

1 Thursday, 27 September 2018
 2 (10.00 am)
 3 SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to
 4 today's hearing, at which we are going to hear evidence
 5 from the commissioner.
 6 MR MILLETT: Yes, Mr Chairman, good morning.
 7 May I now call the commissioner, please.
 8 DANY COTTON (sworn)
 9 Questions by COUNSEL TO THE INQUIRY
 10 SIR MARTIN MOORE-BICK: Thank you very much, commissioner.
 11 Yes, Mr Millett.
 12 MR MILLETT: Commissioner, good morning.
 13 **A. Morning.**
 14 Q. Can I ask you, please, to give the inquiry your full
 15 name?
 16 **A. Danielle Amara Cotton.**
 17 Q. Can I ask you, please, first, to take your witness
 18 statement that you gave to the police on
 19 21 February 2018, and it's MET00012492. We have it
 20 there on the screen. You may also have it there in
 21 front of you in a paper form, but the way we've been
 22 working is to work from the screens, either at the back
 23 of the room or the monitor on your desk.
 24 There are a number of exhibits to that statement.
 25 I'll just read them into the record, if I may. We have:

Page 1

1 DAC/1, which is your role profile for the position
 2 of commissioner, MET00015759.
 3 DAC/2, which is a Google map of the area surrounding
 4 Grenfell Tower, MET00015758.
 5 DAC/3, your handwritten notes of relevant aspects of
 6 the timeline, MET00015756.
 7 DAC/4, a typed document entitled "Timeline Grenfell
 8 House", MET00015757.
 9 DAC/5, a typed document entitled "Transcript of
 10 Decision logging & Tactical Coordination Meeting minutes
 11 for Incident Commander AC Andy Roe", or what we've
 12 called the Roe log, MET00015755.
 13 DAC/6, which is a printout of the calls you made
 14 from your mobile telephone on the morning
 15 of 14 June 2017, MET00015754.
 16 Finally, DAC/7, a hard copy of the photograph you
 17 took on your mobile telephone at 02.51 am on that
 18 morning at MET00015760.
 19 Going back to your statement, commissioner, have you
 20 read it recently?
 21 **A. I have, yes.**
 22 Q. Can you confirm for us that its contents are true?
 23 **A. I can.**
 24 Q. Have you discussed the evidence in that statement or
 25 that you're going to give to the inquiry today with

Page 2

1 anybody before coming here today?
 2 **A. No, I haven't.**
 3 Q. If any question that I ask is unclear, I'm very happy to
 4 rephrase it or put the question in a slightly different
 5 way. Please don't hesitate to ask.
 6 Similarly, if you need a break at any time, please
 7 just say. We're going to work on the basis that we'll
 8 take hourly breaks, if that's not inconvenient to
 9 you, Mr Chairman.
 10 SIR MARTIN MOORE-BICK: I think that's sensible.
 11 **A. Thank you.**
 12 MR MILLETT: Can I start by asking you some basic details
 13 about your career.
 14 Commissioner, you joined the LFB, I think, in
 15 April 1988?
 16 **A. I did, that's correct.**
 17 Q. You thereafter progressed up the ranks.
 18 **A. Yes, I have.**
 19 Q. In 2007, you were promoted to area commander.
 20 **A. That's correct.**
 21 Q. And in 2010 to the rank of DAC, deputy assistant
 22 commissioner.
 23 **A. That's right, yes.**
 24 Q. In 2012, you were promoted to the rank of assistant
 25 commissioner or AC.

Page 3

1 **A. That's correct.**
 2 Q. In the rank of assistant commissioner, is it right that
 3 you first assistant commissioner in charge of
 4 operational assurance?
 5 **A. I was, yes.**
 6 Q. What did that role involve?
 7 **A. That was a new role that was established to combine
 8 a number of teams together to look at providing the term
 9 operational assurance. So the team was comprising the
 10 health and safety department that previously had been a
 11 stand-alone department, but combining it with the ORT
 12 team, which I think you're familiar with. So using
 13 those two roles together.
 14 So not only did we have the operational assurance on
 15 the fire ground, but the health and safety team that
 16 used to do the investigations where things had
 17 potentially gone wrong, where we'd had accidents,
 18 near-misses or those kind of events, to bring those two
 19 teams together to look in the whole at the operational
 20 competence of firefighters, what happened on the fire
 21 ground, learning lessons through the health and safety
 22 investigation process and wrapping that up as
 23 operational assurance.**
 24 Q. Had you any experience in H&S or ORT?
 25 **A. No, I hadn't. What I had was a very good team of health**

Page 4

1 and safety professionals with full health and safety
 2 qualifications that worked for me, and the operational
 3 response team run by a deputy assistant commissioner.
 4 My view was to be the overarching person who could look
 5 across the piece to both of those, not being the
 6 professional expert in either, but to bring the two
 7 together and combine that to be able to give some
 8 operational assurance to the organisation, especially
 9 around things to do with lessons learned.
 10 Q. You say especially around things to do with lessons
 11 learned.
 12 A. Yes.
 13 Q. So would you say you got sufficient or perhaps some
 14 degree of grounding in looking at an incident and
 15 knowing how to derive lessons learnt from it?
 16 A. Yes. What we also did was we took the lessons learned
 17 and things like rule 43 actions from where other UK fire
 18 and rescue services had had those as a result of events
 19 where, you know, people had been injured or firefighters
 20 had lost their lives, and we took those into London and
 21 I used it to then be able to look at London Fire Brigade
 22 and assess as against rule 43 so we could see whether or
 23 not effectively we would fall into any of the same
 24 areas, or whether or not we could be assured for
 25 ourselves that London Fire Brigade would stand up to be

Page 5

1 able to perform and not have those things go wrong,
 2 effectively.
 3 Q. That was of course, as you've said, after you were
 4 promoted to the rank of AC.
 5 A. Yes.
 6 Q. Can you give us the dates during which you occupied the
 7 role in charge of operational assurance?
 8 A. Oh, crikey. So it was from the time I got promoted to
 9 assistant commissioner.
 10 Q. 2012?
 11 A. Yes, until I got the director's job, which was in 2016.
 12 Q. Did your role in charge of operational assurance involve
 13 responsibility for training?
 14 A. No. My next role as the director, so when I became the
 15 director of operational assurance, which was effectively
 16 a deputy commissioner post at that point, I was then in
 17 charge of training.
 18 Q. As you've just said, you became director of safety and
 19 assurance. That was in 2016.
 20 A. Yes.
 21 Q. Can you tell us exactly when in 2016 you took on that
 22 role?
 23 A. No, sorry, not off the top of my head.
 24 Q. Was it before August or after August?
 25 A. It would've been very early in 2016. I think I did the

Page 6

1 role of director for approximately a year/18 months,
 2 before I got promoted to commissioner. I became the
 3 commissioner at the beginning of 2017.
 4 Q. Could you tell us what the role of director of safety
 5 and assurance involved?
 6 A. Yes, so the director of safety and assurance contained
 7 training, so being overall responsible for the training,
 8 for the health and safety, the ORT, for the operational
 9 policy department. So, effectively, London Fire Brigade
 10 is split into three directorates: one of them is the one
 11 that looks after fire stations, control and mobilising,
 12 fire safety; one of them looks after effectively the
 13 non-operational functions, so things like procurement,
 14 transport, finance; and my department was the one that
 15 picked up the rest of the things that actually impact on
 16 the operational role but weren't part of the front-line
 17 fire stations.
 18 Q. Again, did your role as director of safety and assurance
 19 involve responsibility for training?
 20 A. It did, yes.
 21 Q. In that role, can you tell us in brief terms how you
 22 discharge your functions in relation to training?
 23 A. Yes, so obviously we have an outsourced training
 24 contract through our training provider, Babcock. So my
 25 role is -- I had a head of training, so each one of my

Page 7

1 different areas of reference had a specific head in
 2 charge of that. So my role would be to ensure that he
 3 was doing his job and to sort of performance monitor and
 4 manage him in relation to the targets set out for
 5 training.
 6 We have some very specific areas that we at the time
 7 would report through to our board of members that we had
 8 at the time. So when we were London Fire and Emergency
 9 Planning Authority, so the authority members, there
 10 would be certain things that would be my responsibility
 11 to report into meetings to them about performance
 12 against targets.
 13 A lot of that was about ensuring that our training
 14 was developed in a way so that -- as you can imagine,
 15 training is something that has to evolve all the time,
 16 especially in relation to the fire service. New pieces
 17 of technology, new equipment, in relation to things like
 18 recommendations and to make sure our training could
 19 evolve.
 20 One of the things to understand is London Fire
 21 Brigade is quite a big beast, and to develop training
 22 packages and assure that training for the large number
 23 of operational firefighters we have is quite a challenge
 24 at times.
 25 Q. Arising out of that answer, did you have any

Page 8

1 responsibility for ensuring or quality assuring
 2 Babcock's delivery of training?
 3 **A. Yes, so not directly personally because I was overseeing**
 4 **it, but through my head of training.**
 5 Q. Who was that?
 6 **A. Peter Groves.**
 7 Q. Peter?
 8 **A. Groves.**
 9 Q. How did you personally oversee his management of quality
 10 assuring Babcock's performance of their obligations to
 11 deliver training?
 12 **A. I would meet with him regularly as a one-to-one,**
 13 **performance management meetings I had with all my heads**
 14 **of service. Through that, I would ask him questions.**
 15 **We would look at statistics for the people who had been**
 16 **trained, the people who required training, where we**
 17 **could see areas if people -- if we weren't up to**
 18 **maintaining numbers around specific skills or things**
 19 **like that, I would challenge him as to how we were going**
 20 **to make sure we address those shortfalls.**
 21 **So it would be regular meetings, regular monitoring**
 22 **and looking at statistics and data.**
 23 Q. You were the interim commissioner, I think, as of
 24 1 January 2017.
 25 **A. I was.**

Page 9

1 Q. Following the statutory reorganisation under the 2017
 2 Police and Crime Act, and the abolition of LFPEA, London
 3 Fire and Emergency Planning Authority, you became the
 4 fire commissioner for London when, exactly?
 5 **A. The meeting to ratify my position -- initially I was the**
 6 **interim commissioner because it was going to be a very**
 7 **short time before the Police and Crime bill was enacted.**
 8 **Unfortunately, due to some delays, it was far longer**
 9 **than thought, so the members of the fire authority**
 10 **decided they wanted to cease that position and make me**
 11 **permanent commissioner. The meeting was scheduled and**
 12 **planned and actually took place on 14 June.**
 13 Q. So you went from the fire to that meeting?
 14 **A. No, I wasn't required to be present. This was a meeting**
 15 **of the board of members who were to make decisions about**
 16 **me. So, no, I was still on the fire ground when the**
 17 **meeting took place.**
 18 Q. Can I turn to the role and principal functions that you
 19 had to discharge in your position as commissioner.
 20 As commissioner, in basic terms, is it right that
 21 you run the Brigade?
 22 **A. Yes, that's correct.**
 23 Q. On page 1 of your witness statement, you describe those
 24 in a little bit of detail, if you can just look at the
 25 foot of that page. You say:

Page 10

1 "Basically, everything that goes on involving London
 2 Fire Brigade is my responsibility. I could explain in
 3 detail each role and core responsibility I have, but to
 4 assist, I have handed DC WATSON a printed copy of my job
 5 description ..."
 6 And you explain what those are.
 7 In summary, what are the basic areas for which you
 8 are responsible now, or were as at 14 June?
 9 **A. Everything that London Fire Brigade does to discharge**
 10 **its duties as a fire and rescue service. So all**
 11 **functions that it is required to do both lawfully and**
 12 **those which we do to keep members of the public safe.**
 13 **Everything from the fire safety functions through to**
 14 **ensuring operational firefighters are competent,**
 15 **ensuring our money is spent in a wise way, accounting**
 16 **for our budgets. Basically everything the London Fire**
 17 **Brigade does, I'm overall responsible for.**
 18 Q. Let's look at a little bit more detail with the benefit
 19 of a document.
 20 At DAC/1, which is MET00015759, commissioner, we
 21 have a document entitled "Commissioner for fire and
 22 emergency planning, role profile". This is the document
 23 you handed to DC Watson and describe as DAC/1.
 24 We can see the organogram there. You sit above
 25 deputy commissioner for fire and emergency planning,

Page 11

1 operational policy and training, director of resources
 2 and corporate services. Then it says:
 3 "Main purpose of the job.
 4 "To provide strong effective corporate leadership
 5 and strategic direction to ensure that the Authority
 6 achieves its vision, aims and objectives."
 7 The core responsibilities are then set out.
 8 Can I turn specifically to page 2, which sits within
 9 that part of your core responsibilities.
 10 It says:
 11 "Only Applicable to an Operational Role:
 12 "• To take command and manage major operational
 13 incidents as required."
 14 Do you see that?
 15 **A. I do, yes.**
 16 Q. In your capacity as commissioner, had you ever had
 17 cause, prior to 14 June 2017, to assume command at
 18 a major operational incident of the kind --
 19 **A. No.**
 20 Q. You haven't.
 21 What about before you were promoted to commissioner?
 22 **A. No, so in the role I did when I was an assistant**
 23 **commissioner, I would've taken command, but from that**
 24 **role above -- so the three operational roles above**
 25 **assistant commissioner are myself and now, renamed, my**

Page 12

1 **new deputy commissioners, and we predominantly go to the**
2 **fire ground in the role of monitoring officer. That**
3 **role would give us the right to take over if we thought**
4 **it was required, but I've never known a principal**
5 **officer of my rank as a monitoring officer to have to**
6 **take over.**
7 Q. You've never known it; have you ever known others do it?
8 **A. Not to my knowledge, no. Someone might have done.**
9 **I cannot recall anyone ever doing that.**
10 Q. Let's turn to training. Can I start with training on
11 high-rise policy.
12 Can I assume that, as an operational firefighter, in
13 that part of your career, you personally received
14 training in relation to high-rise firefighting?
15 **A. Yes, I have.**
16 Q. And on incident command at a high-rise fire?
17 **A. Yes, on many occasions.**
18 Q. Can you remember, what was the last training you
19 received on incident operational firefighting before the
20 Grenfell Tower fire?
21 **A. So I haven't actually received training for a while**
22 **because in the role I am in now, what I have done mainly**
23 **is to undertake operational assessments of colleagues**
24 **from assistant commissioner level rank, where I've been**
25 **assessing their operational capability during high-rise**

Page 13

1 **scenarios, and some of those I've been involved in the**
2 **specific design of those scenarios to ensure they**
3 **incorporate all of the learning we wish to see that**
4 **people demonstrate in an operational context. So**
5 **I can't recall the last time I specifically had**
6 **training.**
7 Q. Does that tell us that it was quite a long time before
8 the Grenfell Tower fire?
9 **A. Yes, I would say so.**
10 Q. Just on the last answer, there's a point of detail
11 I want to follow up.
12 You say that you've mainly undertaken operational
13 assessments of colleagues from AC level, where you
14 assess their operational capability during high-rise
15 scenarios.
16 Did you ever receive any training on how to go about
17 conducting or designing those assessments or scenarios?
18 **A. Not direct training that you could correlate to**
19 **training, but working with professional colleagues who**
20 **have been doing that job for a number of years, working**
21 **alongside to quality assure each other's operational**
22 **assessments, I've received the role of doing that, but**
23 **not something you would say as a training package you**
24 **could demonstrate you've done. More peer support and**
25 **peer assessment, as it were.**

Page 14

1 Q. When was the last time prior to the Grenfell Tower fire
2 that you conducted an operational assessment of
3 an assistant commissioner?
4 **A. I would suggest within the previous 12 months.**
5 Q. Do you know who it was?
6 **A. I think I did the operational assessment for a range of**
7 **assistant commissioners. There were probably internal**
8 **and external candidates applying for the assistant**
9 **commissioner role. I can't remember specifically who**
10 **I did because I've done a number of assessments since.**
11 Q. We may need to come back to that in due course.
12 Can I just continue with this, then.
13 Overall, as an incident commander, what experience
14 have you had of a large-scale fire in a high-rise
15 residential block?
16 **A. So I've been to a number of high-rise fires in**
17 **residential blocks. The last one that I probably**
18 **attended that involved a loss of life was a 10-pump fire**
19 **in Silvertown, which was when I was, I think, a deputy**
20 **assistant commissioner, so probably about eight years**
21 **ago, where we tragically lost two lives, but it was**
22 **an arson-related fire.**
23 Q. Did that involve multiple breach of compartmentation?
24 **A. No, it didn't.**
25 Q. I think you were involved in work after Lakanal House to

Page 15

1 improve incident command. That's what you say in your
2 statement at page 2. Does that also include lessons
3 learnt for incident commanders?
4 **A. It does, yes.**
5 Q. You've just described the Silvertown fire. You were
6 there in your role as a DAC.
7 **A. Yes.**
8 Q. Was there a large high-rise fire that you attended in
9 your role as monitoring officer?
10 **A. Not for some considerable years. I've been to a number**
11 **of large high-rise fires, but not in the role --**
12 **probably not for about five or six years, if not longer.**
13 **None that I can recall.**
14 Q. Does that mean you were in the rank of assistant
15 commissioner monitoring a group manager as incident
16 commander?
17 **A. Assistant commissioners monitor deputy assistant**
18 **commissioners.**
19 Q. Sorry, deputy assistant commissioner.
20 **A. Yes.**
21 Q. What was that fire?
22 **A. I can't recall where it was off the top of my head. It**
23 **didn't involve loss of life or breach of**
24 **compartmentation. It was just a large number of**
25 **resources because the fire was on a high floor and it**

