firefighters that had 2 been into that building and coming out, yes, I was able 3 to establish what conditions they were facing. 4 Q. Can you help us with any recollection of what Watch 5 Manager Williams told you about conditions within the 6 tower, the detail or the gist of what he told you? 7 A. I really can't. I mean, it's kind of all mixed 8 together, you know. It was kind of just how bad the 9 conditions were really. I mean, I think I established 10 very early on there was a single staircase as well, 11 which was hampering operations, but all I was getting 12 back was pretty strong evidence that the conditions were 13 pretty appalling inside. 14 Q. Can you remember whether you were given any specific 15 briefing as to whether external fire had penetrated to 16 the interior of the building? 17 A. No. 18 Q. Were you given any idea of the extent of smoke-logging 19 on the single stairway? 20 A. Probably not at that time, no. 21 Q. If I can turn now to the implementation and the 22 performance of the safety sectors during the course of 23 the night. 24 At page 5 of your witness statement you refer to the 25 fact that you appointed Watch Manager Beale as your</p> <p style="text-align: center;">Page 22</p>	<p>1 How was he to pass that information? Who was he to 2 pass it to? 3 A. To me by radio. 4 Q. And you were going to pass that information where? 5 A. I was going to pass that information back to the command 6 unit, to the incident commander. 7 Q. Okay. 8 During the course of the night, was the means of 9 communication supplemented by runners or any other 10 means? 11 A. Most of our communication ended up being face-to-face. 12 At one point we tried to establish a channel 2 command 13 structure for the sectors -- command channel, sorry, for 14 the sectors. That didn't work, so we reverted back to 15 channel 1, and as you've heard, because of the volume of 16 traffic over that radio, that became difficult. So in 17 the end, most of my communication was done face-to-face. 18 Q. Just dealing with each element of that, you say you 19 tried to set up channel 2 as the command channel. 20 A. Well, I didn't, but the command team. 21 Q. Can you remember what stage in the evening that attempt 22 was made? 23 A. It was after AC Roe had arrived and taken charge of the 24 incident. So I can't really put a time on it. 25 Q. Can you remember successfully accessing channel 2 at any</p> <p style="text-align: center;">Page 24</p>

6 (Pages 21 to 24)

<p>1 stage in the evening?</p> <p>2 A. No.</p> <p>3 Q. Dealing with your communications between yourself and</p> <p>4 Mr Beale.</p> <p>5 A. Yes.</p> <p>6 Q. Did the radio work at any stage in the evening?</p> <p>7 A. Yes, we did have radio communications, but because of my</p> <p>8 position on sector 1 on the east side, it wasn't that</p> <p>9 far for me to travel, really, and I spent most of my</p> <p>10 time running around from sector to sector, but he wasn't</p> <p>11 a great distance away from me for me to be able to talk</p> <p>12 to him face-to-face or even to shout if we needed each</p> <p>13 other.</p> <p>14 Q. Can I summarise your evidence this way -- please shout</p> <p>15 if it's not right or unfair -- any radio problems that</p> <p>16 existed on the night didn't impede your communications</p> <p>17 between yourself and Mr Beale?</p> <p>18 A. No, I don't think they did.</p> <p>19 Q. You were passing on the information to the command unit</p> <p>20 that you'd received from Mr Beale.</p> <p>21 Did you get any sense of repeat information being</p> <p>22 forwarded by Mr Beale in relation to, say, the same</p> <p>23 individuals from the same floors?</p> <p>24 A. Not at that early stage. There was a time later on in</p> <p>25 the incident where I followed something up personally</p> <p style="text-align: right;">Page 25</p>	<p>1 take you to it if you want -- you could see there was</p> <p>2 fire all around his flat, the individual on the</p> <p>3 11th floor:</p> <p>4 "The crew kept the water from their ground monitor</p> <p>5 on the area around him. They stopped the fire spreading</p> <p>6 and I feel saved his life."</p> <p>7 Is this the incident you're referring to there in</p> <p>8 your witness statement?</p> <p>9 A. Yes, that's right.</p> <p>10 Q. Just whilst we're dealing with it, you refer there to</p> <p>11 the ground monitor. What was your assessment of the</p> <p>12 effectiveness of the ground monitor in containing the</p> <p>13 fire around this particular flat on the 11th floor?</p> <p>14 A. It appeared to be very effective because it actually did</p> <p>15 stop the fire spread. I think that success was due to</p> <p>16 cladding above that window having been burnt off and,</p> <p>17 therefore, where they were directing water spray above</p> <p>18 and to each side of where the window was, I think that</p> <p>19 enabled the water to penetrate -- or to stop the fire</p> <p>20 spread.</p> <p>21 Anything that was directed directly at the cladding</p> <p>22 was just bouncing straight off, but because of the</p> <p>23 extent of cladding that had burnt away, I think that</p> <p>24 enabled the success of keeping that fire from reaching</p> <p>25 that individual.</p> <p style="text-align: right;">Page 27</p>
<p>1 with the FSG CU, but at that early stage it was just to</p> <p>2 pass information.</p> <p>3 Q. Given you mentioned it, could we deal with that</p> <p>4 individual incident. What was the particular FSG you</p> <p>5 felt the need to follow up on directly with CU7?</p> <p>6 A. So this was someone I think on the 11th floor on the</p> <p>7 south side of the building who was waving a towel out of</p> <p>8 the window, and that person was being protected by</p> <p>9 a crew that was working in really quite arduous</p> <p>10 conditions on the flat roof or the walkway on Grenfell</p> <p>11 Walk adjacent to the building.</p> <p>12 We tried to communicate to that individual by using</p> <p>13 a loudhailer. I think at one point we considered</p> <p>14 writing a mobile phone number on a door that we found to</p> <p>15 try and communicate for them to leave the building. But</p> <p>16 I managed to speak to Group Manager Tom Goodall at that</p> <p>17 point to make sure that this person was on his list, as</p> <p>18 it were, that we were making efforts to -- that he was</p> <p>19 aware there was someone there that could be saved.</p> <p>20 Q. Can you remember at what time in the evening you made</p> <p>21 this direct approach to Group Manager Goodall? Had</p> <p>22 light broken by this stage?</p> <p>23 A. I think so, probably, it was starting to get light.</p> <p>24 Q. I think you refer to this particular incident at page 7</p> <p>25 of your witness statement. You say there -- and I can</p> <p style="text-align: right;">Page 26</p>	<p>1 Q. Could I go back now to the implementation of the safety</p> <p>2 sectors. Apologies, I took you down another route.</p> <p>3 You also say in your witness statement that you</p> <p>4 nominated Watch Manager Moore as a safety manager and</p> <p>5 directed him to monitor access and egress and assist by</p> <p>6 looking out for falling debris from a position under the</p> <p>7 covered walkway.</p> <p>8 First of all, did you ask Watch Manager Moore to do</p> <p>9 anything else above and beyond those particular duties?</p> <p>10 A. No, I didn't. My main concern, once we'd established</p> <p>11 a kind of route in and out of that building, was to keep</p> <p>12 that exposure to those hazards as limited as we possibly</p> <p>13 could, and that was by directing people, on his command,</p> <p>14 from the covered walkway straight into the front door</p> <p>15 and vice versa, and stopping people at the doorway who</p> <p>16 were egressing the building so they could look up and</p> <p>17 almost judge a momentary pause in the debris fall to get</p> <p>18 them out. I mean, that was refined a bit later on using</p> <p>19 the police, but I'm sure we'll talk about that.</p> <p>20 Q. Did you also ask him to look out for trapped residents</p> <p>21 waving from the windows as well?</p> <p>22 A. I can't recall. I can't recall.</p> <p>23 Q. Is it possible, likely, probable, or you can't remember?</p> <p>24 A. I think it's very likely, because he would've needed</p> <p>25 situational awareness of his sector. So that's the</p> <p style="text-align: right;">Page 28</p>

<p>1 operations that are going on within his sector, keeping</p> <p>2 everyone, both members of the public and our staff,</p> <p>3 safe, but also having the situational awareness.</p> <p>4 Q. That would've involved him updating you on fire spread,</p> <p>5 presumably?</p> <p>6 A. Yes. I mean, I have to say, at that point, in sector 1,</p> <p>7 it was so bad, and the amount of burning debris that was</p> <p>8 falling down made it almost impossible to see anything</p> <p>9 up the tower. You had the bright lights of the lobby</p> <p>10 shining at us, which was two floors and glaze, so a fair</p> <p>11 bit of light coming at us, so to see above that was</p> <p>12 pretty tricky. Actually you had more chance up on the</p> <p>13 walkway to see what was going on in the building.</p> <p>14 Q. Would you go up to the walkway to see what was going on,</p> <p>15 basically?</p> <p>16 A. So I went to the walkway many times. I mean, first of</p> <p>17 all when I returned from appointing Watch Manager Beale</p> <p>18 as a safety officer in sector 4, I became aware then</p> <p>19 that there was water being played onto the building from</p> <p>20 this walkway, so I went up to investigate. That's where</p> <p>21 I met Watch Manager Collins from Paddington and his crew</p> <p>22 that were using the ground monitor to stop fire spread</p> <p>23 from the west face round to the south face. They were</p> <p>24 trying their best to suppress that.</p> <p>25 But, also, they were using a second, smaller hose</p> <p style="text-align: right;">Page 29</p>	<p>1 evacuate members of the public, we don't want to take</p> <p>2 them down a ladder, so I gave instructions for the crews</p> <p>3 to smash their way through the panels and give us</p> <p>4 a wider, easier access at ground level.</p> <p>5 Q. You say later on in the evening you instructed and</p> <p>6 appointed Watch Manager Gregory to be the safety manager</p> <p>7 in sector 2, so that's the west side; is that right?</p> <p>8 A. That correct.</p> <p>9 Q. When you appoint Watch Manager Beale, Watch Manager</p> <p>10 Moore and you've now got Watch Manager Gregory, is it</p> <p>11 you're just looking for someone of watch manager rank or</p> <p>12 above --</p> <p>13 A. Yes.</p> <p>14 Q. -- and nominating them --</p> <p>15 A. Yes.</p> <p>16 Q. -- and nothing more than that?</p> <p>17 A. Yes.</p> <p>18 Q. Apologies for asking a lawyer-type question, but can you</p> <p>19 remember what time of the night you appointed Watch</p> <p>20 Manager Gregory to be the safety officer?</p> <p>21 A. I can't remember a time, no. I can give you a reason</p> <p>22 why, but I can't remember the time.</p> <p>23 Q. Can you give us the reason why?</p> <p>24 A. The reason is as we had that successful access, we</p> <p>25 actually moved our operations round to that west side.</p> <p style="text-align: right;">Page 31</p>
<p>1 reel to extinguish some of the burning debris that was</p> <p>2 falling down, because there were flats up on that</p> <p>3 walkway that, actually, still had people in at that</p> <p>4 point, but there was a danger that they would catch fire</p> <p>5 from the burning debris falling onto their porchways and</p> <p>6 onto their flat roof.</p> <p>7 Q. Going back to Watch Manager Moore, presumably, given his</p> <p>8 position, you communicated with him face-to-face rather</p> <p>9 than radio?</p> <p>10 A. Yes, yes.</p> <p>11 Q. I think it's at this point in the evening that you</p> <p>12 established a new access point through the windows and</p> <p>13 panels of the office kitchen space on the west side of</p> <p>14 the tower, so that's in sector 2. Is that accurate?</p> <p>15 A. Yes, so the conditions were that bad in sort of sector 1</p> <p>16 that I asked a crew to make alternate access in</p> <p>17 sector 2, which was the east face, because at that point</p> <p>18 there was no fire on the east face, and I firmly</p> <p>19 believed we could stop the fire from spreading, through</p> <p>20 internal operations, round. So I asked for alternate</p> <p>21 access to be made in sector 2.</p> <p>22 Initially that was done by ladder and, you know, the</p> <p>23 news came back to me that, you know, "Governor, we've</p> <p>24 got an access", but it was actually a pitch ladder. So</p> <p>25 I knew that wasn't acceptable to me because if we</p> <p style="text-align: right;">Page 30</p>	<p>1 So the London Ambulance Service were positioned up on</p> <p>2 a hill where the main breathing apparatus area was.</p> <p>3 That was quite a long travel distance to get casualties</p> <p>4 to better care.</p> <p>5 The walkway that would be the obvious cover was</p> <p>6 actually flooded, so that would've been an inappropriate</p> <p>7 area to have our casualty handling area.</p> <p>8 At that point, I think due to the risk assessment of</p> <p>9 the London Ambulance Service commanders, they wouldn't</p> <p>10 allow paramedics to enter the lobby, so we couldn't have</p> <p>11 any medical assistance where we really wanted them,</p> <p>12 which was in the lobby to triage casualties at the point</p> <p>13 they were brought down the stairs.</p> <p>14 The closest they got was at the end of the row of</p> <p>15 garages, which was in sector 2, so that was kind of</p> <p>16 established as a holding area and a new casualty</p> <p>17 handling area, which was actually closer than the</p> <p>18 previous one up on top of the grass.</p> <p>19 Q. Thank you.</p> <p>20 The next sort of task that you appear to have</p> <p>21 done -- it may be helpful if I could ask you to turn to</p> <p>22 your contemporaneous note, and, Danny, this is</p> <p>23 MET00005281. If I can ask you to turn to page 2 of</p> <p>24 that.</p> <p>25 Mr O'Neill, you'll see it's roughly 10 lines from</p> <p style="text-align: right;">Page 32</p>

<p>1 the bottom of the page you say:</p> <p>2 "I checked in with SM Kipling up on the hill in</p> <p>3 Sector 3 (Lancaster green) which was being used as a</p> <p>4 holding area for crews. I updated the waiting crews</p> <p>5 regarding the current situation."</p> <p>6 Can you remember now the form of the detail of the</p> <p>7 update you gave at that stage?</p> <p>8 A. Yes, I can. That was directly after I'd met with AC</p> <p>9 Andy Roe, where he informed me that the guidance given</p> <p>10 for fire survival guidance had been changed or we were</p> <p>11 instructing people to leave the building if they could.</p> <p>12 That prompted me then to go and speak to the crews</p> <p>13 that were on top of that hill, and I gathered the junior</p> <p>14 officers together that were up on the hill and I gave</p> <p>15 them a brief that conditions will have changed inside</p> <p>16 the building now, so the fact that we would potentially</p> <p>17 have large numbers of people leaving the building on</p> <p>18 that single staircase meant that perhaps they wouldn't</p> <p>19 be able to complete the tasks that they were assigned,</p> <p>20 and they may well spend their time almost guiding, hand</p> <p>21 balling residents out. So it was to prepare them for</p> <p>22 a change in tactics, if you like, inside the building</p> <p>23 and a change in the conditions that they -- because most</p> <p>24 of those people had been in once already, so it was</p> <p>25 a change in the conditions that they had already</p> <p style="text-align: right;">Page 33</p>	<p>1 there was a lot, there was a lot of resources there. So</p> <p>2 I could see for myself what we had in hand and it was in</p> <p>3 large numbers.</p> <p>4 Q. You had no sense there was a deficit or a deficiency?</p> <p>5 A. Not at any stage of the evening.</p> <p>6 Q. Danny, could I ask you to go back to Mr O'Neill's</p> <p>7 contemporaneous note and page 3 of that contemporaneous</p> <p>8 note. If I could ask you to look at paragraph 9, or the</p> <p>9 paragraph that's numbered 9, rather, and the second</p> <p>10 element of that. You say:</p> <p>11 "Discussions with the IC to reverse FSG guidance and</p> <p>12 get people to evacuate. Working outside of agreed</p> <p>13 protocols to mix EDBA and SDBA was justified as was</p> <p>14 recommitting EDBA crews for a second wear both of which</p> <p>15 should be reviewed and established for future</p> <p>16 consideration."</p> <p>17 First of all, were you involved in any of the</p> <p>18 discussions regarding, first of all, availability of</p> <p>19 EDBA crews?</p> <p>20 A. No. Not availability, no.</p> <p>21 Q. Were you involved in any discussions regarding</p> <p>22 recommitting of EDBA crews?</p> <p>23 A. Yes, I was, yes.</p> <p>24 Q. Can you give us the detail of the discussions that you</p> <p>25 were involved in?</p> <p style="text-align: right;">Page 35</p>
<p>1 experienced.</p> <p>2 Q. You say this was after stay put had been withdrawn.</p> <p>3 A. Yes.</p> <p>4 Q. So sometime after 02.47, in rough and ready terms.</p> <p>5 A. Okay.</p> <p>6 Q. When AC Roe updated you on that --</p> <p>7 A. Yes.</p> <p>8 Q. -- did he seek any advice from you, given your</p> <p>9 particular experience and background, as to how best to</p> <p>10 safely evacuate people?</p> <p>11 A. No, not specifically.</p> <p>12 Q. At any stage in the evening, were you asked, given your</p> <p>13 particular background and expertise, on advice as to how</p> <p>14 to execute a safe evacuation, whether total or partial?</p> <p>15 A. I don't see that being relevant to my particular area of</p> <p>16 expertise, but answer: no.</p> <p>17 Q. The reason why the question arises is simply because of</p> <p>18 your background in search and rescue, that evacuation</p> <p>19 may form a part of that.</p> <p>20 A. Yes. No.</p> <p>21 Q. Okay.</p> <p>22 As part of the update you were giving to Station</p> <p>23 Manager Kipling, did he give you any update on the</p> <p>24 availability of EDBA crews?</p> <p>25 A. I could see for myself the resources we had in hand, and</p> <p style="text-align: right;">Page 34</p>	<p>1 A. Okay. So as sector commander for safety, I had many</p> <p>2 discussions with AC Roe, and I've worked with AC Roe for</p> <p>3 quite a few years now, we've got quite a good</p> <p>4 relationship, so we did bounce a lot of ideas off each</p> <p>5 other, and I suppose he wanted to use me as a sounding</p> <p>6 board. Whilst it was an obvious thing that we had to</p> <p>7 do, it would've formed part of my ...</p> <p>8 (Technical interruption)</p> <p>9 Yes, so it would've changed my risk assessment, so</p> <p>10 it would've changed the situation for me, so it was</p> <p>11 right and proper that we would've had those discussions,</p> <p>12 and it was right and proper that we would move away from</p> <p>13 our current policy and use the resources we had to do</p> <p>14 what we had to do on the night.</p> <p>15 Q. Your advice was sought presumably because of your</p> <p>16 background in USR?</p> <p>17 A. No, this was just my background as a senior fire</p> <p>18 officer, my background working with fire rescue unit</p> <p>19 crews, who are the ones who carry EDBA. I know many of</p> <p>20 them personally and I know that none of them would've</p> <p>21 hesitated to do it. If anything, it would've only been</p> <p>22 policy holding us back from doing it, and that wasn't</p> <p>23 a good enough reason on the night.</p> <p>24 Q. If I can now turn to the topic of the change of advice</p> <p>25 from stay put.</p> <p style="text-align: right;">Page 36</p>

<p>1 A. Yes.</p> <p>2 Q. You adverted to it there in the quoted extract from your</p> <p>3 contemporaneous note. Apologies, we're retracking</p> <p>4 somewhat, but just to identify the topics we're dealing</p> <p>5 with.</p> <p>6 At page 5 of your witness statement, you say that</p> <p>7 you remember discussing with AC Roe:</p> <p>8 "... whether to overturn the FSG advice being given</p> <p>9 from 'stay put' to 'get out if you can'."</p> <p>10 Can you remember the stage in the evening when you</p> <p>11 had that conversation with AC Roe?</p> <p>12 A. Yes, so I think it was probably the first time</p> <p>13 I actually saw him, and I think it was more of a one-way</p> <p>14 discussion, if I'm honest. It was more him telling</p> <p>15 me --</p> <p>16 Q. Going which way?</p> <p>17 A. Yes, him telling me that that's what had happened, so</p> <p>18 that's what prompted me to go and then brief the crews</p> <p>19 about the change in situation.</p> <p>20 So at that point I thought, because of the flow of</p> <p>21 people coming out the building, that probably that had</p> <p>22 happened, if I'm honest. So, yeah, as a discussion</p> <p>23 point, it was more for me to go and inform me to change</p> <p>24 my own risk assessment.</p> <p>25 Q. Did you give him any advice as to how best safely to get</p> <p style="text-align: center;">Page 37</p>	<p>1 I do recall considering that -- may have been</p> <p>2 misconstrued as asking people to jump, and for that</p> <p>3 reason I discounted, if you like, physical</p> <p>4 communication. So I'm very clear about that because</p> <p>5 I didn't want to encourage that.</p> <p>6 So we went back to the loudhailer, and really it was</p> <p>7 the responsibility of those working inside and they had</p> <p>8 that brief by then, so ...</p> <p>9 Q. So you say "we went back to the loudhailer"; was</p> <p>10 a loudhailer therefore deployed on the outside --</p> <p>11 A. Yes.</p> <p>12 Q. -- calling up to residents?</p> <p>13 A. Yes, it was.</p> <p>14 Q. How many loudhailers?</p> <p>15 A. Well, I knew about one on the roof. I now since know</p> <p>16 there was another one down on sector 4. But there was</p> <p>17 so much noise going on, with the debris crashing around</p> <p>18 us, the engines running of the fire appliances providing</p> <p>19 water, there was kind of a zipping noise of this molten</p> <p>20 metal zipping passed us, there was so much noise on the</p> <p>21 incident ground, really the loudhailers were useless.</p> <p>22 Q. I was about to ask you the effectiveness of the</p> <p>23 loudhailers as a means of communication given the</p> <p>24 surrounding sound. You got no impression from the</p> <p>25 actions of residents within the tower that they heard</p> <p style="text-align: center;">Page 39</p>
<p>1 people out and down the tower?</p> <p>2 A. We both knew we had crews in from the bridgehead as high</p> <p>3 as we could. I can't recall where we were at that</p> <p>4 point, but we would've had a system in place, and hence</p> <p>5 my briefing to the crews that, actually, that could've</p> <p>6 led to lining the staircase to guide people down in</p> <p>7 a smoky environment. So that's kind of a given, if you</p> <p>8 like.</p> <p>9 Q. So because it's a given, can I summarise your evidence</p> <p>10 in this way, it wasn't something you explicitly</p> <p>11 discussed with AC Roe? Is that a fair summary?</p> <p>12 A. Yes.</p> <p>13 Q. In your statement you say you considered the change of</p> <p>14 advice to be "essential because of the number of faces</p> <p>15 we could see at the windows and it was agreed."</p> <p>16 What thinking did you have at that stage as to how</p> <p>17 you were going to communicate the change of advice to</p> <p>18 residents who were still within the tower?</p> <p>19 A. So I didn't, I didn't have -- other than the loudhailer</p> <p>20 we had at our disposal up on the walkway. That was</p> <p>21 being conducted by people within the building. So when</p> <p>22 we were -- I think at that point we'd had two people</p> <p>23 actually faced with the most horrendous of decisions and</p> <p>24 took a decision to jump from the building. I was very</p> <p>25 mindful that the waving of arms and beckoning -- and</p> <p style="text-align: center;">Page 38</p>	<p>1 the advice; is that a fair summary?</p> <p>2 A. No, and I was really conscious about how scared people</p> <p>3 would be in that environment. Having experienced two</p> <p>4 people jumping from the building, I was really conscious</p> <p>5 about not promoting that, and I couldn't have forgiven</p> <p>6 myself for encouraging that, if you like. So, no.</p> <p>7 Q. Could I ask you to turn up page 5 of your witness</p> <p>8 statement, and it's the bottom, the last paragraph on</p> <p>9 that page. You say:</p> <p>10 "The fire ground radios throughout the incident were</p> <p>11 not great, the CU tried to set up a command Channel but</p> <p>12 it didn't work. I did a lot of running between sectors</p> <p>13 and to/from the CU DAC O'LOUGHLIN and Assistant</p> <p>14 Commissioner Andy ROE now Incident Commander who came to</p> <p>15 me to get updates. At one point we discussed whether to</p> <p>16 overturn the FSG advice being given from 'stay put' to</p> <p>17 'get out if you can'. I said it was essential because</p> <p>18 of the number of faces we could see at windows and it</p> <p>19 was agreed."</p> <p>20 This is the bit I'd like to talk to you about:</p> <p>21 "I then made my way to the BA Main Control on the</p> <p>22 East side (S4) near the North end of GRENFELL ROAD.</p> <p>23 I gathered the crews and gave new information. AC ROE</p> <p>24 in charge, 40 pumps fire, FSG advice overturned. The</p> <p>25 last was particularly important to make them aware of</p> <p style="text-align: center;">Page 40</p>

<p>1 potential increased casualty traffic in the stairwell 2 and the need to facilitate it." 3 I think we adverted to this slightly earlier on. 4 A. That's what I referred to, yes. 5 Q. What advice did you give them as to how best to get 6 people out of the tower safely, or as safely as they 7 could? 8 A. I didn't. It wasn't my role to do that. So they 9 would've received a detailed brief from the commanders 10 at the bridgehead. I wasn't in a position to overturn 11 any briefing that was already going on internally. 12 So it was just more to prepare them for a change in 13 dynamic, to let them know what resources we had on the 14 incident ground and to let them know that we had a new 15 incident commander, or to question whether they did know 16 we had a new incident commander. 17 So it was preparatory rather than a briefing on 18 tactics. 19 Q. Just so we can understand your reasoning, why did you 20 place such primacy on instructions given at the 21 bridgehead as opposed to any advice you might give, 22 given your background in USR, as to how best to 23 facilitate evacuation? 24 A. To clarify, my background is urban search and rescue is 25 rescuing people from collapsed structures; it's not</p> <p style="text-align: right;">Page 41</p>	<p>1 Q. Do you know at what stage Mr Welch and Mr Goulbourne 2 were given an update as to the changed advice? 3 A. No. 4 Q. You didn't overhear any instruction being communicated 5 to them? 6 A. No, I didn't hear it, no. 7 Q. Can I now turn to a separate topic, which is the 8 involvement of the dangerous structure engineer. 9 A. Yes. 10 Q. We don't need to go to it, but we can do it if it helps 11 you. 12 At the top of page 6 of your witness statement, you 13 say: 14 "I then took a moment to review the building. The 15 East side (S4) had the worst fire and I tried to make an 16 appraisal of what might happen to the building." 17 Just so that we get a point in time, this moment 18 when you reviewed the building was after AC Roe had 19 given the order to change the advice; is that right? 20 A. Yes, I think so, because of the way it's written in the 21 statement. 22 Q. Was this the first time you'd had the opportunity to 23 carry out a considered review of the state of the fire? 24 A. No, I think it wasn't the first opportunity, I just 25 think that because of the time that had elapsed, it was</p> <p style="text-align: right;">Page 43</p>
<p>1 evacuating a building before it's collapsed. 2 Q. It's from a particular confined scenario? 3 A. Yes. So the reason I gave that brief to the crews there 4 is because they'd already been in once, in the main, and 5 they had an experience. I wanted to make it absolutely 6 clear it would be a different experience. 7 I have to say, those crews there, going into that 8 fire one time is exceptional. Coming out and seeing the 9 deterioration of that building, knowing, and 10 volunteering to go back in a second time is beyond 11 exceptional. I wanted to prepare them for a role they 12 might have set themselves in their head, and 13 particularly as I know from experience when you're given 14 a task at a bridgehead, when you can't perform that task 15 because you meet someone on the stairway or you get 16 involved in something else, another rescue, it's quite 17 frustrating. So I wanted to prepare them for the new 18 experience they were going to go back into. 19 Q. You referred there in the paragraph I quoted that you 20 discussed with Mr Roe whether to withdraw stay put. 21 When you were having that discussion, was 22 Mr O'Loughlin there at the same time? 23 A. No. 24 Q. It was just you and Mr Roe, was it? 25 A. Yes.</p> <p style="text-align: right;">Page 42</p>	<p>1 probably about time that I had to consider what effect 2 this intense fire was having on the building. So whilst 3 the time leading up to that was dealt with putting in, 4 you know, tactics and structures, I think at that point 5 I had a moment to actually consider the time I'd been 6 called to the incident and then how long that fire had 7 been burning on that side and the debris field that was 8 sort of -- the stuff that was falling down, to consider 9 further impact on the structure. 10 Q. What was the conclusion you reached following this 11 review? 12 A. So the top of the building, what was exposed by that 13 time were kind of -- they looked like concrete facia 14 panels, really large concrete panels with big circles 15 in, and I couldn't see from my position what was holding 16 them together, and I didn't know if it was part of the 17 refurbishment structure. I was really concerned, given 18 the size of some of the debris that had fallen down, 19 that, actually, if those panels started to come down, 20 they would kill anyone in the area. 21 So at that point, I think I just spoke to Watch 22 Manager Beale and just made sure that we pulled back 23 a bit from that area. 24 I had people at that time who I'd trained with in 25 collapsed structure training in the past shouting at me</p> <p style="text-align: right;">Page 44</p>