Page 16

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| <p>1 was very visual, which tends to -- we encourage our</p> <p>2 incident commanders to ask for resources early. I think</p> <p>3 it was a fire that was very visual from a lot of</p> <p>4 distance, but it didn't actually breach any compartment</p> <p>5 and it was extinguished quite quickly.</p> <p>6 Q. Have you had training on how to carry out the role of</p> <p>7 monitoring officer at a high-rise incident?</p> <p>8 A. Not specifically at a high-rise incident. We would give</p> <p>9 our incident commanders training on how to perform the</p> <p>10 roll of monitoring officer. We don't make it specific</p> <p>11 to incidents because the role of monitoring officer is</p> <p>12 a generic role you should be able to transfer to any</p> <p>13 operational incident. So we train people for the role,</p> <p>14 not the specifics.</p> <p>15 Q. Have you ever experienced in any role, at any rank in</p> <p>16 your career, widespread compartmentation failure in</p> <p>17 a high-rise residential block?</p> <p>18 A. No, not personally.</p> <p>19 Q. In terms of your personal experience of firefighting at</p> <p>20 a high-rise residential block, did you ever receive</p> <p>21 training on how to spot and handle fire spread over the</p> <p>22 facade of a high-rise residential block?</p> <p>23 A. No, not on a high-rise residential block. I've only</p> <p>24 ever received training for looking at fire spread in</p> <p>25 things like sandwich panels, but not in a residential</p> <p style="text-align: center;">Page 17</p> | <p>1 I've got a number of questions about what you say</p> <p>2 there.</p> <p>3 The first is this: is stay put not simply normal</p> <p>4 standing advice to all residents in a high-rise</p> <p>5 residential block rather than what a control room</p> <p>6 officer specifically says to a caller?</p> <p>7 A. Yes, so this isn't particularly well articulated, I have</p> <p>8 to confess, the answer here, and it was in relation to</p> <p>9 a specific question put to me by the police officer</p> <p>10 interviewing me. It was more specific around fire</p> <p>11 survival guidance and stay put, but what has got</p> <p>12 transcribed is just the stay-put advice, which sounds</p> <p>13 a little curious, but it was in relation to a question</p> <p>14 around that.</p> <p>15 So stay put is the extant policy for high-rise, all</p> <p>16 residents in high-rise. It's the absolutely correct</p> <p>17 policy because that is how a building should behave.</p> <p>18 The whole purpose of stay put is that what we would not</p> <p>19 seek to have at a fire in a high-rise is for all of the</p> <p>20 residents to self-evacuate when they don't need to. We</p> <p>21 see in that the risk of us not being able to get into</p> <p>22 the building, and the whole purpose of compartmentation</p> <p>23 of a building is that it should stay contained for</p> <p>24 60 minutes to give us, as professional firefighters, the</p> <p>25 opportunity to extinguish that fire within that time.</p> <p style="text-align: center;">Page 19</p> |
| <p>1 block, no.</p> <p>2 Q. Does it follow from that that you've never received any</p> <p>3 training on cladding and fire spread up, around or down</p> <p>4 cladding?</p> <p>5 A. No, not to do with cladding.</p> <p>6 Q. Does it also follow that therefore you've never received</p> <p>7 training on the particular dangers that cladding poses?</p> <p>8 A. No.</p> <p>9 Q. Or how to respond?</p> <p>10 A. No, I haven't.</p> <p>11 Q. I want to ask you one or two questions about what has</p> <p>12 become known as "stay put".</p> <p>13 Can I ask you to look, please, at page 37 of your</p> <p>14 witness statement. You've set out at the bottom of that</p> <p>15 page a heading "The stay Put Advice". You say:</p> <p>16 "This is part of our Advice and Guidance about</p> <p>17 keeping safe in the event of a fire in a high rise</p> <p>18 building. 'Stay put' is just the specific bit of advice</p> <p>19 that we can relay to people in the event of a fire in a</p> <p>20 property. It's not predominately around high rise, as it</p> <p>21 depends on where a fire happens and where you are in</p> <p>22 relation to it. We make a decision about whether or not</p> <p>23 you're going to be safer if you remain in your property,</p> <p>24 or whether it's safer for you to try and leave your</p> <p>25 property."</p> <p style="text-align: center;">Page 18</p> | <p>1 So stay put is the generic advice for high-rise</p> <p>2 buildings and is standing advice.</p> <p>3 Q. So it's more to do with the building than specific</p> <p>4 advice given by the Brigade to a caller?</p> <p>5 A. Yes.</p> <p>6 Q. When a caller calls -- just pursuing that a bit</p> <p>7 further -- that's normally, isn't it, because they are</p> <p>8 affected by heat, smoke or fire in their flat and they</p> <p>9 need advice as to whether they can safely leave?</p> <p>10 A. Not necessarily. Sometimes what happens is if you're in</p> <p>11 a high-rise building and there is a fire within that</p> <p>12 building, you might see the products of that fire</p> <p>13 travelling past your window. So you might not actually</p> <p>14 be affected by it, but some people will naturally phone.</p> <p>15 If you're in your flat and you see smoke coming past</p> <p>16 your window, people will call us. So it's not</p> <p>17 necessarily the case that everyone who phones in</p> <p>18 relation to a fire is affected by that fire; they might</p> <p>19 just be concerned by what they can see out of their</p> <p>20 window, naturally.</p> <p>21 Q. We'll come back to that in a moment.</p> <p>22 When somebody calls and says they're trapped -- is</p> <p>23 this right? -- they get FSG advice and they're treated</p> <p>24 as an FSG, fire survival guidance, caller, and are not</p> <p>25 advised to stay put?</p> <p style="text-align: center;">Page 20</p> |

1 A. No.
 2 Q. They've got no choice.
 3 A. No. If your compartment, so your flat or the room
 4 you're in, is as affected by fire, smoke or any of those
 5 products, yes, absolutely, we won't advise you to stay
 6 put. That would be counter-intuitive.
 7 Q. We have three categories, I think we've established.
 8 When would a CRO actually give stay-put advice to
 9 a caller?
 10 A. So if you were to phone and you were to express concern
 11 because you believe there to be a fire in your block of
 12 flats, you were a resident there, but the fire was not
 13 affecting you in any way, shape or form, so there's no
 14 heat, no smoke, anything travelling into your actual
 15 flat, we would advise you to stay in your flat because
 16 that's the safest place to be. By leaving, you may well
 17 hinder the emergency services' response.
 18 Q. Would that caller be given some kind of guidance or
 19 advice as to how to go about making the assessment as to
 20 whether it was safe to leave or not?
 21 A. Absolutely. If they said there was no risk to them,
 22 there was no smoke or anything in their flats, they will
 23 be told to remain in their flat, but if those
 24 circumstances change, they will be advised to call
 25 become.

Page 21

1 Q. Right. We may come to callbacks and vice versa later on
 2 today.
 3 When would a CRO actually tell or advise a caller to
 4 stay put?
 5 A. If there was no impact in their flat from any products
 6 of fire.
 7 Q. That would require, wouldn't it, a CRO, control room
 8 officer, to be able to make a reliable assessment of
 9 whether it was genuinely safe for the caller to stay in
 10 their flat, wouldn't it?
 11 A. Yes. So the control officer can't physically make that
 12 assessment, they're not on the scene, but the questions
 13 they will ask of the person inside the flat making that
 14 call will establish that. So if they say to the person,
 15 "Have you got any smoke in your flat? Is there any heat
 16 in your flat? Can you see flames in your flat?" If the
 17 answer to all that is, "No, my flat is safe and I'm safe
 18 to be here", that's when they would advise them to stay
 19 in their flat.
 20 Q. What would happen when the fire was very dynamic, so
 21 although for the moment the caller was saying, "There is
 22 no heat, smoke or fire in my flat", but the fire was
 23 developing very rapidly, what would the CRO then advise?
 24 A. So the control officer wouldn't be aware the fire was
 25 developing rapidly and dynamically. Unfortunately they

Page 22

1 can't see into the building at that time. They can only
 2 rely on the information passed to them by the caller.
 3 So the advice will remain: if your flat is still
 4 unaffected, you are safest to stay there; however, if
 5 that situation changes, call us back.
 6 Q. Does that not put a lot of burden onto the caller to
 7 make an assessment for themselves?
 8 A. Equally, if they were to be in the situation where the
 9 control officer were to say to them, "Leave your flat
 10 now", and there was nothing wrong with where they were,
 11 and the control officer could then be putting them in
 12 a position of danger where they were going into
 13 a stairwell that may be affected, or by them leaving
 14 their flat, it may well put them at risk because they're
 15 going to try and hurry out the building when there's no
 16 reason to do so, might cause slips, trips or falls or
 17 prevent us coming in and doing our job.
 18 Q. I asked you a question and you said "equally", so you
 19 put the other side of the equation. So there is
 20 an equation, isn't there, between two things -- just see
 21 if this is right -- one, the risk of leaving the caller
 22 in a flat which might become affected by smoke or fire
 23 or heat on the one hand, and on the other hand the risks
 24 inherent in putting them out into a potentially
 25 smoke-logged exit route. That's the balance, isn't it?

Page 23

1 A. Absolutely, it's a balance, but I think we need to take
 2 that in the context of buildings are designed for the
 3 fire to stay within the compartment of origin for
 4 60 minutes, and for the vast majority of those, they do
 5 that. Therefore, the balance is that it's much safer
 6 for you to remain in your flat and to not open doors and
 7 become compromised by what's going on outside. Our
 8 experience as professional firefighters tells us that in
 9 the vast, vast majority of cases, that happens.
 10 So that balance for us is about the callers giving
 11 us information, they are telling us what they can see
 12 and what's real to them at that moment in time. We as
 13 professional firefighters, as professional control
 14 officers, are making that judgement for them to keep
 15 them as safe as possible. If the building behaves
 16 correctly and it does not go beyond the compartment of
 17 origin and we extinguish the fire, that's the safest
 18 option for them.
 19 Q. Is it right that in what you've just said there is
 20 a degree, at least, of assumption? You said "if the
 21 building behaves correctly", but what if the building
 22 doesn't behave correctly?
 23 A. In that case, we have to rely on the information we are
 24 receiving, that the control officer is being given by
 25 the person in the building. Unfortunately, what we

Page 24

1 **don't seek to do is to assume that every single building**
 2 **will fail, because that would be catastrophic. If we**
 3 **were to work on that assumption the whole time, it would**
 4 **make our jobs untenable because you would just be**
 5 **constantly telling everyone to get out of a building**
 6 **that isn't suitable for the purposes of evacuating, and**
 7 **my concern then would be that if people were**
 8 **self-evacuating down a single-staircase building, we'd**
 9 **end up with a significant number of crush injuries, and**
 10 **then you'd also get people who found it harder to**
 11 **evacuate being stranded and in distress.**
 12 Q. Does it follow from that that the stay-put advice,
 13 encapsulating all three elements which we've discussed,
 14 proceeds on the assumption that there will not be
 15 a whole-block fire or mass breach of compartmentation --
 16 **A. Absolutely.**
 17 Q. -- in a high-rise block.
 18 How reliable is that assumption?
 19 **A. In the vast majority of the time, it is a very reliable**
 20 **assumption, and we have to believe that the correct**
 21 **procedures have taken place in the design of a building,**
 22 **the refurbishment of a building, the construction of it**
 23 **and the products used in it. We have to rely on the**
 24 **fact that's what the people doing their jobs do, and we**
 25 **come as professional firefighters to a compartment that**

Page 25

1 **will remain contained for 60 minutes and extinguish**
 2 **a fire.**
 3 Q. As at the night of 14 June, to your knowledge, were
 4 there any doubts in the Brigade about the reliability of
 5 that assumption?
 6 **A. No, because we'd never experienced an event like that.**
 7 **We've never seen such a significant failure of**
 8 **a building.**
 9 Q. Can I ask you, before I leave this topic, and pick up on
 10 that last answer, a slightly side question.
 11 Do control room operators or incident commanders
 12 have any training on how to go about balancing the risk
 13 of leaving the caller in a flat which might become
 14 compromised by smoke, heat or fire on the one hand with,
 15 on the other, the dangers of putting them into
 16 a compromised exit route?
 17 **A. The training they receive is about the questions they**
 18 **ask, the answers they receive and making that balanced**
 19 **judgement as professional officers at that moment in**
 20 **time. What we wouldn't seek for them to do is try and**
 21 **undertake a risk assessment of every building where**
 22 **there's a fire, because the control officer doesn't have**
 23 **the advantage of being able to see into the building and**
 24 **understand what's going on at the time.**
 25 Q. Are there any scenarios you're aware of where control

Page 26

1 room officers or incident commanders were ever faced
 2 with having to make that decision in circumstances where
 3 the fire was very dynamic and they didn't know whether
 4 or not the flat from which the caller was calling would
 5 remain safe?
 6 **A. So not specific to my knowledge. Obviously we have the**
 7 **experience we had of the Lakanal House fire. We had the**
 8 **experience of what happened there and the lessons we**
 9 **learnt from that. But I don't know -- I've never been**
 10 **on an operational incident where fire survival guidance**
 11 **has been taking place before the night of 14 June.**
 12 **I have never, in the many, multiple operational**
 13 **incidents I've attended, been to an incident with fire**
 14 **survival guidance. It's not a terribly common event.**
 15 Q. Okay.
 16 We'll pick up this thread in a moment, but can
 17 I just ask you to go to page 35, please, commissioner,
 18 of your statement. In the second paragraph you say:
 19 "Also, the smoke should never have gone into the
 20 communal parts of the building."
 21 To be fair to you, this is in a section of your
 22 statement which starts on page 34 which is entitled "The
 23 building and factors that impeded our firefighting and
 24 rescue efforts", so it sits within that section, and
 25 you've covered other things like wet rising and dry

Page 27

1 rising mains. Here you're dealing with leaking of smoke
 2 into communal parts of the building. So that's the
 3 context.
 4 **A. Yes.**
 5 Q. You say, five lines down:
 6 "Buildings are supposed to have doors that then stop
 7 that smoke from travelling upstairs. There should be a
 8 door from the stairwell, and the flats themselves will
 9 have front doors, so there should be sufficient barriers
 10 to stop fire and smoke spreading. Once there is thick
 11 black smoke in a communal stairwell, people will not go
 12 out and into that stairwell to come down. In fact,
 13 British buildings are not designed for people to
 14 evacuate, because they are designed for the fire to stay
 15 in the compartment, for us to go in and put the fire
 16 out."
 17 I am interested in smoke leaking out into the
 18 stairwell, just focusing on that.
 19 Are you aware -- I am assuming you are aware -- of
 20 the practice of high-rise firefighting whereby crews set
 21 in hoses into dry rising main outlets on the floor below
 22 the fire floor?
 23 **A. I am.**
 24 Q. Are you aware that would require the door to be propped
 25 open in order to let the hoses go up the stairs and into

Page 28

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| <p>1 the fire floor?</p> <p>2 A. I am.</p> <p>3 Q. That creates the risk that smoke will escape into the</p> <p>4 stairwell.</p> <p>5 A. Yes, it does.</p> <p>6 Q. What training have you received on the need to minimise</p> <p>7 the smoke leakage in that way to preserve the escape</p> <p>8 route?</p> <p>9 A. So that's part of the high-rise training scenarios that</p> <p>10 we practise, conversations around -- because the reason</p> <p>11 we do that and we set in two floors below is that it</p> <p>12 gives the opportunity for the firefighters to start</p> <p>13 their breathing apparatus up in fresh air, which is</p> <p>14 vitaly important. It also gives the opportunity for</p> <p>15 the hose to be in a protected place and for us to be</p> <p>16 able to set bridgeheads up in a safe environment.</p> <p>17 That's why that happens. If we set it up on the floor</p> <p>18 of the fire of origin itself, we can't do those safety</p> <p>19 factors.</p> <p>20 But it is a balanced risk about how much you let</p> <p>21 smoke in, but the risk is that you want to get in there</p> <p>22 and put the fire out as quickly as possible following</p> <p>23 our safety procedures.</p> <p>24 Q. Is it a safe practice?</p> <p>25 A. Yes, it is.</p> <p style="text-align: center;">Page 29</p> | <p>1 night, of what happened to that building, would've been</p> <p>2 deemed to have been a completely unrealistic scenario</p> <p>3 that would never happen.</p> <p>4 Q. Before Grenfell, June 2017, were you aware of a fire at</p> <p>5 Garnock Court in Scotland in 1999?</p> <p>6 A. No, I wasn't.</p> <p>7 Q. Were you aware of the parliamentary select committee's</p> <p>8 report into the risks posed by cladding following that</p> <p>9 fire?</p> <p>10 A. No, I wasn't.</p> <p>11 Q. Were you aware of a fire at the Mermoz tower in Roubaix</p> <p>12 in France in May 2012?</p> <p>13 A. No, I wasn't.</p> <p>14 Q. Were you aware of the Tamweel fire in Dubai</p> <p>15 in November 2012?</p> <p>16 A. No.</p> <p>17 Q. Or the Lacrosse Building fire in Melbourne, Australia in</p> <p>18 November 2014?</p> <p>19 A. I had heard of that one.</p> <p>20 Q. What had you heard about that?</p> <p>21 A. Just that it was a significant fire, but it was in</p> <p>22 a very different building that had more than one exit</p> <p>23 staircase and had internal firefighting suppression</p> <p>24 means that we don't have here. So it wasn't</p> <p>25 a comparable building to buildings in London.</p> <p style="text-align: center;">Page 31</p> |
| <p>1 Q. Have you ever had any difficulties with evacuating</p> <p>2 residents down a single stairwell where the doors have</p> <p>3 been propped open by hoses from lower floors?</p> <p>4 A. I've never evacuated residents down a single stairwell</p> <p>5 because we've never had a need to do so.</p> <p>6 Q. Coming to the next issue, which follows from one or two</p> <p>7 of your answers earlier. I want to look at the</p> <p>8 knowledge in the LFB of risks posed by cladding.</p> <p>9 You say in your statement on page 2, and it's the</p> <p>10 second paragraph, halfway down the paragraph, exactly</p> <p>11 halfway down the page. You say:</p> <p>12 "Had I set up the fire at Grenfell Tower as an</p> <p>13 Incident Command Scenario, people would have said that</p> <p>14 it was unrealistic because it would never happen."</p> <p>15 I just want to look at that sentence with you.</p> <p>16 What elements of the Grenfell Tower fire do you say</p> <p>17 would never happen?</p> <p>18 A. Complete failure of a building; the ability for a fire</p> <p>19 to spread across the external face of a building; the</p> <p>20 ability of that fire to then travel through the</p> <p>21 building, breach all the compartments, to travel across</p> <p>22 central communal parts and areas; for the fire to spread</p> <p>23 as rapidly as it did; for it to involve as many people;</p> <p>24 for it to involve as many fire survival guidance calls.</p> <p>25 I could go on forever. The whole of the system of that</p> <p style="text-align: center;">Page 30</p> | <p>1 Q. Do you happen to know what the Australian legislative</p> <p>2 response to that fire has been?</p> <p>3 A. No, sorry.</p> <p>4 Q. I didn't think you did.</p> <p>5 Do you know -- maybe the answer is you don't -- that</p> <p>6 each of those buildings involved cladding on high-rise</p> <p>7 buildings which assisted external fire spread?</p> <p>8 A. No, I didn't.</p> <p>9 Q. Can I ask you to look at a document in our policy</p> <p>10 bundle, which is GRA 3.2. This is LFB00001255 and we</p> <p>11 have it in our policy bundle at tab 7.</p> <p>12 I'll just put the front sheet on the screen for you.</p> <p>13 You should have it there, commissioner. This a document</p> <p>14 put out by the DCLG, Department for Communities and</p> <p>15 Local Government, dated February 2014, and the</p> <p>16 entitlement is GRAs, generic risk assessments, 3.2,</p> <p>17 "Fighting fires - In high rise buildings".</p> <p>18 First question: are you familiar with this document?</p> <p>19 A. I am, yes.</p> <p>20 Q. Were you familiar with it as at the night of the</p> <p>21 Grenfell Tower fire?</p> <p>22 A. I knew of its existence. I wasn't familiar -- it's not</p> <p>23 something that we used to develop or train any of our</p> <p>24 officers; it's something our policy department uses to</p> <p>25 develop internal London Fire Brigade policies.</p> <p style="text-align: center;">Page 32</p> |

8 (Pages 29 to 32)

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| <p>1 Therefore, I'm familiar with the London Fire Brigade 2 high-rise policy, but not in detail, but I'm aware of 3 the GRA. 4 Q. Are you aware of its specific terms and contents? 5 A. No, because we use that to translate to London Fire 6 Brigade policies and that's what we train on. 7 Q. But the role of transferring the GRA into an 8 LFB-specific policy would be something that would fall 9 under your supervision, would it, or not? 10 A. Absolutely, but you couldn't possibly expect me to be 11 aware of every single GRA and policy document that is 12 contained within the contents of. Training to the 13 London-specific ones, yes, but the GRAs themselves -- 14 that's why we have an operational policy department that 15 can translate those into London Fire Brigade-specific 16 documents. 17 Q. That I understand, but do I take it that you're not 18 personally familiar with the detailed contents of this 19 document? 20 A. I have read it subsequently, because it was obviously 21 something that was going to be of interest, but previous 22 to that, no. 23 Q. Let's see how we go. What I won't ask you is about 24 language, particularly, necessarily, but about some of 25 the principles in it.</p> <p style="text-align: center;">Page 33</p> | <p>1 A. The principle of the fact that combustibile materials in 2 voids and cavities can spread fires, absolutely, because 3 that's something we train our officers to look for and 4 it's one of the reasons we have thermal imaging cameras 5 to be able to detect fire spread through voids. 6 Q. Focusing on poor quality construction, is that also 7 something you train your officers to look for? 8 A. Unfortunately, firefighters are not fire engineers and, 9 therefore, we would be unable to make an assessment 10 whether a building was of poor quality and construction. 11 We have no reference point to understand what poor 12 quality construction would look like and mean, and if 13 I were to look at a building now covered in cladding, 14 I wouldn't be able to make an assessment as to whether 15 or not it was constructed poorly, not least because part 16 of that is about how something is applied to a building. 17 So if you apply cladding incorrectly and leave a large 18 void behind it, once it's applied, there's no way of 19 seeing behind there. 20 Q. Does that mean poor quality construction, although 21 a significant risk relevant to fire spread in 22 a high-rise block, was something on which you didn't and 23 couldn't train officers? 24 A. It would be impossible to train officers to be able to 25 recognise poor quality construction, not least because,</p> <p style="text-align: center;">Page 35</p> |
| <p>1 Can I ask you, first, please, to turn to page 8 2 internally, page 10 in the Relativity reference. 3 I should ask you, first of all, I'm sorry: did you 4 know this document was produced at least in part as 5 a response to the Lakanal House fire in 2009? 6 A. Yes, I was aware of that. 7 Q. You did? 8 A. Yes. 9 Q. Okay. 10 Page 10, under the title "Construction technique" -- 11 now, this sits within a part of the GRA entitled 12 "Significant hazards and risks", which is on the page 13 before, and the sub-part is "Building height, layout and 14 design". 15 Under this, it says: 16 "Construction technique. 17 "Any building under construction may provide 18 additional hazards ..." 19 Then the next paragraph: 20 "Combustible material in voids and cavities and poor 21 quality construction can also contribute to the spread 22 of fire and smoke beyond the compartment of origin." 23 Now, standing away from the specific language, as 24 a principle as at the night of the Grenfell Tower fire, 25 were you aware of that as a general principle?</p> <p style="text-align: center;">Page 34</p> | <p>1 as senior and principal fire officers, we would expect 2 the building to have been through several stages of 3 building control and inspection before we come to 4 interact with it in the situation of a fire, and we 5 would expect that to be addressed at those stages. 6 I would suggest it would be terribly difficult to try 7 and train people to recognise all the potential pitfalls 8 of poor quality construction. 9 Q. What's the point of mentioning poor quality construction 10 in a document such as this? 11 A. No, to be fair, I could see why people would want to 12 state that, but without expressing how you would 13 mitigate that risk, it's quite a bland statement, 14 really. 15 Q. Let me just pursue that a bit more. 16 If you go to page 16 internally, page 18 of the 17 document, I'm taking you to a long page with no real 18 guidance in it as to what it's about. What I want to 19 show you starts at the top, about familiarisation 20 visits, and it sits within the section of this document 21 under "Key control measures" and the subheading 22 "Planning". That starts two pages before. But my 23 specific questions are on page 16 or 18. 24 "Information to be gathered in relation to high rise 25 incidents should include ..."</p> <p style="text-align: center;">Page 36</p> |

1 There's a long shopping list there. I just want to
 2 ask you to look at the fourth one from the bottom --
 3 there are plenty of others we could spend time looking
 4 at, but I want to focus on that if I can:
 5 "• building construction features, such as the
 6 presence and location of maisonette-style construction,
 7 sandwich panels, timber framing, cladding systems,
 8 surface mounted trunking, ducting and voids, in addition
 9 to features which present a specific hazard, such as
 10 asbestos."
 11 As at the night of the Grenfell Tower fire, were you
 12 aware that information to be gathered by those
 13 responsible for gathering that information should
 14 include building construction features including
 15 cladding systems at the national level?
 16 **A. No, I would expect building construction to be the**
 17 **subject of something that you gather information on, but**
 18 **not specifics around cladding, no.**
 19 Q. Do you know whether there was any training that you ever
 20 saw or were responsible for that would enable your
 21 Brigade's officers to gather information relating to
 22 high-rise incidents about building construction
 23 features?
 24 **A. No. So on our inspections we would look at certain**
 25 **features of a building, for instance the presence of**

Page 37

1 **sandwich panels in large-scale industrial buildings**
 2 **because we know the risks to firefighters posed by**
 3 **those. Sadly, firefighters have lost their lives due to**
 4 **those. In fact, the first woman firefighter to die died**
 5 **as a result of a sandwich panel fire. So we'd look at**
 6 **those.**
 7 **But we wouldn't expect to give people training to**
 8 **understand looking at a cladding system to see whether**
 9 **or not that was a risk, because it would be almost**
 10 **impossible to look at a building and ascertain whether**
 11 **or not the external parts of a building -- so, for**
 12 **instance, if you were to look at a building that had**
 13 **balconies that had wooden decking, you would recognise**
 14 **that as a potential risk because we regularly have fires**
 15 **involving barbecues on balconies that spread up through**
 16 **the wooden decking, or now the living wall features, I'm**
 17 **not sure if you're familiar with those, where people**
 18 **plant living walls and they are very flammable. We've**
 19 **had significant, very visual fires on external parts of**
 20 **a building involving those.**
 21 **But looking at a building and seeing it's clad**
 22 **wouldn't equate to risk in the eyes of a normal**
 23 **firefighter.**
 24 Q. It sounds from that last answer as if people -- this is
 25 a very general question, I think, in response to a very

Page 38

1 general answer -- go around collecting information,
 2 looking at risks on the basis of their own experience of
 3 past fires, rather than looking at the wording of
 4 a particular policy; is that right?
 5 **A. It's a balance of both. As professional officers, you**
 6 **will always use your own professional experience and**
 7 **take that into consideration. We would expect that on**
 8 **every occasion. But bearing in mind we have a range of**
 9 **experience across our officers, they would look at**
 10 **guidance from documents as well. But what I am**
 11 **suggesting is it would be very difficult to have a look**
 12 **at any building and look at cladding and perceive it to**
 13 **be a risk, because it shouldn't be.**
 14 Q. Just in case I'm accused of being unfair and putting to
 15 you a document you have said you are not familiar with,
 16 can I assume you're familiar with LFB policy 633,
 17 high-rise firefighting?
 18 **A. I am.**
 19 Q. Appendix 1 in particular, 7(2)(d)?
 20 **A. Yes, I am.**
 21 Q. We'll come back to this later on, but I want to pursue
 22 this now. It's tab 4 of our policy bundle, appendix 1,
 23 which is on page 19 internally.
 24 I'm going to assume you're familiar with this text.
 25 **A. I am, yes.**

Page 39

1 Q. I'll read it out because other people may not be:
 2 "During 7(2)(d) visits personnel should ensure they
 3 are familiar with the following and their impact on
 4 firefighting and search and rescue operations ..."
 5 Then if you look down this long list, you see about
 6 halfway down:
 7 "Floor layouts and any building construction
 8 features which may promote rapid or abnormal fire
 9 spread ..."
 10 Then there are some examples given.
 11 Looking at the general, what training do you know
 12 officers had to go out on 7(2)(d) visits and ensure
 13 familiarity with building construction features which
 14 may promote rapid or abnormal fire spread?
 15 **A. I don't think we've given people specific training**
 16 **around that. I think that would be very much around**
 17 **looking at building experience and it would be around**
 18 **conversations around 7(2)(d). But we don't give**
 19 **specific training around that area.**
 20 Q. Can you help me with a question. We see there:
 21 "... such as sandwich panels, timber-framed
 22 construction, atria or voids."
 23 It may or may not have escaped your attention that
 24 the word "cladding" is not there. Do you know why?
 25 **A. Because I would think at the time the document was**

Page 40

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| <p>1 drafted, cladding wasn't perceived to be a risk.</p> <p>2 Q. Okay, let's pursue that a bit.</p> <p>3 Can I start, in pursuit of that, by asking Paul to</p> <p>4 turn up, please, the LFEPA briefing note. It's</p> <p>5 LFB00000207.</p> <p>6 This is the note prepared for a Lakanal House</p> <p>7 working group meeting on 31 March 2014.</p> <p>8 A. Mm-hm.</p> <p>9 Q. I don't know whether this was something you were present</p> <p>10 at.</p> <p>11 A. No, it wasn't.</p> <p>12 Q. Do you know you weren't?</p> <p>13 A. I know from the likelihood of the meeting it went to</p> <p>14 that I wouldn't have been at that level at that time to</p> <p>15 have been invited to that meeting.</p> <p>16 Q. Because it was above your level or below?</p> <p>17 A. Yes, it would've been. So it wouldn't been specific --</p> <p>18 the people -- the information -- it says there was a</p> <p>19 report by the director for operational resilience and</p> <p>20 training and the assistant commissioner of fire safety</p> <p>21 regulation. I was neither of those people. In general,</p> <p>22 that is a meeting of our members, so there wouldn't be</p> <p>23 other people involved in that.</p> <p>24 Q. At any time after you took over responsibility for fire</p> <p>25 safety or became commissioner, did you ever see this</p> <p style="text-align: center;">Page 41</p> | <p>1 been recorded in the current version of the GRA or other</p> <p>2 relevant national guidance."</p> <p>3 My question is: did you know when the GRA was</p> <p>4 published that that was its purpose?</p> <p>5 A. No.</p> <p>6 Q. Had you received any training, in any of the roles that</p> <p>7 you occupied after March 2014 and before the Grenfell</p> <p>8 fire, relating to the risk of lateral and vertical fire</p> <p>9 spread?</p> <p>10 A. Yes, I have.</p> <p>11 Q. What training was that?</p> <p>12 A. That's in relation to the Lakanal House training package</p> <p>13 we did, which was specific to the fact the uPVC wall and</p> <p>14 window panels failed significantly and there was fire</p> <p>15 spread laterally during that incident and the risk to</p> <p>16 firefighters posed by that, because there were complete</p> <p>17 breaches in walls, so the firefighters could've been at</p> <p>18 risk of stepping out and falling from the building. So</p> <p>19 we had specific training around that, yes.</p> <p>20 Q. Can I then take you to page 33 of your statement, where</p> <p>21 you deal, in the second paragraph from the bottom --</p> <p>22 again, this is under the heading two paragraphs above</p> <p>23 "My knowledge of the initial fire and our response to</p> <p>24 it". You go on to say in the first line of the next</p> <p>25 paragraph:</p> <p style="text-align: center;">Page 43</p> |
| <p>1 agenda or any document relating to it as part of your</p> <p>2 familiarisation or briefing with your role?</p> <p>3 A. No, not to my knowledge.</p> <p>4 Q. Let's see how we go with it.</p> <p>5 If you turn to page 8 internally, please, you can</p> <p>6 see that there is a title at the top "High Rise Risk</p> <p>7 Assessment and Operational Procedure Review". Do you</p> <p>8 see that?</p> <p>9 A. Mm-hm.</p> <p>10 Q. If you look at the second paragraph on that page, it</p> <p>11 refers to the revised GRA published in February 2014.</p> <p>12 That's what we just looked at, commissioner:</p> <p>13 "... [it] incorporates all the 'lesson's learned'</p> <p>14 from the Lakanal incident, as outlined by the Coroner,</p> <p>15 as well as the wider issues covered by the</p> <p>16 investigation. The revised GRA incorporates newly</p> <p>17 identified hazards to firefighters and the public that</p> <p>18 were exemplified by the Lakanal incident."</p> <p>19 This is the important sentence I want you to focus</p> <p>20 on:</p> <p>21 "These include the potential for the rapid failure</p> <p>22 of lightweight (UPVC) wall panels and for fires to</p> <p>23 spread laterally and vertically in a downwards direction</p> <p>24 — hazards which are not unique to the Lakanal incident,</p> <p>25 but which are relatively rare and had not previously</p> <p style="text-align: center;">Page 42</p> | <p>1 "It was a very severely developing fire in that it</p> <p>2 was consuming the outside of the building. It would</p> <p>3 have been very difficult for any Fire Officer standing</p> <p>4 on the incident ground to have understood what was</p> <p>5 happening to the building, because buildings don't</p> <p>6 behave like that and we never see that type of fire</p> <p>7 spread."</p> <p>8 Then you go on to say a couple of lines on from</p> <p>9 that:</p> <p>10 "There is a building in Dubai called 'The Torch'</p> <p>11 which is a huge high rise building and it's caught fire</p> <p>12 twice in the last three years. But even though the fire</p> <p>13 went up the external part of the building it actually</p> <p>14 went out within about two hours, without ever impinging</p> <p>15 into the building."</p> <p>16 Are you referring there to the first fire at The</p> <p>17 Torch building, which was February 2015, or the second</p> <p>18 one in August 2017?</p> <p>19 A. The second one in August 2017, I actually spoke to</p> <p>20 somebody in Dubai at the time and witnessed the fire and</p> <p>21 the firefighting activities, which was the two-hour</p> <p>22 part, and said it was amazing; it was extinguished, done</p> <p>23 and dusted and the crews had gone within two hours,</p> <p>24 which was quite incredible.</p> <p>25 Q. But that is after Grenfell, August 2017?</p> <p style="text-align: center;">Page 44</p> |

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| <p>1 A. Yes.</p> <p>2 Q. So are you referring here, just to be clear, to the</p> <p>3 first of those?</p> <p>4 A. So I was aware there had been a previous one, I don't</p> <p>5 know the details, but I knew there had been a fire there</p> <p>6 which had not impinged on the internal parts of the</p> <p>7 building in the significant manner that Grenfell did.</p> <p>8 Q. Was that awareness something in your head when you</p> <p>9 attended Grenfell on the night?</p> <p>10 A. I was aware, yes, but it didn't equate in any way to</p> <p>11 what presented itself to me on that night, so I wasn't</p> <p>12 thinking in terms of that fire at all.</p> <p>13 Q. You didn't take any comfort, then, from the failure of</p> <p>14 re-entry at the Dubai fire?</p> <p>15 A. No.</p> <p>16 Q. What detail do you know about that building?</p> <p>17 A. Which building?</p> <p>18 Q. The Dubai building which caught fire.</p> <p>19 A. None at all.</p> <p>20 Q. Can you help me whether, prior to Grenfell, there was,</p> <p>21 as it were, an institutional assumption within the LFB</p> <p>22 that, on the basis of the experience of these other</p> <p>23 fires abroad -- I know you've said you don't know about</p> <p>24 them -- these fires on cladding pose no risk of</p> <p>25 re-entry?</p> <p style="text-align: center;">Page 45</p> | <p>1 investigation of it.</p> <p>2 Q. Can I ask you, please, to be shown a document,</p> <p>3 LFB00003521.</p> <p>4 This is a slideshow produced by the LFB called "Tall</p> <p>5 building facades". Although it bears the date</p> <p>6 13 July 2016, it's clear from the contents of this</p> <p>7 document that it's about the lessons to be learnt from</p> <p>8 the Shepherds Court fire and, therefore, it postdates</p> <p>9 that fire. We've been told it was ultimately finalised</p> <p>10 in October 2016. I'm not entirely sure when exactly in</p> <p>11 that month, but that's what we've been told.</p> <p>12 My first question is: did you see this slideshow at</p> <p>13 the time it was produced?</p> <p>14 A. No.</p> <p>15 Q. In October 2016, I think you were still director of</p> <p>16 safety and assurance, were you?</p> <p>17 A. Yes, I was.</p> <p>18 Q. Would it follow that you don't know who prepared this</p> <p>19 presentation?</p> <p>20 A. I believe I know now it was in relation to fire safety</p> <p>21 and, specifically, the fire engineering department, so</p> <p>22 a very specialised, detailed department of fire</p> <p>23 engineers looking at those, and it wasn't a presentation</p> <p>24 that was given for wider circulation.</p> <p>25 Q. You've answered a number of my following questions.</p> <p style="text-align: center;">Page 47</p> |
| <p>1 A. I couldn't make the institutional assumption about that</p> <p>2 because I'm pretty sure that the vast majority of the</p> <p>3 operational workforce weren't specifically aware of</p> <p>4 those fires in other countries.</p> <p>5 Q. So you weren't even in a position to make an assumption?</p> <p>6 A. I wouldn't seek to make an assumption, no.</p> <p>7 Q. But you weren't even in a position to make an assumption</p> <p>8 because you didn't even know about those fires; is that</p> <p>9 fair?</p> <p>10 A. No, I knew about some of them, but I wouldn't say other</p> <p>11 people did. So when you are saying "institutional",</p> <p>12 you're making a comment about the whole organisation.</p> <p>13 I wouldn't be able to make that comment because I don't</p> <p>14 know what other people's awareness was.</p> <p>15 Q. Were you aware of the Shepherds Court fire on</p> <p>16 19 August 2016?</p> <p>17 A. I was aware of that, yes.</p> <p>18 Q. Did you attend?</p> <p>19 A. I didn't.</p> <p>20 Q. Were you aware of what lessons were learnt from that</p> <p>21 fire?</p> <p>22 A. Yes.</p> <p>23 Q. What, in brief, were those lessons?</p> <p>24 A. Well, about fire spread and dealing with the fire in</p> <p>25 those situations. But I wasn't involved in the fire and</p> <p style="text-align: center;">Page 46</p> | <p>1 Do you know to whom within the LFB that presentation</p> <p>2 was shown?</p> <p>3 A. I believe only to fire engineers.</p> <p>4 Q. Okay. You say only to fire engineers; how many is that?</p> <p>5 A. I've no idea.</p> <p>6 Q. Let me just show you a document, if I may, before the</p> <p>7 break, LFB00004014.</p> <p>8 This is the first of I think a two-page document</p> <p>9 representing the circulation list of those invited to</p> <p>10 attend a presentation of this slideshow.</p> <p>11 Just running your eye down those names, can you tell</p> <p>12 us in general terms who they are and what they do?</p> <p>13 A. They're my senior fire safety officers.</p> <p>14 Q. Your senior fire safety officers?</p> <p>15 A. They are.</p> <p>16 Q. Do you know -- I suspect the answer is no -- whether</p> <p>17 this slideshow was actually presented to them?</p> <p>18 A. I have no idea.</p> <p>19 Q. Do you know who would know the answer to that question?</p> <p>20 A. I suspect that Dan Daly or someone in the fire safety</p> <p>21 regulation team would be able to find that information.</p> <p>22 Q. Have you studied this document since Grenfell?</p> <p>23 A. The tall building facades one?</p> <p>24 Q. Yes.</p> <p>25 A. I've looked through it, yes. I have not studied it in</p> <p style="text-align: center;">Page 48</p> |

12 (Pages 45 to 48)

1 **detail. I have looked through it.**
 2 Q. Who asked you to do that?
 3 **A. Once you'd shown it here in this inquiry, my natural**
 4 **curiosity led me to go and look at it.**
 5 Q. I thought that might be the case.
 6 Did you look at the general conclusions, page 25?
 7 **A. I did.**
 8 Q. Could we look at those, please. I don't want to read
 9 them all out to you; they speak for themselves.
 10 My question is: does the fact of this presentation
 11 and these conclusions show that there was an emerging
 12 consciousness in or by October 2016 within the Brigade
 13 that facades of high-rise buildings created unknown or
 14 difficult risks of fire spread?
 15 **A. I would say that would demonstrate that. What I would**
 16 **say is, as a professional organisation, London Fire**
 17 **Brigade will look at any emerging threat or risk to the**
 18 **people of London and we will therefore do further work.**
 19 **So, quite clearly, last year one of the things we**
 20 **did the most work around was terrorism, because of the**
 21 **emerging threats of terror. So we have specialist**
 22 **departments that will compile information and**
 23 **presentations in relation to specialist areas of risk.**
 24 **I suggest that the fire engineering department,**
 25 **quite rightly, in relation to looking at those**