<p>1 to put in a cordon one and a half times the height of</p> <p>2 the building, which is kind of what we would do for</p> <p>3 something you think is going to collapse, and I didn't</p> <p>4 think it was going to collapse, I was just worried about</p> <p>5 these large slabs falling from the roof.</p> <p>6 Q. At this stage you were looking up at the building. Had</p> <p>7 you met the borough surveyor by this stage or was it</p> <p>8 after you met him?</p> <p>9 A. No. No, I hadn't.</p> <p>10 Q. If I can refresh your memory, if I could ask Danny to</p> <p>11 turn up your contemporaneous note again at page 2, and</p> <p>12 if I could ask Danny to highlight the bottom paragraph,</p> <p>13 which starts "I had some concerns". There you set out</p> <p>14 your contemporaneous recollection which was:</p> <p>15 "I had some concerns regarding the integrity of the</p> <p>16 building due to the intense heat. Aware that a</p> <p>17 structural engineer had been ordered I chased their</p> <p>18 ETA."</p> <p>19 Stopping there, was the absence of a structural</p> <p>20 engineer a concern, a hindrance, at that stage, can you</p> <p>21 help us?</p> <p>22 A. No, I don't think it was. It was just part of my</p> <p>23 forward planning, really. So I was just keen to</p> <p>24 establish an early relationship with a suitably</p> <p>25 qualified dangerous structure engineer, actually, as to</p> <p style="text-align: right;">Page 45</p>	<p>1 started saying, "No", like this (Demonstrates), almost</p> <p>2 overwhelmed by what he was seeing.</p> <p>3 Q. Was it after that conversation that you telephoned</p> <p>4 Mr Allen?</p> <p>5 A. He got Mr Allen on the phone and handed the phone to me</p> <p>6 while I asked to speak to him on the phone, who</p> <p>7 I understood to be a more senior, more qualified</p> <p>8 engineer.</p> <p>9 Q. Correct me if I'm wrong, but the gist of that</p> <p>10 conversation was that Mr Allen told you he was on his</p> <p>11 way and he advised you the building wouldn't totally</p> <p>12 collapse or pancake due to its construction type; is</p> <p>13 that a fair summary?</p> <p>14 A. Yes, he was very cool at that point and told me that</p> <p>15 there was two to four hours' fire protection on that</p> <p>16 building, as in fact had the first gentleman. So the</p> <p>17 fact that the fire had been burning for that time at</p> <p>18 that point, that had been exhausted, but they were both</p> <p>19 adamant that there was two to four hours' protection for</p> <p>20 the compartments in that fire.</p> <p>21 Q. You then go on in the highlighted part to say you passed</p> <p>22 on this information to the CU.</p> <p>23 Could we just try and get a timing on that, and we</p> <p>24 have some documents which may assist, Mr O'Neill.</p> <p>25 AC Roe provided a log, and there's an entry on that</p> <p style="text-align: right;">Page 47</p>
<p>1 how this was going to impact on the building.</p> <p>2 Q. Can you remember how soon after you were able to review</p> <p>3 the state of the building the borough surveyor arrived?</p> <p>4 A. Yes, I think it was quite soon. Again, by the way it's</p> <p>5 written in my statement, I think it was fairly soon</p> <p>6 this -- I think the name is right, Amir turned up.</p> <p>7 Q. I want to summarise it fairly, but you didn't get much</p> <p>8 in terms of substantive assistance from him; is that a</p> <p>9 fair way to put it?</p> <p>10 A. That's a polite way of putting it, I think. Actually</p> <p>11 once I'd showed this gentleman around the building --</p> <p>12 and, you know, I'm not criticising the gentleman</p> <p>13 involved. Quite often we ask for dangerous structure</p> <p>14 engineers and we get people who sign off people's</p> <p>15 extensions, and boroughs now are even sharing resources,</p> <p>16 so there's less consistency from the advice we get. So</p> <p>17 when we ask a local authority for a dangerous structure</p> <p>18 engineer, we may get a qualified surveyor, who is not</p> <p>19 used to dealing with fires, who is not used to dealing</p> <p>20 with collapsed structures.</p> <p>21 When I showed him the building and the extent of it,</p> <p>22 he asked me how many people I was thinking of putting</p> <p>23 into the building, ie firefighters, and whereabouts.</p> <p>24 I told him that we had 50 people in that building, at</p> <p>25 which point he just put his head in his hands and just</p> <p style="text-align: right;">Page 46</p>	<p>1 log. If I could ask Danny to turn that up, it's</p> <p>2 MET00005404, page 2. If we can look at 04.06, the</p> <p>3 penultimate entry.</p> <p>4 If I could ask you just to refresh your memory or</p> <p>5 read it, because you may not have seen it before.</p> <p>6 (Pause)</p> <p>7 A. Yes.</p> <p>8 Q. Can you remember whether your conversation, your first</p> <p>9 conversation on the telephone, with Mr Allen, was before</p> <p>10 or after 04.06?</p> <p>11 A. I think it was before.</p> <p>12 Q. Is it likely that the information that you received from</p> <p>13 Mr Allen, you would've fed back to Mr Roe?</p> <p>14 A. Yes, it is.</p> <p>15 Q. Okay.</p> <p>16 If I could ask Danny to turn over two pages to</p> <p>17 page 4 of the log and the timing entry at 04.51 at the</p> <p>18 top of the page, which reads:</p> <p>19 "Structural surveyor in attendance at [leisure]</p> <p>20 centre and is to make decision on integrity of</p> <p>21 building."</p> <p>22 The structural surveyor was clearly in attendance by</p> <p>23 that stage.</p> <p>24 Does that accord with such recollection of timing as</p> <p>25 you now have?</p> <p style="text-align: right;">Page 48</p>

<p>1 A. It does, and I suspect that was the second surveyor.</p> <p>2 Q. Mr Allen?</p> <p>3 A. Yes.</p> <p>4 Q. If I could finally, just to help you fix yourself in</p> <p>5 time, look down at 05.32. Mr O'Neill, I'll let you read</p> <p>6 that.</p> <p>7 A. All right, okay.</p> <p>8 (Pause)</p> <p>9 So that would confirm, then, that it was the initial</p> <p>10 engineer, if Mr Allen's is inbound at that point.</p> <p>11 Q. Does the advice recorded there accord with your</p> <p>12 recollection of the advice you received?</p> <p>13 A. Yes, it does. So Mr Allen was able to tell us the date</p> <p>14 the original building was built. He confirmed our</p> <p>15 knowledge of its construction type. If it had any</p> <p>16 concerns, I think it came up later on that the building</p> <p>17 wouldn't collapse in its entirety, but if anything, if</p> <p>18 a column was displaced on any of the corners, you might</p> <p>19 have a kind of corner partial collapse, which is</p> <p>20 something that happened at Ronan Point some years ago,</p> <p>21 and I think that's what everyone had in mind.</p> <p>22 Q. Is that the collapse in the late 1960s?</p> <p>23 A. Yes.</p> <p>24 Q. Could I ask you, just whilst we're dealing with Mr Roe's</p> <p>25 log, to turn over the page to page 5 and the entry at</p> <p style="text-align: center;">Page 49</p>	<p>1 with Mr O'Neill?</p> <p>2 MR KINNIER: This will take us to 11.10, where I would ask</p> <p>3 for the almost statutory 5 minutes so I can review my</p> <p>4 notes. So we're not far off a break.</p> <p>5 SIR MARTIN MOORE-BICK: Oh, well, if you think you are going</p> <p>6 to get to the end of this topic in a few minutes, let's</p> <p>7 carry on.</p> <p>8 Are you happy to carry on?</p> <p>9 A. Yes.</p> <p>10 MR KINNIER: Mr O'Neill, final topic is debris, which you</p> <p>11 adverted to on a number of occasions.</p> <p>12 What steps did you take to protect hoses from</p> <p>13 falling debris?</p> <p>14 A. Yes. Little, I would say. So as you're aware, falling</p> <p>15 debris then damaged the hose lines that were feeding the</p> <p>16 dry rising main. At that point, they were almost buried</p> <p>17 in the area around the building. So no steps.</p> <p>18 Q. No steps at all?</p> <p>19 A. No. I'm trying to think -- not that I recall. Not that</p> <p>20 I recall.</p> <p>21 Q. Could I ask Danny just to draw up policy 633 again, and</p> <p>22 it's LFB00001256, internal page 10. If I could ask you</p> <p>23 to highlight paragraph 7.7 near the top.</p> <p>24 Mr O'Neill, I will just ask you to refresh your</p> <p>25 memory.</p> <p style="text-align: center;">Page 51</p>
<p>1 06.13, which is roughly the middle of that page.</p> <p>2 You say there:</p> <p>3 "DSE District Surveyor - could not get high enough.</p> <p>4 No floor collapse pan cake. Frame building. Max fire</p> <p>5 resistance 4hrs. FF shaft 2 hrs - if columns spall -</p> <p>6 not saying will collapse. If no people - let it burn.</p> <p>7 Will attempt to locate plans."</p> <p>8 Does that summary there accord with your</p> <p>9 recollection of the further discussions you had with</p> <p>10 Mr Allen?</p> <p>11 A. It does. It seems quite late for me. So I attempted to</p> <p>12 get Mr Allen into the building to see some of the rooms</p> <p>13 and some of the lower affected rooms so he could fully</p> <p>14 satisfy us all, really, on the structural integrity of</p> <p>15 that building.</p> <p>16 I mean, that failed. We tried to get him in, took</p> <p>17 him to a point that was very smoky. I think he wasn't</p> <p>18 comfortable in that environment at all, so he asked to</p> <p>19 come out.</p> <p>20 I think at one point we also got him up into our</p> <p>21 aerial ladder platform as well so we could have a look</p> <p>22 at what he could see from the outside of the building.</p> <p>23 Q. Linked to that, the final topic for now I'd like to</p> <p>24 discuss with you, Mr O'Neill, and that's debris.</p> <p>25 SIR MARTIN MOORE-BICK: Mr Kinnier, how are you getting on</p> <p style="text-align: center;">Page 50</p>	<p>1 (Pause)</p> <p>2 Now, looking at paragraph 7.7 there, Mr O'Neill.</p> <p>3 A. Yes.</p> <p>4 Q. Let's take it stage by stage.</p> <p>5 Did you give any consideration to putting equipment</p> <p>6 in place to protect hoses from the falling debris?</p> <p>7 A. The hose lines going in were taking the shortest route</p> <p>8 in, and those feeding the dry rising main were very</p> <p>9 quickly covered. So at that stage, no.</p> <p>10 Q. Did anyone raise with you the need to take any steps to</p> <p>11 protect hoses, whether firefighters or the incident</p> <p>12 commander and people in between?</p> <p>13 A. No.</p> <p>14 Q. Can you help us as to why not?</p> <p>15 A. I just think that -- there was a photo I was hoping to</p> <p>16 submit -- the debris field, everything was buried. We</p> <p>17 couldn't see hose lines, you know, we were climbing over</p> <p>18 debris to get into the building.</p> <p>19 Q. Debris was falling down presumably as well?</p> <p>20 A. Yes, and that was building up and building up. And it</p> <p>21 was just -- it was obviously dangerous to say the least,</p> <p>22 but everything was buried really quite early on and</p> <p>23 I think that's probably why, actually.</p> <p>24 Q. Can you help us, as the debris fell, did it continue to</p> <p>25 burn?</p> <p style="text-align: center;">Page 52</p>

<p>1 A. It did, but it was being extinguished. So the access to 2 the east side, sector 2, had a kind of a catwalk wire 3 mesh system over it, which was kind of protecting that 4 area close to the building from large debris fall. It 5 was beyond that where the debris field was building. 6 And it literally buried everything, everything around 7 it. 8 MR KINNIER: Mr O'Neill, if you forgive me, I'd be grateful 9 for 5 minutes just to see if there are any further 10 points which arise, but for now, I have no further 11 questions. 12 Sir, could I ask you to rise for those 5 minutes? 13 SIR MARTIN MOORE-BICK: Well, I think it might be sensible 14 to take our normal break at this point, don't you think? 15 MR KINNIER: I'm in your hands. 16 SIR MARTIN MOORE-BICK: 5 minutes is a bit meagre, so we'll 17 have a break for 10 minutes to give you a chance to 18 stretch your legs, have a cup of coffee or whatever. 19 Back at 11.20, and please don't talk to anyone about 20 your evidence while you're out of the room. 21 THE WITNESS: Yes, sir. 22 SIR MARTIN MOORE-BICK: If you would like to go with the 23 usher, please. 24 11.20, then, please. 25 MR KINNIER: Thank you, sir.</p> <p style="text-align: right;">Page 53</p>	<p>1 Group Manager Goulbourne. 2 Q. What effect would compliance with that advice have on 3 the conduct of operations within the tower? 4 A. If I'm honest, I think firefighters would've just done 5 what they needed to do. I don't think it would've had 6 much effect. Similarly, when I was asking for reports 7 of loud cracking, banging or signs of sagging floors and 8 displaced columns, again, with the conditions that 9 I knew were in that building, that was a tall order. So 10 I think the firefighters would've done what they needed 11 to do. It was just I needed to pass that information 12 across so it was included. 13 Q. In any other incident, would that have been 14 an acceptable level of risk? 15 A. No, absolutely not. The discussion I had with 16 Andy Roe -- and I know it's documented -- about whether 17 we carry on or not, we had several of those discussions 18 throughout the night, at what point do we stop, and 19 you'll see from his evidence the Human Rights Act and 20 the Fire and Rescue Services Act were used as the basis 21 of our strategy to keep on going even in the event -- 22 and luckily it didn't come -- of a serious injury to one 23 of our firefighters. 24 Q. Could I turn now to a separate topic, and that concerns 25 helicopters.</p> <p style="text-align: right;">Page 55</p>
<p>1 (11.10 am) 2 (A short break) 3 (11.20 am) 4 SIR MARTIN MOORE-BICK: All right, Mr O'Neill, I think a few 5 more questions, as usual. 6 THE WITNESS: Yes, sir, no problem. 7 MR KINNIER: Mr O'Neill, thank you very much. 8 First of all, could I ask Danny to bring up page 6 9 of your witness statement, and if we could look at the 10 last seven or so lines of the first paragraph on page 6. 11 You say there that in relation to concerns about 12 building collapse, you thought that as long as crews 13 stayed near the core of the building, they would be 14 okay. 15 First of all, how do you ensure that firefighters 16 stayed near the core of the building? 17 A. So that was a brief that I fed into Group Manager 18 Goulbourne in the tower, that wherever possible, to use 19 that as a safe haven, if you like, which would be the 20 lobby area. 21 Then it was the extreme corners, I suppose, of each 22 flat or of the building that we were most concerned 23 about if there were displaced columns, as we found out 24 later that there were. That would be the primary cause 25 for collapse for us, so that was a tactic I fed into</p> <p style="text-align: right;">Page 54</p>	<p>1 A. Yes. 2 Q. Did you ever have need to communicate with the 3 helicopter? 4 A. No. Are you talking about the police helicopter? 5 Q. Yes. 6 A. No. I had a discussion with AC Roe about the use of 7 helicopters for potential evacuation from the roof. We 8 had a dubious report of someone on the roof on 9 a Facebook account, I understand, and we considered 10 requesting a coastguard helicopter, but almost as 11 quickly we discounted it because of what we know about 12 putting someone above that sort of heat on a winch. It 13 was just not viable. 14 Q. What were the other risks that flowed from deployment of 15 a helicopter for the purposes of rescue of people from 16 the top floor? 17 A. I don't think anyone in any agency would've committed 18 an airframe directly above the fire. It's as simple as 19 that. Where the police could give us an observation 20 from a different perspective, by hanging off, setting 21 off from the building -- I can't think of an agency that 22 would've committed directly over the top of that. The 23 heat that was being given off from that building across 24 all four sides of that building, I can't think of 25 an agency, not even the military, that would've</p> <p style="text-align: right;">Page 56</p>

<p>1 committed to that environment.</p> <p>2 Q. Could I turn now to another separate topic, and that's</p> <p>3 the dangerous structure engineer.</p> <p>4 A. Yes.</p> <p>5 Q. I think in earlier evidence you said that in your first</p> <p>6 attendance to the command unit, you asked about</p> <p>7 a dangerous structure engineer and you were told one had</p> <p>8 just been ordered.</p> <p>9 A. Yes.</p> <p>10 Q. That appears to be around 02.17 or thereabouts.</p> <p>11 A. Okay.</p> <p>12 Q. The first record we've been able to find of the</p> <p>13 attendance of the DSE was 04.51.</p> <p>14 Can you remember -- again, apologies for a lawyer's</p> <p>15 question -- when you were first told that the DSE had</p> <p>16 arrived at the site?</p> <p>17 A. I can't put a time on it. I know they were directed</p> <p>18 straight to me, so there was no delay in me talking to</p> <p>19 them, but I can't -- it was dark when I spoke to the</p> <p>20 first engineer, and you know I can't -- because we</p> <p>21 discussed the number of firefighters we had in the</p> <p>22 building, I think it was fairly soon after I made that</p> <p>23 assessment. So I struggle to put a time on it.</p> <p>24 Q. You refer in your evidence to chasing for an ETA from</p> <p>25 the dangerous structure engineer. How did you go about</p> <p style="text-align: center;">Page 57</p>	<p>1 Q. Just for the sake of completeness, were you aware of</p> <p>2 a further call at 03.48 from CU8 for an update on the</p> <p>3 arrival of the DSE?</p> <p>4 A. No.</p> <p>5 Q. Were you aware of that?</p> <p>6 A. No.</p> <p>7 Q. Would you emphasise the need for a DSE when you were</p> <p>8 giving updates to AC Roe or was it something he</p> <p>9 prompted?</p> <p>10 A. No, I think it would've formed part of all of our</p> <p>11 conversations until they arrived, just to keep the</p> <p>12 pressure on, really. Because in our planning -- and,</p> <p>13 you know, we're repeatedly committing people to this</p> <p>14 building. We wanted someone with some knowledge of the</p> <p>15 refurbishment and some knowledge of the integral</p> <p>16 structure of the building and the impact that the</p> <p>17 intensity of the fire would've had over that prolonged</p> <p>18 period of time. So it was something we would've kept</p> <p>19 the pressure on to satisfy our own risk assessment.</p> <p>20 Q. Did you have cause to speak to Mr Allen as to an</p> <p>21 explanation of the time he had taken to arrive at the</p> <p>22 tower?</p> <p>23 A. No. I worked with Mr Allen for some time even after the</p> <p>24 fire, and, no, I think I've established he was fairly</p> <p>25 collected when I spoke to him on the phone. He wasn't</p> <p style="text-align: center;">Page 59</p>
<p>1 chasing? Were you contacting the CU? What were you</p> <p>2 doing?</p> <p>3 A. Yes, so I would speak to the CU, the CU would speak to</p> <p>4 our control room, who would then speak to the local</p> <p>5 authority and ask for an ETA.</p> <p>6 Q. Did you emphasise the need was a priority, did you use</p> <p>7 that word?</p> <p>8 A. No, because at that point, the arrival of that engineer</p> <p>9 didn't change anything. So it wasn't a priority, it was</p> <p>10 something we had to consider and something we had to get</p> <p>11 done.</p> <p>12 Q. We don't need to go to it, unless you'd like to.</p> <p>13 There's a reference in the log at 03.12, a call for</p> <p>14 a dangerous structure engineer as a priority. Do you</p> <p>15 remember that?</p> <p>16 A. I wouldn't know about that, no.</p> <p>17 Q. There's also another reference at 03.36 from CU8 for an</p> <p>18 ETA, or whether there would be a direct line to the DSE</p> <p>19 to allow them to liaise. Were you responsible for</p> <p>20 asking that call to be made?</p> <p>21 A. No. At every opportunity I had to speak to the incident</p> <p>22 commander, that would've been part of our conversation,</p> <p>23 where is this dangerous structure engineer, and as</p> <p>24 I said before, it's an ongoing problem for us and</p> <p>25 something we're hoping to resolve now.</p> <p style="text-align: center;">Page 58</p>	<p>1 showing the same behaviours as his colleague. Until he</p> <p>2 arrived, of course, and then, you know, I think he had</p> <p>3 a different take on it.</p> <p>4 Q. In your conversation with Mr Allen, did you refer to the</p> <p>5 need for his speedy arrival or urgent arrival?</p> <p>6 A. Yes, I did. When I spoke to him on the phone, I asked</p> <p>7 him -- and at the time, actually, he was very close. So</p> <p>8 I kind of put across what I'd already been told by his</p> <p>9 colleague, which he confirmed, about the two- to</p> <p>10 four-hour fire resistance. I explained that actually</p> <p>11 we're about four hours into the incident already, or</p> <p>12 thereabouts, three to four hours, and the fire was</p> <p>13 burning far more intensely than anyone -- probably</p> <p>14 I would've expected, let alone he would've expected, and</p> <p>15 so that would've changed perhaps the behaviour of the</p> <p>16 building.</p> <p>17 Q. In your discussions with Mr Amir, did he refer at all to</p> <p>18 the use of cladding as part of the refurbishment? Was</p> <p>19 he aware of that?</p> <p>20 A. He was aware of that, yes.</p> <p>21 Q. Did he communicate that awareness to you?</p> <p>22 A. He just told me that the building had been recently</p> <p>23 refurbished. He didn't go into -- I mean, it was clear</p> <p>24 that the cladding was burning off and falling off.</p> <p>25 Q. Again, did you refer to the presence of cladding with</p> <p style="text-align: center;">Page 60</p>

<p>1 Mr Allen in your conversations with him?</p> <p>2 A. Again, I did, and he spoke to me about the</p> <p>3 refurbishment, but actually I was more interested in the</p> <p>4 integrity of the building behind the cladding, the</p> <p>5 actual real structure of the building, not the facade,</p> <p>6 and the intensity[sic] the fire would have on the actual</p> <p>7 concrete structure rather than -- anything that was just</p> <p>8 burning and falling off, I wasn't particularly concerned</p> <p>9 about.</p> <p>10 Q. So did Mr Allen specifically refer to cladding when he</p> <p>11 was giving you a debrief on what the refurbishment</p> <p>12 involved?</p> <p>13 A. The term "cladding" was used consistently throughout</p> <p>14 that night. So it didn't come from him, it may have</p> <p>15 come from me, but that was the general term used for</p> <p>16 what was on fire and what was falling.</p> <p>17 Q. Could I now turn to a separate topic, and it's the</p> <p>18 gentleman on the 11th floor.</p> <p>19 A. Yes.</p> <p>20 Q. You describe in your statement being told by a crew of</p> <p>21 a man who kept appearing and disappearing at a window</p> <p>22 waving a towel and he was believed to be on the</p> <p>23 11th floor.</p> <p>24 Did you discuss this gentleman and his location, how</p> <p>25 to rescue him, with, for example, Watch Manager</p> <p style="text-align: right;">Page 61</p>	<p>1 if it was.</p> <p>2 A. Yes, it was, because I think early on -- that person</p> <p>3 I understand had some disability, I think they may be</p> <p>4 blind --</p> <p>5 Q. Could I stop you there. Did you know that at the time</p> <p>6 or is it knowledge you acquired after the event?</p> <p>7 A. It's knowledge I acquired at the event.</p> <p>8 Q. How did you acquire that knowledge?</p> <p>9 A. I think when they were rescued, it became apparent. It</p> <p>10 was just this towel that kept appearing. So we never</p> <p>11 saw an individual, we saw an arm and a towel waving out</p> <p>12 the window, and bearing in mind the location of that</p> <p>13 flat and how damaged other flats were in that kind of</p> <p>14 area, it was almost a miracle that that person survived.</p> <p>15 Q. Can you remember at what time you first saw the</p> <p>16 gentleman at the window waving the towel?</p> <p>17 A. I can't.</p> <p>18 Q. Can you remember where the ground monitor was</p> <p>19 positioned?</p> <p>20 A. Every time I went up to the walkway, I kept pulling that</p> <p>21 crew back because they kept edging their way forward to</p> <p>22 try and gets the ground monitor --</p> <p>23 Q. They're on the walkway?</p> <p>24 A. They're up on the walkway. So they're trying to</p> <p>25 position that ground monitor, which has quite -- it</p> <p style="text-align: right;">Page 63</p>
<p>1 Steve Collins?</p> <p>2 A. No. So Watch Manager Collins and his crew were wholly</p> <p>3 occupied by stopping the fire spreading to this person</p> <p>4 and dealing with the burning debris that was falling</p> <p>5 around and potentially setting alight to the flats that</p> <p>6 were on Grenfell Walk.</p> <p>7 So he was at an elevated position, so he wouldn't</p> <p>8 have had an opportunity to take part in any rescue from</p> <p>9 his position.</p> <p>10 What we could do is just establish where the</p> <p>11 individual was. They kept coming and going to the</p> <p>12 window, so there would be nothing, and they wouldn't</p> <p>13 stop operations, and then a towel would appear again,</p> <p>14 and it was more a case of trying to pinpoint where they</p> <p>15 were in the building and making sure that the fire</p> <p>16 survival guidance CU had that on their records and then</p> <p>17 in turn had committed crews to that location.</p> <p>18 So as far as I'm aware, in my own involvement, that</p> <p>19 was the first time we actually managed to triangulate</p> <p>20 a rescue, because from having seen it, calculated it,</p> <p>21 confirmed from the FSG CU and then to be told actually</p> <p>22 by the FSG CU that they had been rescued, I got that</p> <p>23 information back.</p> <p>24 Q. When you saw the gentleman at the window, was the ground</p> <p>25 monitor already set up and spraying water? It sounds as</p> <p style="text-align: right;">Page 62</p>	<p>1 throws a fair distance of water. So they were trying to</p> <p>2 edge forward to I think encapsulate the east side as</p> <p>3 well as the south side, and it was me that kept pulling</p> <p>4 them back because they were absolutely exposed to the</p> <p>5 debris that was falling around them, and I was really</p> <p>6 clear that I wanted them to have safe egress if there</p> <p>7 was any partial collapse on that side, that they could</p> <p>8 escape.</p> <p>9 You know, in true fashion, they completely ignored</p> <p>10 me, really, and every time I went up there, they'd moved</p> <p>11 forward again and repositioned it.</p> <p>12 So the monitor moved. It was from the corner of the</p> <p>13 south-west side and they were edging to try and get the</p> <p>14 most coverage they could from it.</p> <p>15 Q. You mentioned the triangulation in order to effect the</p> <p>16 rescue.</p> <p>17 Were you given any information about the FSG calls</p> <p>18 being made by the gentleman?</p> <p>19 A. No. I didn't consider it to be an FSG call as such,</p> <p>20 I just I knew that there was a savable life and so</p> <p>21 I introduced that into the FSG system.</p> <p>22 Q. I see.</p> <p>23 Can I now just turn to some final topics,</p> <p>24 Mr O'Neill.</p> <p>25 First of all, if I could go back to your</p> <p style="text-align: right;">Page 64</p>

<p>1 contemporaneous note, if that's possible, Danny.</p> <p>2 It's really in relation to the paragraph numbered 7</p> <p>3 at the bottom of the first page of your contemporaneous</p> <p>4 note.</p> <p>5 "7. What were you tasked with doing on your</p> <p>6 arrival?</p> <p>7 "Reported to CU in [Bomore] Road at approximately</p> <p>8 0210hrs. Spoke with DAC O'Loughlin and asked to</p> <p>9 implement a safety structure around the incident and</p> <p>10 report back with an appraisal."</p> <p>11 Can you remember whether you reported back to DAC</p> <p>12 O'Loughlin with an appraisal, first of all?</p> <p>13 A. I think he came to me first.</p> <p>14 Q. Can you remember when or how soon after the initial</p> <p>15 instruction was given he approached you?</p> <p>16 A. I think he was probably with AC Roe when I first had</p> <p>17 a report back.</p> <p>18 Q. Mr Roe didn't take over until 02.44, so presumably the</p> <p>19 appraisal took place after that.</p> <p>20 A. Yes. Honestly, I can't remember. I mean, we had many</p> <p>21 discussions at the base of the tower, and periodically</p> <p>22 I went back to the CU to give updates on our progress,</p> <p>23 and that happened continually. So I can't put a time on</p> <p>24 the first time that happened, I'm afraid.</p> <p>25 Q. But is your evidence that you provided an update some</p> <p style="text-align: right;">Page 65</p>	<p>1 putting this stuff together, that they should include</p> <p>2 evacuation systems.</p> <p>3 Q. Following from your answer about the difficulties</p> <p>4 raising people given the time of night, did you consider</p> <p>5 using the building's intercom system as a means of --</p> <p>6 A. I did not, no.</p> <p>7 Q. Would that have been a practicable means of</p> <p>8 communicating the change of advice, for example?</p> <p>9 A. I don't know if it would've been or not. I wasn't</p> <p>10 familiar with that.</p> <p>11 Q. Given the difficulties about using the loudhailer, and</p> <p>12 the importance of communicating the change of advice,</p> <p>13 was the intercom system something which should've been</p> <p>14 considered as a means of communication?</p> <p>15 A. As far as I was aware, we had crews inside that building</p> <p>16 from the ground floor up to as I know for a fact to be</p> <p>17 the 22nd floor, at least. Therefore, I thought we had</p> <p>18 a communication with the entire building, you know. It</p> <p>19 was only later on I learnt about the difficulties of</p> <p>20 accessing past certain points at certain times. So with</p> <p>21 the volume of crews that we had in that building, I was</p> <p>22 under the impression that we had access to raise that</p> <p>23 alarm.</p> <p>24 Q. Could I now go back to policy --</p> <p>25 SIR MARTIN MOORE-BICK: Mr Kinnier, just to ensure that I've</p> <p style="text-align: right;">Page 67</p>
<p>1 time between, whenever it was, 02.10/02.12 and 02.44?</p> <p>2 A. I remember DAC O'Loughlin coming to see me, and coming</p> <p>3 to see effectively what structure had been put in place.</p> <p>4 So, now, on reflection, I think probably that happened</p> <p>5 before I saw AC Roe.</p> <p>6 Q. This may be a lawyer's question, but is there</p> <p>7 a difference between providing an update and providing</p> <p>8 an appraisal?</p> <p>9 A. No.</p> <p>10 Q. Turning to evacuation.</p> <p>11 You said that evacuation wasn't relevant to your</p> <p>12 particular expertise in USR. If that's so, who are the</p> <p>13 experts within LFB to deal with evacuation of high-rise</p> <p>14 buildings? Where does the specialism sit?</p> <p>15 A. I think the specialism sits within our fire safety</p> <p>16 engineers who provide advice to building constructors on</p> <p>17 evacuation systems that are put in place. So with this</p> <p>18 being an old-type building, you know, unfortunately we</p> <p>19 weren't given that opportunity. But there was no means</p> <p>20 of raising -- bearing in mind the time of day, I imagine</p> <p>21 that many of the residents would've been asleep at the</p> <p>22 time. There was no way of raising everyone as a whole</p> <p>23 other than banging on doors.</p> <p>24 I think the expertise sits in new construction and,</p> <p>25 actually, our advice to building companies, whatever,</p> <p style="text-align: right;">Page 66</p>	<p>1 understood the question and answer correctly, when you</p> <p>2 refer to the intercom system, can you make it clear what</p> <p>3 you're referring to?</p> <p>4 MR KINNIER: Yes, it's the building intercom system that --</p> <p>5 basically the buzzers in the lobby to communicate with</p> <p>6 each individual flat. So what you would be able to</p> <p>7 do -- I suppose the essential point is this: a priority</p> <p>8 could've been ringing the buzzer on the higher floors to</p> <p>9 alert them, for example, to the change of advice.</p> <p>10 A. Yes, I understand entirely what you're suggesting, and</p> <p>11 it's not something that I considered on that night.</p> <p>12 Q. Okay.</p> <p>13 Could I turn to back to policy 633. The reference,</p> <p>14 Danny, is LFB00001256, and page 16 within that policy.</p> <p>15 Looking at paragraph 7.66, it says:</p> <p>16 "The IC should appoint Safety Officers as soon as</p> <p>17 practicable to monitor conditions in the staircase ..."</p> <p>18 You were obviously monitoring the exterior. The</p> <p>19 officers you appointed in terms of sector command were</p> <p>20 monitoring the exterior. Do you know who was monitoring</p> <p>21 the interior, ie the stairwell?</p> <p>22 A. Yes. At that time, Station Manager Nick Myatt had taken</p> <p>23 that responsibility. He was certainly looking at the</p> <p>24 conditions within that building and the welfare, if you</p> <p>25 like, of our crews that were recommitting to make sure</p> <p style="text-align: right;">Page 68</p>

<p>1 that they were capable of recommitting to that building.</p> <p>2 Q. You say you knew Nick Myatt was doing that role. Was he</p> <p>3 reporting back to you with what he was finding?</p> <p>4 A. Every time I went into that building and made contact,</p> <p>5 the conditions had changed. So that was that</p> <p>6 face-to-face system, but it was so dynamic that the</p> <p>7 bridgehead, as you know, moved more than once and the</p> <p>8 stairwells became completely smoke-logged and then not</p> <p>9 so -- as it was so dynamic and moving so often, I don't</p> <p>10 think we had any consistent stream of information. They</p> <p>11 were monitoring and briefing as best they could.</p> <p>12 Q. Final question.</p> <p>13 A. Yes.</p> <p>14 Q. That's in relation to lifts.</p> <p>15 In circumstances where the fire lift is not</p> <p>16 functioning, what steps would you expect to be taken to</p> <p>17 disable the lift so residents wouldn't be able to use</p> <p>18 it?</p> <p>19 A. Generally, are you saying?</p> <p>20 Q. Yes.</p> <p>21 A. Well, I understand the firefighters tried to secure the</p> <p>22 firefighting lift and, to my understanding, if that</p> <p>23 wouldn't happen, that wouldn't be disabled, they would</p> <p>24 deal with the fire in the place of origin of that fire</p> <p>25 and therefore -- I don't know how the lifts were used on</p> <p style="text-align: right;">Page 69</p>	<p>1 MR KINNIER: Thank you, sir.</p> <p>2 SIR MARTIN MOORE-BICK: You can ask the usher to come and</p> <p>3 tell me as soon as you're ready.</p> <p>4 MR KINNIER: Thank you, sir.</p> <p>5 (11.44 am)</p> <p>6 (A short break)</p> <p>7 (11.47 am)</p> <p>8 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>9 MR KINNIER: Sir, I misled everyone. In fact, the next</p> <p>10 witness is Watch Manager Dean Ricketts. Rather than</p> <p>11 send him back, may I call Watch Manager Dean Ricketts.</p> <p>12 SIR MARTIN MOORE-BICK: Yes, of course.</p> <p>13 DEAN RICKETTS (sworn)</p> <p>14 Questions by MR KINNIER</p> <p>15 [Evidence - Witness Statement LFB00004825]</p> <p>16 SIR MARTIN MOORE-BICK: Thank you very much, Mr Ricketts.</p> <p>17 Yes, Mr Kinnier.</p> <p>18 MR KINNIER: Would you please confirm your name for the</p> <p>19 record.</p> <p>20 A. Dean Ricketts.</p> <p>21 Q. In front of you there is a blue folder. If you turn to</p> <p>22 the first tab, you should find your statement dated</p> <p>23 23 July of this year; is that right?</p> <p>24 A. That's correct, sir.</p> <p>25 Q. Have you read that statement recently?</p> <p style="text-align: right;">Page 71</p>
<p>1 that night, I know they weren't used in the way that</p> <p>2 they should've been for our purposes, so, you know, I'm</p> <p>3 not sure how to answer that really.</p> <p>4 MR KINNIER: Mr O'Neill, thank you very much for the</p> <p>5 evidence you've given today. It's very much</p> <p>6 appreciated.</p> <p>7 SIR MARTIN MOORE-BICK: You've covered quite a lot of ground</p> <p>8 in your supplementaries. You are confident that you</p> <p>9 don't need a further 5 minutes to check --</p> <p>10 MR KINNIER: I am, yes. I am.</p> <p>11 SIR MARTIN MOORE-BICK: All right. Good.</p> <p>12 Well, Mr O'Neill, thank you very much for coming to</p> <p>13 give your evidence. It's really valuable to us to hear</p> <p>14 accounts of people who were there at the time and we're</p> <p>15 very grateful to you for coming along.</p> <p>16 THE WITNESS: Thank you, sir.</p> <p>17 SIR MARTIN MOORE-BICK: You're free to go. If you would</p> <p>18 like to go with the usher, she'll look after you.</p> <p>19 (The witness withdrew)</p> <p>20 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>21 MR KINNIER: Sir, the next witness is Group Manager</p> <p>22 Nick Davis.</p> <p>23 Might I ask you to rise for 5 minutes so that there</p> <p>24 can be the organisational changes.</p> <p>25 SIR MARTIN MOORE-BICK: Yes, I'll do that.</p> <p style="text-align: right;">Page 70</p>	<p>1 A. Yes, sir, I have.</p> <p>2 Q. Do you confirm its contents are true?</p> <p>3 A. Yes, sir.</p> <p>4 Q. And you're content for that statement to stand as your</p> <p>5 evidence to this inquiry?</p> <p>6 A. I am indeed, sir.</p> <p>7 Q. Mr Ricketts, if at any time you need a break, please say</p> <p>8 so, that's not a problem.</p> <p>9 A. Thank you very much.</p> <p>10 Q. Secondly, if at any time my questioning is unclear,</p> <p>11 please say so and I'll rephrase.</p> <p>12 A. Thank you very much.</p> <p>13 Q. The first things I'd like to discuss with you,</p> <p>14 Mr Ricketts, is just your background in the fire</p> <p>15 service.</p> <p>16 Is it right that at the time of the fire you were</p> <p>17 a watch manager B attached to Green Watch at North</p> <p>18 Kensington?</p> <p>19 A. That's correct, sir.</p> <p>20 Q. And you'd been a firefighter for some 24 years; is that</p> <p>21 right?</p> <p>22 A. Correct.</p> <p>23 Q. The first substantive topic I'd like to discuss with you</p> <p>24 is the Fire Services Act 1947, section 1(d) visits.</p> <p>25 At the risk of disrespect, you've been a firefighter</p> <p style="text-align: right;">Page 72</p>

<p>1 long enough to have carried out 1(d) visits; is that</p> <p>2 right?</p> <p>3 A. That's correct.</p> <p>4 Q. What did the 1(d) visits involve?</p> <p>5 A. Just familiarisation visits really, sir. Just going out</p> <p>6 and identifying risks on the station's ground and</p> <p>7 familiarising ourselves on those risks and those</p> <p>8 buildings and whatever else was a risk to the community.</p> <p>9 Q. Can you remember, what the trigger for a need for</p> <p>10 a visit under section 1(d)?</p> <p>11 A. I don't remember, sir, to be honest.</p> <p>12 Q. Do you remember being given a checklist such as</p> <p>13 a similar one to appendix 1 behind policy 633?</p> <p>14 A. I don't recall that, sir. I wasn't an officer at the</p> <p>15 time.</p> <p>16 Q. What differences, if any, are there between the visits</p> <p>17 you used to conduct under 1(d) and the visits you now</p> <p>18 conduct under 7(2)(d)?</p> <p>19 A. Okay, so the 1(1)(d) visits were recorded on paper form,</p> <p>20 and the paper records were kept in the fire station</p> <p>21 within filing cabinets and secure storage at the</p> <p>22 station. So everything was done on paper.</p> <p>23 Q. Is your evidence the principal difference was the mode</p> <p>24 in which the information was recorded; the old system</p> <p>25 was on paper, the new system is online?</p> <p style="text-align: right;">Page 73</p>	<p>1 A. To be honest, sir, I wouldn't make reference to the</p> <p>2 appendix. Just going on the experience of doing other</p> <p>3 7(2)(d) visits, firefighters generally know, watch</p> <p>4 officers generally know, the risks and hazards to look</p> <p>5 out for. So generally, from experience, we would have</p> <p>6 a generally good idea of what to expect and what</p> <p>7 information to gather.</p> <p>8 Q. So you wouldn't use the bullet points here as</p> <p>9 a checklist?</p> <p>10 A. I've never taken it out as a checklist.</p> <p>11 Q. Do you know whether anyone at North Ken has used this as</p> <p>12 a checklist for 7(2)(d) visits?</p> <p>13 A. I've never seen anybody take it out as a checklist.</p> <p>14 Q. What training, for example in the two years before the</p> <p>15 fire, had you received in relation to policy 633?</p> <p>16 A. So the policy obviously is about high-rise. Two things</p> <p>17 that the Fire Brigade have instilled in us over the</p> <p>18 recent years is the importance in training on high-rise</p> <p>19 buildings and obviously basement fires. So we get a lot</p> <p>20 of training around high-rise buildings. When we do</p> <p>21 incident command exercises, the focus is either on</p> <p>22 basement fires or high-rise incidents.</p> <p>23 Q. Who provides that training to you?</p> <p>24 A. Babcock.</p> <p>25 Q. Have you yourself received any training in respect of</p> <p style="text-align: right;">Page 75</p>
<p>1 A. Electronic, that's correct.</p> <p>2 Q. Turning to policy 633.</p> <p>3 What's the trigger under the present system for</p> <p>4 a section 7(2)(d) visit?</p> <p>5 A. We're either informed locally, quite possibly by</p> <p>6 a station manager or a fire safety team, or possibly the</p> <p>7 crews might identify whilst going about our business</p> <p>8 within the community that there may be a building or</p> <p>9 a new premises that's been erected, a new building that</p> <p>10 could possibly be visited by ourselves and useful for</p> <p>11 the gathering of information in case there is a fire or</p> <p>12 incident at the property.</p> <p>13 Q. Danny, could I ask you to turn up policy 633,</p> <p>14 LFB00001256.</p> <p>15 Mr Ricketts, I assume you're familiar with this</p> <p>16 policy; is that's fair?</p> <p>17 A. That's correct, sir.</p> <p>18 Q. Could I ask you, Danny, to turn to page 19 within that</p> <p>19 policy.</p> <p>20 Mr Ricketts, I'll just let you refresh your memory</p> <p>21 briefly there.</p> <p>22 A. Okay.</p> <p>23 Q. Looking at appendix 1, can you help us, before carrying</p> <p>24 out a visit, would you refresh your memory and look at</p> <p>25 this list at paragraph 1 of appendix 1 of the policy?</p> <p style="text-align: right;">Page 74</p>	<p>1 high-rise fires at the station?</p> <p>2 A. Not at the station, no.</p> <p>3 Q. Have you delivered any?</p> <p>4 A. Yes.</p> <p>5 Q. What training have you delivered in relation to 633?</p> <p>6 A. Basically it's around the policy and the contents of the</p> <p>7 policy, and making sure that the operational crews, so</p> <p>8 my crew in particular, are ready and know the procedures</p> <p>9 and what to expect when they go to a high-rise incident.</p> <p>10 Q. Have you ever had the need to give training on how to</p> <p>11 conduct a section 7(2)(d) visit?</p> <p>12 A. Sometimes officers underneath me, so the crew managers,</p> <p>13 might need a little bit of prompting about what to look</p> <p>14 for in a premises. So if they were going to a premises,</p> <p>15 say, for example, I was familiar with, I might say to</p> <p>16 them look out for a certain risk or hazard.</p> <p>17 Q. Just for the avoidance of doubt, you wouldn't use</p> <p>18 appendix 1 to assist any prompt to a crew manager who is</p> <p>19 in need of advice?</p> <p>20 A. I've never made reference to it.</p> <p>21 Q. Have you received any training in how to conduct</p> <p>22 a section 7(2)(d) visit?</p> <p>23 A. No, sir.</p> <p>24 Q. Have you received any training in relation to</p> <p>25 contingency planning relating to high-rise buildings?</p> <p style="text-align: right;">Page 76</p>

<p>1 A. No, sir.</p> <p>2 Q. Have you received any planning[sic] in relation to fire</p> <p>3 spread beyond the compartment of origin and the</p> <p>4 potential for multiple rescues?</p> <p>5 A. Not multiple rescues, no.</p> <p>6 Q. Have you received any training regarding the logistical</p> <p>7 and physical demands on fire personnel conducting search</p> <p>8 and rescue in a high-rise building where there's been</p> <p>9 multiple compartmentation failure?</p> <p>10 A. Sorry, just repeat the question.</p> <p>11 Q. Sure.</p> <p>12 Have you received any training on the logistical and</p> <p>13 physical demands on firefighters who are conducting</p> <p>14 search and rescues in respect of multiple FSGs in</p> <p>15 high-rise buildings?</p> <p>16 A. No, I don't think so, sir.</p> <p>17 Q. Have you received any training on how to deal with</p> <p>18 single staircases in high-rise buildings for the</p> <p>19 purposes of firefighting or effecting rescues?</p> <p>20 A. Not specifically single staircases, no.</p> <p>21 Q. Could I ask Danny to turn up policy 800, which is</p> <p>22 LFB0000705.</p> <p>23 Whilst we're waiting for that, obviously policy 800</p> <p>24 deals with the management of operational risk</p> <p>25 information.</p> <p style="text-align: right;">Page 77</p>	<p>1 Q. How does the information gathered during the course of</p> <p>2 a section 7(2)(d) visit inform assessment of the</p> <p>3 predetermined attendance?</p> <p>4 A. The predetermined attendance assessment has already been</p> <p>5 completed for high-rises, so I would have no input on</p> <p>6 that.</p> <p>7 Q. Could we look, paragraph 3.3, within policy 800.</p> <p>8 I'll let you just refresh your memory there,</p> <p>9 Mr Ricketts.</p> <p>10 (Pause)</p> <p>11 Mr Ricketts, looking at the five bullet points</p> <p>12 there, it looks as if the ORD informs the PDA section</p> <p>13 dealt with at the third bullet point.</p> <p>14 Is that your experience, that information from the</p> <p>15 ORD is fed through to the PDA?</p> <p>16 A. To be honest, sir, once I've submitted it, completed it</p> <p>17 and submitted it, I don't have any input or any</p> <p>18 notification of it unless it gets rejected and comes</p> <p>19 back to my work queue.</p> <p>20 Q. Could I ask you next some questions about cladding</p> <p>21 itself.</p> <p>22 What training have you had on the particular dangers</p> <p>23 of cladding fires on high-rise buildings?</p> <p>24 A. None, sir.</p> <p>25 Q. Were you aware of the Shepherds Court fire from</p> <p style="text-align: right;">Page 79</p>
<p>1 Is that policy something in relation to which you'd</p> <p>2 received training?</p> <p>3 A. I don't believe so, no.</p> <p>4 Q. Have you given any training on the management of</p> <p>5 operational risk information?</p> <p>6 A. May have discussed it at station level. No formal</p> <p>7 training as such.</p> <p>8 Q. So discussed -- I don't want to put words in your mouth.</p> <p>9 The impression you're giving, it was at an informal</p> <p>10 level.</p> <p>11 A. Just the contents of the policy.</p> <p>12 Q. Can you help us, what role does the station manager have</p> <p>13 in reviewing the information collated for the purposes</p> <p>14 of a section 7(2)(d) visit?</p> <p>15 A. So if I was to go out and do a 7(2)(d) visit and record</p> <p>16 all the information on the operational risk database,</p> <p>17 once that information is inputted, then I submit it for</p> <p>18 data quality checks.</p> <p>19 Q. Do you know how a station manager ensures that the</p> <p>20 information is correctly entered on to the ORD?</p> <p>21 A. No, I don't.</p> <p>22 Q. Can you help us, to what extent does the information</p> <p>23 gathered during the course of a section 7(2)(d) visit</p> <p>24 inform the predetermined attendance?</p> <p>25 A. Sorry, repeat the question, sir.</p> <p style="text-align: right;">Page 78</p>	<p>1 August 2016?</p> <p>2 A. Yes, sir.</p> <p>3 Q. What's your understanding of the principal lessons</p> <p>4 learnt arising out of Shepherds Court?</p> <p>5 A. I think it was just to be aware of the panels that were</p> <p>6 involved in the fire there. So as far as I believe,</p> <p>7 they were some kind of uPVC panel below the window and</p> <p>8 the fire breached the compartment and spread up to the</p> <p>9 panels in the uPVC windows above it.</p> <p>10 Q. But you received no specific training on the range of</p> <p>11 cladding materials that were being applied to high-rise</p> <p>12 buildings in London?</p> <p>13 A. Not that I can recall, sir, no.</p> <p>14 Q. Okay.</p> <p>15 Can you help us, looking at uPVC windows, to what</p> <p>16 extent will a section 7(2)(d) visit look at the risk</p> <p>17 posed by uPVC windows for fire spread, for example?</p> <p>18 A. I wouldn't particularly look at that and see that as</p> <p>19 a risk.</p> <p>20 Q. Why not?</p> <p>21 A. It's just incorporated into the building design.</p> <p>22 Q. Okay.</p> <p>23 Mr Ricketts, can I now turn to Grenfell-specific</p> <p>24 questions.</p> <p>25 As I understand it, you had your first section</p> <p style="text-align: right;">Page 80</p>

<p>1 7(2)(d) visit in 2017.</p> <p>2 Could I ask Danny to turn to the ORD itself. Which</p> <p>3 is LFB00003116.</p> <p>4 If I could ask you, Danny, to amplify the entry for</p> <p>5 15 February 2017. The date's on the far right-hand</p> <p>6 column.</p> <p>7 In your witness statement, Mr Ricketts, you say that</p> <p>8 that date is in fact an error and the correct date of</p> <p>9 the visit was 27 March 2017; is that correct?</p> <p>10 A. I recall my visit on 27 March, that's correct, sir.</p> <p>11 Q. Are you able to help us with an explanation of the error</p> <p>12 in relation to the date?</p> <p>13 A. It's a little bit confusing, to be honest, sir, but</p> <p>14 I think possibly I might have opened up the appointment</p> <p>15 and left it in the station diary, was too busy on the</p> <p>16 day and I've moved the appointment, but for some reason</p> <p>17 it's still showing as recorded on 15 February. But</p> <p>18 I know that not to be the case, my visit, because one of</p> <p>19 the firefighters who accompanied me on the visit was on</p> <p>20 leave on that day, so I can be pretty positive that the</p> <p>21 visit was on 27 February[sic]. That's also confirmed in</p> <p>22 an e-mail that I sent to the TMO on the same day</p> <p>23 confirming that I done the visit earlier that day.</p> <p>24 Q. Is it right that the purpose of your visit was as set</p> <p>25 out at page 4 of your witness statement, and it's the</p> <p style="text-align: center;">Page 81</p>	<p>1 A. Yes, sir, I would've done.</p> <p>2 Q. Would you have noted any outstanding actions?</p> <p>3 A. To be honest, sir, possibly, but I can't remember that</p> <p>4 I noted any. I do recall having a conversation with</p> <p>5 other officers in the office before I went about</p> <p>6 Grenfell Tower.</p> <p>7 Q. Can you recall, did you prompt that conversation or did</p> <p>8 they prompt it?</p> <p>9 A. Well, as it's come up in the diary, I've asked about</p> <p>10 Grenfell Tower. Because I'd only been at North</p> <p>11 Kensington for a few months, I'd asked about</p> <p>12 Grenfell Tower in particular and they told me that the</p> <p>13 crews had done lots of visits, not only 7(2)(d) visits</p> <p>14 but lots of informal visits to the tower to familiarise</p> <p>15 themselves with the construction work that was going on,</p> <p>16 because there was an issue with the dry riser and the</p> <p>17 movement of the dry riser.</p> <p>18 Q. Were you aware of the nature and scale of the</p> <p>19 refurbishment as a result of those conversations with</p> <p>20 fellow officers?</p> <p>21 A. I was informed that it was a major refurbishment.</p> <p>22 Q. Given the scale of the refurbishment, was one of the</p> <p>23 further purposes of the visit to ensure that all the</p> <p>24 information on the ORD was correct?</p> <p>25 A. To be honest, sir, for me it was a familiarisation visit</p> <p style="text-align: center;">Page 83</p>
<p>1 fifth paragraph from the top, I can quote it for you if</p> <p>2 that helps:</p> <p>3 "This was a visit for crews and in particular,</p> <p>4 officers, so that basic information could be gathered</p> <p>5 and recorded on the Operational Risk Data base (ORD),</p> <p>6 and a tactical plan be drawn up and accessed via the</p> <p>7 Mobile Data Terminal (MDT) which is carried on all front</p> <p>8 line operational appliances."</p> <p>9 Mr Ricketts, when I refer to the statement, Danny</p> <p>10 very helpfully flags it up on the screen, so it may be</p> <p>11 easier for you to look at it either on the little screen</p> <p>12 next to you or the big screen by your shoulder.</p> <p>13 A. Okay, thank you.</p> <p>14 Q. Looking at that extract, why do you say "in particular,</p> <p>15 officers"? You say, "This was a visit for crews and in</p> <p>16 particular, officers".</p> <p>17 A. Well, it's the officers who would be making the</p> <p>18 decisions if they turn up at an incident.</p> <p>19 Q. Sorry, it's officers who were making the decision to?</p> <p>20 A. Formulate a plan.</p> <p>21 Q. Okay.</p> <p>22 Had you visited the tower before?</p> <p>23 A. No, sir, not that I can recall.</p> <p>24 Q. Before you attended the tower on 27 March 2017, did you</p> <p>25 review the ORD?</p> <p style="text-align: center;">Page 82</p>	<p>1 because, as I say, I was new to North Kensington, just</p> <p>2 to get an understanding of the building and the scale</p> <p>3 and the scope of the whole estate, the Lancaster West</p> <p>4 Estate.</p> <p>5 Q. But if I may press you, given the nature and scale of</p> <p>6 the refurbishment, the section 7(2)(d) visit</p> <p>7 in March 2017, that provided you with an opportunity to</p> <p>8 review the entirety of the ORD, didn't it, to check it</p> <p>9 was correct?</p> <p>10 A. It would've done.</p> <p>11 Q. Did you view it with that purpose in mind or not?</p> <p>12 A. Not to view the entirety of it because it was a big</p> <p>13 building.</p> <p>14 Q. Given what your understanding was of the purpose of the</p> <p>15 particular visit in March 2017, did you think, given the</p> <p>16 scale of the refurbishment, you'd have to book a further</p> <p>17 7(2)(d) that reviewed the accuracy of the ORD in more</p> <p>18 detail?</p> <p>19 A. That didn't come into my thoughts, sir, no.</p> <p>20 Q. Could I go back to the ORD, in particular page 1.</p> <p>21 Looking at the section under the heading "Earlier</p> <p>22 Visit Comments", it's the fifth entry from the top dated</p> <p>23 10 May 2016.</p> <p>24 You'll see there in the left-hand column it says:</p> <p>25 "Plans are required for MDT."</p> <p style="text-align: center;">Page 84</p>

<p>1 First of all, did you notice this entry when you</p> <p>2 reviewed the ORD before your March visit?</p> <p>3 A. I can't remember if I noted it, sir, no.</p> <p>4 Q. If you had noted it, would you have sought plans?</p> <p>5 A. Well, it says above it "Image of building added to</p> <p>6 plans".</p> <p>7 Q. We'll come on to that later, but do you think an image</p> <p>8 of a building is the same as a plan?</p> <p>9 A. No, sir, they can be different, but after that, after it</p> <p>10 says "Image of building added to plans", then it's gone</p> <p>11 through the quality assurance process.</p> <p>12 Q. Did you check with Mr Davis as to what he precisely had</p> <p>13 in mind when he said plans are required?</p> <p>14 A. No, because it's been accepted by Station Manager Davis,</p> <p>15 I thought that was acceptable.</p> <p>16 Q. The second question arising out of that is: would it be</p> <p>17 fair to assume that you didn't check up with the TMO</p> <p>18 whether they had any plans of the building for the</p> <p>19 purposes of the MDT? Did you check with the TMO?</p> <p>20 A. Sorry, say that question again.</p> <p>21 Q. Yes.</p> <p>22 Did you check with the TMO whether they had any</p> <p>23 plans of the building that could be used for the</p> <p>24 purposes of the ORD?</p> <p>25 A. On the visit obviously I identified there was no</p> <p style="text-align: right;">Page 85</p>	<p>1 ORD.</p> <p>2 If I could look at the top section underneath</p> <p>3 "Tactical Plan" and including "Operational Contingency</p> <p>4 Plan".</p> <p>5 Can you explain to us what you'd expect to find</p> <p>6 under the heading "Tactical Plan" in the ORD?</p> <p>7 A. Everything else what's in the ORD, underneath that</p> <p>8 section, that's the tactical plan.</p> <p>9 Q. So looking at the next heading, which is "Operational</p> <p>10 Contingency Plan", the date is 30 October 2009.</p> <p>11 Would you have expected an updated operational</p> <p>12 contingency plan to be in place given the nature and</p> <p>13 scale of the refurbishment?</p> <p>14 A. I think that's just the date when the operational</p> <p>15 contingency plan was started, when it was uploaded onto</p> <p>16 the ORD.</p> <p>17 Q. You see there "Version: 1". That indicates that it</p> <p>18 wasn't updated thereafter. Is that a fair reading of</p> <p>19 that entry?</p> <p>20 A. No.</p> <p>21 Q. So you're saying there were further versions after</p> <p>22 30 October 2009?</p> <p>23 A. Everything that comes after that -- the operational</p> <p>24 contingency plan is the en route considerations and the</p> <p>25 tactical plan which is everything else covered within</p> <p style="text-align: right;">Page 87</p>
<p>1 premises information box and there was no plans</p> <p>2 available to us. If there had been a premises</p> <p>3 information box, then I may have possibly been able to</p> <p>4 use those plans and took copies of those plans to use.</p> <p>5 Q. What purpose do the plans fill for the purposes of the</p> <p>6 ORD? Why do you need them?</p> <p>7 A. Well, obviously they're part of the the tactical plan</p> <p>8 for the incident commander to make their decisions on</p> <p>9 what to do.</p> <p>10 Q. What type of plan do you require? Do you need floor</p> <p>11 plans?</p> <p>12 A. It all depends what's required. But --</p> <p>13 Q. Looking at a high-rise building.</p> <p>14 A. On a simple high-rise building, the floor plans are</p> <p>15 normally the same as they go up, so possibly you</p> <p>16 could've just had one plan of a floor layout.</p> <p>17 Q. Would that be supplemented with detail of the flat</p> <p>18 numbering on each floor as you went up?</p> <p>19 A. I wouldn't imagine so, no, because you would've got the</p> <p>20 floor numbering from other sources of information.</p> <p>21 Q. Would you require anything as detailed as architectural</p> <p>22 drawings?</p> <p>23 A. No.</p> <p>24 Q. If we could look further on at further entries in the</p> <p>25 ORD, and if I could ask Danny to go to page 4 of the</p> <p style="text-align: right;">Page 86</p>	<p>1 the ORD.</p> <p>2 Q. Okay.</p> <p>3 Going further down -- if, Danny, you could come out</p> <p>4 of that --</p> <p>5 A. Sir, can I add something to that?</p> <p>6 Q. Yes.</p> <p>7 A. Every ORD entry starts with that operational contingency</p> <p>8 plan, with the plan name of the name of the building and</p> <p>9 then a date when it was created onto the ORD. There's</p> <p>10 nothing else to go in that box. Every ORD entry on the</p> <p>11 Fire Brigade system starts with the operational</p> <p>12 contingency plan with the name and the date.</p> <p>13 Q. If it's updated, would you expect the version number to</p> <p>14 be updated, presumably?</p> <p>15 A. Well, no, because the plan is a continual plan and then</p> <p>16 it's updated, so it's not been taken off the system and</p> <p>17 put on again as a new system. Perhaps if that was the</p> <p>18 case, it would be plan number 2. It stays on the</p> <p>19 operational risk database.</p> <p>20 SIR MARTIN MOORE-BICK: Am I right in thinking it's the</p> <p>21 station manager who is responsible or has overall</p> <p>22 responsibility for the ORD?</p> <p>23 A. It's the station manager that goes through the data</p> <p>24 quality process.</p> <p>25 SIR MARTIN MOORE-BICK: Yes. So in a sense, he checks that</p> <p style="text-align: right;">Page 88</p>