Page 49

1 **buildings, put some information together to share with**
 2 **senior fire safety officers. I would think that's**
 3 **absolutely right and proper, that my professional teams**
 4 **would be looking at potential risks across the piece in**
 5 **a wide range of areas.**
 6 Q. Do you know whether further work was done on this
 7 presentation between October 2016 and June 2017?
 8 **A. I have no idea.**
 9 Q. Who would know, is that Dan Daly?
 10 **A. Dan Daly and the fire safety regulation team.**
 11 Q. If, as seems from what you've told us, this presentation
 12 was only seen by an audience of specialist fire safety
 13 engineers, do you know how knowledge of the risks we see
 14 on this page of this presentation involving cladding on
 15 high-rise buildings would be communicated to the
 16 Brigade's front-line operational firefighters?
 17 **A. I don't think it has been because I wasn't familiar with**
 18 **this document beforehand. But the normal procedure**
 19 **would be if there was deemed to be something that was**
 20 **a risk that needed to be shared, it would be developed**
 21 **into a training package that could be shared more**
 22 **widely. If that list was the people invited to attend,**
 23 **they're the senior fire safety officers who attend**
 24 **operational incidents in their capacity as a fire safety**
 25 **officer to assist with all kinds of measures of**

Page 50

1 **a building in relation to fire safety.**
 2 Q. Do you know why this wasn't rolled out into a training
 3 package so that watch managers, who would be the first
 4 incident commanders at the scene, had not seen it and
 5 been trained on it?
 6 **A. No, I don't.**
 7 Q. Can you explain why this presentation was kept to
 8 a limited coterie of LFB specialists so that even you
 9 didn't see it, commissioner?
 10 **A. No idea.**
 11 Q. Does that not indicate to you a structural or cultural
 12 failure within the Brigade whereby complex science of
 13 fire safety was not made simple and disseminated widely?
 14 **A. No, I don't think it does. I think it indicates that**
 15 **the people who were looking at that were quite rightly**
 16 **responding to incidents that had happened, but you have**
 17 **to base that against the fact that nobody would expect**
 18 **an incident like Grenfell, where the building would fail**
 19 **so spectacularly and be covered in such a highly**
 20 **flammable product, would be allowed to exist.**
 21 Q. We've been told by senior officers, I think as late as
 22 this week, that an operational firefighter would always
 23 expect the unexpected. Was this not the unexpected
 24 which you should be expecting?
 25 **A. I don't think that's a reasonable thing to say. We do**

Page 51

1 **expect the unexpected, we respond to what we find in**
 2 **front of us. At the beginning of last year, you**
 3 **wouldn't have expected the attacks to have happened in**
 4 **London. We responded and developed and trained from**
 5 **those. We learn from every operational incident. But**
 6 **in the same manner that I wouldn't develop a training**
 7 **package for a space shuttle to land on the Shard, we**
 8 **would respond to it and deal with it in the same manner**
 9 **we do. That is an incident of that scale, so I wouldn't**
 10 **expect us to be developing training or response to**
 11 **something that simply shouldn't happen.**
 12 Q. My question, and really it's a point, is space shuttles
 13 on the Shard or otherwise, this slideshow demonstrated
 14 to at least a narrow band of experts or specialists
 15 within the London Fire Brigade that this was not such
 16 a risk that it could simply be treated as negligible.
 17 Is that fair?
 18 **A. It's not a negligible risk, but equally, even if you had**
 19 **given the information to Mike Dowden or any of the first**
 20 **incident commanders that there was the potential for**
 21 **fire spread outside the building, it would've made no**
 22 **difference to what happened on the night because there**
 23 **wasn't the facility to be able to extinguish such**
 24 **severely developing and rapidly developing fire because**
 25 **it spread behind the cladding and there was no way of**

Page 52

1 **putting it out. So even if they'd known what they were**
 2 **and they had had this training, they would've just seen**
 3 **what evolved in front of them and still responded in the**
 4 **same way to the incident in front of them.**
 5 **So I understand your point, that training is very**
 6 **important, but what we do is train our officers to**
 7 **respond to very single circumstance they come across on**
 8 **the fire ground. But providing training and awareness**
 9 **and knowledge doesn't mean you're able to resolve an**
 10 **incident that should never happen.**
 11 Q. I am really just seeking to see whether you are prepared
 12 to accept the proposition that when you say it should
 13 never happen, nonetheless this risk was on LFB's radar
 14 nine months before the Grenfell Tower fire. Do
 15 you accept that?
 16 **A. As with a number of other risks, yes, I accept that**
 17 **people were aware of that.**
 18 MR MILLETT: Right.
 19 Mr Chairman, is that a convenient moment?
 20 SIR MARTIN MOORE-BICK: Yes, I think it is.
 21 Commissioner, we'll have a short break now for
 22 everyone's benefit. I have to ask you, please, not to
 23 talk to anyone about your evidence while you're out of
 24 the room, and we'll resume at 11.15, please.
 25 THE WITNESS: Thank you, sir.

Page 53

1 SIR MARTIN MOORE-BICK: 11.15, then, please.
 2 (11.05 am)
 3 (A short break)
 4 (11.15 am)
 5 SIR MARTIN MOORE-BICK: Ready to carry on?
 6 THE WITNESS: Yes, I am, sir.
 7 MR MILLETT: Commissioner, thank you for coming back to us.
 8 Can I now ask you, please, to be shown a letter, and
 9 it's LFB0000085. This is a letter dated 6 April 2017,
 10 so only two or so months before the Grenfell Tower fire,
 11 to Mrs Laura Johnson, director of housing at Kensington.
 12 "Dear Mrs. Johnson,
 13 "TALL BUILDINGS - EXTERNAL FIRE SPREAD."
 14 Just looking at that and looking at the shape of the
 15 document, are you familiar with these?
 16 **A. No, sorry, I'm not.**
 17 Q. You've never seen it before?
 18 **A. No, I haven't, sorry.**
 19 Q. It comes from Dan Daly, as one can see from the second
 20 page, assistant commissioner, fire safety regulation.
 21 If you haven't seen it before, there are only certain
 22 questions I can ask you, but let me see where we go.
 23 First paragraph:
 24 "The fire at Shepherd's Court in Hammersmith on
 25 19 August 2016 received widespread coverage in the

Page 54

1 media, in the main because the cause of the fire was due
 2 to a faulty appliance that was subject to a product
 3 recall, an issue which the London Fire Brigade has been
 4 campaigning on. However, I am also drawing this fire to
 5 your attention to highlight the external spread of the
 6 fire that occurred."
 7 Then in the third paragraph he says:
 8 "We have seen a number of cases where it appears, on
 9 the basis of the information available to us, that the
 10 level of fire protection to the external face of the
 11 building did not comply with the requirements of Part B
 12 of the Building Regulations insofar as they seek to
 13 limit the speed with which a fire can travel and spread
 14 over the external face of a building or may contribute
 15 to a fire."
 16 Then in the next paragraph he discusses Shepherds
 17 Court and says in the second sentence:
 18 "On testing it was found that panels may deform or
 19 delaminate exposing any combustible core or constituent
 20 material resulting in the panel becoming involved in the
 21 fire and allowing the fire to spread and enter flats
 22 other than the flat of origin of the fire."
 23 Then in the last paragraph he says:
 24 "I would therefore strongly urge that you [the
 25 council] consider this issue as part of the risk

Page 55

1 assessment process for premises under your control. I
 2 suggest that you make sure all relevant information
 3 about any replacement window and facade schemes is fully
 4 available to fire risk assessors. Where no reliable
 5 information is available for a given property, it is our
 6 general expectation that a strategy to assess the risk
 7 and where necessary implement short, medium and longterm
 8 actions to address the risk. This assessment will need
 9 to take account of other fire safety measures already in
 10 place in the building as well as potential mitigation
 11 measures to ensure that any potential fire spread does
 12 not pose a risk to health and safety."
 13 You've told us you didn't see that letter, but my
 14 question then is: for the purposes of training, do you
 15 know what plans the LFB had in place to ensure that
 16 firefighters at all levels understood the risk
 17 identified in this letter?
 18 **A. No, I don't, I'm sorry. I don't think we would've**
 19 **trained our firefighters specifically in relation to**
 20 **this risk because this was obviously talking about**
 21 **people in local authorities assessing the buildings in**
 22 **their possession. So firefighters all received**
 23 **a training package from the Lakanal fire, both from**
 24 **people on watches as well as officers around the risks**
 25 **of external fire spread. But I'm not aware of any**

Page 56

1 **training we did specifically in relation to this letter,**
 2 **no.**
 3 Q. Does that not indicate to you that an important risk
 4 around high-rise residential blocks was not being
 5 briefed to operational firefighters on the front line in
 6 your Brigade?
 7 A. **No, I don't think that's the case, because I think this**
 8 **is the same as Lakanal House, it's external fire spread**
 9 **unpredicted, which was a training package developed. So**
 10 **although Shepherds Court was a different fire, they**
 11 **still faced the same hazards, effectively, of failing**
 12 **panels, the risk of those falling, the risk of fire**
 13 **spreading. So this isn't a case of that -- what we**
 14 **wouldn't seek to do, it would be very difficult, is**
 15 **every single time there was a different fire, we'd**
 16 **develop another training package for that, because this**
 17 **is about the risk of external fire spread, which was**
 18 **covered in that training package.**
 19 Q. Again, commissioner, doesn't this letter demonstrate
 20 that at least by April 2017, only two months or so
 21 before the fire, the risk of external fire spread as
 22 a result of exteriors being composed of combustible core
 23 or constituent material was well on the Brigade's radar?
 24 A. **Very clearly it was on the Brigade's radar and we were**
 25 **asking local authorities to support us by checking the**

Page 57

1 **buildings they had in their possession and checking the**
 2 **fire safety prevention measures and the mitigation in**
 3 **place, because obviously it's the responsibility of the**
 4 **responsible people in local authorities to ensure those**
 5 **buildings are safe and fit for purpose for the**
 6 **residents, and also for us to be able to respond in the**
 7 **event of a fire, which is very key, because we always**
 8 **respond with an expectation of how a building is going**
 9 **to behave. So I would say absolutely it's on our radar,**
 10 **but the risks from that external fire spread was never**
 11 **something calculated to be on the scale of Grenfell and**
 12 **the extremities of that.**
 13 Q. We'll come to scale shortly, but just in terms of the
 14 nature, the type, the kind of this risk, can you tell me
 15 why front-line firefighters were not aware of this risk
 16 in this way at the time of the Grenfell Tower fire?
 17 A. **I wouldn't say they weren't aware, I would say that**
 18 **there would be an understanding from things like**
 19 **Shepherds Court and from Lakanal that that was**
 20 **a possibility.**
 21 **The question you asked originally was whether they**
 22 **had specific training around that, which they had not**
 23 **had, as I understand it.**
 24 Q. The question is: why, given this risk was on the
 25 Brigade's radar as late as April 2017, front-line

Page 58

1 firefighters had not had operational training on how to
 2 assess and deal with the risk that this letter talks
 3 about?
 4 A. **Can I answer that in two parts, if that would help. The**
 5 **first part about being able to assess that risk,**
 6 **firefighters, senior officers, myself, would not be able**
 7 **to assess that risk. Once again, I go back to the point**
 8 **that I couldn't look at a building now with external**
 9 **cladding on it and assess whether or not that was**
 10 **combustible because we don't have the ability to be able**
 11 **to do that. It's the subject of a flame and panel test**
 12 **to conclude that, so we wouldn't be able to assess that**
 13 **ourselves.**
 14 **As to training -- so as you understand, London Fire**
 15 **Brigade and the area we serve, the people we protect,**
 16 **there are many, many complex risks in London, there are**
 17 **different factors and different situations. We try to**
 18 **provide the most up-to-date and professional training**
 19 **for all our firefighters, balanced against the actual**
 20 **risk to life and what we have to do to be able to save**
 21 **lives. So we would prioritise the training that the**
 22 **firefighters would need to be able to deal with the**
 23 **highest risks as we see them and as we know them. So**
 24 **this would be a number of different risks.**
 25 **So I would suspect that in any one of my**

Page 59

1 **professional departments right across the range of my**
 2 **organisation, there will be different risks that we**
 3 **become aware of that we look at and factor whether we**
 4 **provide training on. So if you look at the risks**
 5 **involving vehicles and hazards from vehicles, we provide**
 6 **training to firefighters because new technology in**
 7 **vehicles and cars means that firefighters now have to**
 8 **approach cutting a car up in a very different way.**
 9 **That's an absolute risk because firefighters can get**
 10 **injured or killed and we can harm members of the public**
 11 **in a car.**
 12 **So it's about balancing what that risk is, balancing**
 13 **the need for training for firefighters and balancing who**
 14 **is best placed to receive that training.**
 15 **So in this case, we're asking the local authority to**
 16 **assist us to do those inspections, to make sure the**
 17 **premises are safe and to make sure they're fit for**
 18 **purpose for us. It would be very difficult for us to**
 19 **then be able to go out and make an assessment of all**
 20 **those buildings, and we would find it very difficult to**
 21 **train firefighters to be able to make any kind of**
 22 **professional assessment on that because it would take**
 23 **specifically qualified building engineers and surveyors**
 24 **to be able to do that.**
 25 Q. Was it, though, not essential that watch managers

Page 60

1 responding as incident commanders to a high-rise
 2 residential block fire would at least know of the risk
 3 of fire spreading across a clad facade?
 4 **A. So I think watch managers were aware of that risk. We**
 5 **do information -- we have a thing called a news**
 6 **bulletin, operational news bulletin, where we share**
 7 **information. For me, there's a real big balance about**
 8 **being aware of a risk and knowing what to do when you**
 9 **turn up at an incident, responding to that and being**
 10 **able to deal with it.**
 11 **We train our operational officers to be able to**
 12 **respond and do a risk assessment to whatever is placed**
 13 **in front of them, because as everyone is aware, no two**
 14 **fires are the same, no two buildings respond in the same**
 15 **way, no two vehicle accidents are the same. We train on**
 16 **basic principles of firefighting, we train on high-rise**
 17 **firefighting, we train on breathing apparatus, and we**
 18 **train our officers to be able to put all those pieces of**
 19 **training together to respond to the detail they find in**
 20 **front of them.**
 21 Q. In your last answer you said you think watch managers
 22 were aware of that risk.
 23 Can you help me, what training or information or
 24 intelligence specifically identified the risk of spread
 25 across clad facades to operational firefighters in, say,

Page 61

1 the six months prior to the Grenfell Tower fire?
 2 **A. I don't have the detail of that to hand, the training**
 3 **packages provided at fire stations. In my position,**
 4 **I wouldn't be expected to know that, what training we're**
 5 **providing to all our firefighters across a range of**
 6 **operational incidents. I can definitely find that**
 7 **information out for you, but I don't know it myself,**
 8 **sorry.**
 9 Q. I don't know if you've been listening to the evidence of
 10 the inquiry as closely as I have, I rather doubt it, but
 11 I don't think we were able to identify any operational
 12 firefighter who attended this incident on the night who
 13 was able to stand there and go, "I know what this is,
 14 it's a cladding fire". Why is that?
 15 **A. Because I don't think any operational officer would've**
 16 **expected a building to behave in that manner. I know**
 17 **myself, when I turned up on the night, I was absolutely**
 18 **horrified and appalled by what I saw. I didn't expect**
 19 **that to happen, so I wouldn't have expected any of my**
 20 **officers to give a different answer than that.**
 21 Q. Exactly. Exactly so. That takes me to the question:
 22 given their responses and given your own expectation,
 23 how do you tally that up with the fact that the risk of
 24 fire spread across clad facades was on the LFB's radar
 25 by, at latest, April 2017?

Page 62

1 **A. So the fact that it's a risk and a known risk is**
 2 **different to how you mitigate that risk and how you**
 3 **respond to that risk. So we knew there was a risk. We**
 4 **were trying to mitigate the risk by asking the**
 5 **responsible people to do the assessments and ensure the**
 6 **risk is not there, because that's their risk, it's those**
 7 **buildings, and the internal response, internal fire**
 8 **safety measures, should be in place for those buildings.**
 9 **That's why we wrote out and responded to that risk and**
 10 **asked the people responsible to deal with that risk.**
 11 **When an operational officer turns up to an incident,**
 12 **what I would say is regardless of whether you were very**
 13 **familiar with the specifics of that, it would not have**
 14 **changed the operational tactics you would use to respond**
 15 **to a fire travelling on the outside of a building,**
 16 **because you would make best endeavours to put that fire**
 17 **out.**
 18 **Unfortunately, right from the moment that fire left**
 19 **the flat on the 4th floor and started travelling outside**
 20 **the building, there was no way that they could have**
 21 **extinguished that fire. So try as they may to respond**
 22 **and deal with that, it was an impossible situation they**
 23 **were put in.**
 24 **So although I could turn around and say, yes, we**
 25 **should train for that, there are a number of other risks**

Page 63

1 **we train for to keep our firefighters current. What we**
 2 **would seek to do is prevent the risk happening by asking**
 3 **the responsible people to remove the risk for us and the**
 4 **people involved.**
 5 Q. How confident could you be, between April and June 2017,
 6 that the responsible people had understood the risk and
 7 were going to act so urgently on it that you, as the
 8 Fire Brigade, could essentially eliminate it from
 9 something firefighters had to consider?
 10 **A. I couldn't be confident of that at all, unfortunately,**
 11 **any more now than I am confident in the fact that post**
 12 **the Grenfell Tower fire the responsible people have**
 13 **dealt with all the other buildings we know are covered**
 14 **in cladding in London.**
 15 Q. In the absence of that confidence, therefore, was it not
 16 essential that watch managers receive training on how to
 17 spot and deal with cladding fires, and those doing
 18 7(2)(d) visits should familiarise themselves with what
 19 they were looking at so they knew of the risk they might
 20 have to deal with if they attended an incident?
 21 **A. No, I can't say that, because my firefighters would**
 22 **never be able to recognise what cladding was flammable.**
 23 **That's the point for me. Any one of us could not**
 24 **recognise what cladding is flammable, because it**
 25 **shouldn't be flammable. They need to understand the**

Page 64

1 **risk of how to extinguish a fire, and that's what we**
 2 **train them for as professional officers: to assess a**
 3 **situation and to put a fire out. That's what they will**
 4 **do best endeavours to do. The circumstances of**
 5 **individual different ways of fire travelling, while we**
 6 **try to make them aware, we train them to respond to what**
 7 **they see, to make a risk assessment and to put**
 8 **interventions in place.**
 9 Q. But if they don't know what they're seeing because the
 10 risk hasn't been brought to their attention, how can
 11 they deal with it?
 12 **A. They will deal with what they see and respond. They saw**
 13 **a fire on the outside of a building and they will**
 14 **attempt to extinguish it. Even if they had known it was**
 15 **a cladding fire, it wouldn't have made any difference to**
 16 **the response of how they were trying to extinguish it.**
 17 **The only means we have available is water.**
 18 **Unfortunately, when you spray water at rainproof**
 19 **cladding, it then becomes very difficult to extinguish**
 20 **a fire.**
 21 Q. Do I take it from all of what you've been telling me
 22 over the last 5 minutes that although the risk was on
 23 the LFB's radar, and it was brought to the attention of
 24 local authorities, the London Fire Brigade didn't itself
 25 adapt any of its own training or information in order to

Page 65

1 be able to alert firefighters to the particular risk?
 2 **A. No, we didn't at that time.**
 3 Q. Can I then ask you, please, to turn to a different
 4 document, which is the London safety plan, LFB00000225.
 5 This is dated March 2017.
 6 Go to page 26 of that. On that page you'll see in
 7 the right-hand column -- there are two columns --
 8 a heading "Understanding complex buildings".
 9 In the third line, if we can just have that blown up
 10 it says:
 11 "The Brigade needs to understand construction
 12 methods and possible failure mechanisms and to influence
 13 improvements in building design and associated fire
 14 safety measures. The design of a building and its
 15 layout can have a direct impact on firefighter safety
 16 and effectiveness and the Brigade will continue to work
 17 with industry bodies and sit on technical standards
 18 committees to gather data and promote firefighter safety
 19 as a key consideration in future developments."
 20 Of course, the focus there is firefighter safety,
 21 but my questions are intended to be more general than
 22 that.
 23 For the purposes of carrying out the purpose of
 24 understanding construction methods and possible failure
 25 mechanisms, what plans did the LFB have in place