<p>1 it --</p> <p>2 A. He checks --</p> <p>3 SIR MARTIN MOORE-BICK: -- contains what it should contain?</p> <p>4 A. That's correct, he or she will check whether the</p> <p>5 contents of the ORD are sufficiently adequate.</p> <p>6 SIR MARTIN MOORE-BICK: So it may be that some of these</p> <p>7 questions, a station manager might be better able to</p> <p>8 answer than you?</p> <p>9 A. I'm happy to try to answer them.</p> <p>10 SIR MARTIN MOORE-BICK: I am sure you are, yes, but I don't</p> <p>11 want you to be put in an unfair position, you see.</p> <p>12 A. Thank you.</p> <p>13 SIR MARTIN MOORE-BICK: Go on, Mr Kinnier.</p> <p>14 MR KINNIER: If Danny could come out of that particular</p> <p>15 expansion and if we just look under "Site Details", you</p> <p>16 see "Site Profile", the first box, "High Rise Block of</p> <p>17 Flats of 20 floors".</p> <p>18 Were you able to check whether the identification of</p> <p>19 20 floors was correct or not on your visit?</p> <p>20 A. No, I didn't, sir, because I was focusing on other parts</p> <p>21 of the building. The 20 floors was only explained to me</p> <p>22 after. Obviously it was still a building with 23</p> <p>23 floors, but before the refurbishment of the building, it</p> <p>24 was 20 residential floors, starting from the 4th floor.</p> <p>25 Q. When you say "after", do you mean after the fire or --</p> <p style="text-align: right;">Page 89</p>	<p>1 A. Possibly. I mean, they're always useful numbers. So</p> <p>2 they would've been daytime telephone numbers, so</p> <p>3 obviously if there was an incident during the daytime,</p> <p>4 obviously they would've been contactable, so they</p> <p>5 would've been useful.</p> <p>6 Q. When would you expect out-of-date information to be</p> <p>7 picked up? Would you expect it to be picked up in</p> <p>8 individual section 7(2)(d) visits or when?</p> <p>9 A. No, to be fair, it is the responsibility of the</p> <p>10 conducting officer.</p> <p>11 Q. And the conducting officer would be you?</p> <p>12 A. That's correct, sir.</p> <p>13 Q. Given that you had a limited purpose, or your</p> <p>14 understanding was the focus of the section 7(2)(d) visit</p> <p>15 you carried out in March was limited, what opportunity</p> <p>16 would you have to check all the information in the ORD</p> <p>17 during the course of that visit?</p> <p>18 A. Well, as you go through the visit, obviously you pick up</p> <p>19 points as you go through, and then when you get back to</p> <p>20 the station, you update those records and you amend as</p> <p>21 necessary.</p> <p>22 Q. On the visit you carried out on 27 March, can you help</p> <p>23 us where in the tower you went?</p> <p>24 A. Okay, so the main focus that I focused on was the</p> <p>25 basement, because it hadn't been identified before in</p> <p style="text-align: right;">Page 91</p>
<p>1 A. Sorry, forgive me. So pre the refurbishment, there was</p> <p>2 20 levels of flooring which started at the 4th floor.</p> <p>3 So the 23rd floor was in fact called the 20th floor.</p> <p>4 Q. Okay.</p> <p>5 Danny, if you could go out of that expansion, and if</p> <p>6 we go on to the "On Site Action", which I think is over</p> <p>7 the page, and "Emergency Contacts", you see at the</p> <p>8 bottom of page 5 the emergency contacts there.</p> <p>9 Did you ask who should be the specified emergency</p> <p>10 contacts on your visit?</p> <p>11 A. No, I didn't. I overlooked those.</p> <p>12 Q. Did you check whether, for example, the actual two</p> <p>13 identified individuals were permanent employees of the</p> <p>14 TMO or who they were generally?</p> <p>15 A. No, I didn't. As I was being shown around by the</p> <p>16 housing officer, she gave me a contact -- a compliment</p> <p>17 slip with details of the TMO. You know, to be fair,</p> <p>18 I should've updated that and put the TMO records on</p> <p>19 there.</p> <p>20 Q. Later on in your witness statement, you talk about</p> <p>21 discussions you had with Nicky Bartholomew and</p> <p>22 Janice Wray about sorting out the premises information</p> <p>23 box, was there one and where was it.</p> <p>24 Would you have specified them under the emergency</p> <p>25 contacts box or not?</p> <p style="text-align: right;">Page 90</p>	<p>1 any of the previous ORD visits, and it hadn't been</p> <p>2 identified in any of the 1(1)(d) visit records held at</p> <p>3 the station. The main focus of my visit was to</p> <p>4 recognise there was a big basement there, so</p> <p>5 I concentrated most of my efforts on the basement area.</p> <p>6 Q. One of the points you mention in your witness</p> <p>7 statement -- it's page 4, the penultimate paragraph on</p> <p>8 that page -- you describe the fact you identified dry</p> <p>9 rather than wet risers.</p> <p>10 You say:</p> <p>11 "I also noted that the tower had a dry riser and</p> <p>12 riot a wet riser. This surprised me considering the</p> <p>13 vast renovation works that had been carried out on the</p> <p>14 tower and I later raised this point with Station Manager</p> <p>15 Nick Davis."</p> <p>16 Can you help us, why did it concern you in the first</p> <p>17 place?</p> <p>18 A. Just because of the considerable amount of money that</p> <p>19 obviously had been spent on the tower and to the extent</p> <p>20 of the refurbishment, and taking a rough guess at the</p> <p>21 height of the building, I wasn't sure whether it</p> <p>22 should've been upgraded to a wet riser and whether that</p> <p>23 was part of the building regulation process.</p> <p>24 Q. Did you raise the nature of the riser with either</p> <p>25 Nicky Bartholomew or Janice Wray?</p> <p style="text-align: right;">Page 92</p>

<p>1 A. No. To be fair, I never spoke to Janice Wray, only 2 contacted her via e-mail. But Nicky Bartholomew I spoke 3 to on the day, on 27 March. 4 Q. Were you aware of any advice the TMO had sought in 5 relation to the nature of the riser to be fitted? 6 A. No, sir. 7 Q. You say "I later raised this point with Station Manager 8 Nick Davis". Can you remember precisely when you raised 9 it with him? 10 A. I can't remember the exact date, it may have been the 11 date I carried out the visit, but I remember it was in 12 the station office at North Kensington and I asked him 13 about whether it should've been upgraded due to the vast 14 works that had been carried on there. So I raised it 15 with him and said should it have been upgraded to a wet 16 riser. 17 Q. What was his response? 18 A. He was unsure. His answer to me, I think, was something 19 along the lines of that it must have gone through fire 20 engineering, so they would be the ones to know. 21 Q. Did you know whether he did anything further to 22 investigate the position? 23 A. I don't know, sir. 24 Q. Okay. 25 Did you have any concerns regarding the location of</p> <p style="text-align: center;">Page 93</p>	<p>1 experience, the high-rises I went to, the majority of 2 them had premises information boxes. 3 Q. They had them? 4 A. From my experience of going to high-rise premises at 5 Hammersmith and Fulham, most of them had them and other 6 properties as well. So there was a high degree -- when 7 I went on visits within Hammersmith and Fulham, there 8 was more premises information boxes to be found. So 9 when I went to North Kensington, as I say, I'd only been 10 there for a short time, when I went to Grenfell, I was 11 surprised that there wasn't one. 12 Some of the accompanying tower blocks around 13 Grenfell Tower, such as Stebbing, Norland and Poynter 14 House, in the shadows of Grenfell Tower, they're also 15 I think 23- or 24-floor buildings, they've got premises 16 information boxes, but their managed by Hammersmith and 17 Fulham. 18 Q. Dealing with your Fulham experience first, would the 19 premises information boxes there invariably contain 20 evacuation plans? 21 A. I couldn't tell you that, sir. 22 Q. From what you know now of the neighbouring blocks to 23 Grenfell, did their premises information boxes contain 24 evacuation plans? 25 A. I couldn't tell you specifics of individual ones, sir.</p> <p style="text-align: center;">Page 95</p>
<p>1 the riser inlets, that's to say the far end of the 2 lobbies away from the stairwell? 3 A. They would be the dry riser outlets, no. I didn't go up 4 in the tower, sir. As I say, the main focus of my visit 5 was down in the basement. 6 Q. One of the points you raise in your witness statement is 7 the absence of a premises information box; is that 8 right? 9 A. That's correct, sir. 10 Q. Can you help us, what's the purpose of a premises 11 information box? 12 A. A premises information box will hold risk critical 13 information which is useful to the Fire Brigade in 14 attendance at an incident. So it might have details of 15 possibly an evacuation plan, it might hold details of 16 residents, it might hold details of, as I think I've put 17 it in my statement, instructions as to the smoke 18 extraction system, and it might hold plans to the 19 building. 20 Q. In your experience, nearly quarter of a century, do 21 high-rise residential buildings usually have a premises 22 information box present? 23 A. Some do. In my experience, because before I come to 24 North Kensington, I was based at Fulham, I was watch 25 manager A at Fulham, and Hammersmith and Fulham, from my</p> <p style="text-align: center;">Page 94</p>	<p>1 Q. Okay. 2 Please correct me if I'm wrong, but is it right you 3 raised the absence of the premises information box with 4 Nicky Bartholomew? 5 A. I mentioned it to Nicky Bartholomew in the housing 6 office. 7 Q. And she couldn't help you is the upshot? 8 A. Exactly, sir. 9 Q. Nicky Bartholomew gave you Janice Wray's telephone 10 number; is that right? 11 A. That's right, she wrote her telephone number on 12 a compliment slip, which I've retained. It has her 13 telephone number, Janice Wray's telephone number and 14 e-mail address and Nicky Bartholomew also put her 15 telephone number and contact details on it as well. 16 Q. Were you able to make contact with Janice Wray? 17 A. To the best of my recollection, I didn't speak to 18 Janice Wray. When I got back to the fire station, 19 I telephoned the number I was given and I believe 20 I spoke to Adrian Bowman. 21 Q. What was the upshot of that conversation? 22 A. I'll be perfectly honest, I can't remember the 23 conversation, but to the best of my knowledge, it 24 would've only been about the premises information box. 25 Q. Is it fair to assume that if you had been told that</p> <p style="text-align: center;">Page 96</p>

<p>1 there was one and its location, you would have recorded</p> <p>2 that in the ORD?</p> <p>3 A. Yes, I would've done.</p> <p>4 Q. If I could ask you to go back to the ORD, Danny, and</p> <p>5 it's page 4 of the ORD, so LFB00003116, page 4.</p> <p>6 Mr Ricketts, you'll see in the very last box at the</p> <p>7 bottom of this page under "Premises Information Box</p> <p>8 (PIB)":</p> <p>9 "Is there a PIB at this address?"</p> <p>10 And the entry is the word "False".</p> <p>11 Can you remember, did you insert that word?</p> <p>12 A. I think it was already on there, to be fair.</p> <p>13 Q. Did you give any advice to the TMO that there ought to</p> <p>14 be a premises information box at the premises given your</p> <p>15 experience in Fulham, for example?</p> <p>16 A. I mean, I had a discussion with Nicky Bartholomew about</p> <p>17 it, but she didn't know much about it at all, so</p> <p>18 I didn't think it was worth pursuing. She said to me</p> <p>19 the best person to speak to is Janice Wray.</p> <p>20 Q. Did you get much further joy from Adrian Bowman, for</p> <p>21 example?</p> <p>22 A. I got nothing back, no.</p> <p>23 Q. Did you contact Janice Wray after you'd completed your</p> <p>24 visit to chase up the issue of the premises information</p> <p>25 box?</p> <p style="text-align: right;">Page 97</p>	<p>1 that because there was too many people about.</p> <p>2 Q. Could you have rescheduled a visit for a less busy time</p> <p>3 when you could've tested the lift, to test whether it</p> <p>4 could be brought under control?</p> <p>5 A. That's a possibility, sir, yes.</p> <p>6 Q. What would normally happen where you've had a high-rise</p> <p>7 building refurbished, you haven't been able to test the</p> <p>8 lift to see whether it could be brought under control?</p> <p>9 What would you normally do? Would you chase up</p> <p>10 a further 7(2)(d) visit to test all these outstanding</p> <p>11 matters?</p> <p>12 A. To be honest, sir, no. Because of the volume of 7(2)(d)</p> <p>13 visits we do, it's hard to schedule in further 7(2)(d)</p> <p>14 visits.</p> <p>15 Q. I should've asked you that earlier on. Can you give us</p> <p>16 an idea of the volume of visits you're required to carry</p> <p>17 out, whether during a week or a month?</p> <p>18 A. So I could tell you exactly how many visits we've got at</p> <p>19 North Kensington. We have a master schedule and that</p> <p>20 details all the 7(2)(d) visits. So we have 98 7(2)(d)</p> <p>21 visits to conduct at North Kensington. 25 of those are</p> <p>22 high-rise buildings.</p> <p>23 Q. How do you prioritise those visits?</p> <p>24 A. Well, it depends on the frequency of the visit required</p> <p>25 and the level of risk.</p> <p style="text-align: right;">Page 99</p>
<p>1 A. Not regarding the premises information box.</p> <p>2 Q. Did you chase her up on other aspects of the section</p> <p>3 7(2)(d) visit?</p> <p>4 A. Not on the 7(2)(d) visit, no.</p> <p>5 Q. Okay.</p> <p>6 In relation to the location and function of the</p> <p>7 firefighting lift, what was your understanding of the</p> <p>8 nature of the lift that had been installed at Grenfell,</p> <p>9 ie was it an up-to-date firefighter lift as opposed to</p> <p>10 a fireman's lift?</p> <p>11 A. Oh, I think it was the old type, the old fireman's lift.</p> <p>12 Q. Did you ascertain for yourself which type of lift it</p> <p>13 was?</p> <p>14 A. I didn't, no. One of my firefighters went to check it</p> <p>15 but it was too busy, so they couldn't actually check the</p> <p>16 functionality of the lift, but they came back and told</p> <p>17 me there were fireman's lift controls there.</p> <p>18 Q. Given you weren't able to carry out a test because of</p> <p>19 the volume of people present in the tower -- I think it</p> <p>20 was lunchtime or thereabouts, the visit.</p> <p>21 A. That's correct.</p> <p>22 Q. Could you test the key to see if firefighter control</p> <p>23 could be acquired? Would that be --</p> <p>24 A. If we tested the key then obviously we would've gained</p> <p>25 control of the lift, so there was no purpose in doing</p> <p style="text-align: right;">Page 98</p>	<p>1 Q. The next topic, going back to your statement, you say at</p> <p>2 the final bullet point on page 7 that you added comments</p> <p>3 to the ORD regarding restricted access and limitation</p> <p>4 for appliances. You put appliance access difficulties</p> <p>5 there.</p> <p>6 Could I ask Danny to take us back to page 5 of the</p> <p>7 ORD.</p> <p>8 Looking at the second box from the top under the</p> <p>9 heading "Site Access", were these the entries you</p> <p>10 inputted into the ORD following your visit</p> <p>11 in March 2017?</p> <p>12 A. I believe so.</p> <p>13 Q. If I can ask Danny to come out of that expansion and go</p> <p>14 down to the third section on that page, "En Route</p> <p>15 Considerations". The first entry there says:</p> <p>16 "Grenfell Rd is a covered area TL limited."</p> <p>17 For the laypeople here, can you explain what you</p> <p>18 mean "is a covered area TL limited" there?</p> <p>19 A. Well, the covered area is the end of the walkway to the</p> <p>20 finger blocks of the estate. So the whole of the</p> <p>21 estate, so Hurstway, Testerton and the other finger</p> <p>22 blocks, they're all linked on the end by a walkway. So</p> <p>23 as you drive down, the walkway is a covered area, so you</p> <p>24 drive into it.</p> <p>25 Q. So my purpose in asking the question was to see whether</p> <p style="text-align: right;">Page 100</p>

<p>1 the detail of your answer, is that something that ought</p> <p>2 to have been inputted in the first entry under "En Route</p> <p>3 Considerations"?</p> <p>4 A. You say is it?</p> <p>5 Q. No, could it -- or should it, rather. Should the detail</p> <p>6 you've just given me have been put to amplify the</p> <p>7 information --</p> <p>8 A. What, are you saying about the order -- the list of</p> <p>9 that?</p> <p>10 Q. No. Just looking at the first entry, could that entry</p> <p>11 have been made more detailed with the detail you have</p> <p>12 just given me in your answer?</p> <p>13 A. If you over-complicate the ORD, there's too much</p> <p>14 information to take in, but that's a quick brief</p> <p>15 indication to oncoming appliances, or even the TL driver</p> <p>16 themselves or the appliance commander of the turntable</p> <p>17 ladder -- that's an indication straight away that there</p> <p>18 could be problems.</p> <p>19 Q. When you were carrying out the section 7(2)(d) visit,</p> <p>20 did you consider where an aerial appliance could be</p> <p>21 sighted safely?</p> <p>22 A. Well, I think I've put somewhere on the ORD about the</p> <p>23 access could be somewhere else. Could we examine the</p> <p>24 rest of the ORD?</p> <p>25 Q. Danny, if you can de-amplify this.</p> <p style="text-align: center;">Page 101</p>	<p>1 like to see the service intakes for gas and electricity.</p> <p>2 These would be useful as it could be a requirement to</p> <p>3 isolate these services in the event of a fire."</p> <p>4 Can you help us, on the basis of your experience,</p> <p>5 why those particular things are priorities?</p> <p>6 A. They're priorities in any fire, not just high-rise</p> <p>7 fires, but any fire at all. One of the first things we</p> <p>8 try and do is isolate the gas and electricity so they</p> <p>9 don't become a hazard to the firefighters whilst they're</p> <p>10 firefighting, and also if gas was escaping, obviously</p> <p>11 that would make the fire more dangerous.</p> <p>12 Q. Are these matters that are so basic you don't require</p> <p>13 training, or you are nonetheless provided training in</p> <p>14 relation to the dangers or the requirements to locate</p> <p>15 and isolate gas and electricity?</p> <p>16 A. I think through our incident command training, it's one</p> <p>17 of the things instilled in us that we look for the</p> <p>18 service intakes and to isolate the gas and electricity</p> <p>19 at the earliest convenience.</p> <p>20 Q. Are firefighters able to isolate gas and electricity</p> <p>21 supply or do you need the assistance of the relevant</p> <p>22 utility company?</p> <p>23 A. Normally gas is just a shut-off valve and electricity is</p> <p>24 just a main fuse.</p> <p>25 Q. Again, apologies for jumping around documents. If I can</p> <p style="text-align: center;">Page 103</p>
<p>1 Are you thinking about the access sections further</p> <p>2 up? I'll let you read that just to refresh your memory.</p> <p>3 (Pause)</p> <p>4 A. Okay, so ... perhaps I'm getting confused with my actual</p> <p>5 statement.</p> <p>6 Q. Looking at the level of detail you put into the ORD,</p> <p>7 would you have put information such as you could only</p> <p>8 site aerials on particular aspects of the tower? Would</p> <p>9 you put that level of detail in the ORD?</p> <p>10 A. Possibly, but then depending on the circumstances, it</p> <p>11 may well just be for the officer in charge of the</p> <p>12 incident, the first incident commander, to decide that</p> <p>13 or make that plan.</p> <p>14 Q. Before you carried out the section 7(2)(d) visit, were</p> <p>15 you aware of any access-related issues raised by</p> <p>16 residents of Grenfell Tower?</p> <p>17 A. No, sir.</p> <p>18 Q. The next topic I would like to discuss with you is the</p> <p>19 location and access to electricity and gas intakes. You</p> <p>20 say in your statement -- it may be useful to go back to</p> <p>21 it -- page 5, three paragraphs from the bottom of that</p> <p>22 page:</p> <p>23 "The TMO maintenance contractor asked if there were</p> <p>24 any particular areas that I would be interested in</p> <p>25 seeing. I replied by stating that I would very much</p> <p style="text-align: center;">Page 102</p>	<p>1 go back to page 3 of the ORD. At the bottom of that</p> <p>2 page, under "Hazard Summary", You'll see there the ORD</p> <p>3 gives a description of the location and access.</p> <p>4 On the night of the fire, some time was taken to</p> <p>5 obtain the key. Would it have assisted to have provided</p> <p>6 detail regarding the arrangements necessary to obtain</p> <p>7 the master key there?</p> <p>8 A. Every front-line appliance carries a girder master key.</p> <p>9 Q. So you didn't need to spell it out?</p> <p>10 A. No.</p> <p>11 Q. Can I ask you to turn to the top of page 6 of your</p> <p>12 witness statement, and it's the first paragraph. You</p> <p>13 say there that:</p> <p>14 "I was further shown the smoke extraction controls,</p> <p>15 the fire alarm panel and it was explained to me how the</p> <p>16 entry system works with a 'drop key' which releases the</p> <p>17 main entrance door for 90 seconds."</p> <p>18 In relation to the smoke extraction controls, was it</p> <p>19 the TMO's maintenance contractor who showed you those</p> <p>20 controls?</p> <p>21 A. It was either the maintenance contractor or</p> <p>22 Nicky Bartholomew who explained to us how it worked.</p> <p>23 Q. Had you picked up that the LFB didn't have any</p> <p>24 instructions regarding the use of those controls,</p> <p>25 ie there were none referred to in the ORD?</p> <p style="text-align: center;">Page 104</p>

<p>1 A. What, of the door controls?</p> <p>2 Q. Yes. Well, talking generically about controls for the</p> <p>3 operation of the smoke ventilation system.</p> <p>4 A. Sorry, I thought you was talking about the door control.</p> <p>5 Q. Apologies, I was talking about the smoke extraction</p> <p>6 controls.</p> <p>7 SIR MARTIN MOORE-BICK: Put the question again.</p> <p>8 MR KINNIER: In relation to the smoke extraction controls,</p> <p>9 first of all I asked you who told you about it.</p> <p>10 The next question is, had you picked up that the LFB</p> <p>11 had no instructions regarding the use of the smoke</p> <p>12 extraction controls?</p> <p>13 A. No, I didn't know that the LFB didn't have any</p> <p>14 instructions for it. Certainly we never at station</p> <p>15 level; I don't know if the LFB in general had any</p> <p>16 details of it. So fire safety might have been given</p> <p>17 some instructions about it.</p> <p>18 Q. Would you have expected instructions for use as part of</p> <p>19 the ORD?</p> <p>20 A. They're useful if they're provided to us, but if they're</p> <p>21 not provided to us then obviously they're of no use.</p> <p>22 Operationally, if a smoke extraction system is in place,</p> <p>23 then the first incident commander, if they needed to use</p> <p>24 those or they had been activated, you would call on</p> <p>25 a fire safety officer to assist you with those controls.</p> <p style="text-align: center;">Page 105</p>	<p>1 controls, then request the attendance of a fire safety</p> <p>2 adviser to assist us in those operations.</p> <p>3 Q. I'm now going to ask you about the drop key system.</p> <p>4 A. Okay.</p> <p>5 Q. The ORD noted in the second entry, understand the</p> <p>6 heading "Site Access" -- we can go back to it if you</p> <p>7 would like -- that the fireman's drop lift key operated</p> <p>8 the main entrance door and all internal doors for 90</p> <p>9 seconds.</p> <p>10 If we go to page 5 of the ORD, just so you can see</p> <p>11 the precise entry. You see "Site Access", the second</p> <p>12 box from the top.</p> <p>13 A. Okay.</p> <p>14 Q. Then the second entry under the heading "Site Access".</p> <p>15 My question is this: is 90 seconds sufficient to</p> <p>16 allow a crew to access the building?</p> <p>17 A. Yes.</p> <p>18 Q. Is that a normal time period you've encountered in your</p> <p>19 experience?</p> <p>20 A. I've never encountered a time on it. Normally it just</p> <p>21 opens it. So that's a benefit to us if it opens for 90</p> <p>22 seconds.</p> <p>23 Q. If I can now turn to the assessment of other hazards at</p> <p>24 the tower that you identified on your visit.</p> <p>25 To what extent did you consider the likelihood and</p> <p style="text-align: center;">Page 107</p>
<p>1 Q. Did you ask for instructions from the TMO maintenance</p> <p>2 contractor or Nicky Bartholomew?</p> <p>3 A. I didn't, no.</p> <p>4 SIR MARTIN MOORE-BICK: Sorry to interrupt, Mr Kinnier.</p> <p>5 We've been running for the best part of an hour.</p> <p>6 I should just check with Mr Ricketts, are you</p> <p>7 comfortable carrying on?</p> <p>8 A. No, I'm fine, sir.</p> <p>9 SIR MARTIN MOORE-BICK: Thank you.</p> <p>10 MR KINNIER: Thank you, sir.</p> <p>11 Were you shown how to use the controls or did you</p> <p>12 simply note the the existence of the smoke extraction</p> <p>13 controls?</p> <p>14 A. Exactly, just noted the existence of it.</p> <p>15 Q. Was any explanation given to you how the system worked</p> <p>16 and its limitations?</p> <p>17 A. No, sir.</p> <p>18 Q. Did you ask for such an explanation?</p> <p>19 A. No, sir.</p> <p>20 Q. May I ask why you wouldn't press the TMO for that</p> <p>21 information?</p> <p>22 A. I didn't press the TMO for that information because, as</p> <p>23 the level 1 incident commander, that would be beyond me</p> <p>24 to know how to expect to use those controls. We were</p> <p>25 always sort of like informed if we need to use those</p> <p style="text-align: center;">Page 106</p>	<p>1 impact of any fire spread beyond the compartment of</p> <p>2 origin?</p> <p>3 A. The likelihood of it?</p> <p>4 Q. For the purposes of a section 7(2)(d) visit, did you</p> <p>5 consider the likelihood and impact of any fire spread</p> <p>6 beyond the compartment of origin?</p> <p>7 A. No, I didn't consider that, no. I mean, it's always in</p> <p>8 your mind that there may be fire spread to possibly the</p> <p>9 flat above. If it breaks out of the compartment,</p> <p>10 obviously there's a potential for the flames to rise</p> <p>11 upwards and catch light to the flat above. So, for</p> <p>12 example, if there was a window open or if we had uPVC</p> <p>13 windows, for example, there's always that possibility.</p> <p>14 So that's always in your mind and you always plan for</p> <p>15 those sort of things, but nothing specifically out of</p> <p>16 the ordinary that we wouldn't normally be planning or</p> <p>17 thinking about.</p> <p>18 Q. The staircase itself, you identified that there was</p> <p>19 a single staircase.</p> <p>20 A. I was informed it was a single staircase, yes.</p> <p>21 Q. Did you inspect the staircase?</p> <p>22 A. I didn't go up the staircase, no.</p> <p>23 Q. Is there a reason why, when you're attended a recently</p> <p>24 refurbished high-rise residential building, you didn't</p> <p>25 go and inspect the staircase to check its dimensions,</p> <p style="text-align: center;">Page 108</p>

<p>1 et cetera?</p> <p>2 A. All my crews on my watch and all the other crews at</p> <p>3 North Kensington are so familiar with Grenfell Tower,</p> <p>4 once I identified that there was this huge vast basement</p> <p>5 down underneath which hadn't been picked up on the ORD</p> <p>6 or any other fire safety records, I prioritised going</p> <p>7 down to the basement and inspecting the basement, so</p> <p>8 I didn't go up the staircase.</p> <p>9 Q. Presumably, flowing from that, you wouldn't have asked</p> <p>10 the TMO for confirmation of the precise number of</p> <p>11 residents and, for example, those residents who suffered</p> <p>12 from vulnerability or disability?</p> <p>13 A. Well, with regards to the number of residents, I think</p> <p>14 that's normally recorded on the ORD, but as to what else</p> <p>15 you're saying, we wouldn't enquire into those things.</p> <p>16 Q. Did you ask for confirmation of the number of residents</p> <p>17 in the tower when you carried out your section 7(2)(d)?</p> <p>18 A. No, I didn't, I just took it for granted what was on the</p> <p>19 ORD.</p> <p>20 Q. Danny, could I ask you to put the ORD back up on the</p> <p>21 screens, please, and it's page 4.</p> <p>22 Mr Ricketts, if I could ask you to look -- it's</p> <p>23 three boxes up from the bottom of the page, under the</p> <p>24 heading "Communications". There is an entry which says:</p> <p>25 "Hand Held Radio.</p> <p style="text-align: right;">Page 109</p>	<p>1 Davis, please say so.</p> <p>2 A. I'll try to answer it. So the information that we have</p> <p>3 just been going through on that document, that's the</p> <p>4 information that should be updated and checked, and then</p> <p>5 in the station diary it gives you another box on the top</p> <p>6 with a link to the premises risk assessment matrix.</p> <p>7 Q. Looking at the factors that are relevant to the premises</p> <p>8 risk assessment, clearly how many people are in the</p> <p>9 building is a relevant factor, would you agree?</p> <p>10 A. Yes, sir.</p> <p>11 Q. From what you're saying, that's not information that</p> <p>12 you'd ordinarily check on a section 7(2)(d) visit; is</p> <p>13 that a fair way to summarise your evidence?</p> <p>14 A. Well, if there was nothing in the operational risk</p> <p>15 database already, then I would check that and ask for</p> <p>16 that, but there was already a figure in there which</p> <p>17 I assumed was a reasonable figure.</p> <p>18 Q. So you'd assume that would be correct?</p> <p>19 A. I can take a good calculated guess, going on experience,</p> <p>20 about how many people would be in a tower block.</p> <p>21 I think I would say that's a good and accurate number.</p> <p>22 Q. Did you ask any questions about the building materials</p> <p>23 that had been used as part of the refurbishment on your</p> <p>24 visit?</p> <p>25 A. No.</p> <p style="text-align: right;">Page 111</p>
<p>1 "Good comms in sub basement, channel 1."</p> <p>2 Can you explain to us how you satisfy yourself that</p> <p>3 communications are "good"?</p> <p>4 A. Well, whilst we were doing the visit down in the</p> <p>5 basement -- so my fire appliance was parked under the</p> <p>6 covered walkway and I was in constant communication on</p> <p>7 channel 1 with the driver of that appliance.</p> <p>8 Q. And you were satisfied they were good, as you record</p> <p>9 there?</p> <p>10 A. I had absolutely no communication problems at all.</p> <p>11 Q. Did you test communications further up the tower?</p> <p>12 A. As I say, I didn't go up the tower, sir.</p> <p>13 Q. Would you ever test communications using a BARIE radio</p> <p>14 headset? To for example send a firefighter up the tower</p> <p>15 and you remain in the basement?</p> <p>16 A. The headsets are on the BA sets, so we only --</p> <p>17 Q. That's what I mean. Would you have put a firefighter in</p> <p>18 a BA set with a BARIE headset, sent him up the tower, to</p> <p>19 test how effective communications were further up?</p> <p>20 A. No.</p> <p>21 Q. The next subject I would like to discuss with you is</p> <p>22 updating the ORD.</p> <p>23 Can you explain for us what the relationship is</p> <p>24 between the ORD and the premises risk assessment?</p> <p>25 If it's a question better answered by Group Manager</p> <p style="text-align: right;">Page 110</p>	<p>1 Q. That's a matter that would be relevant to the assessment</p> <p>2 of risk for the purpose of the premises risk assessment,</p> <p>3 wouldn't it?</p> <p>4 A. Possibly, but to me, the building's just undergone</p> <p>5 a major refurbishment, I wouldn't have seen the cladding</p> <p>6 to be a risk. I would've had faith in the building</p> <p>7 controls process and hopefully that it wouldn't provide</p> <p>8 a risk.</p> <p>9 Q. Would you agree with the general proposition that if the</p> <p>10 information relevant to a building is not kept updated</p> <p>11 in the ORD, then the premises risk assessment would</p> <p>12 similarly be outdated and inaccurate?</p> <p>13 A. Well, it's reviewed on completion of the ORD. So once</p> <p>14 the ORD's completed in the station diary, the premises</p> <p>15 risk assessment is reviewed.</p> <p>16 Q. But if the ORD hasn't looked at all relevant</p> <p>17 circumstances -- for example number of people in the</p> <p>18 building, nature of building materials used as part of</p> <p>19 that building -- there's a risk of inaccuracy, isn't</p> <p>20 there, both in the ORD and in the premises risk</p> <p>21 assessment?</p> <p>22 A. I'm not sure what points you're looking at, at the</p> <p>23 premises risk assessment.</p> <p>24 Q. Were you involved --</p> <p>25 SIR MARTIN MOORE-BICK: I think Mr Kinnier's point is that</p> <p style="text-align: right;">Page 112</p>

<p>1 if you've got information that's missing from the ORD, 2 or inaccurate in the ORD, it will to that extent render 3 the premises risk assessment defective. Is that a fair 4 comment or not?</p> <p>5 A. Okay. But I wouldn't complete the ORD knowingly that 6 there was missing information.</p> <p>7 SIR MARTIN MOORE-BICK: No, no, but if it transpired that 8 there was something missing or wrong, it could affect 9 the --</p> <p>10 A. I see what you're saying. The accuracy of the premises 11 risk assessment could be affected.</p> <p>12 SIR MARTIN MOORE-BICK: Yes.</p> <p>13 A. Okay, I accept that.</p> <p>14 SIR MARTIN MOORE-BICK: Yes.</p> <p>15 MR KINNIER: Would you have had any involvement in compiling 16 information relevant to the premises risk assessment or 17 was that the responsibility of others?</p> <p>18 A. No, that's the responsibility of the completing watch 19 officer.</p> <p>20 Q. Who ultimately is responsible for the content of the 21 premises risk assessment? Is it the station manager 22 ultimately?</p> <p>23 A. Ultimately it's the watch officer completing. So on 24 this occasion, it was me.</p> <p>25 Q. Could I now turn to a different topic, and that's the</p> <p style="text-align: right;">Page 113</p>	<p>1 A. No, sir.</p> <p>2 Q. Fine.</p> <p>3 Could I ask Danny to turn to page 5 and 6.</p> <p>4 This is a schedule of fire safety audit 5 observations.</p> <p>6 Can you help us, where there is a notice of fire 7 safety deficiencies served by what was then LFEPA on 8 an individual, would the substance of the deficiencies 9 be fed into the ORD at any stage?</p> <p>10 A. I've never seen a form like that, sir.</p> <p>11 Q. My question is a more general one.</p> <p>12 Would the information contained in the schedule of 13 fire safety audit observations be fed into the ORD at 14 any stage?</p> <p>15 A. Not unless a specific fire safety officer was to contact 16 you directly and give you that information.</p> <p>17 Q. So before you went off on your section 7(2)(d) visit 18 in March 2017, you were unaware of the content of this 19 schedule; is that a fair way to summarise your evidence?</p> <p>20 A. No one's given me any information about the 21 Grenfell Tower.</p> <p>22 Q. Okay.</p> <p>23 The final topic for now that I would like to discuss 24 with you, Mr Ricketts, is the aborted training exercise 25 in May 2017.</p> <p style="text-align: right;">Page 115</p>
<p>1 notice of fire safety deficiencies dated November 2016. 2 If I could ask Danny to put up document TMO00832135. 3 Mr Ricketts, I'll just let you scan that.</p> <p>4 SIR MARTIN MOORE-BICK: Well, can you read it?</p> <p>5 A. Yes, sir.</p> <p>6 SIR MARTIN MOORE-BICK: All right, good.</p> <p>7 MR KINNIER: I was just about to say, actually, if Danny 8 could de-amplify for a moment, and just amplify the 9 date, which is 17 November in the top right-hand corner, 10 2016.</p> <p>11 A. Okay.</p> <p>12 Q. I think you joined North Ken in November 2016; is that 13 right?</p> <p>14 A. That's correct, sir.</p> <p>15 Q. Can you remember when in November you joined?</p> <p>16 A. 3 November.</p> <p>17 Q. Mindful of the dates, I'll ask Danny to re-amplify the 18 substance of that letter just so you can refresh your 19 memory.</p> <p>20 A. Sorry, you say refresh my memory?</p> <p>21 Q. To read it, I should say. Fair point. 22 (Pause)</p> <p>23 A. Okay, it's quite a long letter.</p> <p>24 Q. It is a long letter. My first point is a quick one. 25 Have you seen this before?</p> <p style="text-align: right;">Page 114</p>	<p>1 First of all, can you help us, why was the tower 2 chosen for the exercise?</p> <p>3 A. So it was chosen because we're always looking for 4 outside venues to practise our procedures, and on the 5 inspection of the basement of Grenfell Tower, 6 I identified that it would've been a useful training 7 venue to carry out an exercise. I was asked to carry 8 out a four-pump exercise and look for a venue to carry 9 out that.</p> <p>10 Q. Was it the LFB who wanted Grenfell Tower or did the TMO 11 suggest Grenfell as being --</p> <p>12 A. No, I chose it.</p> <p>13 Q. You chose it.</p> <p>14 During the course of your visit on 27 March, did you 15 meet any residents, can you remember meeting any 16 residents?</p> <p>17 A. I can't remember, sir. I spoke to one of them just to 18 get directions as to where the housing office was, but 19 I didn't speak to anyone in particular about anything 20 specific.</p> <p>21 Q. No conversations with anyone?</p> <p>22 A. No, sir.</p> <p>23 Q. Okay.</p> <p>24 Can you remember, was a fee payable by the LFB for 25 using Grenfell Tower for the purposes of a training</p> <p style="text-align: right;">Page 116</p>

<p>1 exercise?</p> <p>2 A. Not that I'm aware of, no.</p> <p>3 Q. One question which has arisen is: why focus on the</p> <p>4 basement for the purposes of the exercise as opposed to</p> <p>5 multiple floors, for example?</p> <p>6 A. Okay, as I said earlier, the two focuses that we train</p> <p>7 on is high-rises and basements, and the basement there</p> <p>8 was quite a vast basement with a long concrete staircase</p> <p>9 going down, and I just thought it was an excellent</p> <p>10 opportunity to carry out some of our procedures and test</p> <p>11 crews going into a really difficult situation, really</p> <p>12 difficult environment. So that's why I chose the</p> <p>13 basement.</p> <p>14 Q. Given it was a residential building, wouldn't there be</p> <p>15 an additional benefit to have a practice drill over</p> <p>16 multiple floors and not just confined to the basement?</p> <p>17 A. I think there was a previous drill in 2015, I think it</p> <p>18 was, at Grenfell Tower. But I don't get told what</p> <p>19 exercises and what drills to carry out, I'm just told to</p> <p>20 carry out a four-pump exercise. I'm given the</p> <p>21 instructions by an establishing performance team. They</p> <p>22 tell me I have to carry out and lead a four-pump</p> <p>23 exercise, so I gathered information to carry out that</p> <p>24 four-pump exercise.</p> <p>25 Q. Can you remember, the exercise that was due to be</p> <p style="text-align: right;">Page 117</p>	<p>1 review the position now.</p> <p>2 SIR MARTIN MOORE-BICK: Yes.</p> <p>3 MR KINNIER: If there are any supplementals, I can put them</p> <p>4 to Mr Ricketts and he can be released sooner rather than</p> <p>5 later.</p> <p>6 SIR MARTIN MOORE-BICK: You would like to finish your</p> <p>7 evidence this morning, I imagine, Mr Ricketts.</p> <p>8 THE WITNESS: I'm at your convenience.</p> <p>9 SIR MARTIN MOORE-BICK: That's good of you.</p> <p>10 We'll rise until 12.55 to give Mr Kinnier a chance</p> <p>11 to see if there are any more questions. Although it may</p> <p>12 take us a little bit beyond our normal 1 o'clock</p> <p>13 stopping time, I think we can get you out before lunch.</p> <p>14 All right?</p> <p>15 Would you like to go with the usher now, and please</p> <p>16 don't talk to anyone about your evidence while you're</p> <p>17 out of the room. Thank you very much.</p> <p>18 THE WITNESS: Thank you, sir.</p> <p>19 SIR MARTIN MOORE-BICK: All right. 12.55 all right,</p> <p>20 Mr Kinnier?</p> <p>21 MR KINNIER: Thank you, sir.</p> <p>22 SIR MARTIN MOORE-BICK: Yes, thank you.</p> <p>23 (12.50 pm)</p> <p>24 (A short break)</p> <p>25 (12.55 pm)</p> <p style="text-align: right;">Page 119</p>
<p>1 carried out in May 2017, would it have involved Red</p> <p>2 Watch, or what watch at North Ken?</p> <p>3 A. No, it was booked for June 2017 and it would've been my</p> <p>4 watch.</p> <p>5 Q. Your watch?</p> <p>6 A. Green Watch.</p> <p>7 Q. Sorry, the discussions were in May. I realise it was</p> <p>8 booked for 8 June, but the discussions were -- so it was</p> <p>9 your watch?</p> <p>10 A. It was my watch.</p> <p>11 Q. Okay.</p> <p>12 A. So it would've been two appliances from my station plus</p> <p>13 two others from other stations.</p> <p>14 Q. Looking at its cancellation, it appears at if it was</p> <p>15 cancelled because of a competing tabletop exercise; is</p> <p>16 that a fair way of putting it?</p> <p>17 A. That's correct, sir, Wormwood Scrubs prison.</p> <p>18 Q. I suppose my blunt question is: why does the prison take</p> <p>19 precedence over the high-rise building?</p> <p>20 A. You'll have to ask the group manager who cancelled the</p> <p>21 exercise.</p> <p>22 MR KINNIER: Mr Ricketts, you'll be pleased to know for the</p> <p>23 moment those are all the questions I have.</p> <p>24 Sir, I realise we're approaching 1 o'clock, but it</p> <p>25 might be easier if we allow maybe 5 minutes for me to</p> <p style="text-align: right;">Page 118</p>	<p>1 SIR MARTIN MOORE-BICK: Well, Mr Ricketts, I think a few</p> <p>2 more questions.</p> <p>3 THE WITNESS: Thank you.</p> <p>4 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>5 MR KINNIER: Mr Ricketts, are you all right?</p> <p>6 A. Yes.</p> <p>7 Q. First of all, if I can go back to access.</p> <p>8 Can you remember whether you checked on your visit</p> <p>9 whether the removable bollards were in fact removable on</p> <p>10 the access way to Grenfell Tower?</p> <p>11 A. I didn't check them, sir, no.</p> <p>12 Q. We were discussing the smoke ventilation system. In</p> <p>13 your answer you said you'd expect that in the event of</p> <p>14 an incident -- please shout if I summarise this</p> <p>15 incorrectly -- the incident commander would have or</p> <p>16 would ask for the assistance of a fire safety officer in</p> <p>17 terms of the operation. Is that a fair summary of your</p> <p>18 evidence, first of all?</p> <p>19 A. That's correct.</p> <p>20 Q. Would that always be the case, that a fire safety</p> <p>21 officer would be required to assist the incident</p> <p>22 commander operate equipment such as a smoke ventilation</p> <p>23 system?</p> <p>24 A. I think that would be the expectation of an incident</p> <p>25 commander, yes.</p> <p style="text-align: right;">Page 120</p>

<p>1 Q. Would that be your expectation if you were incident 2 commander at a fire? 3 A. I think that would be all incident commanders' 4 expectation. 5 Q. Could I ask you a question about the schedule of fire 6 safety deficiencies dated 17 November 2016. 7 Have you ever seen a similar notice with a schedule 8 before in your career? It is just your evidence 9 indicated that perhaps you hadn't been, I just wanted to 10 clarify that. 11 A. Not that I can recall. 12 Q. Looking at the system generally, have you ever 13 encountered -- you may not have seen the schedule 14 itself -- the information contained in the schedule 15 being fed into a section 7(2)(d) visit process? 16 A. No, sir. 17 Q. Four final questions, brief ones. 18 In terms of the premises information box, did you 19 raise the absence of the PIB with Mr Davis? 20 A. I can't remember, to be honest. I did have 21 a conversation about my visit with Mr Davis and I may 22 have raised it, but you'll have to clarify that with 23 him. 24 Q. Fireman's lift. How long would it have taken to test 25 the operation of the lift?</p> <p style="text-align: right;">Page 121</p>	<p>1 basis of your expectation? 2 A. It's legislation. 3 MR KINNIER: Thank you. 4 Mr Ricketts, you may be relieved to know those are 5 all the questions I have for you. The last thing from 6 me is to say thank you very much for attending. 7 THE WITNESS: Thank you, sir. 8 SIR MARTIN MOORE-BICK: Yes, and I thank you as well because 9 it's very important to us to hear all the evidence, 10 including the evidence about visits to get information. 11 So we're very grateful to you for coming to tell us what 12 you were doing. 13 I'm glad to say that we have got you away by 14 lunchtime, so if you go with the usher, she'll look 15 after you. 16 THE WITNESS: Thank you, sir. 17 SIR MARTIN MOORE-BICK: All right? Thank you very much. 18 (The witness withdrew) 19 SIR MARTIN MOORE-BICK: Well, that, as they say, Mr Kinnier, 20 is a convenient moment, I take it? 21 MR KINNIER: Yes, sir, and the next witness will be Group 22 Manager Nicholas Davis. 23 SIR MARTIN MOORE-BICK: We'll come back at 2 o'clock. 24 (1.00 pm) 25 (The short adjournment)</p> <p style="text-align: right;">Page 123</p>
<p>1 A. 5 to 10 minutes. 2 Q. Would you have been able to carry out a test of the lift 3 later on in the day? Would you have had the capacity on 4 27 March to come back and test the operation of the 5 lift? 6 A. I don't believe so, no, because I believe I had another 7 7(2)(d) visit scheduled that day. 8 Q. Third question. 9 In terms of isolating the gas supply, how difficult 10 would it have been on the basis of what you saw in the 11 basement to isolate the gas supply? What did it 12 involve, the process? 13 A. I just think there was just two big levers. There was 14 two big gas pipes, maybe 8- or 10-inch gas pipes, to the 15 best of my recollection, and there was just two great 16 big shut-off valves. 17 Q. In your statement you refer to alarm -- it may be useful 18 if I take you to it -- you refer to concern about the 19 fire alarm panel. 20 Were you interested in the existence of alarms 21 elsewhere in the building? 22 A. No. My expectation was that there would be alarms 23 throughout all the properties in the building and 24 throughout all the common areas. 25 Q. Again, this may be an obvious question: what was the</p> <p style="text-align: right;">Page 122</p>	<p>1 (2.00 pm) 2 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier. 3 MR KINNIER: Sir, may I call Group Manager Nicholas Davis. 4 SIR MARTIN MOORE-BICK: Good. Thank you. 5 NICHOLAS DAVIS (sworn) 6 Questions by MR KINNIER 7 [Evidence - Witness Statement: LFB00004829] 8 SIR MARTIN MOORE-BICK: Thank you very much, Mr Davis. 9 Yes, Mr Kinnier. 10 MR KINNIER: Would you please confirm your name for the 11 record. 12 A. Yes, it's Nicholas Robert Davis. 13 Q. Thank you, Mr Davis. Thank you also for attending the 14 inquiry today to give evidence. 15 Hopefully in front of you there's a blue file, and 16 if you open that blue file, behind the first tab you 17 should find the statement you provided to the inquiry 18 dated 19 July of this year; is that right? 19 A. That's correct. 20 Q. Have you read it recently? 21 A. Yes, I have. 22 Q. Are there any corrections you'd like to make to it? 23 A. Yes, so just at the time of making the statement, 24 I believed it was accurate; however, seeing some 25 evidence given to the inquiry after I gave the</p> <p style="text-align: right;">Page 124</p>

<p>1 statement, just spoke earlier about page 2, I believe</p> <p>2 it's paragraph 4, in relation to the quality assurance</p> <p>3 in relation to the plans on the ORD, that's just</p> <p>4 slightly incorrect on how I've written it up there.</p> <p>5 Q. What is the correct evidence you'd wish to give?</p> <p>6 A. So at the time of making this evidence, I'd made</p> <p>7 an assumption that the plans on the MDT or ORD had</p> <p>8 actually come through myself on my work queue, on my</p> <p>9 station diary. However, subsequent evidence has</p> <p>10 indicated that process didn't happen; I never saw the</p> <p>11 plans or the map.</p> <p>12 Q. We'll come on to the plans in due course, but thank you,</p> <p>13 group manager, for that.</p> <p>14 Subject to that amendment, can you confirm the</p> <p>15 contents of your statement are true?</p> <p>16 A. Yes, I can.</p> <p>17 Q. And you're content for the statement to stand as</p> <p>18 evidence to the inquiry?</p> <p>19 A. Yes, I am.</p> <p>20 Q. Thank you.</p> <p>21 As I've said to others, if at any time you feel you</p> <p>22 need a break, please say so, that's not a problem.</p> <p>23 Secondly, if at any time my questions are unclear,</p> <p>24 please say so and I'll try to correct any lack of</p> <p>25 clarity.</p> <p style="text-align: center;">Page 125</p>	<p>1 November 2015 when I was promoted in, and there was</p> <p>2 a period of a handover for possibly two weeks with the</p> <p>3 previous station manager, Daniel Hallissey. He made me</p> <p>4 aware that there was refurbishment works going on at</p> <p>5 Grenfell Tower and he updated me on his processes</p> <p>6 regarding the watches' familiarisation visits to the</p> <p>7 tower.</p> <p>8 Q. Did he give you any detail regarding the nature and</p> <p>9 extent of the refurbishment at the tower?</p> <p>10 A. Yes. So he gave me an overall view of his</p> <p>11 interpretation of the building works, he explained the</p> <p>12 relationship with Janice Wray, who is our point of</p> <p>13 contact at the TMO, and he explained the process of the</p> <p>14 crews doing familiarisation visits as the works</p> <p>15 progressed. If any works were notified by Janice, then</p> <p>16 that's how we would be fed in via myself into the crews,</p> <p>17 and then they would then go revisit the tower to confirm</p> <p>18 any changes or adjustments to the building works.</p> <p>19 Q. Did he discuss with you or did you raise with him the</p> <p>20 need for a comprehensive review of the tower once the</p> <p>21 refurbishment was complete or near complete?</p> <p>22 A. Yes. So part of the process, my understanding was that</p> <p>23 the crews would do familiarisation visits. The 7(2)(d)</p> <p>24 process or ORD would only be updated as changes became</p> <p>25 apparent. Because of the frequency of the visits from</p> <p style="text-align: center;">Page 127</p>
<p>1 If I can deal with some preliminary matters first.</p> <p>2 A. Yes.</p> <p>3 Q. Is it right that you're now a group manager?</p> <p>4 A. That's correct.</p> <p>5 Q. When were you promoted from station manager to group</p> <p>6 manager?</p> <p>7 A. It was beginning of this year.</p> <p>8 Q. Is it right that you've been employed as a firefighter</p> <p>9 by the LFB for some 22 years?</p> <p>10 A. That's correct.</p> <p>11 Q. During your career, you were a station manager at North</p> <p>12 Kensington?</p> <p>13 A. That's correct.</p> <p>14 Q. You say North Kensington included Kensington fire</p> <p>15 station as it was a twinned station; is that right?</p> <p>16 A. Yes, so for context, some stations are single and other</p> <p>17 stations are twinned.</p> <p>18 Q. Is it right to assume you're no longer the station</p> <p>19 manager at North Kensington?</p> <p>20 A. That's correct.</p> <p>21 Q. Just flowing in respect of some of these preliminary</p> <p>22 questions, can you remember when you were first aware in</p> <p>23 your capacity as the station manager at North Ken of the</p> <p>24 refurbishment to Grenfell Tower?</p> <p>25 A. So I can't remember the exact date, but it was</p> <p style="text-align: center;">Page 126</p>	<p>1 the crews, it would just be logistically too hard and</p> <p>2 time-consuming for the crews to update that every time</p> <p>3 they went unless there was a change to be updated on the</p> <p>4 system.</p> <p>5 Q. I suppose flowing from that, was the answer no to my</p> <p>6 question?</p> <p>7 A. Sorry.</p> <p>8 Q. Being blunt about it, did you ever discuss having</p> <p>9 a bottom to top review of Grenfell Tower in order to</p> <p>10 update the ORD?</p> <p>11 A. Not to my recollection with Station Manager Hallissey.</p> <p>12 However, I must admit personally, that would've crossed</p> <p>13 my mind that that would be something to be done</p> <p>14 following all the completion works and any updates to be</p> <p>15 tidied up.</p> <p>16 Q. Was there any discussion with your predecessor of the</p> <p>17 building materials that had been used as part of the</p> <p>18 refurbishment, and here I'm particularly interested in</p> <p>19 cladding?</p> <p>20 A. So there was a reference to cladding being used as part</p> <p>21 of the refurbishment. That was one part of the</p> <p>22 refurbishment. There were several stages to in essence</p> <p>23 the lower three floors being converted, and there was</p> <p>24 made to that. There was reference made to the dry</p> <p>25 rising main being adjusted to.</p> <p style="text-align: center;">Page 128</p>

<p>1 So cladding was referenced, as well as a number of 2 other factors as well. 3 Q. I appreciate this conversation happened in November 4 2015. 5 A. Yes. 6 Q. To what extent are you able to give us any detail 7 regarding the briefing that you were given by your 8 predecessor regarding the cladding? 9 A. So I can't give you the detail, if I'm honest, I can't 10 recollect -- I know the cladding was referenced by him, 11 as a number of other issues were. 12 Q. Just to confirm, just so we have context, is it right to 13 say you were Watch Manager Ricketts's line manager at 14 North Ken? 15 A. That's correct, yes. 16 Q. The next set of questions I'd like to talk to you about 17 is your role as station manager, what it involves. 18 A. Yes. 19 Q. At pages 1 and 2 of your witness statement you set this 20 out, but you specifically say it includes: 21 "• Manage the performance of teams and individuals 22 to achieve objectives." 23 Is that right? 24 A. Yes. So that's quite a generic statement, but it covers 25 a multitude of performance issues. So that may be</p> <p style="text-align: center;">Page 129</p>	<p>1 training I had many years ago was if we had a garage 2 workshop, we would expect to find a cylinder, a settling 3 cylinder at a garage workshop, so that would indicate 4 that that didn't need to go on an ORD because that was 5 a known risk to us. That's initially how it was 6 developed and it's since progressed with the PRA. So 7 the premise risk assessment is the tool we use to 8 determine if a premise was to go on the ORD. 9 Q. Looking at section 7(2)(d) and how that informs the 10 ORD -- 11 A. Yes. 12 Q. -- could I ask you to turn to page 2 of your witness 13 statement. Halfway down the second page there's a title 14 "My role (if any) in s 7(2)(d) visits", and then there's 15 a large paragraph immediately below that. 16 A. Yes. 17 Q. The last four lines of that large introductory paragraph 18 you say this. You receive information from the 7(2)(d) 19 visits, then you say: 20 "I would then forward this information onto crews 21 who would visit Grenfell Tower to familiarise themselves 22 with changes and update the ORD if appropriate. I would 23 then check the information was recorded correctly on the 24 ORD before this information was finally checked by LFB's 25 Pre Determined Attendance team."</p> <p style="text-align: center;">Page 131</p>
<p>1 attendance, it may be attendance at fires, it could be 2 training, could be CFS. We have a number of indicators 3 that we measure how effective and the amount of work 4 that the watches and crews do at each fire station, not 5 just obviously North Kensington. 6 Q. Looking with particular focus on section 7(2)(d) visits, 7 is it right that, as you set out at the second bullet 8 point at the top of page 2 of your statement, the 9 purpose is: 10 "• To ensure that the watches are recording the 11 appropriate sort of information, in an appropriate way." 12 A. That's correct. 13 Q. We'll look at the precise policy 633 in due course? 14 A. Yes. 15 Q. Could you give us a steer as to what your understanding 16 is of the purpose of section 7(2)(d)? 17 A. So there's several purposes of 7(2)(d). Primarily it's 18 a recording of risk for a premise. So as an example, 19 I think Dean referenced before, there's around 80 20 7(2)(d) premises on North Kensington's ground, so if you 21 times that by two, you've got 180 that I'm responsible 22 for overall at both stations. 23 That is to collate -- my understanding is any risk 24 that you would not expect to find at a premise is one of 25 the things that we're aware of. So an example of the</p> <p style="text-align: center;">Page 130</p>	<p>1 Could you help us with each stage of that. 2 First of all, how would you check the information 3 that was provided to you by your crews following their 4 familiarisation visit? 5 A. So just to put a bit of context, I think what I'm 6 referencing there is information from the TMO. 7 Q. Right. Well, is it specific to the TMO, then? 8 A. I believe I'm referencing -- yeah, if it's not clear, 9 that's what I'm meaning in that statement. 10 Q. Let's deal with the information from the TMO first. 11 A. Okay. 12 Q. You've got information coming through from the crews. 13 How would you check that that information provided by 14 your crews was correct? 15 A. So I would -- as professional fire officers, having 16 performed that role myself, if an officer did 17 a familiarisation visit to Grenfell, my expectation is 18 the ORD would be updated, if appropriate. That would 19 come through to my work queue. 20 However, generally we would have a conversation as 21 well. So the fire officer in passing in the office 22 would then, "Governor, by the way, I visited Grenfell 23 the other week, we've seen the smoke extraction" -- or 24 whatever the issue may be. Or it might even be that we 25 visited the other week and there's no changes, and it's</p> <p style="text-align: center;">Page 132</p>