Page 66

1 between March 2017 and June 2017 to ensure that
 2 firefighters at all levels understood construction
 3 methods and possible failure mechanisms as referred to
 4 here?
 5 **A. So we had no specific plans during that time. It was**
 6 **just part of ongoing training. This would relate**
 7 **specifically to the fire engineering, regulatory fire**
 8 **safety departments working in conjunction with industry**
 9 **bodies.**
 10 Q. Does it follow from that that, for the purposes of the
 11 2017 London safety plan, the LFB had no plans in place
 12 to ensure that firefighters at all levels understood the
 13 risks posed by fires in cladding on the exterior of
 14 high-rise residential blocks?
 15 **A. I would say that this was very early on obviously,**
 16 **March 2017, it was when the London safety plan was first**
 17 **released. It's a plan that extends over a number of**
 18 **years. So the contents of this plan would be something**
 19 **that would be addressed over the following years and**
 20 **currently now as well.**
 21 **So ongoing training for firefighters in all aspects**
 22 **of firefighting, responding to fires and developing**
 23 **plans for that will be part of the ongoing training**
 24 **throughout this period of time, the lifetime of the**
 25 **London safety plan.**

Page 67

1 **So as of March/April 2017, there was probably no**
 2 **specific training in place, but it would be something**
 3 **picked up throughout the lifetime of that.**
 4 **Specifically in relation to recognising cladding, as**
 5 **I said earlier on, that wouldn't be something that we**
 6 **would develop a specific training package for. It would**
 7 **be in relation to a number of measures.**
 8 **That's talking about firefighter safety. So, for**
 9 **instance, referring back to the Lakanal House fire, that**
 10 **was very key, about building failure and the safety to**
 11 **firefighters, because that actually meant there was**
 12 **a massive open space our firefighters could fall through**
 13 **on a very high floor level that could result in a loss**
 14 **of life. It's looking at those kind of aspects in**
 15 **relation to firefighter safety.**
 16 Q. Is there now training to understand construction methods
 17 and possible failure mechanisms?
 18 **A. No, but it was something that would be worked on as part**
 19 **of -- so, obviously, directly as a result of the**
 20 **terrible events of the Grenfell Tower fire, one of the**
 21 **first things I did was to implement a team to look at**
 22 **the events of the night, to seek to identify any areas**
 23 **that we can make improvements in, to look at areas and**
 24 **understand what happened on that night. As a result of**
 25 **that, when we fully understand what happened, as soon as**

Page 68

1 **we do that, we will then put steps in place to address**
 2 **those issues, and training will be one of those issues**
 3 **we'll be addressing.**
 4 Q. We've been through overseas fires, we've looked at the
 5 tall building fire spread, we've looked at the March
 6 letter, we've looked at the London fire safety plan.
 7 As at June 2017, commissioner, how would you
 8 summarise the LFB's understanding of the risks posed by
 9 cladding on high-rise buildings?
 10 **A. I'd summarised that my fire safety department were**
 11 **obviously aware of the risk from the Shepherds Court**
 12 **fire, which is why they contacted local authorities in**
 13 **order to ask them to address the issues around cladding**
 14 **and fire safety in buildings. So the professional**
 15 **standards people, who were the ones dealing with the**
 16 **local authorities, were very aware of those.**
 17 **But if you're asking about the detail and the level**
 18 **of firefighters specifically knowing about it, no, they**
 19 **weren't aware of that. But I truly don't think it**
 20 **would've benefited anyone to have had any more detailed**
 21 **knowledge about cladding to respond to the fire at**
 22 **Grenfell because it wouldn't have enabled them to**
 23 **extinguish the fire.**
 24 Q. Some people might say that that information was kept to
 25 the suits and not disseminated to the helmets; is that

Page 69

1 fair?
 2 **A. No, I don't think that's a fair accusation. I think**
 3 **there's large numbers of detailed, professional advice**
 4 **that stays amongst professional officers. If we tried**
 5 **to impart all the detail around fire safety regulation**
 6 **to our firefighters, we would never be able to train**
 7 **them in the basics of breathing apparatus, hose and**
 8 **ladder training because there's so much technical**
 9 **detailed information involved in such a highly**
 10 **specialist subject. That's the reason we have**
 11 **a specialist, dedicated team for it.**
 12 Q. Can I ask you to look at page 33 of your statement in
 13 light of that answer, please, and we were on it before,
 14 under the heading "My knowledge of the initial fire and
 15 our response to it".
 16 You say in the second main paragraph on that page:
 17 "It was a very severely developing fire ..."
 18 Do you see?
 19 **A. Mm-hm.**
 20 Q. You say, commissioner:
 21 "... it was consuming the outside of the building.
 22 It would have been very difficult for any Fire Officer
 23 standing on the incident ground to have understood what
 24 was happening to the building, because buildings don't
 25 behave like that and we never see that type of fire

Page 70

1 spread."
 2 On what we've been discussing this morning, isn't it
 3 the reality that, by June 2017, the LFB had
 4 institutional knowledge of the risk presented by
 5 cladding, the potential for lateral and vertical fire
 6 spread, and the potential for re-entry and mass breach
 7 of compartmentation in a high-rise block?
 8 **A. I would say that we obviously had the knowledge about**
 9 **external cladding, fire spread laterally, but I don't**
 10 **think anyone would've anticipated the level of**
 11 **compartmentational breach and complete failure of all**
 12 **the safety systems within a building. No, I don't think**
 13 **we had that knowledge at the time.**
 14 Q. On that, even if an incident -- you say the level, so
 15 you mean scale?
 16 **A. Yes, scale, so across such a number of floors with such**
 17 **speed.**
 18 Q. But is it right, though, that even if an incident on the
 19 scale or level, as you put it, at Grenfell was
 20 unrealistic before June 2017, isn't it right that
 21 a significant incident caused by the risks we've been
 22 discussing was not unrealistic?
 23 **A. I would say with hindsight now, no, it isn't**
 24 **unrealistic. At the time, it would've seemed**
 25 **unrealistic.**

Page 71

1 Q. No, commissioner, with foresight.
 2 **A. With foresight, but equally, on the buildings where it's**
 3 **happened, it hasn't caused the spectacular catastrophic**
 4 **failures that we saw on the night of Grenfell. So**
 5 **I don't feel that would be a realistic expectation of**
 6 **what would happen.**
 7 **Standing here answering these questions, it's very**
 8 **difficult, because I would love to have had the**
 9 **foresight, the ability and the knowledge, but even if**
 10 **we'd had that, we wouldn't have been able to extinguish**
 11 **the fire. So it's very difficult to stand here and say**
 12 **to you, yes, we could've done this and that, because it**
 13 **wouldn't have made a difference to the response on the**
 14 **night. That's the point I feel is really important.**
 15 **The building behaving the way it did, failing the way it**
 16 **did, causing the rapid fire spread the way it did, even**
 17 **had we known about the cladding and the potential for**
 18 **that, we wouldn't have still been able to extinguish it.**
 19 Q. What I'm seeking to get at through these questions is
 20 the state of the Brigade's knowledge of risk.
 21 Now, I understand what you say about scale or level.
 22 I understand that. What I'm seeking to explore with you
 23 on the basis of everything we've seen so far -- and
 24 I have to put it to you -- is that as at the night of
 25 that fire, there was sufficient institutional knowledge

Page 72

1 within the Brigade to know that the risks which had been
 2 on that radar and the risks of external fire spread
 3 across a clad exterior were sufficient to make it clear
 4 that those risks existed and could cause trouble.
 5 **A. Yes.**
 6 Q. At what point in the development of those risk
 7 indicators, as they built from 2012 through
 8 to April 2017, does knowledge of a risk acquire
 9 a sufficiently critical mass as to require to be trained
 10 to operational firefighting crews?
 11 **A. So from my point of view, that would equate to risk and**
 12 **probability. So there's always a risk of something**
 13 **happening, but the probability and likelihood of it**
 14 **happening and the likelihood and severity of it**
 15 **happening and all the things you factor into how you**
 16 **deal with the situation, due to the ever-increasing**
 17 **levels of challenge that organisations like London Fire**
 18 **Brigade face in responding to different risks. The**
 19 **risks with priority are risks to life, quite rightly,**
 20 **because our main function is to save life. Our main**
 21 **loss of life happens in domestic fires. It happens to**
 22 **at-risk and vulnerable people. So we prioritise our**
 23 **training, our resources and our community safety work to**
 24 **tackle that risk and to prevent fires happening in the**
 25 **first place and to educate the public. So we will**

Page 73

1 **always focus on the greatest life risk.**
 2 **So whilst we have technical knowledge of**
 3 **a situations like cladding fires, we have to balance**
 4 **that against the risk of the likelihood of it happening**
 5 **and the scale of it. Unfortunately, we could not**
 6 **foresee the scale of what was going to happen on that**
 7 **night.**
 8 Q. You couldn't foresee the scale, but you could foresee,
 9 I would suggest to you, the eventuation of the risk that
 10 had been clearly identified over a number of years and
 11 was emerging within the LFB's institutional
 12 consciousness, couldn't you?
 13 **A. I'd say you could see the risk of a cladding fire**
 14 **spreading on the outside of the building; I don't think**
 15 **we could have foreseen the risk of the full-scale**
 16 **building failure that happened.**
 17 Q. Did you discount the risk of a significant incident
 18 caused by external fire spread over a clad exterior as
 19 something which wouldn't cause a threat to life?
 20 **A. So, unfortunately, at the time, I wasn't the**
 21 **commissioner. I wasn't responsible for fire safety and**
 22 **the regulation of that in the job I did previously, so**
 23 **I was not the one accounting or discounting that risk at**
 24 **that time.**
 25 Q. From January 2017, then, same question.

Page 74

1 **A. For the six months then? No, it wasn't something given**
 2 **to me as a risk that was likely to cause large-scale**
 3 **loss of life, no.**
 4 Q. Can I turn to a different topic, commissioner, which is
 5 FSG calls.
 6 Are you all right to carry on?
 7 **A. Absolutely.**
 8 Q. Have you personally ever trained for large-scale
 9 high-rise block incidents involving multiple FSG calls?
 10 **A. What would you call multiple?**
 11 Q. More than one.
 12 **A. So the nature of fire survival guidance is we train to**
 13 **anticipate maybe two or three. I've never done training**
 14 **on any more than that, no.**
 15 Q. Have you ever had personal professional experience of
 16 incidents with what I call multiple FSGs, so more than
 17 one?
 18 **A. No, I haven't.**
 19 Q. I think you've answered my next question, which is: what
 20 was the highest number of fire survival guidance calls
 21 that you've ever experienced at an incident?
 22 **A. Prior to Grenfell, I've never been at an operational**
 23 **incident with fire survival guidance calls.**
 24 Q. Never?
 25 **A. Never.**

Page 75

1 Q. Are you familiar with policy 790, "Fire survival
 2 guidance calls"?
 3 **A. I am familiar with it, yes.**
 4 Q. To what extent were you involved in the consideration of
 5 the development of that policy on the handling of FSG
 6 calls following the Lakamal House fire?
 7 **A. Not at all.**
 8 Q. We've had some evidence from a Watch Manager Peter
 9 Johnson. Do you know Peter Johnson?
 10 **A. I know him. I don't know him well. I have met him on**
 11 **a couple of occasions.**
 12 Q. He gave evidence to the inquiry on Day 36 [4 September
 13 2018]. Just for our own reference, this is at page 204,
 14 line 7 to 12. He said this:
 15 "... we were not forward thinking enough and we
 16 weren't able to anticipate that we could have multiple
 17 calls, multiple FSGs, greater than what was provided
 18 within the policy, which was greater than provided
 19 within the casualty information sheets alone."
 20 Which I think in total was seven.
 21 **A. Mm-hm.**
 22 Q. Would you agree with that assessment?
 23 **A. That we weren't prepared and trained?**
 24 Q. Not forward thinking enough and weren't able to
 25 anticipate that you could have multiple calls greater

Page 76

1 than provided within the policy.

2 **A. I find that hard, to say we weren't forward thinking**

3 **enough. I think that the experience we'd had and the**

4 **developments we've made since Lakanal, obviously**

5 **resulting in the forward information board and the**

6 **ability to record that information -- I wouldn't say**

7 **it's forward thinking, but I don't think we anticipated**

8 **as well as we could've done that we could've had very**

9 **large-scale fire survival guidance.**

10 Q. Were you aware of a pilot exercise developed by Watch

11 Manager Peter Johnson, who was a command unit team

12 officer, which demonstrated the operational difficulties

13 that crews would run into the moment they had more than

14 seven FSGs?

15 **A. No, I wasn't aware of that.**

16 Q. Or even seven FSGs.

17 **A. No, I was not aware of that, sorry.**

18 Q. He told us that even a seven fire survival guidance call

19 exercise couldn't be coped with. Would you agree with

20 that assessment?

21 **A. I wouldn't be able to because I've never been**

22 **experienced to see that happen or to see that fail. So,**

23 **no, sorry.**

24 Q. Do you know anything about Mr Johnson's FSG exercises

25 and what happened to them?

Page 77

1 **A. No, I'm sorry.**

2 Q. You don't know whether they were deemed unnecessary or

3 irrelevant or --

4 **A. I was completely unaware that he developed anything of**

5 **that nature at all.**

6 Q. He mentioned -- I should just tell you this -- that it

7 was shelved out of a concern not to step over Babcocks.

8 Just a short question on that. You look puzzled.

9 What arrangements, during your time as director of

10 safety and then later commissioner, existed in the Fire

11 Brigade to monitor and police what Babcocks were

12 delivering to officers by way of training?

13 **A. We have a very robust method of assessing what goes on.**

14 **There is a difference between a lot of the training we**

15 **do with Babcocks. So ongoing station training where**

16 **crews undertake training exercises, either in small or**

17 **large groups with each other, isn't done with Babcocks,**

18 **that's done internally and is the responsibility of the**

19 **London Fire Brigade. So ongoing familiarisation**

20 **training, ongoing work around that is not something we**

21 **give to Babcocks to do, that's something we would**

22 **instigate ourselves.**

23 **So Babcocks do a lot of the initial acquisition**

24 **training for us and particular skills training like, for**

25 **instance, urban search and rescue training, breathing**

Page 78

1 **apparatus, where they have the equipment. But we expect**

2 **are own watch managers, station managers, to develop**

3 **training for local crews in relation to local risk.**

4 **So the puzzled look about the Babcocks bit is**

5 **I wouldn't see that as particularly Babcock's**

6 **responsibility.**

7 Q. You used an expression I'm not familiar with, "initial

8 acquisition training".

9 **A. So like firefighting training, trainees. So when you**

10 **want to become a firefighter, we teach you the first**

11 **skills about how to run hose out, breathing apparatus,**

12 **pitch a ladder. That's what we call initial**

13 **acquisition, so the first time you learn a piece of**

14 **training.**

15 Q. Right.

16 7(2)(d) visits.

17 Commissioner, what is the purpose of a 7(2)(d)

18 visit?

19 **A. So it's to familiarise our operational crews with the**

20 **risks on their ground so that they are aware of the**

21 **buildings that are on their ground, aware of the water**

22 **supplies, aware of the means of access, layout of**

23 **buildings, what hazards might be in a building, where**

24 **they'd park on the initial attendance -- a whole range**

25 **of things to allow them to be familiar. So it's**

Page 79

1 **something they do across a range of buildings, not just**

2 **in relation to high-rise. So they do it in relation to**

3 **industrial premises on their ground, schools, swimming**

4 **pools, anything where there's a risk they need to be**

5 **familiar with.**

6 Q. Can I ask you to look at policy 633 again -- we looked

7 at this before -- and turn, please, to appendix 1 in

8 that policy. It's there on the screen.

9 Let's just look at that list, and before I do, read

10 with me the opening words of the paragraph:

11 "During 7(2)(d) visits personnel should ensure they

12 are familiar with the following and their impact on

13 firefighting and search and rescue operations ..."

14 Then there is a very long list of matters, including

15 firefighting shafts, lifts and the likelihood of impact

16 of fire spread beyond the compartment of origin,

17 potential for multiple rescues, occupancy, use profile.

18 We can see that and we can read it out.

19 My question is: would you expect, in relation to

20 a high-rise residential block, that each and every one

21 of these items would be considered on each visit?

22 **A. No. This says "should ensure". It's not a complete**

23 **"must". They don't have a tick box for it. Clearly**

24 **some of those don't apply to all high-rise buildings, so**

25 **only some apply to each specific high-rise building.**

Page 80

1 **But the amount of high-rise buildings and other risk**
 2 **buildings on each fire station's ground means that it**
 3 **would be terribly difficult for every single firefighter**
 4 **to have detailed knowledge of every single item on that**
 5 **list.**
 6 Q. But visiting personnel are required to ensure that
 7 they're familiar with the following, that's what it
 8 says, and their impact on firefighting and search and
 9 rescue operations.
 10 In your experience and your professional position as
 11 commissioner, just help us understand in practical terms
 12 how that obligation is carried out.
 13 Specifically, do crews go around with that list and
 14 tick them off, or do they just look at the things that
 15 interest them?
 16 **A. It's not about looking at things that interest you; this**
 17 **is about being professional firefighters and their**
 18 **ability to understand buildings.**
 19 Q. So help me.
 20 **A. Hand on heart, 100 per cent, the last time I did them,**
 21 **they were confined to pen and paper and line drawings.**
 22 **I think they have more technology around them now. But**
 23 **the specifics around that -- and a lot of this is as**
 24 **a result of previous incidents we've had, where we're**
 25 **talking about the difficulties in accessing a building**

Page 81

1 **potentially or finding where the water supplies are. So**
 2 **they do look at the majority of those, but I would not**
 3 **be able to say that they have an exhaustive list, they**
 4 **tick every one off and search every one of them out,**
 5 **because the time factor involved in doing that -- if you**
 6 **were to take a ground, say somewhere like Tower Hamlets,**
 7 **they've probably got something like 250/300 high-rise**
 8 **buildings on their ground. If you were to do that list**
 9 **in its exhaustiveness, in its complexity, it would**
 10 **probably take you 3 or 4 hours. Unfortunately, our**
 11 **firefighters are very busy with operational incidents,**
 12 **with training, with familiarisation.**
 13 **So the things they will definitely specifically look**
 14 **at are the things about how they get in and out, the**
 15 **water supplies, how to plug into dry risers, locations**
 16 **of where they would park an aerial appliance, for**
 17 **instance, which isn't cited on there. So you need to**
 18 **understand if you go on front-line fire engines, you**
 19 **need to leave space for an aerial appliance to park, all**
 20 **those kind of things.**
 21 **Some of those are very difficult to actually assess**
 22 **on a visit. So looking for a void is quite difficult if**
 23 **you don't know where a void is, for instance, and things**
 24 **like that.**
 25 **So, yes, it's a very exhaustive list, but I would**

Page 82

1 **not be able to say hand on heart that every firefighter**
 2 **that goes to every building will look at every single**
 3 **one of those factors.**
 4 Q. How would a firefighting crew going to do a visit at
 5 a high-rise residential block such as Grenfell -- it
 6 doesn't have to be Grenfell -- how would that crew go
 7 about deciding which items they were going to
 8 familiarise themselves with and which not?
 9 **A. So it might be around the fact that they might be very**
 10 **familiar with the building already, having conducted**
 11 **a number of home fire safety visits in the building or**
 12 **having attended operational incidents in that building**
 13 **previously, which would give them prior knowledge of dry**
 14 **rising main, firefighting shafts, lifts and access to**
 15 **those kind of premises, those kinds of factors.**
 16 **So it depends on a number of those, and it depends**
 17 **own each firefighting crew, the risks on their ground,**
 18 **whether they've had a sister block that they've visited**
 19 **very recently.**
 20 **So there's a number of different factors that they**
 21 **would bring into scale if they go to visit them.**
 22 Q. Where a building was under refurbishment, for example,
 23 and therefore changing --
 24 **A. Yes.**
 25 Q. -- would you expect a visiting crew to identify the

Page 83

1 items in this list which were relevant to that
 2 refurbishment and examine them thoroughly?
 3 **A. So the issue would be about whether they knew about the**
 4 **refurbishment of the building, because we aren't always**
 5 **informed. They could see it on -- so we ask our**
 6 **firefighters as they go around their daily visits on**
 7 **their fire station ground to be vigilant and look at**
 8 **changes to building. So if they were programmed to do a**
 9 **visit at that building and there was refurbishment going**
 10 **on, they would look at what factors the refurbishment**
 11 **was impacting on their ability to fight a fire to access**
 12 **the building, access the means of plugging into dry**
 13 **risers and things like that.**
 14 Q. We discussed earlier this morning, commissioner, things
 15 like -- it's just about halfway down -- the
 16 likelihood and impact of fire spread beyond the
 17 compartment of origin, floor layouts and building
 18 construction features.
 19 How easy is it for a visiting crew to familiarise
 20 themselves with those items and their impact on
 21 firefighting and search and rescue operations?
 22 **A. I would say it would be extremely difficult to ask**
 23 **a firefighter to assess the impact of fire spread beyond**
 24 **a compartment by looking at the outside of a building.**
 25 Q. What do they have to do?

Page 84

1 **A. I think some of the things in that list are incorrect**
2 **and shouldn't be there. They're not the correct things**
3 **they should necessarily be looking at, because you**
4 **wouldn't be looking at a building and expecting it to**
5 **fail. You would look at a building, for instance, and**
6 **say that on a floor or origin, if there was to be a fire**
7 **there, what the likelihood would be, how you would get**
8 **into the central core to rescue people.**
9 **So we know, for instance, during the summertime**
10 **there's far greater likelihood of fire spreading up the**
11 **outside of buildings through open windows, so crews**
12 **understand that factor of it. But I think it would be**
13 **very difficult for any crew to look at a building and**
14 **look at the likelihood of fire spread beyond the**
15 **compartment on a normal building.**
16 Q. You see, I'm interested in that because we've seen the
17 GRA -- I didn't show you the full list -- we've seen the
18 LFB list. Are you saying from a practical firefighting
19 front-line perspective, some of those at least are
20 completely impracticable?
21 **A. I think so, personally, I think some of these, looking**
22 **at it, needs re-wording, and a lot of factors -- I think**
23 **that now, knowing what we know about what happened on**
24 **14 June, we will go back and revisit a lot of what we**
25 **look at in relation to that, because I think that some**

Page 85

1 **of those are not realistic and some of the things we**
2 **look at need different prioritisation.**
3 Q. If they're not realistic, can you explain how they came
4 to be in both national and Brigade policy?
5 **A. No, I didn't have any involvement in the writing of**
6 **national policy.**
7 Q. Did anybody writing the national policy and/or the
8 Brigade policy talk to front-line firefighters about
9 this list and how, in practical terms, it was possible
10 to carry out these familiarisations?
11 **A. I'm sorry, I'm not sure of that.**
12 Q. I'm sorry if this sounds like an argument, it's not
13 intended to be, but doesn't the fact that these points,
14 the need to familiarise yourself with structural things,
15 compartments, spread beyond the compartment of origin,
16 building layout, they're there, aren't they, because
17 those drafting the policy have worked out that these
18 can't be eliminated as risks and need to be looked at?
19 **A. Yes, I would agree they need to be looked at, but**
20 **I would also argue for my front-line firefighters that**
21 **they don't have the technical knowledge or ability to be**
22 **able to do some of those things. So we can anticipate**
23 **a building might have sandwich panel and we know the**
24 **risk to firefighters from fire travel in sandwich**
25 **panels. We know the risk of timber-frame construction**

Page 86

1 **and buildings under construction because we've seen**
2 **severe fires in those.**
3 **So those things are absolutely correct and right.**
4 **I think some of the others are very difficult for**
5 **firefighters on the fire ground day in, day out to be**
6 **able to make a judgement on.**
7 Q. Can I move to the ORD, the operational risk database --
8 SIR MARTIN MOORE-BICK: Mr Millett, if we are going to go to
9 a slightly different topic, and if we are going to have
10 another break before lunch, perhaps this would be a good
11 time.
12 MR MILLETT: Yes, certainly.
13 SIR MARTIN MOORE-BICK: Right.
14 We'll have another short break now, commissioner.
15 Again, please don't talk to anyone about your evidence
16 and we'll resume at 12.10.
17 THE WITNESS: Thank you, sir.
18 SIR MARTIN MOORE-BICK: Would you like to go with the usher.
19 THE WITNESS: Thank you.
20 SIR MARTIN MOORE-BICK: All right, 12.10, then, please.
21 (12.00 pm)
22 (A short break)
23 (12.10 pm)
24 SIR MARTIN MOORE-BICK: All right, commissioner? Ready to
25 carry on?

Page 87

1 THE WITNESS: Yes, sir.
2 SIR MARTIN MOORE-BICK: Yes, Mr Millett.
3 MR MILLETT: Commissioner, thank you for coming back to us.
4 Can I ask you, please, to be shown the ORD, the
5 operational risk database, for Grenfell Tower. We are
6 led to believe that this is the ORD entry as it stood as
7 at the night of the fire. It's LFB00003116 and we have
8 it there on the screen.
9 I am going to assume -- tell me if this is wrong --
10 you are familiar with what this document looks like and
11 is supposed to do in general terms?
12 **A. Yes, I am.**
13 Q. If I can ask you, please, to go to page 4 internally
14 under the rubric "Tactical Plan". We can see under the
15 heading "Operational Contingency Plan", we have:
16 "Plan name: Grenfell Tower[sic]."
17 With two Ws. No number for the plan.
18 "Version: 1."
19 "Date Effective From: 30/10/2009."
20 "Date Documented: 30/10/2009."
21 The question is: is that it?
22 **A. I believe so.**
23 Q. Is that a normal way of an ORD presenting a tactical
24 plan for a high-rise residential block?
25 **A. No, it isn't.**

Page 88

1 Q. What is missing?
 2 **A. A tactical plan, actually detail around what tactics the**
 3 **firefighting crews would employ when dealing with this**
 4 **incident.**
 5 Q. So Mike Dowden and his crews when he attended this
 6 incident, if that this all they had, as it appears to
 7 be, how would that have hampered their ability to plan
 8 and create a strategy to deal with a fire that they were
 9 seeing?
 10 **A. Not necessarily. I believe Mike Dowden and his crew**
 11 **were very familiar with Grenfell Tower, having visited**
 12 **on a number of different occasions for both community**
 13 **safety events and previous operational incidents.**
 14 **Therefore, Grenfell Tower itself being a high-rise of**
 15 **a fairly regular pattern of high-rise, so central core**
 16 **staircase, firefighting lifts, dry rising main, they**
 17 **would be familiar with those.**
 18 **So the lack of detail around a tactical plan would**
 19 **not necessarily have hampered a professional officer**
 20 **like Mike Dowden's ability to respond to the initial**
 21 **fire on the 4th floor on that night.**
 22 Q. What about oncoming officers and appliances other than
 23 those from the immediately neighbouring fire station,
 24 North Kensington in this case?
 25 **A. Obviously oncoming ones from the nearby area would have**

Page 89

1 **been there as part of predetermined attendances to**
 2 **incidents in the tower, but oncoming officers after that**
 3 **don't necessarily rely as heavily on the ORD because**
 4 **they get detailed instruction when they get there from**
 5 **the incident commander about the specifics of the role**
 6 **and nature of the intervention they want them to take.**
 7 **Also, I go back to the fact it is a fairly standard**
 8 **pattern high-rise and, therefore, you understand that**
 9 **there is a central core staircase, dry rising main,**
 10 **et cetera, and all those other things in place in that**
 11 **tower.**
 12 Q. It's not ideal to have essentially no operational
 13 contingency plan in your ORD, is it?
 14 **A. No, not at all.**
 15 Q. That means when you press the button on your appliance
 16 that brings up the mobile data terminal, that is all you
 17 get.
 18 **A. Yes.**
 19 Q. Which is not of any help to anybody, is it?
 20 **A. No, not at all.**
 21 Q. Can I then just take you to the LFB's IMP report on the
 22 incident, which is LFB00003114, which are the lessons
 23 learnt, and look at the ninth box from the top of the
 24 page, page 2. It's halfway down the page, 1 of 2, under
 25 "Development". You can see it says:

Page 90

1 "1/2 The Operational Risk Database (ORD), accessed
 2 through the Mobile Data Terminals (MDT) did not provide
 3 sufficient information on Grenfell Tower, in particular
 4 the tactical plan and floor plans."
 5 Then there's a comment underneath:
 6 "2/2 Review PN800, consider the training provided to
 7 staff in collating and recording key information on the
 8 ORD and ensure there is a suitable Quality Assurance
 9 process in place."
 10 So, first of all, do you agree with the assessment
 11 that the ORD did not provide sufficient information on
 12 Grenfell?
 13 **A. Entirely.**
 14 Q. We'll come to plans shortly, but the review that's
 15 referred to, has that happened?
 16 **A. The review of PN800 is ongoing at the moment.**
 17 Q. What about training?
 18 **A. Yes, the training will fall out -- so we undertake the**
 19 **review first of all to find out the shortfalls and the**
 20 **areas for development, and we then develop the training**
 21 **to address those shortfalls.**
 22 Q. You attended the incident, as we know, on the night.
 23 Were you aware on the night itself that the ORD
 24 essentially had no operational contingency plan for this
 25 building.

Page 91

1 **A. No, I wasn't.**
 2 Q. Did you try to find it?
 3 **A. It's not something I can access. You have to access it**
 4 **via a computer or via a fire engine. Equally, the role**
 5 **I undertake, I would never be in a position to be**
 6 **accessing ORD database information.**
 7 Q. That's because you were a monitoring officer?
 8 **A. Just the seniority of my role and the role I undertake**
 9 **across the wider fire ground. There would be people**
 10 **accessing that at a far more junior level than me.**
 11 Q. We'll come back to that in due course, if we may, but
 12 I think the answer to my question is no.
 13 Were you aware, going to the night itself, of any
 14 attempts over the course of that night to obtain plans
 15 for this building?
 16 **A. Yes, I was.**
 17 Q. Just sticking with the ORD, if we may, Paul, just turn
 18 on three pages to page 7, "Plans and Images".
 19 That is all that the ORD had for Grenfell Tower on
 20 the night of the fire. It is an aerial view, not very
 21 large, of the building vertically downwards and some of
 22 the neighbouring buildings. It looks as if it's taken
 23 with the east face to the uppermost part of the
 24 building.
 25 Just in terms of what that shows, would that be

Page 92

1 sufficient information to enable any attending appliance
 2 to know anything about this building?
 3 **A. No, not at all.**
 4 Q. It is woefully inadequate, really.
 5 **A. Indeed.**
 6 Q. On the subject of plans, did you know that, as he told
 7 us, Andy Roe, as incident commander, had been seeking
 8 plans for a long time during that night?
 9 **A. Yes, I was present on several occasions when he asked**
 10 **for the plans.**
 11 Q. Would you expect plans to be part of the ORD so that
 12 they could be immediately accessible by attending crews?
 13 **A. To a certain extent, yes, but the level of detail of the**
 14 **plans that we wanted and we were seeking from the local**
 15 **authority, not necessarily.**
 16 Q. You would expect at least something to be available on
 17 the ORD, would you?
 18 **A. I would expect something, absolutely.**
 19 Q. Did you know that there was no premises information box,
 20 so far as we've been able to establish?
 21 **A. I wasn't aware early on on the night. It was a subject**
 22 **of conversation later.**
 23 Q. There was no EPIP either. Do you know what that is?
 24 **A. I do, yes. There was no EPIP.**
 25 Q. Electronic premises information plate.

Page 93

1 Did you know that on the night?
 2 **A. No, I was unaware on the night.**
 3 Q. Can I ask you, please, to go to the London safety plan,
 4 LFB00000225, and look at page 27.
 5 "High-rise". This is the left-hand column of that
 6 page. I'll just show it to you:
 7 "From previous consultations, London Fire Brigade
 8 also THE COMMUNITY knows that some people may still feel
 9 vulnerable from fires in high-rise buildings. The
 10 Brigade understands this concern and that is why it is
 11 one of the key concerns captured in the assessment of
 12 risk toolkit. The London Fire Brigade would like to
 13 reassure Londoners that it has effective measures in
 14 place for dealing with incidents in high-rise buildings
 15 and this includes a pre-determined attendance of four
 16 fire engines to any high-rise incident. The Brigade has
 17 also developed premises information plates for
 18 residential high-rise buildings, which provide vital
 19 information about layout, dimensions, dry riser outlets,
 20 hydrant locations and whether the building has any
 21 lifts. These are available electronically to crews,
 22 enabling firefighters to familiarise themselves with the
 23 building while on route and to get to work quickly on
 24 arrival."
 25 Given the absence of the detail that we've seen in

Page 94

1 the operational risk database for Grenfell Tower, and
 2 the absence of any plans on those premises, do you
 3 consider that, in the case of Grenfell, the residents of
 4 Grenfell were justifiably reassured by this reassurance?
 5 **A. No, I would say probably not, because there was no EPIP**
 6 **in place and there were no plans. However, what they**
 7 **could be reassured by was that the crews at North**
 8 **Kensington on the night were very familiar with the**
 9 **building and knew the layout, knew where the dry rising**
 10 **mains were, knew where the firefighting lifts were. So**
 11 **on the night itself, they provided the very best**
 12 **response in relation to knowing all those factors.**
 13 **But the absence of that would not provide**
 14 **reassurance to me if I lived in that block.**
 15 Q. Was it not the Brigade's responsibility to ensure,
 16 having given that general assurance, that Grenfell Tower
 17 had the vital information about layout, dimensions,
 18 et cetera, available to the crews first attending?
 19 **A. Absolutely.**
 20 Q. So that was a major failure, was it not?
 21 **A. Not a major failure, no. I would say it was a failure**
 22 **of procedure, we should've had them there. But it**
 23 **wasn't a major failure in the fact it had no impact on**
 24 **the crews' ability to respond operationally on the**
 25 **night.**

Page 95

1 Q. You don't think.
 2 **A. I don't think, I know, because I know how familiar the**
 3 **crews were with Grenfell Tower, with the layout and**
 4 **where exactly all the facilities were.**
 5 Q. I don't know whether you're familiar with the evidence
 6 that came out yesterday which Assistant Commissioner
 7 Andy Roe gave about a conversation he had around
 8 07.30 am where he had been explaining that the absence
 9 of plans was a major deficiency which would be
 10 highlighted.
 11 Would you agree with his assessment?
 12 **A. I would say the inability of us to be able to get plans**
 13 **to know the internal floors and the number of flats on**
 14 **each floor was problematic on the night, definitely.**
 15 Q. Yes, a major deficiency, commissioner.
 16 **A. Those are the words Andy used.**
 17 Q. I am suggesting to you it's a major deficiency for which
 18 the London Fire Brigade was ultimately responsible. Do
 19 you accept that?
 20 **A. No, I don't, because the time at which we wanted that,**
 21 **the time of the information and the layout, we would not**
 22 **necessarily always have that detail either on an EPIP or**
 23 **on plans on the ORD of the specifics of the details we**
 24 **wanted on the night of the numbers of flats inside.**
 25 **Also, what we were seeking to try and get from the**

Page 96

1 **local authority was an idea about the residents inside**
 2 **those flats, which is knowledge that front-line**
 3 **firefighters would never be able to access.**
 4 Q. Let's take it slightly more slowly, then.
 5 Going back to the reassurance which the LFB felt fit
 6 to give Londoners in this document in 2017, before the
 7 fire, the reassurances that it -- that's the Brigade --
 8 has effective measures in place, and as part of that it
 9 goes on to say:
 10 "... has also developed premises information plates
 11 for residential high-rise buildings ..."
 12 Would you expect that in order to be able to make
 13 good on that assurance, familiarisation visits conducted
 14 by crews would make sure that there were premises
 15 information plates or at least some means of immediately
 16 accessing the information set out there?
 17 **A. That's what I would expect, yes.**
 18 Q. Therefore, if crews doing familiarisation visits did not
 19 check that the premises had those premises information
 20 plates and all the details set out there, that would be
 21 a serious failure.
 22 **A. I wouldn't call it a serious failure, I would call it**
 23 **a failure, because it didn't impact on the ability to**
 24 **respond on the night and to deal with the situation they**
 25 **were faced with because they were familiar with all of**

Page 97

1 **the things they were required to be that that**
 2 **information would have given them.**
 3 **So although it was a failure, the fact it wasn't on**
 4 **there, I wouldn't consider it to be a serious failure**
 5 **and I don't think it impacted on our ability on the**
 6 **night to do our very best to respond to a terrible**
 7 **situation that we should never have been placed in.**
 8 Q. Do you agree or disagree with Andy Roe's assessment that
 9 the absence of plans, however detailed, was a major
 10 deficiency?
 11 **A. So I agree, because the detail was what we were after,**
 12 **the detail of plans and who was living in those flats to**
 13 **give us an idea of the people who were missing. So the**
 14 **idea of the plans was for us to be able to**
 15 **cross-reference that against knowing who was in there,**
 16 **which is something that would never be contained on the**
 17 **ORD or EPIP.**
 18 Q. So you say it was a failure but not a serious failure,
 19 the absence of plans?
 20 **A. The absence of this plan, the situation described here,**
 21 **was not a serious failure. The absence of the plans and**
 22 **the inability of the local authority to be able to**
 23 **supply us the information on the night was a serious**
 24 **problem.**
 25 Q. Surely it would've been essential for any crew arriving,

Page 98

1 certainly early on in the incident, to be able to know
 2 how many flats were on each floor and how many floors in
 3 the building containing residents; is that not right?
 4 **A. But they were able to access that information, there was**
 5 **a plate on the outside of the building that said how**
 6 **many floors there were in there, I believe, and also**
 7 **they were familiar with the layout, so they knew the**
 8 **flats on the floors.**
 9 Q. Right.
 10 I think what this discussion has perhaps thrown up
 11 is that you're saying that it didn't matter anyway; is
 12 that fair?
 13 **A. I am saying that the lack of the ORD database**
 14 **information and the lack of an EPIP on the night of the**
 15 **Grenfell Tower fire did not impact on the first**
 16 **firefighting crew's ability to respond to the fire**
 17 **because they already had prior knowledge of the**
 18 **building. The lack of us having the detailed plans and**
 19 **knowledge of the residents inside caused us significant**
 20 **problems.**
 21 Q. When you say they had prior knowledge of the building,
 22 how could any resident living in Grenfell Tower be
 23 confident, given this blanket assurance, that the crews
 24 who attended would happen to have intimate knowledge, or
 25 any knowledge, of the layout of the building unless

Page 99

1 there was a premises information box available to any
 2 crew who attended?
 3 **A. I'm not saying the local residents could be confident in**
 4 **that; I'm saying I'm confident the response of my**
 5 **firefighters on the night was not hampered by the lack**
 6 **of that.**
 7 Q. Very well.
 8 In your role as commissioner, were you familiar with
 9 the Brigade's obligations under the Civil Contingencies
 10 Act 2004?
 11 **A. Yes, I am.**
 12 Q. You are.
 13 And the Civil Contingencies Act 2004 (Contingency
 14 Planning) Regulations?
 15 **A. I am, yes.**
 16 Q. You've had briefings and training on that, have you?
 17 **A. Not specific briefings and training, but I'm aware.**
 18 Q. Were you aware of the Brigade's obligation to maintain
 19 a community risk register?
 20 **A. Yes, I am.**
 21 Q. That's a register which gets shared with other agencies,
 22 is it?
 23 **A. Yes, it is.**
 24 Q. Do you know whether the Brigade kept such a risk
 25 register?