<p>1 exactly the same.</p> <p>2 So there would be several ways. There would be</p> <p>3 a verbal update. I would have confidence in my officers</p> <p>4 as professional officers. It's not my role to double</p> <p>5 check what they're telling me, if that makes sense, so</p> <p>6 I'm not going to go out and revisit Grenfell to confirm</p> <p>7 that someone's telling me the truth. As a professional</p> <p>8 fire officer, I would take their word for that.</p> <p>9 Q. So looking at -- we referred to this earlier -- the</p> <p>10 quality assurance function --</p> <p>11 A. Yes.</p> <p>12 Q. -- that you performed as station manager, so we</p> <p>13 understand how you discharged that, one was by means of</p> <p>14 these informal discussions which you've just discussed.</p> <p>15 A. Yes.</p> <p>16 Q. Was there a formal element by which you carried out that</p> <p>17 quality assurance on the information your crews brought</p> <p>18 back to you?</p> <p>19 A. Yeah. So there's several stages. So in essence the</p> <p>20 formal one relating to the work queue station diary, it</p> <p>21 would appear in my station diary, in my work queue, as</p> <p>22 an appointment to be checked, as would be the PRA. The</p> <p>23 PRA would appear first before the ORD, and there's</p> <p>24 a reason for that. So the PRA -- again, I'm not to</p> <p>25 check the questions that have been answered within that;</p> <p style="text-align: right;">Page 133</p>	<p>1 Is that process, both its formal and informal</p> <p>2 aspects, different to the process you'd adopt in</p> <p>3 relation to information coming via section 7(2)(d)</p> <p>4 visits or would it be the same?</p> <p>5 A. So if I understand correctly, is there a difference</p> <p>6 between the TMO information and crews' information?</p> <p>7 Q. Yes, you drew the distinction.</p> <p>8 A. Yes, okay.</p> <p>9 Q. What I am trying to find out is whether you treated the</p> <p>10 information coming from your crews differently from the</p> <p>11 information you got via the TMO.</p> <p>12 A. Yes, so I would want confirmation as professional</p> <p>13 firefighters that the information I'm getting from the</p> <p>14 TMO -- I wouldn't say is accurate, but what impact does</p> <p>15 that have as professional firefighters if we are</p> <p>16 attending that premise? Would that impact our</p> <p>17 firefighting tactics? It's not the TMO's job to tell us</p> <p>18 what impact that's going to have on our tactics. It's</p> <p>19 us as professional firefighters to make a judgement on</p> <p>20 that information.</p> <p>21 Q. Just looking at the final element of that quoted part,</p> <p>22 you say:</p> <p>23 "... [the] information was finally checked by LFB's</p> <p>24 Pre Determined Attendance team."</p> <p>25 A. Yes.</p> <p style="text-align: right;">Page 135</p>
<p>1 my job as the station manager is to look at the score</p> <p>2 that that generates and, if appropriate, it may be that</p> <p>3 if it scores under 150, it would be removed from the</p> <p>4 ORD. However, I would not do that purely on a score,</p> <p>5 that would be me speaking with the watch officer who</p> <p>6 attended, having a conversation. So I'd ask questions,</p> <p>7 "Although it scores below 150, is there any reason as</p> <p>8 an operational officer that you feel would warrant being</p> <p>9 on the ORD?"</p> <p>10 So I would expect that to be as an officer on the</p> <p>11 MDT coming onto -- so the local stations should be</p> <p>12 familiar with Grenfell and all watches were. But if</p> <p>13 a neighbouring station, so say Paddington, attended</p> <p>14 Grenfell without North Kensington crews being there,</p> <p>15 that they could access the information on the ORD.</p> <p>16 They actually don't have enough time to pull up the</p> <p>17 entirety of the MDT, so it may be a cursory look at</p> <p>18 a geographia map so they're happy with their location</p> <p>19 and route on to the site. Within that map also would be</p> <p>20 hydrants. So although hydrants --</p> <p>21 Q. We'll come onto that detail later. I understand why you</p> <p>22 want to get onto it.</p> <p>23 My questions were directed to how you discharged the</p> <p>24 quality assurance function in respect of information</p> <p>25 coming directly from the TMO.</p> <p style="text-align: right;">Page 134</p>	<p>1 Q. First of all, is that predetermined attendance team</p> <p>2 based at North Ken or more centrally?</p> <p>3 A. That's a central office, so I don't know if it would</p> <p>4 help to explain the process of the ORD and how the</p> <p>5 different stages of quality assurance.</p> <p>6 Q. I think it would.</p> <p>7 A. So as we've already mentioned, the PRA is I would</p> <p>8 suggest the initial process of determining how often</p> <p>9 a premise gets visited. The ORD is then completed by</p> <p>10 the watch officers. That then feeds in -- having</p> <p>11 completed that visit, both the ORD and the PRA appear in</p> <p>12 my work queue. It's then up to me -- my process would</p> <p>13 be to look at the PRA first. That would determine if</p> <p>14 the premise goes on the ORD and the frequency of visits.</p> <p>15 I then clear that off my work queue and then move on to</p> <p>16 the ORD part of the work queue.</p> <p>17 I then review the ORD. From there, if it's rejected</p> <p>18 for whatever reason I may not -- I might actually just</p> <p>19 want a bit of clarification over a bit of information,</p> <p>20 so I would then reject that item or the work queue, the</p> <p>21 ORD. That would then force it back to the original</p> <p>22 watch officer who completed it.</p> <p>23 Nine times out of ten, that would be followed up</p> <p>24 with either an e-mail or a phone conversation to put</p> <p>25 a detail and a bit of context around the comment I've</p> <p style="text-align: right;">Page 136</p>

<p>1 entered on the system.</p> <p>2 Could then come back, or finally after me it then</p> <p>3 goes for a final check of PDA, which we call</p> <p>4 predetermined attendance, which is based at Union Street</p> <p>5 and headquarters. That's the final checks and balance</p> <p>6 for the process.</p> <p>7 Q. When you say the information is finally checked by LFB's</p> <p>8 predetermined attendance team --</p> <p>9 A. Yes.</p> <p>10 Q. -- presumably they're not second-guessing the</p> <p>11 information that's being fed up to them. Is that a fair</p> <p>12 assumption?</p> <p>13 A. Yes. So I think the advantage you would have to speak</p> <p>14 to them to get -- I don't know what their process for QA</p> <p>15 is, if I'm honest, I've never worked in there. However,</p> <p>16 I imagine as a central base team, they have the benefit</p> <p>17 of seeing pan-London, so there may be some historical</p> <p>18 information that they've seen as a benefit historically</p> <p>19 around London that as a station manager at North</p> <p>20 Kensington and Kensington I may not be aware of.</p> <p>21 Again, it could be rejected, the same process, would</p> <p>22 come back to myself, normally followed up by an e-mail</p> <p>23 or a phone call just to get a bit of context about why</p> <p>24 it's been rejected back to me.</p> <p>25 Q. Thank you.</p> <p style="text-align: right;">Page 137</p>	<p>1 effect very similar to how the policy has it now.</p> <p>2 As we moved through the process, I had updates from</p> <p>3 line managers. So generally as a crew or watch manager,</p> <p>4 that would be input from my then station manager at my</p> <p>5 different stations where I've served. I remember</p> <p>6 getting input from the area fire safety team, so each</p> <p>7 area has their own regulatory fire safety team.</p> <p>8 I remember at certain periods throughout my career</p> <p>9 getting an update from them.</p> <p>10 What I would say, comment, is that I've sometimes</p> <p>11 had subjective training. So there's no formal training</p> <p>12 laid down that I've received, it's always been from</p> <p>13 a superior line manager, and they would say there's been</p> <p>14 a change to the ORD process. I certainly remember with</p> <p>15 the development of the current system with the ORD, that</p> <p>16 was an ongoing process. So the process we see now</p> <p>17 wasn't the one that we had at the very start. As it</p> <p>18 comes in, it develops, and they make additions to</p> <p>19 hopefully make it work better.</p> <p>20 Q. Did you provide any training during your time at</p> <p>21 North Ken to your crews on how to carry out a section</p> <p>22 7(2)(d) visit?</p> <p>23 A. So not to my crews. So specifically all four watch</p> <p>24 managers at North Ken were what we would call</p> <p>25 substantive, so they weren't on development. If they</p> <p style="text-align: right;">Page 139</p>
<p>1 The next topic I'd like to discuss with you is</p> <p>2 policies themselves.</p> <p>3 A. Yes.</p> <p>4 Q. Presumably you're familiar with policy 633?</p> <p>5 A. Yes.</p> <p>6 Q. Can you help us as to when in the two years before</p> <p>7 Grenfell you were last trained in the detail of 633?</p> <p>8 A. So I think it's been mentioned several times before,</p> <p>9 previous people, we have a yearly ops assessment as</p> <p>10 a senior officer. I would have to refer to my ITR to</p> <p>11 give you the exact dates, but it's certainly yearly</p> <p>12 I have an ops assessment. I would've been assessed on</p> <p>13 promotion rounds. And the general theme has been --</p> <p>14 I know it has been said before -- there's always</p> <p>15 generally a theme around high-rise, FSG calls, or</p> <p>16 basements has been mentioned earlier by Dean.</p> <p>17 Q. Have you ever received any particular training on how to</p> <p>18 first of all conduct 7(2)(d) visits and then, secondly,</p> <p>19 the QA role that a station manager has to perform?</p> <p>20 A. Okay. So I have the benefit of being before the ORD</p> <p>21 came into fruition and onto the electronic version, so</p> <p>22 as they were then, 1(1)(d)s. I had initial training at</p> <p>23 training school when I joined 22 years ago about the</p> <p>24 points to look for, how you speak to residents, making</p> <p>25 sure they've got escape plans. There was a checklist in</p> <p style="text-align: right;">Page 138</p>	<p>1 were on development, that would be part of my assessment</p> <p>2 process for them that we would cover how they would do</p> <p>3 and how they would complete and record the 7(2)(d)</p> <p>4 process and the ORD.</p> <p>5 Part of the process of the station manager is to</p> <p>6 perform a role of QA, quality assurance, at the station.</p> <p>7 We have four areas that we cover. QA4, to my</p> <p>8 recollection, covers the ORD and fire safety.</p> <p>9 What that would involve -- whoever the watch was on</p> <p>10 duty at that time, I would sit down with the watch</p> <p>11 officer. I would actually ask them to sample from the</p> <p>12 ORD database, so in effect pull that up, we would sit in</p> <p>13 front of the computer screen to discuss the ORD, talk</p> <p>14 through the different sections of the ORD.</p> <p>15 I would then -- part of my personal one, I would get</p> <p>16 a member of the crew to print off a copy of the ORD for</p> <p>17 the MDT.</p> <p>18 So I think it's probably worth mentioning that</p> <p>19 sometimes the documents you see printed off as the ORD</p> <p>20 from a PC is different to how the format is on the MDT.</p> <p>21 Q. But the information is the same?</p> <p>22 A. It's the same, but it's laid out differently. So</p> <p>23 an example would be the map or the plans, so --</p> <p>24 Q. We'll come onto that separately. If we can just deal</p> <p>25 with training.</p> <p style="text-align: right;">Page 140</p>

<p>1 What training did you receive in the two previous 2 years before Grenfell in respect of policy 800, so the 3 management of operational risk information? 4 A. So for me personally, I received no training in managing 5 that, no, as a station manager. 6 Q. No training at all? 7 A. No, as a station manager, no. 8 Q. Okay. 9 Could I ask you now to turn to policy 633. 10 The reference, Danny, is LFB00001256, page 7, 11 paragraph 4.1. I'll just let you read that. 12 (Pause) 13 Mr Davis, you said you hadn't received any training 14 in respect of policy 800. 15 A. Yes. 16 Q. Are you familiar with policy 800? 17 A. Yes, absolutely. 18 Q. So do you feel that you would be able to quality assure 19 information gathered and recorded in accordance with the 20 provisions of policy 800? 21 A. So from my personal view, as an operational watch 22 manager, where I've been out on visits myself, where 23 I've been quality assured myself from previous line 24 managers, I felt comfortable to quality assure policy 25 800, yes.</p> <p style="text-align: center;">Page 141</p>	<p>1 information being collected by your crews and sought to 2 be put on to the ORD? 3 A. No. No general concerns, no. 4 Q. Okay. 5 Going back to policy 633, if I could ask Danny to 6 amplify paragraph 4.3, under the heading "Planning": 7 "Simple line drawings identifying individual 8 compartments (or flat numbers) associated with floor 9 levels will assist prioritising rescue operations. This 10 is of particular importance where multiple compartments 11 over many levels may be affected by fire or smoke. Some 12 residential flats have emergency exits which should be 13 recorded." 14 First of all, can we take it you're familiar with 15 that provision? 16 A. Yes, absolutely. 17 Q. In relation to high-rise buildings on your patch at 18 North Ken, how often was that requirement complied with 19 in relation to the information you saw on the ORD? 20 A. It would be very hard for me to give you an exact 21 number. What I can say is there were occasions where it 22 was, there were occasions where it wasn't, or there were 23 occasions where it needed adjusting. So it probably 24 wasn't sufficient for the MDT to be printed off. So I'm 25 afraid I can't give you an exact number.</p> <p style="text-align: center;">Page 143</p>
<p>1 Q. When you were discharging that quality assurance 2 function as station manager during your time at 3 North Ken, did you feel at any time any general concerns 4 regarding the adequacy of the information that was being 5 collated and sought to be put into the ORD? 6 A. So to put into context, I started, as we discussed, 7 in November 2015, so the ORD database was already there. 8 They had already been visited by a number of previous 9 crews, already been quality assured by a number of 10 previous officers. 11 As I went through the process, I noticed the maps 12 needed – I wouldn't say all of them, because the volume 13 of work that we have as a station manager, I didn't have 14 the luxury to go through all 180 7(2)(d)s to individual 15 quality assure them, it would be as we were going 16 through that process, as they arrived in my work queue. 17 I would then go through the ORD itself. 18 To put it into context, for the crews that visited, 19 we had a number of IT issues with maps in relation to 20 loading up maps. So I think to put into context, 21 an architect's map would not be compatible with our ORD 22 system. It physically would not fit on the ORD system. 23 Q. Apologies to interrupt, Mr Davis. My question 24 was: during your time as station manager, did you have 25 any general concerns regarding the adequacy of the</p> <p style="text-align: center;">Page 142</p>	<p>1 Q. Would you have expected the plans to be provided by the 2 building owner for these purposes? 3 A. What I can say is my experience as a watch officer, 4 because in essence it's their role to provide the plans 5 and upload them on the system. This can be particularly 6 difficult, so it may be, as it says, we need simple line 7 drawings. To actually get a simple line drawing or 8 a floor layout that would have the relevant information 9 for us and the ORD is actually quite tricky to get. 10 So – 11 Q. What are the difficulties then? 12 A. So you would ask for a map layout from the responsible 13 person for the building. Generally speaking, they would 14 have an architectural plan. That's just no benefit to 15 us for the ORD. It doesn't work, it has too much 16 detail, it doesn't fit on the system. 17 So, in effect, we're asking them to simplify that 18 for us to put it on the system, or we try to simplify it 19 ourselves, which I'm afraid I'm not an IT expert on 20 online drawing of maps. So I personally found that 21 quite difficult to do as a watch officer. 22 Q. As a watch manager, looking at it differently, what 23 problems would there be if a watch manager simply asked 24 during the course of a section 7(2)(d) the responsible 25 person or representative, "Could I have simple line</p> <p style="text-align: center;">Page 144</p>

<p>1 drawings identifying individual compartments, 2 et cetera"? There's nothing stopping them doing that, 3 is there?</p> <p>4 A. No, and the expectation is that they would if plans were 5 required.</p> <p>6 Q. You say if plans were required; can we take it that in 7 relation to a high-rise residential building, plans 8 would be required?</p> <p>9 A. Absolutely. Sorry, what I meant was if they weren't on 10 the system already. Yes.</p> <p>11 Q. If I could ask Danny to turn now to paragraph 4.6. It 12 says there:</p> <p>13 "Planning must consider the knowledge and 14 understanding of fixed installations and how they can 15 assist fire and rescue operations. Where required, 16 advice and guidance should be obtained from Fire Safety 17 Officers (FSO) regarding fixed installations provided, 18 such as sprinklers, ventilation systems (including 19 manual over-rides) and rising mains. FSOs can be 20 invited to familiarisation visits."</p> <p>21 Stopping there. Would your understanding of 633 22 mean that fixed installations includes cladding systems?</p> <p>23 A. No.</p> <p>24 Q. Where, as here, there was a smoke ventilation system, 25 would you have expected the watch manager who is</p> <p style="text-align: right;">Page 145</p>	<p>1 A. I think for us, because we've asked, would show we would 2 like them there.</p> <p>3 Q. Pressing you on this, would the sheer fact that it was 4 a high-rise residential building be a priority in itself 5 for a watch manager to say, "Listen, I want a fire 6 safety officer here to assist me review the fixed 7 installations"?</p> <p>8 A. On its own, that it's a high-rise, wouldn't make it -- 9 we would assess all the risks about the building. It 10 wouldn't just be because it was high-rise.</p> <p>11 Q. What particular factors would heighten the risk that 12 would justify the attendance of an FSO?</p> <p>13 A. So things like a complex layout. So I think it's been 14 discussed earlier evidence about a scissor layout. 15 A particularly complicated smoke extraction system. 16 There could be a number of -- I wouldn't say concerns, 17 but clarification that you would like from a suitably 18 qualified officer to make sure that the information you 19 give or is given is accurate.</p> <p>20 Q. Would a significant number of residents with 21 vulnerabilities or disabilities raise the risk profile, 22 thereby justifying the need for a fire safety officer to 23 attend section 7(2)(d) visits?</p> <p>24 A. You would certainly have to make an allowance and that 25 would be part of your consideration.</p> <p style="text-align: right;">Page 147</p>
<p>1 carrying out the section 7(2)(d) visit to have brought 2 along with him a fire safety officer to assist on 3 identifying, first of all, what fixed installations 4 there were in the building and, secondly, how to use 5 them?</p> <p>6 A. That would be the ideal. In context, the fire safety 7 team are very, very busy, so it may be that they would 8 have to attend without a fire safety officer. The ideal 9 would be that they would attend with you. I think 10 especially if it's a complex system, that would be the 11 ideal, yes.</p> <p>12 Q. Is there any scheme whereby the attendance of fire 13 safety officers is prioritised?</p> <p>14 A. So, in essence, the watch officer would either ask 15 directly or come through the station manager. 16 I couldn't answer on their behalf how they prioritise 17 their work. We would give them an indication of why we 18 wanted them and then they would either answer yes or no 19 in my experience if they could attend.</p> <p>20 Q. Would the fact you were dealing with a smoke ventilation 21 system in a high-rise residential building be a priority 22 to attract the attendance of a fire safety officer for 23 the purposes of a section 7(2)(d) visit?</p> <p>24 A. I couldn't answer on their behalf, so I wouldn't know.</p> <p>25 Q. In your experience as a watch manager.</p> <p style="text-align: right;">Page 146</p>	<p>1 Q. Danny, could I now turn to appendix 1 of policy 633, 2 which is internal page 19.</p> <p>3 I expect you're well familiar with this appendix.</p> <p>4 In your experience would you expect your crews to 5 use paragraph 1 of appendix 1 as a checklist for the 6 purposes of conducting a section 7(2)(d) visit?</p> <p>7 A. So I necessarily wouldn't expect them to, as an example, 8 print that off and take them with them. I certainly 9 wouldn't expect crews to do that. The amount of visits 10 that the crews do, they should be very familiar with 11 that list, in my experience.</p> <p>12 Q. How would you expect crews to record the information 13 they're provided with during the course of a section 14 7(2)(d) visit?</p> <p>15 A. So it's not laid down for me. Personally I would print 16 off the ORD.</p> <p>17 Q. And manually write on any amendments?</p> <p>18 A. I would use that as a checklist also as a: "Right, can 19 we just check, is that smoke extraction system still the 20 same? Has it been upgraded?" It would list, in 21 essence, the stuff there previously that I can 22 double-check and also if there's been any alterations.</p> <p>23 Q. Thank you.</p> <p>24 If we can now turn to policy 800.</p> <p>25 Danny, the reference is LFB00000705.</p> <p style="text-align: right;">Page 148</p>

<p>1 That's the policy you said you were familiar with</p> <p>2 earlier on.</p> <p>3 A. Yes.</p> <p>4 Q. If we could turn to internal page 2, and section 3 on</p> <p>5 that page.</p> <p>6 There at the bottom, group manager, you have</p> <p>7 section 3, "Gathering operational risk information", and</p> <p>8 it identifies five stages, the latter two are overleaf.</p> <p>9 If I could ask Danny to go to that fifth stage at</p> <p>10 the top of page 3. It says there:</p> <p>11 "The ORD is linked to the station diary and will be</p> <p>12 completed/updated for each scheduled station diary</p> <p>13 visit."</p> <p>14 Does that five-stage process reflect the process you</p> <p>15 had in place at North Ken during your time as station</p> <p>16 manager?</p> <p>17 A. Yes, it does.</p> <p>18 SIR MARTIN MOORE-BICK: Can I ask you this: the wording of</p> <p>19 these policies gives me, at least, the impression that</p> <p>20 the section 7(2)(d) obligation was entirely performed by</p> <p>21 sending crews to inspect the premises. Is that your</p> <p>22 understanding or does it go wider than that?</p> <p>23 A. So it might help giving the context of the process and</p> <p>24 how the database came into being, as it were.</p> <p>25 SIR MARTIN MOORE-BICK: Yes.</p> <p style="text-align: right;">Page 149</p>	<p>1 came out regarding trying to prioritise high-rise,</p> <p>2 vulnerable people, residential care homes. I couldn't</p> <p>3 give you the date on that. There was different inputs</p> <p>4 that helped us prioritise that risk and get the database</p> <p>5 back up to date. I don't know if that helps.</p> <p>6 SIR MARTIN MOORE-BICK: What I was thinking of was how do</p> <p>7 you get the information that the database requires?</p> <p>8 A. Yes.</p> <p>9 SIR MARTIN MOORE-BICK: Is it your understanding that it's</p> <p>10 only obtained by visits of crews to the premises</p> <p>11 concerned or --</p> <p>12 A. So that could --</p> <p>13 SIR MARTIN MOORE-BICK: -- is there a role, for example, for</p> <p>14 the station manager?</p> <p>15 A. Yes, definitely. So it could be a new premise, so it</p> <p>16 would come sometimes through our regulatory fire safety,</p> <p>17 who would send me an e-mail as a station manager to</p> <p>18 notify me that there's a new building. That would</p> <p>19 involve me sending crews down to do an inspection. So</p> <p>20 it necessarily wouldn't be a 7(2)(d), it would be to</p> <p>21 have a look, this is a building site, get some</p> <p>22 information, they'll come back and say, "Governor,</p> <p>23 there's a high-rise building going up at so-and-so, the</p> <p>24 access is going to be this". "Right, okay, how long are</p> <p>25 we going to be looking before it's ready for an</p> <p style="text-align: right;">Page 151</p>
<p>1 A. When we had the paper trails that have been discussed</p> <p>2 earlier, in essence the operational risk database was</p> <p>3 created. It had no electronic data on it apart from</p> <p>4 an appointment, that then we use the station diary to</p> <p>5 programme that appointment.</p> <p>6 As time progressed, the information from paper got</p> <p>7 transposed -- so I think there's been reference made to</p> <p>8 the contingency plan 2009. That in essence is when the</p> <p>9 electronic version was created for Grenfell. So that's</p> <p>10 just giving you an indication of the date the ORD for</p> <p>11 Grenfell was created. There would be a period of</p> <p>12 time -- I wouldn't know when that was -- when the</p> <p>13 information got transposed onto the electronic version.</p> <p>14 We went through a period of everyone uploaded all</p> <p>15 the risks, as we discussed about the garage, with a</p> <p>16 known risk. We then got told to remove some of the</p> <p>17 risks because we put too many on the ORD and the</p> <p>18 database couldn't cope with that much information. So</p> <p>19 then we had a period of time where those that were on in</p> <p>20 essence were being revisited, and there was a period of</p> <p>21 time where we had to revisit them. That was generally</p> <p>22 down to, as was discussed earlier, local crews'</p> <p>23 knowledge, direction from the station manager if they</p> <p>24 knew their ground, from your area DAC who would come</p> <p>25 round and maybe give you -- there were some updates that</p> <p style="text-align: right;">Page 150</p>	<p>1 inspection?" That's one way.</p> <p>2 It could be following a home fire safety visit. It</p> <p>3 could be following a fire at a building. There could be</p> <p>4 certain periods that crews would interact or the</p> <p>5 information could come to us from another source. It</p> <p>6 might be a safeguarding referral. There are a number of</p> <p>7 avenues that that could come to us.</p> <p>8 The ORD would also record cylinders. So medical</p> <p>9 cylinders. That could come from a home fire safety</p> <p>10 visit.</p> <p>11 So the crews can create their own premise. It</p> <p>12 doesn't have to be me as the station manager, so if</p> <p>13 they --</p> <p>14 SIR MARTIN MOORE-BICK: Well, what prompted my question</p> <p>15 was -- it may be we are going to come back to this, but</p> <p>16 since I started, I am going to pursue this -- floor</p> <p>17 plans.</p> <p>18 A. Yes.</p> <p>19 SIR MARTIN MOORE-BICK: The crew can obviously ask the</p> <p>20 responsible person for floor plans.</p> <p>21 A. They can.</p> <p>22 SIR MARTIN MOORE-BICK: They may or may not get them. But</p> <p>23 is there any reason why the station manager shouldn't</p> <p>24 take the initiative and write straight to the building</p> <p>25 owner and say, "We need the floor plan"?</p> <p style="text-align: right;">Page 152</p>

<p>1 A. Certainly if I can and I'm aware of it, it would come up 2 in the process of quality assurance, then I wouldn't 3 like to say I can apply pressure, but sometimes 4 a station manager may formally write to them, I may go 5 through regulatory fire safety if I feel that there's 6 another reason that I may be able to request them. 7 There's no reason why we couldn't. Generally we do get 8 them, it just takes a bit of time to get them. 9 SIR MARTIN MOORE-BICK: Yes. All right. 10 A. Is my experience. 11 SIR MARTIN MOORE-BICK: We may want to pursue this further 12 later on. 13 MR KINNIER: We may come onto it later on. 14 SIR MARTIN MOORE-BICK: Sorry if I shot your fox. 15 MR KINNIER: Stolen my thunder! 16 Mr Davis, could we go back to 800, and if I could 17 ask Danny to take down the amplified section and put up 18 paragraphs 3.3 to 3.5. 19 Looking at the last bullet point again, it sets out 20 the various time frames in 3.3 as to completion of each 21 stage. The final bullet point under 3.3 is: 22 "• Station Manager to review tactical plan ..." 23 Do you accept that is a process you would've 24 discharged at North Ken when reviewing the ORD in 25 relation to Grenfell?</p> <p style="text-align: right;">Page 153</p>	<p>1 on the importance of gathering the significant hazard 2 and risks, and including the less obvious hazards and 3 unique control measures, for the purposes of the ORD? 4 A. None. 5 Q. Looking at 3.5, what training did you give to your crews 6 in relation to the importance of risk critical 7 information? 8 A. None. 9 Q. Can you give us an explanation as to why, in your 10 capacity as station manager, you didn't provide your 11 crews with training on those two what appear to be very 12 important aspects of the ORD function? 13 A. Yes. So my role as the station manager is not to 14 provide training for crews at the station. That's down 15 to the watch officers to allocate their training. They 16 have training programmes that they adhere to. Part of 17 the process would be within a training programme, you 18 look at the risks within your station ground, and I know 19 from experience that all four watches had high-rise and 20 7(2)(d)s within their training programme that they 21 adopted. It's not my role to deliver training to the 22 watch. 23 However, what I will say is if during reviewing 24 an ORD there was a significant -- they had missed the 25 point complete, that is my role, actually, that's my</p> <p style="text-align: right;">Page 155</p>
<p>1 A. So in relation to 16 days? 2 Q. No, just first of all looking at the -- ignore the 3 timescale, just the obligation. 4 A. Yes, definitely, reviewing the tactical plan, yes. 5 Q. If we can go onto 3.4 and 3.5: 6 "The primary purpose of the ORD is to record 7 significant hazards/risks, including any less obvious 8 hazards and unique control measures in place, as well as 9 any particular tactical plans or command and control 10 procedures required." 11 Would you agree with that summary of the primary 12 purpose of the ORD? 13 A. Absolutely. I think I alluded to that earlier, didn't 14 I? 15 Q. You did. 16 Just going on finally to 3.5: 17 "All risk critical information will be fed to the 18 mobile data terminals (MDT) and thus be available for 19 the appliance commander and crews to access en-route. 20 This information will support the safe management and 21 enhance the successful resolution of the incident." 22 Again, from what you said previously, I assume 23 that's a statement of principle you would endorse? 24 A. Yes, definitely. 25 Q. What training did you provide to your crews at North Ken</p> <p style="text-align: right;">Page 154</p>	<p>1 role to quality assure and go through the process with 2 the individuals. 3 As I said, I had four substantive watch managers at 4 North Ken, experienced officers, you spoke to Dean 5 earlier. I had no reason to sit down and go through 6 that process with the ORDs that came through my work 7 queue. 8 Q. Could I turn to a separate topic for the moment, and 9 that's the statutory notice, which I don't know whether 10 you were following this morning's evidence. 11 A. Yes. 12 Q. Reference TMO00832135. 13 (Pause) 14 My first question, Mr Davis, is: have you seen this 15 letter before? 16 A. I have, yes. 17 Q. Can you remember when you first saw this letter? 18 A. Oh, I believe I was shown it by my group manager at the 19 time, Rob Davies. It was in relation, if my memory 20 was -- oh, sorry ... 21 Q. Do you want to -- 22 SIR MARTIN MOORE-BICK: Do you want it enlarged? 23 A. Yeah. 24 (Pause) 25 Sorry, I may be mistaken. I thought this was</p> <p style="text-align: right;">Page 156</p>