Page 100

1 **A. We have a community risk register that's managed by one**
 2 **of the teams. I'm not aware of the detail in it, no.**
 3 Q. Do you happen to know whether it was an identical
 4 document or database to the PRA, the premises risk
 5 assessment, which is also kept?
 6 **A. No, I'm not aware of that.**
 7 Q. You don't know whether it was the same or different or
 8 contained the same information?
 9 **A. No.**
 10 Q. If, as far as Grenfell was concerned, the community risk
 11 register carried the same information as the ORD that
 12 we've seen, would you accept that it was similarly
 13 deficient in the ways we've discussed?
 14 **A. I'm really sorry, I can't comment because I don't know**
 15 **what was in there.**
 16 Q. Let's turn to your attendance at the night of the fire.
 17 So that we can understand the chronology,
 18 commissioner, you were duty Brigade manager on the night
 19 of the fire.
 20 **A. I was, yes.**
 21 Q. That would mean that you would be mobilised at the
 22 moment there were -- is this right? -- more than 15
 23 pumps?
 24 **A. That's correct.**
 25 Q. So that means -- is this right? -- at 16 pumps and

Page 101

1 above, an AC, assistant commissioner, takes command?
 2 **A. That's correct.**
 3 Q. Then your job as duty Brigade manager is to be the
 4 monitoring officer?
 5 **A. That's right.**
 6 Q. Can I ask you to go to your witness statement, please,
 7 at page 5.
 8 You say in the last paragraph on that page that you
 9 were made aware of the incident at Grenfell Tower as
 10 a result of a phone call from your then staff officer
 11 Keeley Foster at 0203 hours.
 12 Where did you source that time from, do you think?
 13 **A. From my telephone log.**
 14 Q. Do you know why you weren't notified at 15 pumps?
 15 **A. I believe the situation on the night, because it was so**
 16 **dynamic and the control room so very busy, I believe**
 17 **there was a potential delay in the notification of the**
 18 **staff officers. So I myself at that time didn't carry**
 19 **a pager. We get notified by staff officer who collects**
 20 **details and information and then phones us and tells us**
 21 **the information. At that time, I had to wait for the**
 22 **call from the staff officer before I was made aware, but**
 23 **I believe it's because of how busy control were that**
 24 **that information wasn't relayed at the immediate time.**
 25 Q. How soon after 01.27, when pumps were made 15, did you

Page 102

1 know that pumps had been made 15?
 2 **A. 02.03.**
 3 Q. I think you left home at 02.08.
 4 **A. I did.**
 5 Q. What's the source of that time?
 6 **A. The source of that time was I checked my phone when**
 7 **I actually left. I think I got a phone call incoming**
 8 **from Staff Officer Rob Davies, who gave me the postcode**
 9 **for Grenfell Tower as I was about to pull off my drive.**
 10 Q. So you took the call?
 11 **A. Yes, because I didn't have the postcode at the time so**
 12 **I needed to know where I was going.**
 13 Q. You then say that you arrived -- this is page 8 of your
 14 statement, forgive me -- at 02.49. That's at the very
 15 bottom of the page. Is that right?
 16 **A. Yes.**
 17 Q. Do you know the time source for that?
 18 **A. Yes. I was on the telephone to one of my deputies,**
 19 **Tom George. I also booked in with mobilising control**
 20 **via the Airwave radio.**
 21 Q. Okay.
 22 **A. Then took a photograph, all within the space of**
 23 **2 minutes.**
 24 Q. We'll look at the photograph. That is exhibited to your
 25 statement.

Page 103

1 How did you know the time of that photograph?
 2 You've timed it at 02.51, I think, but how do you know
 3 that?
 4 **A. Because it's time-stamped on my telephone.**
 5 Q. Can I examine with you your route, very briefly.
 6 At page 7 of your statement you say that as you were
 7 travelling to the tower, you heard multiple FSG calls.
 8 It is the top of page 7. Do you see that?
 9 **A. I do, yes.**
 10 Q. Did you hear the volume and intensity of FSG calls?
 11 **A. I heard numerous relays of information from control to**
 12 **the fire ground saying they had fire survival guidance**
 13 **and giving details of people and flats.**
 14 Q. Did you pick up any specific details about the location
 15 of the fire or smoke in the building?
 16 **A. So I picked up the detail of the fact people were saying**
 17 **they were unable to leave their flat due to smoke in the**
 18 **communal areas and they couldn't get out and they were**
 19 **trapped. I didn't pick up any details around floor**
 20 **numbers. I'm trying to balance listening to the radio**
 21 **to give me some situational awareness with driving on**
 22 **blue lights to the incident, which is quite a risky**
 23 **occupation in the middle of the night, driving through**
 24 **London.**
 25 Q. Did you have any thoughts at that stage about what

Page 104

1 strategy should be adopted in light of that volume and
 2 intensity of FSG calls that you could hear?
 3 **A. No, because I wasn't aware of the strategy taking place**
 4 **on the fire ground, so I wouldn't seek to pre-empt what**
 5 **was going on until I could get a view of the building**
 6 **and an actual understanding of what the crews were doing**
 7 **at that time.**
 8 Q. I mean, you've described I think in colourful
 9 language --
 10 **A. Sorry.**
 11 Q. No, it has the flush of reality about it. But you
 12 described in colourful language what your thoughts were.
 13 Did you have any specific thoughts about whether
 14 there should be full or at least partial evacuation of
 15 this building at that time?
 16 **A. No, none whatsoever. I wasn't familiar with the**
 17 **building, the layout, the number of staircases and means**
 18 **of escape. So, no, I wouldn't have thought about that.**
 19 Q. Did you have any suspicion at all about what was
 20 happening?
 21 **A. All I knew is it was a terribly significant incident.**
 22 **The speed of escalation of the make-ups and requirements**
 23 **of additional fire engines based against what I could**
 24 **hear with fire survival guidance led me to believe it**
 25 **was a very significant incident taking place.**

Page 105

1 Q. Did this have any bearing on anything you'd ever
 2 experienced in your career?
 3 **A. Nothing. I've never experienced anything even remotely**
 4 **like it.**
 5 Q. You were going there -- is this right? -- to take on the
 6 role of monitoring officer?
 7 **A. That's correct.**
 8 Q. Can I ask you to look at policy 424, which is
 9 LFB0000731, which, for those who have it, is tab 16 of
 10 our policies bundle.
 11 There it is, "Monitoring officer", policy 424,
 12 issued in March 2006 and reviewed as current as at
 13 18 November 2014.
 14 Are you familiar, at least in general terms, with
 15 this policy?
 16 **A. I am, yes.**
 17 Q. Have you ever had training on this policy or any
 18 guidance from somebody as to how it works?
 19 **A. Yes, as part of overall senior manager incident command**
 20 **training, we're trained in the role of monitoring**
 21 **officer.**
 22 Q. Can I ask you some questions about it.
 23 If you go to the second page of the policy, there's
 24 a key point summary. It's not a very long policy, so
 25 the key point summary is almost as long as the policy

Page 106

1 itself.
 2 But looking at the duties of a monitoring officer,
 3 first bullet point is to undertake remote monitoring of
 4 an incident. What would that involve?
 5 **A. So that would be, for instance, if I had been informed**
 6 **of the fire when it was between 12 and 15 pumps, then**
 7 **I would have been able to be in the situation where**
 8 **I could switch on the radio and listen. I could**
 9 **potentially fire up my laptop, have a look at the**
 10 **details of the call, have a look at the building**
 11 **concerned, plan my route there if I was going to have to**
 12 **attend.**
 13 **So the remote monitoring is an additional layer**
 14 **where you are not attending the incident but looking at**
 15 **the strategic overview, and actually in relation to what**
 16 **else is happening in London Fire Brigade. So if I was**
 17 **remotely monitoring that, I would be interested to see**
 18 **if we had any other large-scale operational incidents**
 19 **and that sort of thing.**
 20 Q. How did you perform that function on the night remotely?
 21 **A. I didn't at any point because the first time I was made**
 22 **aware, the fire was of such significance that I wanted**
 23 **to attend immediately.**
 24 Q. Then in the third bullet point:
 25 "• Gather evidence of operational performance. This

Page 107

1 is to include observations on behaviour attitude and any
 2 other relevant interactions."
 3 Is that gathering of evidence something that starts
 4 only once you reach the incident ground or as soon as
 5 you are alerted to the incident as a monitoring officer?
 6 **A. It can start when you're alerted to the incident,**
 7 **because you can be listening to the messages that are**
 8 **being passed from the fire ground and that would give**
 9 **you an indication on what's taking place. It would also**
 10 **give you an indication of the quality of the messages**
 11 **that are being relayed. For instance, if the messages**
 12 **are very short and there's an urgency, you can get some**
 13 **sort of feeling of what's happening on the fire ground.**
 14 **But the vast majority of that takes place face-to-face**
 15 **on the actual incident ground.**
 16 Q. During your journey, about to take over the monitoring
 17 officer role, did you have your Airwave radio on?
 18 **A. I did, yes.**
 19 Q. You could hear all the radio traffic coming from control
 20 to the incident ground, could you?
 21 **A. You can't hear all of it because for large portions of**
 22 **the incident you're driving under sirens, which pretty**
 23 **much exclude you hearing anything else other than the**
 24 **sirens in your car, so you can only hear when you're not**
 25 **operating your two-tone sirens.**

Page 108

1 Q. That's not terribly helpful, is it? Which would be more
 2 important?
 3 **A. Two-tone sirens so people don't kill me, otherwise**
 4 **I would never get there. Unless I alert other road**
 5 **users to my presence, they won't let me through, I won't**
 6 **get there, or worst-case scenario, I'll have**
 7 **an accident.**
 8 Q. Did you hear any of the make-ups or messages relating to
 9 FRUs? Did you hear, for instance, there was a major
 10 incident declared?
 11 **A. No, I didn't hear that. I was aware it was a make pumps**
 12 **40 before I left home, so that gave me all I needed to**
 13 **know about the scale of the incident.**
 14 Q. As you left home, did you know who was incident
 15 commander?
 16 **A. No, I didn't.**
 17 Q. You didn't?
 18 **A. No.**
 19 Q. Did you want to find out?
 20 **A. Not particularly, I just wanted to get there. So the**
 21 **fact that whoever was incident commander -- I couldn't**
 22 **influence that, there was nothing I could do about it.**
 23 **I knew that on a make pumps 40 there would be**
 24 **a significant number of senior officers attending the**
 25 **incident, so at that moment in time it was of no use to**

Page 109

1 **me to know that.**
 2 Q. Hearing the intensity and volume of the FSG calls so far
 3 as you could given the sirens, did you make any attempt
 4 to call the control room?
 5 **A. No. I had already got a very clear indication from my**
 6 **staff officer, Keeley Foster, that the control room were**
 7 **under severe pressure and were handling a large number**
 8 **of fire survival guidance calls. Me calling and**
 9 **interrupting them would've been no help whatsoever.**
 10 Q. Well, we'll come back to the gathering of evidence in
 11 a moment when we look at the policy and what you did.
 12 The next item is:
 13 "• Take command of an incident either if required,
 14 or as necessary."
 15 In what circumstances would you, as the monitoring
 16 officer, decide to take command of an incident?
 17 **A. So the rank I am now, never. I've never taken command**
 18 **as the principal officer, so I'm effectively the top**
 19 **level of officer that will ever attend the fire ground.**
 20 **This monitoring officer policy covers all ranks from the**
 21 **rank of station manager upwards. So, for instance, a**
 22 **station manager will go out and monitor a four-pump**
 23 **fire. They may well take over if it's an inexperienced**
 24 **watch manager, vice-versa. Our deputy assistant**
 25 **commissioner could go out and take over from a group**

Page 110

1 **manager, either if the incident escalated or if they**
 2 **felt it needed a greater span of control.**
 3 Q. Just to unpack that a little bit, I know you were
 4 commissioner officially from 14 June, by coincidence,
 5 I think, but in the six-month period prior to that when
 6 you had taken essentially the acting role of
 7 commissioner, had you any experience of taking commands
 8 as a monitoring officer?
 9 **A. No, so I've never in the role I am now -- so I sit on**
 10 **the same level operationally as my two deputies, the**
 11 **three of us are considered the principal officers for**
 12 **the fire ground, and neither as a deputy commissioner or**
 13 **as a commissioner have I ever taken over from the**
 14 **assistant commissioner.**
 15 Q. Looking at the fifth bullet point, ensuring a safe
 16 system of work, how would you go about discharging that
 17 function?
 18 **A. So that would mean that -- in general or specifically in**
 19 **relation to Grenfell? Sorry.**
 20 Q. Specifically on the night in relation to Grenfell.
 21 **A. So on the night that would require me attending the**
 22 **operational incident, receiving a briefing from the**
 23 **incident commander, looking at the systems that are in**
 24 **place, potentially having a conversation with the senior**
 25 **safety officer, which I did, and speaking to the ORT**

Page 111

1 **officers.**
 2 Q. Looking at the sixth bullet point, which is the
 3 provision of support and guidance to the incident
 4 commander, in broad terms, can you explain how you went
 5 about discharging that duty on the night?
 6 **A. Yes. So on the night what I did to make sure that I was**
 7 **available to Andy Roe, that we could have conversations**
 8 **around key risk critical decisions, around plans, around**
 9 **specifically conversations around things like -- one of**
 10 **the ones that comes to mind was when we had**
 11 **a conversation, a very clear one in the back of the**
 12 **command unit, about the risk to firefighters, and the**
 13 **risk to us continuing to commit firefighters into a very**
 14 **dangerous environment, weighed against the risk of the**
 15 **lives that we believed we could save inside the tower.**
 16 **And that conversation was a very difficult conversation**
 17 **to have because we basically discussed the fact we were**
 18 **potentially and quite probably risking the lives of**
 19 **firefighters, and that we were potentially going to lose**
 20 **the life of one of our firefighters, to balance against**
 21 **the risk of saving people inside the building.**
 22 **That's not a decision you want to take in isolation,**
 23 **and that's something that, as an incident commander, you**
 24 **absolutely need the support of the monitoring officer to**
 25 **make.**

Page 112

1 Q. Now, let's examine a bit more closely the ingredients of
 2 the role of monitoring set out in this policy.
 3 If you go to the third section on the second page of
 4 the policy, "Monitoring". So we're still under "Key
 5 point summary", although I think the rest of it is
 6 fairly similar.
 7 The first bullet says:
 8 "• The MO is to apply the DMM ..."
 9 That's the decision-making model, which I'm assuming
 10 you're familiar with:
 11 "... and the risk assessment process to the incident
 12 and compare their conclusions and risk assessments with
 13 that of the incident commander ..."
 14 Just pausing there, does that tell us that you, as
 15 the MO, monitoring officer, have to perform your own
 16 independent risk assessment and then look at that and
 17 work out whether it's the same as the incident
 18 commander?
 19 **A. Yes, but it's generally done in conjunction with the**
 20 **incident commander because I need the incident commander**
 21 **to tell me what their risk assessment operational plans**
 22 **are and what they're actually doing, because it would be**
 23 **very difficult for me to conduct an independent one**
 24 **without knowing the actions that are taking place. So**
 25 **it's not something you sit and do in isolation.**

Page 113

1 **So the conversation around the DMM is something that**
 2 **all are incident commanders do at the point of handover**
 3 **and have a conversation, and we'd brief against that.**
 4 **It's a very good tool for ascertaining the key**
 5 **information and the process of evaluation.**
 6 Q. Is that because you, in order to carry out your own risk
 7 assessment process to the incident, need to be given all
 8 relevant information by the incident commander who has
 9 been there on the ground so far?
 10 **A. Yes, as much as possible in a time frame, because**
 11 **clearly there's a large volume of information to impart,**
 12 **but the key information about what's happening and the**
 13 **operational plan.**
 14 Q. Would you agree that it's necessary in carrying out that
 15 role that you do your own independent assessment,
 16 bringing your own expertise to bear, rather than simply
 17 rubber-stamping what the incident commander has done
 18 already?
 19 **A. So it's not rubber-stamping. So what I'm trying to**
 20 **explain by that is I would have the conversations, on**
 21 **the night I had the conversation very clearly with**
 22 **Andy Roe, I then went out to the fire ground to look at**
 23 **the situation myself and to make my own assessment.**
 24 Q. Just let me put my question again.
 25 So far as you understand this role, it's not

Page 114

1 a rubber-stamping exercise, it does require you to carry
 2 out your own independent assessment?
 3 **A. Indeed.**
 4 Q. And it needs to be robust on the basis of what you
 5 yourself learn?
 6 **A. Definitely.**
 7 Q. Under the second bullet point:
 8 "• Having ascertained the IC's plan, intended
 9 tactics and communication structure, if appropriate, the
 10 MO should tour the incident and evaluate the operational
 11 plan and feed back to the IC."
 12 Does that mean that you would need to go out to each
 13 sector and find out what they're doing?
 14 **A. Not specifically, no. It depends on the actual incident**
 15 **that's taking place as to what you do. But on the night**
 16 **of Grenfell it meant that I wanted to go into the tower**
 17 **to speak to the people, but a lot of that is done with**
 18 **the assistance of the ORT officers, who accompany you**
 19 **quite regularly as the monitoring officer, because they**
 20 **can provide you with a clear picture of what's been**
 21 **taking place. And you go and get situational awareness**
 22 **yourself to be able to make that judgement, it doesn't**
 23 **necessarily mean visiting every sector.**
 24 Q. Does it not?
 25 **A. No.**

Page 115

1 Q. Well, we will come to the sectorisation shortly.
 2 But would it not be essential, in order to review
 3 the intended tactics and communication structure, that
 4 you should go and talk to the heads of the sectors who
 5 would be put in place by the incident commander just to
 6 find out even in general terms what they were doing?
 7 **A. Yes, and I did that at certain points of the incident.**
 8 **You don't necessarily do it on your first foray into the**
 9 **fire ground and you rely very heavily on the**
 10 **professionalism of the ORT officers who have done that**
 11 **for you and can brief you with that information.**
 12 Q. I understand you would want to rely on professional
 13 assistance of others at the fire ground, I understand
 14 that. But just in terms of what you yourself, as
 15 monitoring officer, needed to do, whether accompanied or
 16 otherwise, you would, I suggest, need to go to talk to
 17 the people in charge of the fire sector or the search
 18 and rescue sector to work out, even in general terms,
 19 what they were doing so that you could carry out the
 20 evaluation of the operational plan?
 21 **A. No, not necessarily. My vast experience of operational**
 22 **command and the procedures and policies and the vast**
 23 **amount of times I've undertaken the monitoring officer**
 24 **role, you make an assessment on the scene as to what**
 25 **information you need to gather at that moment in time to**