<p>1 a letter relating to Adair Tower, so I don't think I've</p> <p>2 seen this specific letter relating to Grenfell. Sorry.</p> <p>3 Q. Don't worry. If we can go to internal page 5, I'll let</p> <p>4 you just skim read the observations made.</p> <p>5 Having skim read that, does that jog any memory in</p> <p>6 relation to Grenfell as opposed to Adair?</p> <p>7 (Pause)</p> <p>8 A. I don't recall seeing that. It's not to say I haven't</p> <p>9 seen it, but I don't recall seeing that letter.</p> <p>10 Q. As a matter of course, statutory notices in relation to</p> <p>11 a building within your patch, would they be sent to you</p> <p>12 as a matter of course so you knew what issues had been</p> <p>13 identified?</p> <p>14 A. I would certainly be aware of them. They would</p> <p>15 certainly come up in the meetings with the TMO that</p> <p>16 I attend. It may be that I am aware of it, I just can't</p> <p>17 recall seeing it.</p> <p>18 Q. Looking at, say, for example, the article 17(1), the</p> <p>19 first one:</p> <p>20 "At the time of the audit you had not ensured that a</p> <p>21 suitable system of maintenance was in place in your</p> <p>22 premises. It was found that several of the fire doors</p> <p>23 protecting your escape staircase did not close fully</p> <p>24 into their frame."</p> <p>25 Would that be information that you'd ordinarily feed</p> <p style="text-align: right;">Page 157</p>	<p>1 A. I've seen it at the inquiry.</p> <p>2 Q. You'll see roughly halfway down the page there is under</p> <p>3 development comment "1/2 The Operational Risk Database".</p> <p>4 A. Yes.</p> <p>5 Q. There we go.</p> <p>6 It says:</p> <p>7 "... accessed through the Mobile Data Terminals</p> <p>8 (MDT) did not provide sufficient information on Grenfell</p> <p>9 Tower, in particular the tactical plan and floor plans."</p> <p>10 SIR MARTIN MOORE-BICK: I'm sorry, Mr Kinnier, can we</p> <p>11 highlight the next box down because it's a continuation.</p> <p>12 MR KINNIER: It is.</p> <p>13 SIR MARTIN MOORE-BICK: That's it.</p> <p>14 MR KINNIER: Then you see, 2.2:</p> <p>15 "2/2 Review PN800, consider the training provided to</p> <p>16 staff in collating and recording key information on the</p> <p>17 ORD and ensure there is a suitable Quality Assurance</p> <p>18 process in place."</p> <p>19 Dealing with the first one of those.</p> <p>20 A. Yes.</p> <p>21 Q. Is that a conclusion with which you'd agree?</p> <p>22 A. Absolutely.</p> <p>23 Q. Can you help us, in your own mind, what you think the</p> <p>24 deficiencies were in the ORD in relation to Grenfell?</p> <p>25 A. So the lack of a floor plan that was usable for the</p> <p style="text-align: right;">Page 159</p>
<p>1 through to the ORD?</p> <p>2 A. No. So without -- and I would have to clarify, but this</p> <p>3 appears to me that this is following a regulatory fire</p> <p>4 safety inspection.</p> <p>5 Q. Presumably.</p> <p>6 A. Not an inspection by crews.</p> <p>7 Q. I suppose my question is: should this information, given</p> <p>8 the issues it covers, be fed through into the ORD</p> <p>9 process?</p> <p>10 A. Not necessarily, no.</p> <p>11 Q. Why do you say that?</p> <p>12 A. That amount of detail, we just haven't got the capacity</p> <p>13 to put that on the system. It would be important</p> <p>14 information that crews should be aware of, but that</p> <p>15 would be local crews. There was not, to my knowledge,</p> <p>16 an area within the ORD to accommodate that level of</p> <p>17 detail.</p> <p>18 Q. I'm now going to turn on to the operational risk</p> <p>19 database itself.</p> <p>20 A. Yes.</p> <p>21 Q. Before we do, Danny, could I ask you to bring up</p> <p>22 document LFB00003114 and the second page of that</p> <p>23 document.</p> <p>24 Mr Davis, first of all, have you seen this document</p> <p>25 before?</p> <p style="text-align: right;">Page 158</p>	<p>1 initial crews, and specifically within briefing BA</p> <p>2 crews. From my experience, if they had a sufficient</p> <p>3 floor plan, that would've assisted the briefing of the</p> <p>4 commanders at the bridgehead.</p> <p>5 I will give some context to that, that colleagues</p> <p>6 and friends that attended did say that the breakdown of</p> <p>7 the internal structure of the building would've made the</p> <p>8 internal layouts actually useless at one point. So</p> <p>9 although they would've helped initially with briefings,</p> <p>10 as the incident progressed, they would've been no use at</p> <p>11 all.</p> <p>12 Q. If we can put that down and, Danny, could we bring up</p> <p>13 the ORD itself, which is LFB00003116.</p> <p>14 First of all, just to ensure we're all singing from</p> <p>15 the same hymn sheet, do you agree this is the ORD in</p> <p>16 relation to Grenfell?</p> <p>17 A. So that is a version screenshot of the ORD for Grenfell.</p> <p>18 I don't know if it helps again with context, there's</p> <p>19 different versions of that same one. So what I mean by</p> <p>20 that, the detail is the same, but the layout and the</p> <p>21 format is different for what role you have within LFB.</p> <p>22 Q. But the information is the same across all formats?</p> <p>23 A. Yes.</p> <p>24 Q. It says in the top-right there:</p> <p>25 "Approved By: DAVISNI."</p> <p style="text-align: right;">Page 160</p>

<p>1 Presumably that's you?</p> <p>2 A. Yes.</p> <p>3 Q. On the left-hand column we have:</p> <p>4 "Completed By: rickettsd."</p> <p>5 Presumably that's Dean Ricketts?</p> <p>6 A. Yes.</p> <p>7 Q. The date, 15 February 2017.</p> <p>8 What does that date relate to, can you help us with</p> <p>9 that?</p> <p>10 A. So looking at that date, I would have to double check</p> <p>11 the date of Dean's visit, which is on the screen</p> <p>12 below --</p> <p>13 Q. If you look below --</p> <p>14 A. Yes, so that would tell me that that's the date relating</p> <p>15 to Dean's visit that you discussed earlier.</p> <p>16 Q. Now, would the ORD have been last approved by you on or</p> <p>17 about -- let's assume 15 February date is correct,</p> <p>18 that's when you would've approved it?</p> <p>19 A. That's what it would allude to. However, as I said in</p> <p>20 my statement, having seen some other documents, it would</p> <p>21 suggest that it's never come to me for approval. If you</p> <p>22 look at the bulk of the detail below. My last name</p> <p>23 reference is "Plans are required for MDT".</p> <p>24 Q. Yes.</p> <p>25 A. So if I've approved it, my name should appear between</p> <p style="text-align: center;">Page 161</p>	<p>1 "There are no comments applied for this visit.</p> <p>2 DAVISNI [you]. 28/04/2017 ..."</p> <p>3 So eight days after the earlier entry.</p> <p>4 Are you able to help us with why no comments were</p> <p>5 applied for whatever visit that entry relates to?</p> <p>6 A. So I can't actually give you a definitive explanation on</p> <p>7 that. We had some I would describe as gremlins or</p> <p>8 issues with the IT systems relating to the ORD.</p> <p>9 Q. Were they general or specific to North Ken?</p> <p>10 A. General on the whole system. So the easiest way to</p> <p>11 describe it, the work queue that you would have as</p> <p>12 a station manager would open up a different screen for</p> <p>13 the ORD than a watch manager. In effect, I have</p> <p>14 different permissions so I'm allowed to do certain</p> <p>15 things that they aren't.</p> <p>16 However, you would on occasion open up your station</p> <p>17 diary to find duplicates, so instead of five or six ORDs</p> <p>18 to be quality assured, you'd have double. As an</p> <p>19 example, you may have two for Grenfell. One would be</p> <p>20 the station manager's work queue one and then you would</p> <p>21 also have, for some reason, a watch manager's one on the</p> <p>22 system.</p> <p>23 When I first had this issue, I spoke to PDA and just</p> <p>24 said, "I'm having this issue with IT systems, I seem to</p> <p>25 be getting duplicates", they said, "Oh, you just have to</p> <p style="text-align: center;">Page 163</p>
<p>1 Dean Ricketts and Phil Jobson at the very top.</p> <p>2 Q. I see, and it isn't there.</p> <p>3 A. It's not there.</p> <p>4 Q. Can you explain, therefore, how your name came to be</p> <p>5 inputted in the box in the top right-hand corner?</p> <p>6 A. I can't.</p> <p>7 Q. If we can look at page 1, and we can look at the entry</p> <p>8 for the date of 20 April 2017, at the top, can you help</p> <p>9 us with "data quality checks completed", what that might</p> <p>10 involve?</p> <p>11 A. So that's, as I described earlier, the different stages</p> <p>12 of quality assurance. So that would describe</p> <p>13 Dean Ricketts's initial visit. It would give a brief</p> <p>14 description of his update that he's done on the ORD, and</p> <p>15 then that "data quality checks completed" by Phil</p> <p>16 Jobson -- Phil is a colleague who used to work in the</p> <p>17 PDA department. So he would be that, as I said, final</p> <p>18 checks and balance at the end of the process.</p> <p>19 Q. That final element.</p> <p>20 A. Yes. And obviously there should be an entry or section</p> <p>21 with my name on that that would say I've approved that</p> <p>22 or quality checks completed.</p> <p>23 Q. If Danny can bring that down, and then if we can look at</p> <p>24 the "Previous Visit Comments", which is above the</p> <p>25 "Earlier Visit Comments" box, it says:</p> <p style="text-align: center;">Page 162</p>	<p>1 go through it and in essence approve it. Don't open it,</p> <p>2 just get rid of it and it comes off your work queue,</p> <p>3 otherwise it will clog up the system."</p> <p>4 I did double-check the initial ones, that it didn't</p> <p>5 make any impact on the visit, because what I didn't want</p> <p>6 to do was do that and then have a detrimental -- either</p> <p>7 remove data or information from the ORD. It just didn't</p> <p>8 seem to make any effect, it was just a blip on the</p> <p>9 system for some reason.</p> <p>10 Q. If we look down at your entry under "Earlier Visit</p> <p>11 Comments" where it says:</p> <p>12 "Plans are required for MDT. DAVISNI.</p> <p>13 10/05/2016 ..."</p> <p>14 A. Yes.</p> <p>15 Q. Do you remember inputting that comment?</p> <p>16 A. I can't specifically remember. As I said, 180 7(2)(d)s</p> <p>17 between the two stations. However, looking at the</p> <p>18 system it would've jumped out to me that there were no</p> <p>19 plans on the MDT, so I've done by quality assurance</p> <p>20 checks and I've returned that to Adam there to upload,</p> <p>21 as the comment says. I probably would've followed it up</p> <p>22 with a conversation. I've checked my e-mails, there's</p> <p>23 no reference to me e-mailing him specifically. But</p> <p>24 either he would've called me or I would've spoken to him</p> <p>25 over that.</p> <p style="text-align: center;">Page 164</p>

<p>1 Q. Was there anything stopping you, following on from the 2 chairman's questioning, phoning up the TMO saying, "Can 3 we have plans"?</p> <p>4 A. Initially it would be workload. If I'm honest, I just 5 haven't got the capacity to do that detail. That's the 6 watch managers. If, as we discussed, the watch officer 7 came to me and said, "Governor, I'm having real problems 8 getting plans for whatever reason, I can't get them", 9 I would take that up, but I wouldn't initially, having 10 received that or quality assured, take that up myself.</p> <p>11 Q. Given the importance you've attached to plans and given 12 their omission you've identified as a deficiency, could 13 you have done more to have chased down those plans at 14 the time given their importance to the tactical plan and 15 other matters?</p> <p>16 A. Hindsight, yeah. I think if I was being brutal. For 17 context, the workload for two stations is quite 18 phenomenal. Bearing in mind I knew Grenfell, because 19 I visited myself within my first month of attending, so 20 I was aware of Grenfell. I just didn't have capacity. 21 If I put two and two together then I probably would've 22 requested that. Unfortunately, I just didn't.</p> <p>23 Q. Could I ask Danny to go to page 3 of the ORD. 24 You'll see, Mr Davis, below the map there's the 25 legend "Hazards"?</p> <p style="text-align: center;">Page 165</p>	<p>1 that would've been a prompt for me, I hope, to say, 2 actually, let's do a review as you suggested earlier. 3 The works have been completed, let's do a belt and 4 braces from start to finish review, make sure all the 5 information is accurate.</p> <p>6 I didn't pick that up, so I can only assume that's 7 why it wasn't done.</p> <p>8 Q. Could I ask Danny to pull that down and turn to page 4 9 of the ORD. 10 At the top of the page you have "Tactical Plan".</p> <p>11 A. Yes.</p> <p>12 Q. Then "Operational Contingency Plan". 13 What, from the lay perspective, appears to be 14 missing is the tactical plan. Is that a lay mistake or 15 can you explain where the tactical plan ought to be 16 found there?</p> <p>17 A. Yes, so I think this might help with the context of the 18 format that you're viewing this document in.</p> <p>19 Q. Yes.</p> <p>20 A. So within the MDT, you have the option to print off 21 under certain tabs. So the tab for the tactical plan, 22 if you were to select that and print that tactical plan 23 off, that would have all that information that's below 24 there to the next area that has a highlighted text. So 25 if you were to scan through the document, you'll come to</p> <p style="text-align: center;">Page 167</p>
<p>1 A. Yes.</p> <p>2 Q. And "Inspection Notes". It says, "High rise premises of 3 20 floors." 4 Now, would you agree that that's inaccurate?</p> <p>5 A. Yes.</p> <p>6 Q. When would you have expected that inaccuracy to be 7 picked up?</p> <p>8 A. So it's not for me as my role as the station manager -- 9 I know it's glaringly obvious now where we stand that 10 that is inaccurate, but in my role as station manager to 11 quality assure, it's not for me to go round and count 12 the floors. The expectation is that professional 13 officers would update that information accurately as and 14 when it changed.</p> <p>15 Q. So the evidence we've heard is that the focus of the 16 7(2)(d) visit in March 2017 was particular to the 17 basement.</p> <p>18 A. Yes.</p> <p>19 Q. Given that each section 7(2)(d) visit seems to have 20 a particular focus --</p> <p>21 A. Yes.</p> <p>22 Q. -- when do they have the opportunity to identify basic 23 information such as the number of floors is inaccurate?</p> <p>24 A. So, in hindsight, again, if that had appeared back on my 25 work queue, having the works been completed, I think</p> <p style="text-align: center;">Page 166</p>	<p>1 an area that has another title that is highlighted.</p> <p>2 Q. If Danny could turn to page 5. And again. Page 6.</p> <p>3 A. So, in essence, that is the entire tactical plan that 4 you've just viewed there.</p> <p>5 Q. So when you say the entirety of it, do you mean those 6 boxes there?</p> <p>7 A. Yes, that all forms part of a tactical plan for an 8 incident commander. To probably put context, I wouldn't 9 expect on the ORD to have step-by-step instructions for 10 an incident commander to fight a fire in Grenfell Tower. 11 Every fire is different, and we can see obvious 12 consequences of where we were with Grenfell.</p> <p>13 However, a professional officer would want 14 information that would formulate his tactical plan. And 15 in that part of the ORD, my understanding, that's where 16 that information -- it's not to give an incident 17 commander a step-by-step guide to putting a fire out 18 because every fire is different. It would be dangerous 19 for an incident commander to in effect put a fire out by 20 reading a book. That's not what incident commanders do. 21 They're trained, they're professional officers. 22 However, information may be on there that would 23 formulate their tactical plan.</p> <p>24 Q. Looking at this page in particular, and looking at the 25 "Operational Contingency Plan" box, you'll see there --</p> <p style="text-align: center;">Page 168</p>

<p>1 we don't need to amplify it -- date effective from and</p> <p>2 date documented are 30 October 2009. We were discussing</p> <p>3 this with Mr Ricketts and you indicated earlier on this</p> <p>4 when the entry was first created for Grenfell.</p> <p>5 A. Yes, so that, in essence, was the date -- I'm assuming,</p> <p>6 I wasn't there at the time, so that's how I would read</p> <p>7 that document, that the plan was first created on that</p> <p>8 date.</p> <p>9 We wouldn't necessarily look to update that box</p> <p>10 every time an update was done. It's the same plan.</p> <p>11 Q. So you'd update the information but not necessarily</p> <p>12 change the version identification tag.</p> <p>13 A. Yes. As an example, if it had been deleted in error and</p> <p>14 a new plan had to be created, there could be</p> <p>15 a discussion for, actually, that's plan number 2 because</p> <p>16 the first one was deleted.</p> <p>17 Q. Staying with page 4, further down the page you've got</p> <p>18 "Communications", the third box up from the bottom of</p> <p>19 the page.</p> <p>20 A. Yes.</p> <p>21 Q. It says:</p> <p>22 "Hand Held Radio.</p> <p>23 "Good comms in a sub basement, channel 1."</p> <p>24 Given it's a high-rise residential building, would</p> <p>25 you have expected an adequate ORD to include information</p> <p style="text-align: center;">Page 169</p>	<p>1 What do you think "False" means there?</p> <p>2 A. That there isn't one. So I think this is a good example</p> <p>3 that if you were to print off the ORD, it doesn't read</p> <p>4 as "False". It reads as not there.</p> <p>5 Q. When you were reviewing the contents of the ORD, would</p> <p>6 you have expected a PIB to be at Grenfell given it was</p> <p>7 undergoing a fairly significant renovation?</p> <p>8 A. So my recollection is similar to Dean's earlier when he</p> <p>9 said we had a conversation around the premises</p> <p>10 information box. So my understanding, and I would have</p> <p>11 to check my e-mails about this, is I had a conversation</p> <p>12 with Dean that a premises information box would be</p> <p>13 suitable, and I spoke to Janice Wray at the TMO, and</p> <p>14 I remember giving her the details of what information</p> <p>15 should be contained within a premises information box.</p> <p>16 Q. Can you recall whether you ever received confirmation</p> <p>17 from Janice Wray or anyone else at the TMO that a PIB</p> <p>18 had been installed or, if it hadn't, the reasons why</p> <p>19 they hadn't installed it?</p> <p>20 A. I can't remember. I remember she acknowledged she</p> <p>21 received that information, but I don't recall being told</p> <p>22 that one had been installed.</p> <p>23 Q. Do you recall pursuing the point any further with her?</p> <p>24 A. No, I don't.</p> <p>25 Q. Could I go back to page 1 of the ORD. It's the entry</p> <p style="text-align: center;">Page 171</p>
<p>1 regarding adequacy of communications further up the</p> <p>2 tower?</p> <p>3 A. So, in my experience, a high-rise generally has poor</p> <p>4 communications. That's my general experience.</p> <p>5 Q. Would that be the general assumption that your crews</p> <p>6 would've had attending a fire in a high-rise?</p> <p>7 A. I would expect so, yeah.</p> <p>8 Q. Would you have expected an ORD to emphasise there was</p> <p>9 a single staircase as the means of access and</p> <p>10 evacuation?</p> <p>11 A. As we described earlier, it wouldn't be unexpected,</p> <p>12 a single staircase. When I visited Grenfell, in fact,</p> <p>13 I would've been surprised if there was a second</p> <p>14 staircase. In my experience --</p> <p>15 Q. Because of the age of the building?</p> <p>16 A. The age of the building, the size, you could tell by the</p> <p>17 architecture of the estate that it was of that era and</p> <p>18 there was no expectation -- in fact, I would be</p> <p>19 surprised if there was a second staircase within</p> <p>20 Grenfell.</p> <p>21 Q. Before we leave page 4, looking at the last box on that</p> <p>22 page, "Premises Information Box (PIB).</p> <p>23 A. Yes.</p> <p>24 Q. It says:</p> <p>25 "Is there a PIB at this address? False."</p> <p style="text-align: center;">Page 170</p>	<p>1 for 30 April 2016 in the middle of the page there.</p> <p>2 I will just let you read that, Mr Davis.</p> <p>3 (Pause)</p> <p>4 Mr Davis, looking at that information, do you think</p> <p>5 it gave enough detail to allow crews to operate the</p> <p>6 negative pressure ventilation system?</p> <p>7 A. I wouldn't expect the crews to operate that negative</p> <p>8 ventilation system.</p> <p>9 Q. Who would?</p> <p>10 A. It's an automatic system.</p> <p>11 Q. But if they needed to?</p> <p>12 A. Sorry, a senior fire safety officer is my understanding</p> <p>13 as an incident commander, especially if I'm told it's</p> <p>14 an automatic system, I or any of my crews -- I would not</p> <p>15 ask them to in effect operate that system without some</p> <p>16 expert knowledge about the system or some specific</p> <p>17 training that a senior fire safety officer has. I think</p> <p>18 in context, I've got no understanding of what impact</p> <p>19 that might have on residents or crews. I could think</p> <p>20 I'm doing the right thing, but could make the situation</p> <p>21 worse.</p> <p>22 Q. Could I now deal with a separate matter, a site visit to</p> <p>23 Grenfell Tower in July 2016.</p> <p>24 A. Right.</p> <p>25 Q. Do you recall Janice Wray of the TMO contacting you to</p> <p style="text-align: center;">Page 172</p>

<p>1 arrange a site visit for the crews at North Ken to visit</p> <p>2 the tower on 26 July 2016 with the contractor Rydon?</p> <p>3 A. If it was an e-mail, that might jog my memory, because</p> <p>4 I had a lot of correspondence with Janice Wray, I'm</p> <p>5 afraid.</p> <p>6 Q. LFB00001130.</p> <p>7 I'll let you read that.</p> <p>8 (Pause)</p> <p>9 It may well be --</p> <p>10 SIR MARTIN MOORE-BICK: Might need to have it highlighted</p> <p>11 and expanded a bit.</p> <p>12 A. There'll be an e-mail from Janice to me before that.</p> <p>13 MR KINNIER: Are you able to scroll to page 2?</p> <p>14 You can see the bottom e-mail, 20 July.</p> <p>15 A. Yes.</p> <p>16 Q. Does that help?</p> <p>17 A. Okay.</p> <p>18 (Pause)</p> <p>19 Okay, yeah.</p> <p>20 Q. Do you recall whether the visit went ahead on</p> <p>21 26 July 2016 or not?</p> <p>22 A. I would have to check my diary because I did attend</p> <p>23 twice to Grenfell but I can't remember the exact dates.</p> <p>24 One was very soon when I started, and one was later on.</p> <p>25 Q. Okay.</p> <p style="text-align: center;">Page 173</p>	<p>1 Sorry, no, if we can go back to page 1.</p> <p>2 A. So that was 21 July, I think, if my memory --</p> <p>3 Q. 26 July.</p> <p>4 A. 2016?</p> <p>5 Q. 2016. Apologies, I thought there was something on the</p> <p>6 other page, but if you look, there doesn't appear to be</p> <p>7 any entry following the visit of July 2016, would you</p> <p>8 agree?</p> <p>9 A. Yes.</p> <p>10 Q. Okay.</p> <p>11 Are you able to explain why the ORD wasn't updated</p> <p>12 following that visit?</p> <p>13 A. So not speaking for Mike, but I would imagine that the</p> <p>14 visit by Adam Foster, where he's listed some works that</p> <p>15 were done, when Mike visited, in his opinion there was</p> <p>16 no updates for the ORD to be done. But I'm assuming.</p> <p>17 I can't speak for Mike.</p> <p>18 Q. Don't speculate. If you don't know, you don't know.</p> <p>19 Looking at page 1, looking under the box "Earlier</p> <p>20 Visit Comments", the second entry from the top is in the</p> <p>21 name of Mr Ricketts, dated 15 February of 2017.</p> <p>22 He said in evidence he thinks actually in reality</p> <p>23 the date of the visit was 27 March 2017.</p> <p>24 Are you able to confirm one way or another?</p> <p>25 A. As a watch manager, in my previous role, Dean's</p> <p style="text-align: center;">Page 175</p>
<p>1 Could I ask Danny to put down that document and then</p> <p>2 put up LFB00001135.</p> <p>3 At the bottom half of that page is an e-mail from</p> <p>4 Mr Dowden.</p> <p>5 A. Yes.</p> <p>6 Q. Which appears to be confirming the visit on 26 July.</p> <p>7 Do you recall Mr Dowden attending on 26 July?</p> <p>8 A. So that would suggest, the e-mails, that I've forwarded</p> <p>9 it to Mike to attend. As I said, all the watches did</p> <p>10 attend at different points throughout the refurbishment</p> <p>11 works. Without checking my diary to see whether</p> <p>12 I attended, but that would assume Mike Dowden did attend</p> <p>13 on that date.</p> <p>14 Q. Would you have expected, following the visit</p> <p>15 in July 2016, given the state of the refurbishment,</p> <p>16 a significant updating of the ORD following a site</p> <p>17 visit?</p> <p>18 A. Without knowing what or any changes had been at that</p> <p>19 point, and in relation to the other visits on the ORD,</p> <p>20 I couldn't tell you.</p> <p>21 Q. Okay. If we put that down and go back to the ORD, which</p> <p>22 is LFB00003116, and look at the entries there.</p> <p>23 I'm sorry, if we turn over the page, actually, it</p> <p>24 may be the better one.</p> <p>25 (Pause)</p> <p style="text-align: center;">Page 174</p>	<p>1 explanation of how that possibly might have happened</p> <p>2 I think is quite an accurate one, that sometimes he may</p> <p>3 have had an incident come in when the original visit was</p> <p>4 booked. Obviously they do these visits whilst they're</p> <p>5 on the run and operationally ready. So sometimes things</p> <p>6 come in. He may have just left it on the original date</p> <p>7 and actually the date he did the visit, he completed it</p> <p>8 incorrectly date-wise, if that makes sense.</p> <p>9 Q. Were you aware of the purpose of the visit, whether it</p> <p>10 was in February or March 2017?</p> <p>11 A. No.</p> <p>12 Q. Did you follow up, once Mr Ricketts was back at the</p> <p>13 station up, with him what he'd encountered during the</p> <p>14 course of his visit?</p> <p>15 A. So I recall me and Dean having a conversation about the</p> <p>16 premises information box, as he said earlier.</p> <p>17 I remember having conversations with Janice Wray and</p> <p>18 giving her details specific to the premises information</p> <p>19 box. I remember giving her a generic list.</p> <p>20 But what I will say is a bit of context in relation</p> <p>21 to -- similar to the 7(2)(d) list, it's a comprehensive</p> <p>22 list; however, it may be that they don't have to put</p> <p>23 everything in the box that's on that list. It's what's</p> <p>24 suitable and what's required for the building and the</p> <p>25 risks around that.</p> <p style="text-align: center;">Page 176</p>

<p>1 Q. Following his attendance, he obviously inputted the box</p> <p>2 he has written there: "All building works now complete".</p> <p>3 A. Yes.</p> <p>4 Q. Can you recall, first of all, looking at and reviewing</p> <p>5 that particular entry?</p> <p>6 A. No.</p> <p>7 Q. Is that so you can't remember it or you didn't?</p> <p>8 A. I can't remember reviewing it because I think I would've</p> <p>9 picked up -- well, I would've -- that the plans weren't</p> <p>10 on it.</p> <p>11 Q. Can you give us a reason as to why you wouldn't have</p> <p>12 given the quality assurance function of the station</p> <p>13 manager?</p> <p>14 A. As indicated there, it wasn't in my work queue. It</p> <p>15 doesn't appear to have come through to my work queue to</p> <p>16 process.</p> <p>17 Q. Do you remember whether Mr Ricketts raised with you the</p> <p>18 question why the building had a dry riser as opposed to</p> <p>19 a wet riser?</p> <p>20 A. Yes.</p> <p>21 Q. Can you remember what he said to you?</p> <p>22 A. It was something that I noticed when I first went to</p> <p>23 Grenfell as well.</p> <p>24 The wet riser is generally for 60 metres and over,</p> <p>25 and doing the rough calculations, 3 metres, you could</p> <p style="text-align: center;">Page 177</p>	<p>1 manager carrying out the quality assurance role, do you</p> <p>2 consider a crew would have adequate information as to</p> <p>3 how to get into the building from what is set out there?</p> <p>4 A. So my local crews in North Kensington, in essence, my</p> <p>5 expectation is they wouldn't reference this. The local</p> <p>6 crews would be suitably familiar with the building that</p> <p>7 they would have no need, and speaking to the Red Watch</p> <p>8 on the night of the incident, they didn't reference</p> <p>9 this, they didn't need to, they were familiar with the</p> <p>10 building.</p> <p>11 I think that's sufficient information. In fact,</p> <p>12 there's certain parts that -- it sounds a difficult</p> <p>13 thing to say -- are maybe too detailed in parts.</p> <p>14 I remember being asked to, as a watch officer -- I was</p> <p>15 putting too much detail on there. However, the relative</p> <p>16 information about the drop access key is contained</p> <p>17 within the ORD. The fact that there's an AFA panel.</p> <p>18 The fact that there's an automatic ventilation system.</p> <p>19 I think the big concern for me is there's no map,</p> <p>20 there's no floor plan on it.</p> <p>21 Q. That's the big omission from your perspective?</p> <p>22 A. Yes.</p> <p>23 Q. I should've asked you this earlier: when you're carrying</p> <p>24 out the quality assurance function, do you put yourself</p> <p>25 in the shoes of the incident commander, basically what</p> <p style="text-align: center;">Page 179</p>
<p>1 make a calculated guess how they'd got away with a dry</p> <p>2 riser and the timings of it.</p> <p>3 I did have a conversation, and I can't remember who</p> <p>4 with, about why it was done. I remember speaking to</p> <p>5 regulatory fire safety in passing, not as a formal,</p> <p>6 about why would that be the case under refurbishment,</p> <p>7 would they not have to refurb and change that? And the</p> <p>8 answer I got is that would've been down to the building</p> <p>9 regs for that time. They would've done a risk</p> <p>10 assessment, they would've followed their process.</p> <p>11 I remember specifically speaking to the contractor</p> <p>12 about it and I did receive some e-mails that in essence</p> <p>13 showed the process that they had gone through. I can't</p> <p>14 remember whether they have been submitted as evidence.</p> <p>15 Q. But you contact Rydon, did you?</p> <p>16 A. Yes.</p> <p>17 Q. And you were satisfied, it would appear, with the</p> <p>18 responses you got back from Rydon?</p> <p>19 A. It confirmed what the regulatory fire safety people had</p> <p>20 said, that they'd abided -- I'm not an expert, so</p> <p>21 I suppose I couldn't quality assure the information they</p> <p>22 were giving me because I didn't understand the Building</p> <p>23 Regulations.</p> <p>24 Q. Looking at the information on the "Earlier Visit</p> <p>25 Comments" box, from your perspective as the station</p> <p style="text-align: center;">Page 178</p>	<p>1 information would the incident commander need, and use</p> <p>2 that as the benchmark against which you test the</p> <p>3 information within the ORD?</p> <p>4 A. Absolutely, yeah. But I would qualify there's two</p> <p>5 stages of incident commander. So I would give you the</p> <p>6 initial incident commander. So that will be the watch</p> <p>7 manager or crew manager on the appliance who actually</p> <p>8 physically cannot access that whilst the appliance is</p> <p>9 en route. But they may request to have a copy printed</p> <p>10 off for them to reference as it progresses.</p> <p>11 However, as an incident does progress, like Grenfell</p> <p>12 did, then a senior officer may then nail down into more</p> <p>13 detail within the ORD, if that makes sense.</p> <p>14 Q. Danny, if you wouldn't mind pulling that down and then</p> <p>15 putting up page 5 of the ORD, looking from the bottom of</p> <p>16 that page, I think third box from the bottom, "Emergency</p> <p>17 Contacts".</p> <p>18 Ordinarily, who would you expect to see there as the</p> <p>19 emergency contact?</p> <p>20 A. So it would depend on the premise. So if it was a</p> <p>21 residential --</p> <p>22 Q. Looking at high-rise residential.</p> <p>23 A. High-rise residential. So in my experience, they now</p> <p>24 generally don't have a 24-hour contact, if I'm honest.</p> <p>25 Some do, some may have a concierge service. I know</p> <p style="text-align: center;">Page 180</p>

<p>1 Kensington and Chelsea have an on-call facility, so that 2 would be triggered with the automatic fire alarm being 3 actuated, so that would trigger their attendance at this 4 incident. 5 So at a high-rise, you would have a responsible 6 person contact, so it would be someone as is there, 7 resident liaison officer. There could be numerous 8 titles for them, but it would be a person that you could 9 contact initially to arrange your visit. 10 Q. You would expect them to be employees of the responsible 11 person as opposed, for example, to the contractors who 12 are carrying out the refurbishment? 13 A. It could be either or both. I think as we've got here, 14 we've got the contractor on there as well. To me that's 15 a sensible move. That's actually gone above what 16 I would expect. It shows someone conscientious has 17 added that, actually, because that might be an important 18 bit of information if an incident develops. 19 Q. Given, as you said, high-rise residential don't tend to 20 have 24-hour concierge or contact details, what do you 21 do when you need to attend a particular residential 22 building outside work hours? 23 A. So initially the information that you require would 24 ideally be in a premises information box or be available 25 to you.</p> <p style="text-align: right;">Page 181</p>	<p>1 MR KINNIER: Thank you, sir. 2 SIR MARTIN MOORE-BICK: Right. 3 We'll have a 10-minute break. Please don't talk to 4 anyone about your evidence while you're out of the room 5 and we'll be back at 3.25. You go with the usher. 6 THE WITNESS: Thank you, sir. 7 SIR MARTIN MOORE-BICK: Good. Thank you so much. 8 Right, 3.25, please. 9 (3.16 pm) 10 (A short break) 11 (3.25 pm) 12 SIR MARTIN MOORE-BICK: All right, Mr Davis? 13 THE WITNESS: Yes, sir. 14 SIR MARTIN MOORE-BICK: Happy to carry on, I hope? 15 THE WITNESS: I am, thank you. 16 MR KINNIER: Thank you very much for coming back. 17 If Danny could put up the ORD again, please, and 18 looking at the "Emergency Contacts" box, I think it's at 19 page 5. 20 Looking at those emergency contacts, were you aware 21 that both identified contacts there were no longer 22 involved in any way with Grenfell Tower by 2017? 23 A. I wasn't, no. 24 Q. Which highlights, would you agree, one of the 25 difficulties about putting in a project manager of</p> <p style="text-align: right;">Page 183</p>
<p>1 You would become aware -- hopefully, if it was 2 a local station attending, they tend to know the local 3 authority housing. So if that was the case, you would 4 request via the main scheme radio for a representative 5 from Kensington and Chelsea to attend this incident, 6 sometimes titled the LALO, which we sometimes use from 7 the local authority for rehousing, and that would also 8 be a point of contact into the council if we required 9 further services from them. 10 Q. Okay. 11 Earlier on, Mr Davis, I rudely interrupted you while 12 you were discussing the question of hydrants. If 13 I could ask you to turn to page 4 of the ORD -- 14 SIR MARTIN MOORE-BICK: Mr Kinnier, again, forgive me for 15 interrupting you. I have one eye on the clock because 16 we've been running for an hour and a quarter. How 17 much -- 18 MR KINNIER: We probably have about another quarter of 19 an hour to go, but it's quite stuffy and here and it 20 might be an appropriate time for a break. 21 THE WITNESS: I would like a break, if that's okay. 22 SIR MARTIN MOORE-BICK: You would? 23 THE WITNESS: Yes, if that's okay. 24 SIR MARTIN MOORE-BICK: I thought you might. We'll all have 25 a break. 10 minutes, I think.</p> <p style="text-align: right;">Page 182</p>	<p>1 a contractor in as an emergency contact? 2 A. Yes, agreed. 3 Q. Mr Davis, apologies, before the break I said that we 4 could go back and look at hydrants at page 4 of the ORD. 5 If Danny could bring up page 4 for us. 6 You'll see in "Site Details", Mr Davis, in the first 7 box under "Water Supply", there was a point you wanted 8 to make and I cut you off. Apologies. 9 A. That's fine. So that initial information about a water 10 supply is one of, I would suggest, the key bits of 11 information an incident commander would like, especially 12 en route to an incident. 13 Within the MDTs we have, in essence, a map, which 14 would in essence for Grenfell have the outline of 15 Grenfell in a geographical map. Within that database is 16 the hydrant, so there will be a symbol for a hydrant. 17 So there will be a visual indication, without the 18 incident commander having to interrogate the ORD, to 19 locate the nearest hydrant. 20 Q. You were listening to Mr Ricketts's evidence earlier on 21 and we were having discussions about how long it would 22 take to test the lift and whether the firefighters could 23 take control of it. He thought that test would take 24 between 5 and 10 minutes. Does that sound about right 25 to you?</p> <p style="text-align: right;">Page 184</p>

<p>1 A. Yes, that would sound about right.</p> <p>2 Q. Given the importance of a lift in relation to</p> <p>3 firefighting --</p> <p>4 A. Yes.</p> <p>5 Q. -- would you agree that it was necessary to have carried</p> <p>6 out some form of test of the lift during the course of</p> <p>7 that visit in March 2017?</p> <p>8 A. The specifics of that visit, if Dean had specifically</p> <p>9 only gone to look at one specific issue at that time, he</p> <p>10 has a time slot of an hour and a half, and I think he</p> <p>11 alluded to the fact that he had other bookings, other</p> <p>12 appointments to go to. So he physically may have made</p> <p>13 that decision that he didn't have time to do it. He may</p> <p>14 have initially wanted to do it.</p> <p>15 In hindsight, from what we know now from the lift,</p> <p>16 it may have identified an issue with the lift, but that</p> <p>17 test of the lift is only accurate for when you test it.</p> <p>18 So it could've been they tested it on a Monday and</p> <p>19 a fault may have been found on the Tuesday.</p> <p>20 Q. Do you know whether there was any follow-up from</p> <p>21 North Ken with the TMO regarding testing of the lift?</p> <p>22 A. I don't know.</p> <p>23 Q. Could I now turn to the aborted four-pump exercise due</p> <p>24 to be carried out on 8 June of last year.</p> <p>25 First of all, were you aware of that exercise?</p> <p style="text-align: center;">Page 185</p>	<p>1 will be examined as will access to the operational risk</p> <p>2 database through the mobile data terminal."</p> <p>3 Can you help us, what is that element of the</p> <p>4 exercise getting at there? What were they trying to</p> <p>5 instill into the crew?</p> <p>6 A. So as the supervising station manager for a four-pump</p> <p>7 exercise, my job in essence was to supervise the</p> <p>8 training exercise, and we would have a range of aims and</p> <p>9 objectives for that exercise to be completed. So</p> <p>10 initial appliance attendance information-gathering, so</p> <p>11 that would be -- you would be looking at premises</p> <p>12 information box, you'd be looking at, as it says, the</p> <p>13 MDT. That would give the -- in my experience as</p> <p>14 a station manager, having performed that role as</p> <p>15 an exercise similar, you would get a firefighter to</p> <p>16 print off the ORD for that premise.</p> <p>17 In essence, you're looking at the crews' ability to</p> <p>18 gather information, whether it be through the building</p> <p>19 itself or through the MDT, as it said there.</p> <p>20 Q. Thank you.</p> <p>21 If we could just look at the top of this document,</p> <p>22 the addressee section, you are the intermediary --</p> <p>23 A. Yes.</p> <p>24 Q. -- for the document to be conveyed to Group Manager</p> <p>25 Kavanagh. Would you have reviewed this risk assessment</p> <p style="text-align: center;">Page 187</p>
<p>1 A. Yes, I was.</p> <p>2 Q. Can you briefly summarise for us what the purpose of the</p> <p>3 exercise was?</p> <p>4 A. So it was a four-pump exercise that gets allocated to</p> <p>5 the watches by the central programme. That goes direct</p> <p>6 to the watch officer. In this instance it was Dean.</p> <p>7 I'm aware of when the four-pump exercises are</p> <p>8 planned for my station, with the dates and the watches</p> <p>9 corresponding.</p> <p>10 I remember specifically about Grenfell, in the sense</p> <p>11 of the building works being done, it was an ideal</p> <p>12 opportunity to do an exercise there.</p> <p>13 Dean has to go through a procedure for the exercise.</p> <p>14 There's a form we call a 5532, which is a risk</p> <p>15 assessment that has to go through myself. So that shows</p> <p>16 that Dean had researched, looked at the hazards around</p> <p>17 the exercise and suitably resourced the exercise. So</p> <p>18 I was aware of it, having spoken to Dean, yes.</p> <p>19 Q. If I could ask Danny to bring up LFB00003580.</p> <p>20 First of all, do you recognise this document?</p> <p>21 A. Yes, I do, yes.</p> <p>22 Q. This summarises the purpose of the exercise.</p> <p>23 If we look at box 4, "Training aims & Objectives",</p> <p>24 it says to test crews' ability. Then it says:</p> <p>25 "Initial appliance attendance information gathering</p> <p style="text-align: center;">Page 186</p>	<p>1 before dispatching it to the group manager?</p> <p>2 A. Yes.</p> <p>3 Q. Would you indicate that you approve it and initial it,</p> <p>4 in effect?</p> <p>5 A. Yes.</p> <p>6 Q. Can you remember whether there was a plan of</p> <p>7 Grenfell Tower submitted with the risk assessment form</p> <p>8 itself?</p> <p>9 A. Not to my knowledge, there wasn't, no. To clarify,</p> <p>10 I wouldn't expect a plan to be submitted with this</p> <p>11 document.</p> <p>12 Q. Would you have gone back to the ORD to see if anything</p> <p>13 was missing in order to incorporate an objective for the</p> <p>14 exercise itself?</p> <p>15 A. No, I wouldn't.</p> <p>16 Q. So, for example, having identified that plans were</p> <p>17 needed, you wouldn't have gone back to the ORD to say,</p> <p>18 "Listen, we need to include up-to-date plans for the</p> <p>19 purpose of this exercise"?</p> <p>20 A. If I became aware before the exercise, then I would</p> <p>21 endeavour -- I would point that out to Dean, that we</p> <p>22 needed plans for the exercise to be on the MDT, but</p> <p>23 obviously I wasn't aware.</p> <p>24 Q. Okay.</p> <p>25 Can I ask you some questions about the AOV</p> <p style="text-align: center;">Page 188</p>

<p>1 mechanism.</p> <p>2 A. Yes.</p> <p>3 Q. Can you confirm that Station Manager Andy Walton</p> <p>4 attended the witnessing of the building management</p> <p>5 systems at Grenfell Tower on your behalf?</p> <p>6 A. Yes, I think I actually asked him to attend, if my</p> <p>7 memory is correct.</p> <p>8 Q. What feedback did you receive from him following that</p> <p>9 visit?</p> <p>10 A. So my recollection was a verbal feedback. I don't</p> <p>11 believe I got an e-mail feedback from him. I remember</p> <p>12 the information coming to me that it was an automated</p> <p>13 system. I remember the detail being that it actuated on</p> <p>14 each floor rather than throughout the building.</p> <p>15 They were the two key pieces of information that</p> <p>16 I felt were relevant that needed to go on the ORD,</p> <p>17 actually, that it was an automated system, the fact that</p> <p>18 it actuated on a floor rather than throughout the whole</p> <p>19 building, was an important piece of information to go on</p> <p>20 the ORD.</p> <p>21 Q. Do you remember any other information he provided to you</p> <p>22 following --</p> <p>23 A. So only from his evidence. It prompted me that we had</p> <p>24 discussed plans around the ventilation system. I can't</p> <p>25 recall if I spoke to Janice around that or he did. I'm</p> <p style="text-align: center;">Page 189</p>	<p>1 appliances, as crews on the fire appliances, senior</p> <p>2 officers do. I have heard of crews in the past taking</p> <p>3 photographs on their phone so then they can e-mail them</p> <p>4 to themselves to try and get round the system to get the</p> <p>5 plans.</p> <p>6 So when I take a photograph, I would suggest either</p> <p>7 an AFA panel diagram, that's generally where you would</p> <p>8 find a suitable plan, next to the AFA panel. What they</p> <p>9 would do is physically take a photograph on their</p> <p>10 personal phone, and then e-mail it into their e-mail</p> <p>11 account and try to upload it on the system that way.</p> <p>12 Q. What would be your preference in the hierarchy: line</p> <p>13 drawings from the responsible person, handwritten or</p> <p>14 hand-drawn plans from crews following a section 7(2)(d)</p> <p>15 visit?</p> <p>16 A. For me, the important thing is whatever works best for</p> <p>17 the MDT terminal. What I mean by that is part of the QA</p> <p>18 process that I would ask is for the plans to be printed</p> <p>19 off. So you visually might as a station manager look at</p> <p>20 a set of plans on your PC screen and you think they're</p> <p>21 fantastic, but you actually print them off on the MDT</p> <p>22 and they're illegible, you can't use them. It depends</p> <p>23 on what gives you the best result, you would go with.</p> <p>24 Q. Could I now ask you a question about communications.</p> <p>25 In relation to the ORD -- we can go back to it if</p> <p style="text-align: center;">Page 191</p>
<p>1 afraid I just can't recall that. But when his evidence</p> <p>2 was given, it jogged a memory, but I can't remember the</p> <p>3 detail around it.</p> <p>4 Q. Did you have any discussion with Mr Walton about</p> <p>5 instructions for using the system or would you simply</p> <p>6 have assumed you needed a fire safety officer there?</p> <p>7 A. No, if he had said he wanted instructions to use it,</p> <p>8 I would've corrected him and said that the instructions</p> <p>9 should be in the box, but we wouldn't want the</p> <p>10 instructions for crews to use, as I said earlier,</p> <p>11 because we would require a senior fire safety officer to</p> <p>12 operate it.</p> <p>13 Q. Could I retrace my steps slightly in terms of plans.</p> <p>14 If you weren't getting any plans from the</p> <p>15 responsible person --</p> <p>16 A. Yes.</p> <p>17 Q. -- have crews in the past drawn their own plans of floor</p> <p>18 layout, et cetera?</p> <p>19 A. Yes, absolutely. So you've got lots of different</p> <p>20 versions. So you could draw a plan on a bit of paper.</p> <p>21 We haven't got any scanners at fire stations, so we</p> <p>22 can't scan that document to the system. We have to post</p> <p>23 it into the PDA section, who would scan and upload the</p> <p>24 system.</p> <p>25 Crews are not allowed our mobile phones on the</p> <p style="text-align: center;">Page 190</p>	<p>1 you need -- it obviously had a reference to</p> <p>2 communications in the --</p> <p>3 A. Basement.</p> <p>4 Q. -- basement being good.</p> <p>5 For the purposes of a section 7(2)(d) visit, should</p> <p>6 there be testing of communications using the three</p> <p>7 available modes of communication up and down the tower?</p> <p>8 I'll go through each one of the putative available means</p> <p>9 of communication.</p> <p>10 First of all, handheld radios. Should you test</p> <p>11 their efficacy up and down the tower from the base to</p> <p>12 the highest floor?</p> <p>13 A. From my experience, if you were new to a premise or it</p> <p>14 was a new building, that would be done. From speaking</p> <p>15 to the crews at North Kensington, they were all fully</p> <p>16 aware of the shortfalls with the radios within the</p> <p>17 tower. I think it goes back to that reference I made</p> <p>18 earlier about a comment about good comms in the</p> <p>19 basement. Actually, I wouldn't expect there to be good</p> <p>20 comms in the basement, so that's a relevant bit of</p> <p>21 information that was good for the ORD around that.</p> <p>22 Q. Use of Airwaves, would you expect an Airwave radio's</p> <p>23 efficacy/effectiveness to have been tested from the</p> <p>24 basement to the top of the tower?</p> <p>25 A. We're not allowed to -- our Airwave is meant to stay in</p> <p style="text-align: center;">Page 192</p>

<p>1 the car. So as a senior officer, we're not meant to</p> <p>2 have our Airwaves on our person on the fire ground.</p> <p>3 Q. Would the same answer apply to a question in relation to</p> <p>4 the use of mobile phones?</p> <p>5 A. A senior officer -- I believe we are allowed to keep our</p> <p>6 mobile phones on the fire ground. I've never come</p> <p>7 across a document or policy that says otherwise.</p> <p>8 Q. For the moment, could I ask you some further questions</p> <p>9 just in relation to discussions with the TMO.</p> <p>10 A. Yes.</p> <p>11 Q. First of all, is it right that you attended bimonthly</p> <p>12 meetings with the TMO?</p> <p>13 A. That's correct.</p> <p>14 Q. Do you recall any confirmation by the LFB to the TMO</p> <p>15 that the PIB wasn't necessary provided instructions for</p> <p>16 the AOV in smoke control panels were available? Can you</p> <p>17 remember any communication along those lines from the</p> <p>18 LFB?</p> <p>19 A. I can't recall if there was, but my experience would</p> <p>20 tell me that the premises information box isn't</p> <p>21 essential. If that information is contained somewhere</p> <p>22 else that's relevant, then they don't necessarily have</p> <p>23 to have a premises information box.</p> <p>24 Q. So long as that information is available somewhere in</p> <p>25 the building?</p> <p style="text-align: right;">Page 193</p>	<p>1 MR KINNIER: Mr Davis, thank you very much.</p> <p>2 First of all, if I could ask you questions about the</p> <p>3 premises risk assessment in relation to Grenfell.</p> <p>4 A. Yes.</p> <p>5 Q. First of all, whose job was it to update the PRA?</p> <p>6 A. That is the watch officer's job who completes the</p> <p>7 7(2)(d) visit, and then that comes to me in a work queue</p> <p>8 and I in essence make a decision on whether the premise</p> <p>9 stays on the ORD and the frequency of visits for that</p> <p>10 visit.</p> <p>11 Q. Do you go anything beyond those two roles?</p> <p>12 A. Not in relation to the PRA, no.</p> <p>13 Q. Could I test my luck and ask some questions in respect</p> <p>14 of the PRA.</p> <p>15 A. Yes.</p> <p>16 Q. If Danny you could bring it up LFB00000144.</p> <p>17 Looking at page 1, halfway down, left-hand side has</p> <p>18 "Number of Floors: Total: 25".</p> <p>19 Would you have picked up that inaccuracy when you</p> <p>20 were --</p> <p>21 A. I'm not familiar with this document.</p> <p>22 Q. Not at all? Is it format or content?</p> <p>23 A. Sorry, the title at the top of that document would</p> <p>24 inform me that that's a fire safety regulation document,</p> <p>25 and as an operational station manager at North</p> <p style="text-align: right;">Page 195</p>
<p>1 A. On site, yeah.</p> <p>2 MR KINNIER: Okay.</p> <p>3 Sir, those are all the questions I have for now.</p> <p>4 However, I would be grateful for 5 minutes just to</p> <p>5 review.</p> <p>6 SIR MARTIN MOORE-BICK: Yes.</p> <p>7 Well, as you probably know, from time to time</p> <p>8 counsel thinks of further questions that he ought to</p> <p>9 have asked, so we'll have a 5-minute break now. Same as</p> <p>10 before, please don't talk to anyone about your evidence,</p> <p>11 and back at 3.45, Mr Kinnier?</p> <p>12 MR KINNIER: 3.50?</p> <p>13 SIR MARTIN MOORE-BICK: You are expecting a lot of help, are</p> <p>14 you?</p> <p>15 MR KINNIER: Something needs to be explained to me, so given</p> <p>16 the usual time it takes, if I could ask for 3.50.</p> <p>17 SIR MARTIN MOORE-BICK: We'd better indulge you.</p> <p>18 Right, 3.50.</p> <p>19 All right, 3.50, then, please.</p> <p>20 MR KINNIER: Thank you, sir.</p> <p>21 (3.40 pm)</p> <p>22 (A short break)</p> <p>23 (3.50 pm)</p> <p>24 SIR MARTIN MOORE-BICK: Right. I think there are a few more</p> <p>25 questions.</p> <p style="text-align: right;">Page 194</p>	<p>1 Kensington, I would not be --</p> <p>2 Q. You would never see that?</p> <p>3 A. I've never seen that document, no.</p> <p>4 Q. That short circuits matters, thank you.</p> <p>5 Can I now talk to you about meetings with the TMO.</p> <p>6 You confirmed earlier on that you had bimonthly</p> <p>7 meetings with the TMO. During the course of those</p> <p>8 meetings, what specific issues would you expect to be</p> <p>9 kept updated on by the TMO?</p> <p>10 A. Okay. So to put the context -- so I would attend that</p> <p>11 meeting with a member of the regulatory fire safety</p> <p>12 team, so in essence we'd have two LFB representatives at</p> <p>13 the meeting. Two of the main issues were a reduction in</p> <p>14 automatic fire alarms and a reduction in shut in lift</p> <p>15 calls. So what that is a pan-London requirement.</p> <p>16 Part of our safety plan is to reduce the amount of times</p> <p>17 we attend these incidents.</p> <p>18 I would run reports that I would forward to Janice,</p> <p>19 who was the TMO liaison who we would meet with, and we</p> <p>20 would identify any premise that had come on our radar</p> <p>21 for attending -- they would start to spike with our</p> <p>22 attendances. So that could be a result of a fault on</p> <p>23 the system, a faulty lift that maintenance needed -- it</p> <p>24 was a forum where we would discuss options to address</p> <p>25 those concerns around that.</p> <p style="text-align: right;">Page 196</p>

<p>1 There was further standing items around the meeting,</p> <p>2 and Grenfell was one of them regarding the refurbishment</p> <p>3 works.</p> <p>4 Q. Now, in respect of that standing item of the</p> <p>5 refurbishment works --</p> <p>6 A. Yes.</p> <p>7 Q. -- would the TMO be updating you regarding building</p> <p>8 materials and, in particular, cladding being applied to</p> <p>9 the exterior?</p> <p>10 A. No. So I remember specifically speaking to the fire</p> <p>11 safety, Rebecca Burton, who was the lead who would</p> <p>12 attend with me from our borough team, and one of my</p> <p>13 first questions is: do I need to worry about the</p> <p>14 regulations? As far as I was told, they are within</p> <p>15 their regulations as far as she knew it. Her being the</p> <p>16 regulatory fire safety expert, I would take her guidance</p> <p>17 on that.</p> <p>18 Q. Did you take it further and ask them particularly about</p> <p>19 the risks arising from cladding when they're involved in</p> <p>20 fire?</p> <p>21 A. No, not from Rebecca, no.</p> <p>22 Q. Did you pursue that with anyone from the TMO?</p> <p>23 A. Not from the TMO, no.</p> <p>24 Q. Rydon?</p> <p>25 A. No. I believe I had a discussion in relation to the</p> <p style="text-align: right;">Page 197</p>	<p>1 First of all, can you explain what the LFB has</p> <p>2 described as virtual plates, what are they?</p> <p>3 A. Sorry, say again?</p> <p>4 Q. Virtual plates. First of all, are you familiar with</p> <p>5 that phrase?</p> <p>6 A. No, not specific --</p> <p>7 MR KINNIER: Okay.</p> <p>8 If you're not familiar, I'm not going to ask you any</p> <p>9 questions on them.</p> <p>10 Sir, that is a neat conclusion to the questioning</p> <p>11 I have for Mr Davis.</p> <p>12 SIR MARTIN MOORE-BICK: Right.</p> <p>13 MR KINNIER: It just leaves me to say thank you very much</p> <p>14 for attending the inquiry today.</p> <p>15 SIR MARTIN MOORE-BICK: Yes, I add my thanks to that,</p> <p>16 Mr Davis. It's really important to us to understand</p> <p>17 some of these procedures that have to be undertaken, and</p> <p>18 it's been very helpful to have your evidence about them.</p> <p>19 So thank you very much indeed for coming.</p> <p>20 THE WITNESS: Thank you, sir.</p> <p>21 SIR MARTIN MOORE-BICK: You're free to go. Would you like</p> <p>22 to go with the usher.</p> <p>23 Thank you very much</p> <p>24 (The witness withdrew)</p> <p>25 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p style="text-align: right;">Page 199</p>
<p>1 Shepherds Court fire. So although I didn't attend that</p> <p>2 fire --</p> <p>3 Q. That was August 2016?</p> <p>4 A. That's correct, yes.</p> <p>5 So I was aware that members of my station had</p> <p>6 attended, and the senior officers, in discussion --</p> <p>7 there was no formal training around it that I received,</p> <p>8 but in discussion to improve my awareness of that, I was</p> <p>9 informed that the main issue was uPVC windows around</p> <p>10 that. So it wasn't necessarily a cladding-specific</p> <p>11 risk. However, the main risk associated with that fire</p> <p>12 was in relation to the uPVC cladding.</p> <p>13 Q. Are you able to give us Rebecca's full name and position</p> <p>14 that you referred to earlier on?</p> <p>15 A. Rebecca Burton.</p> <p>16 Q. Burton?</p> <p>17 A. Burton, B-U-R-T-O-N, I believe. She's on a lot of</p> <p>18 e-mail correspondence that I've submitted. And at the</p> <p>19 time she was the Kensington and Chelsea team leader for</p> <p>20 regulatory fire safety.</p> <p>21 Q. With the council?</p> <p>22 A. No, with LFB.</p> <p>23 Q. With LFB?</p> <p>24 A. Yes.</p> <p>25 Q. Final questions now, Mr Davis.</p> <p style="text-align: right;">Page 198</p>	<p>1 MR KINNIER: Sir, that concludes the business for today.</p> <p>2 You have witnesses tomorrow, but they will not be</p> <p>3 firefighter witnesses.</p> <p>4 SIR MARTIN MOORE-BICK: No.</p> <p>5 MR KINNIER: You will have Mr Millett and Mr Rawat with you</p> <p>6 tomorrow.</p> <p>7 SIR MARTIN MOORE-BICK: Thank you for looking after the</p> <p>8 witnesses today.</p> <p>9 We'll now break until 10 o'clock tomorrow morning.</p> <p>10 MR KINNIER: Thank you, sir.</p> <p>11 SIR MARTIN MOORE-BICK: 10 o'clock tomorrow. Thank you.</p> <p>12 (4.00 pm)</p> <p>13 (The hearing adjourned until Wednesday, 3 October 2018 at</p> <p>14 10.00 am)</p> <p>15 INDEX</p> <p>16 DAVE O'NEILL (sworn)1</p> <p>Questions by MR KINNIER1</p> <p>17</p> <p>DEAN RICKETTS (sworn)71</p> <p>Questions by MR KINNIER71</p> <p>18</p> <p>NICHOLAS DAVIS (sworn)124</p> <p>Questions by MR KINNIER124</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p style="text-align: right;">Page 200</p>

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