Page 116

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 make those decisions.</p> <p>2 Q. Yes, and one of the sources of the information you need</p> <p>3 to gather to make those decisions would, I would</p> <p>4 suggest, be those who were running the operational</p> <p>5 sectors?</p> <p>6 A. Yes, at a time, which I did, early on. I didn't visit</p> <p>7 them, but at a time, yes, at a certain point in time</p> <p>8 you'll visit all of them, but my initial assessment</p> <p>9 didn't involve me going to the bridgehead on the 4th</p> <p>10 floor.</p> <p>11 Q. We'll come to that, commissioner, we will come to what</p> <p>12 you actually did. At the moment I'm just trying to get</p> <p>13 a feel for what the obligations are and how you go about</p> <p>14 doing the job you were doing.</p> <p>15 Can I just move on then in this document to page 3,</p> <p>16 "Monitoring", which is paragraph 4.</p> <p>17 It's entitled "Monitoring", and paragraph 4.1 says:</p> <p>18 "4.1 The process of monitoring is the measurement of</p> <p>19 the efficiency, effectiveness and where possible,</p> <p>20 economic performance of individuals and the organisation</p> <p>21 at incidents and simulations. It is carried out in two</p> <p>22 distinct ways, either remote from, or directly by</p> <p>23 attending, the incident."</p> <p>24 Would you agree that that is the substance of the</p> <p>25 monitoring officer's role?</p> <p style="text-align: center;">Page 117</p> | <p>1 soft skills, but I just want to make sure that we're all</p> <p>2 clear that that was not the totality of it --</p> <p>3 A. No, definitely not.</p> <p>4 Q. -- and there were some hard calculations to be done as</p> <p>5 well.</p> <p>6 A. Absolutely.</p> <p>7 Q. Did you do the monitoring officer role throughout the</p> <p>8 night?</p> <p>9 A. I did, yes. But, as I explained in my statement, at</p> <p>10 a certain point in time the role changed because, due to</p> <p>11 the significance of the incident, you'll appreciate</p> <p>12 there were a large number of external factors that</p> <p>13 I needed to deal with. So for the point where up to and</p> <p>14 including probably -- I can't say what the time was --</p> <p>15 about 9.30, I was very heavily involved and close to</p> <p>16 Andy. From that moment in time onwards, although I was</p> <p>17 in close contact with him, there were a number of other</p> <p>18 things I had to deal with, press, talking to the Mayor</p> <p>19 of London and various other things, that are also in my</p> <p>20 role as commissioner absolutely key.</p> <p>21 Q. Does that mean that in fact there were parts of the</p> <p>22 night when you weren't doing your monitoring officer</p> <p>23 role?</p> <p>24 A. I was still doing the monitoring officer role, but I was</p> <p>25 doing other things in addition to it as well.</p> <p style="text-align: center;">Page 119</p> |
| <p>1 A. Definitely.</p> <p>2 Q. Looking at the substance of that role as set out there,</p> <p>3 would you agree that you would need to have some grasp</p> <p>4 of the detail of what was going on on the fire ground in</p> <p>5 all its different sectors to be able to measure the</p> <p>6 efficiency, effectiveness and, if we need to get into</p> <p>7 it, the economic performance of the individuals</p> <p>8 involved?</p> <p>9 A. Yes.</p> <p>10 Q. Can I then take you to your witness statement, page 9,</p> <p>11 where you say in the last paragraph on the page:</p> <p>12 "I was aware that I needed to find the Incident</p> <p>13 Commander. As Monitoring Officer my role is to provide</p> <p>14 some reassurance, guidance and Support."</p> <p>15 Is that the complete description of your role?</p> <p>16 A. No, but that was the thrust of the first things that</p> <p>17 I would need to do in relation to recognising the</p> <p>18 significance and the extraordinary events of</p> <p>19 Grenfell Tower, was that whoever it was in charge was</p> <p>20 going to need some serious reassurance, guidance and</p> <p>21 support at that moment in time. Obviously clearly the</p> <p>22 content of the monitoring officer policy is what the</p> <p>23 entire role is, but that was my first priority.</p> <p>24 Q. I understand that, I understand that you would want, as</p> <p>25 a responsible commissioner, to, as it were, deploy your</p> <p style="text-align: center;">Page 118</p> | <p>1 Q. Can I show you the PRC notes which we have, these are</p> <p>2 LFB00003112, just to set this in some context for you.</p> <p>3 These are handwritten notes taken at a meeting of</p> <p>4 24 July 2017, the PRC meeting.</p> <p>5 A. Yes, I was there.</p> <p>6 Q. Which I think you attended.</p> <p>7 A. I was, yes.</p> <p>8 Q. I don't know whether you've seen these notes since or</p> <p>9 after that meeting.</p> <p>10 A. No, so these would have been made by Deputy Commissioner</p> <p>11 Tom George, who was chairing the meeting, and probably</p> <p>12 should have a second occupation as a doctor because they</p> <p>13 are terribly difficult to read. So, no, I haven't seen</p> <p>14 Tom George's notes. I've seen the outcomes of the</p> <p>15 developments and the points but I've not seen these</p> <p>16 notes.</p> <p>17 Q. Can I ask you, please, to turn to page 17, which I think</p> <p>18 is the very last page of the document, four lines down</p> <p>19 from the top, you say:</p> <p>20 "Felt not doing monitoring officer role fully due to</p> <p>21 speaking to crews."</p> <p>22 Why do you say that?</p> <p>23 A. So just to set the context of where this is, so this --</p> <p>24 the performance review of command we undertook there</p> <p>25 took 10 hours 45 minutes. So for 10 hours 45 minutes we</p> <p style="text-align: center;">Page 120</p> |

1 sat in a room with all the incident commanders in very
 2 short time frame after Grenfell Tower going through the
 3 incident on the night. It was a very difficult meeting,
 4 it was a very emotionally charged meeting, we'd had to
 5 pause it on a number of occasions where people had
 6 broken down and become very distressed. This was the
 7 first time a number of people had spoken openly about
 8 the events of the night.

9 If you see the point above where it says "staff in
 10 tears", I'd gone out to the fire ground on a number of
 11 occasions, and where normally you'd go out and just make
 12 an assessment of the operational plans and tactics I had
 13 spent a large number of time talking to firefighters who
 14 have broken down in my arms, firefighters I never met
 15 before, firefighters I didn't know. I've never seen
 16 a situation on the fire ground where firefighters are
 17 openly crying and distressed.

18 I felt at that moment in time that I wasn't
 19 100 per cent performing the monitoring officer role
 20 according to the policy, but I felt that was a far more
 21 important place. Andy Roe assured me that at all times
 22 he felt fully supported and he never at any point felt
 23 that I wasn't performing my role.

24 It was my personal reflection as a result of a very
 25 emotional situation that I felt I had been involved very

Page 121

1 closely with some very, very distressed people, and that
 2 was my priority at that time. There was absolutely no
 3 way I could've had a firefighter burst into tears and
 4 just walk away and leave them at that moment.

5 Q. Would it have been helpful for you to have had another
 6 senior officer take over or perhaps share the monitoring
 7 officer role with you?

8 A. So later on in the incident my other deputy
 9 commissioner, Steve Apter, did join me on the incident
 10 ground to take away the role of monitoring officer so I
 11 could the outward facing piece. I did that, yes.

12 Q. What time was that?

13 A. I'm really sorry, I can't remember. It will be on the
 14 incident log as to what time he arrived.

15 Q. Would it have been more helpful, though, to have
 16 somebody share that role with you earlier so that you
 17 could do what you've told us you were doing with crews?

18 A. No, because initially I was able to perform the role of
 19 monitoring officer very clearly and give Andy the
 20 support he needed. This was during daytime to daylight,
 21 so it was probably coming to maybe come 9 -- 8/9 o'clock
 22 in the morning when I was out doing that.

23 Q. When you were out not performing the monitoring officer
 24 role fully due --

25 A. Well, when I say "not performing", that was

Page 122

1 an emotionally-charged statement. I just felt at the
 2 time that I was doing something more important. But it
 3 wasn't -- I was still contactable by Andy Roe, I had
 4 a radio on me and he could still access me if he needed
 5 to, and I was fully aware of what the operational plan
 6 was. And I was standing very near the base of the tower
 7 so I could see the activities that were taking place.

8 Q. Just so I am clear in my mind about timing, when you say
 9 "felt not doing monitoring officer role fully due to
 10 speaking to crews", that's later in the incident, is it?

11 A. Yes, so it wouldn't -- I did a lot of speaking to crews
 12 on the night, it was very essential that I provided some
 13 what I perceived to be direct leadership. And the
 14 reason for that was that, in my opinion, the situation
 15 they were going into was live-threatening to them,
 16 I felt that if I, as their commissioner, went into the
 17 tower and spoke to them and showed that I was prepared
 18 to be in the same situation and risk that they were, it
 19 would give them the impetus to feel that they could
 20 carry on doing the tasks they were doing. And I -- I've
 21 had people subsequently say to me it made a complete
 22 difference to them, the fact I was in there and I was
 23 prepared to risk my life in the tower to be there and
 24 support them.

25 So although you can take kind of the detail of the

Page 123

1 monitoring officer role as to how it is specifically, my
 2 role on the night was far greater than that, motivating,
 3 supporting and showing my firefighters I was there
 4 alongside them was absolutely key.

5 MR MILLETT: Thank you.

6 Mr Chairman, I think now may be an appropriate
 7 moment for a break.

8 SIR MARTIN MOORE-BICK: Yes.

9 MR MILLETT: I just want to make a trigger warning, if
 10 I can. The next thing I'm going to go to -- well, I say
 11 that -- likely the next thing I'm going to go to is
 12 a photograph of the tower on fire. It's the photograph
 13 you took at 02.51. It's been read into the record but
 14 it's not, I think, available in the room. It is
 15 a photograph of the building on fire. So if people find
 16 that disturbing they should take steps not to be present
 17 during the first 15 minutes after we resume.

18 SIR MARTIN MOORE-BICK: Well, I'm sure you're right to
 19 mention that now, but I think it would be wise to
 20 mention it again after the adjournment.

21 MR MILLETT: I will do.

22 SIR MARTIN MOORE-BICK: Because others may have come who
 23 haven't been here to hear you say that, and I think they
 24 ought to get a proper warning as well.

25 MR MILLETT: Very well. I'll do that.

Page 124

1 SIR MARTIN MOORE-BICK: We're going to stop now so we can
 2 all have some lunch and we'll resume at 2 o'clock.
 3 Again, please don't talk to anyone about your
 4 evidence while you're out of the room and we'll resume
 5 then.
 6 THE WITNESS: Thank you, sir.
 7 SIR MARTIN MOORE-BICK: If you would like to go with the
 8 usher, she'll look after you.
 9 THE WITNESS: Thank you.
 10 SIR MARTIN MOORE-BICK: Thank you. 2 o'clock, then, please.
 11 (1.00 pm)
 12 (The short adjournment)
 13 (2.00 pm)
 14 SIR MARTIN MOORE-BICK: All right, happy to carry on,
 15 commissioner?
 16 THE WITNESS: Yes, sir.
 17 SIR MARTIN MOORE-BICK: Yes, Mr Millett.
 18 MR MILLETT: Commissioner, thank you for coming back to us.
 19 Can I just go back to a couple of things that we
 20 locked at this morning before we go on with the story.
 21 You said a number of times this morning during your
 22 evidence when we were discussing training and,
 23 specifically, training on cladding fires and facade
 24 fires, that, well, it wouldn't have mattered -- I hope
 25 I have this right -- because Mike Dowden wouldn't been

Page 125

1 able to extinguish the fire. Have I summarised your
 2 evidence fairly?
 3 **A. Yes, you have.**
 4 Q. Would it not be right that because Mike Dowden was not
 5 trained on the risk of a cladding fire, he therefore
 6 wasn't able to understand how the fire would perform
 7 once it had got into the cladding and, therefore, how he
 8 should respond?
 9 **A. I don't believe so, and I think that's because the**
 10 **nature of the cladding and the way that fire spread**
 11 **meant that the fire had got behind it, and obviously the**
 12 **front face of the cladding is by its very nature**
 13 **rainproof, so even the understanding of the cladding**
 14 **itself would have meant his response would still have**
 15 **been to try to put water onto the outside of it, which**
 16 **wouldn't have been able to penetrate the rainproof**
 17 **cladding.**
 18 **So the issue is even if he had a very detailed**
 19 **engineered knowledge of cladding, his response to the**
 20 **actual trying to contain the fire would have been the**
 21 **same.**
 22 Q. So you're saying this was an unextinguishable fire from
 23 the start?
 24 **A. I think from the time it got out of the flat of**
 25 **origin -- and bearing in mind the firefighters believed**

Page 126

1 **they'd extinguished the fire in the flat of origin --**
 2 **and by the time it got into the cladding and behind**
 3 **there, they weren't going to be able to extinguish it.**
 4 Q. Was that not critical information and understanding
 5 Mike Dowden should've had?
 6 **A. Ideally he would've had it, but I genuinely don't**
 7 **believe it would've made a difference on the night to**
 8 **the actions he took because there was nothing he**
 9 **could've done to prevent that spreading at that point.**
 10 Q. But it might have made this difference, commissioner: it
 11 might have meant that, knowing he was now faced with
 12 an unextinguishable fire once it had got into the
 13 cladding, he should immediately switch to looking for
 14 a plan B, such as full or partial evacuation of the
 15 building.
 16 **A. But in the context of the cladding fire, bearing in mind**
 17 **the examples we've talked about earlier with cladding**
 18 **fires in different countries, there would still have**
 19 **been the expectation that it would not have penetrated**
 20 **through into all of the internal compartments, that it**
 21 **would have remained on the outside of the building.**
 22 **I believe -- and obviously I can't know what was in**
 23 **Mike Dowden's mind at that time, but for me, if he had**
 24 **then instantly switched at that point in time to trying**
 25 **to do a full or partial evacuation of Grenfell Tower,**

Page 127

1 **what that would've resulted in was a number of people**
 2 **panicking and trying to get out of a single staircase,**
 3 **and I'm not sure how many people -- obviously the people**
 4 **who live in the tower are very familiar with how narrow**
 5 **that staircase was. The prospect of trying to evacuate**
 6 **those people down, with us then trying to get in,**
 7 **because at that point we were still extinguishing the**
 8 **fire on the 4th floor, and while we're then getting fire**
 9 **survival guidance calls telling us that there are people**
 10 **having fire coming into their flats, our imperative at**
 11 **that point is to get there and try and extinguish that.**
 12 Q. There are two parts of that answer I want to push
 13 a little further on. The first is where you said
 14 bearing in mind the examples discussed earlier about
 15 cladding fires in different countries, there would be
 16 the expectation it would not have penetrated into all of
 17 the internal compartments.
 18 It's not right, is it, that the LFB's expectation of
 19 a cladding fire as at June 2014 was that it would not
 20 penetrate into compartments?
 21 **A. I believe it was our expectation -- it was never our**
 22 **expectation that a fire of that nature would penetrate**
 23 **into every compartment. I don't think that we'd ever**
 24 **considered that, no.**
 25 Q. Sorry, let me try this one again.

Page 128

1 There was no understanding within the LFB that if
 2 a cladding structure ignited and fire spread rapidly
 3 across it, nonetheless it would not penetrate into
 4 individual compartments?
 5 **A. I'm sorry, double negative. You're saying we did or**
 6 **didn't know that?**
 7 Q. Let me try it once more.
 8 **A. Sorry.**
 9 Q. Sitting there, as at June 2014, nobody in the LFB
 10 expected that if they were faced with a cladding fire,
 11 it wouldn't burst back into apartments?
 12 **A. We didn't anticipate that would happen, no. Nobody**
 13 **would reasonably anticipate that that would happen.**
 14 Q. Nobody would reasonably anticipate that the occupants of
 15 a building, the facade of which was on fire, would be
 16 safe.
 17 **A. Well, obviously if a building's on fire and the facade's**
 18 **on fire, I can't make the estimate they're safe unless**
 19 **you're there and seeing the premises. At that point in**
 20 **time, no one had the anticipation of how that fire would**
 21 **spread and wrap around that building and travel into all**
 22 **the compartments.**
 23 Q. I think you agree with me that as at June 2017, the LFB
 24 did not have sufficient learning to be able to be
 25 confident, or at least have the expectation, that if

Page 129

1 there was a cladding fire, nonetheless it wouldn't break
 2 back into the building?
 3 **A. No, I don't think anyone would have that, I don't think**
 4 **just London Fire Brigade.**
 5 Q. So it wouldn't be right to say, would it, that
 6 Mike Dowden could reasonably expect that when faced with
 7 a cladding fire, he need not worry because it wouldn't
 8 break back into the building?
 9 **A. Not need not worry, sorry, if that's the impression**
 10 **I gave, that he wouldn't anticipate that would happen if**
 11 **it was burning up the outside of the building. Bearing**
 12 **in mind that from the first images we were seeing, it**
 13 **was very clearly burning up, straight up there.**
 14 **So I'm not saying he would be sure it wasn't going**
 15 **to go back in, but I wouldn't anticipate that he would**
 16 **be thinking automatically that was going to happen.**
 17 Q. Let me put it slightly differently but once more.
 18 It was not a safe assumption for any firefighter to
 19 make, once they'd seen the fire had got into the
 20 cladding, that it wouldn't break back into the building?
 21 **A. No.**
 22 Q. Turning to the second part of that answer, you talked
 23 about evacuation.
 24 My question is really: because Mike Dowden did not
 25 understand what he was faced with once the fire had got

Page 130

1 into the cladding, he wasn't even in a position to be
 2 able to evaluate a plan B of evacuation.
 3 **A. I think that's probably fair to say because he didn't**
 4 **understand that. Equally, I think it's very important**
 5 **to understand that that building's not designed for**
 6 **evacuation. Therefore, going to plan B and thinking**
 7 **about evacuation, that is not something that would**
 8 **naturally happen, because we have full understanding**
 9 **that a single staircase building of such a nature, with**
 10 **no means of alerting the residents simultaneously, is**
 11 **not designed for full or partial evacuation.**
 12 Q. No, indeed.
 13 But Mike Dowden or any other watch commander
 14 attending at this incident and seeing the fire break
 15 into the cladding and move as rapidly as it did would
 16 want at least to know, and you would want as his or her
 17 commissioner to know, that that watch manager at least
 18 had a plan B, and was able to assess the plan B, whether
 19 or not it was a useful plan B.
 20 **A. I think that there probably was plan A, B, C and D**
 21 **because it was such a rapidly evolving, dynamic**
 22 **incident, and in fact I think the actions Mike Dowden**
 23 **took in ordering the number of resources he did in**
 24 **a very short period of time demonstrated that he was**
 25 **making a risk assessment, making a plan, getting**

Page 131

1 **sufficient resources there in large numbers to be able**
 2 **to make a plan B.**
 3 Q. I am going to suggest this to you: the fact that
 4 Mike Dowden did not have the training on the risks that
 5 cladding like this posed in respect of fire spread over
 6 the facade of this high-rise block meant that he was not
 7 put in a position to work out what to do in place of
 8 firefighting.
 9 **A. I think that he did exactly that. He got large numbers**
 10 **of resources there and sufficient numbers to be able to**
 11 **get people into the tower to help to rescue the people**
 12 **in there. So I think he did enact a plan B and I think**
 13 **he did that exceptionally well for an officer of his**
 14 **rank.**
 15 Q. Because he didn't have the sufficient training -- or any
 16 training -- on the risk of cladding, he wasn't able to
 17 think that he needed to get people out much sooner.
 18 **A. I think he was, and I think that even if you trained**
 19 **people on the risks from cladding, I think that**
 20 **understanding what happened on that night, the dynamic**
 21 **nature of it and the speed with which it happened, it's**
 22 **very difficult to say that if you'd given him training**
 23 **to understand that, it would've meant that he made any**
 24 **different decision.**
 25 Q. It may not have done, but it would have at least

Page 132

1 equipped him to know whether to make a different
 2 decision, wouldn't it?
 3 **A. I think that as a very professional and very experienced**
 4 **fire officer, by actually seeing what was happening, he**
 5 **did do a dynamic risk assessment and made a decision and**
 6 **a plan, and he did that based on what he saw, which was**
 7 **the most relevant and up-to-date information at that**
 8 **time.**
 9 Q. But we know he didn't set about examining the
 10 possibility of evacuation even at that early stage once
 11 the fire had got into the cladding.
 12 What I am suggesting to you is had he had training
 13 on the unpredictability of fire spread, he would've or
 14 could've done.
 15 **A. Equally, even if he had training on the cladding itself,**
 16 **what he wouldn't have anticipated were the significant**
 17 **building failures inside the premises that allowed the**
 18 **fire to travel through all the compartments, and his**
 19 **experience and knowledge as a professional fire officer**
 20 **would've told him that trying to evacuate a number of**
 21 **residents in the middle of the night down a single,**
 22 **narrow staircase is a very hazardous thing to do.**
 23 In fact, we do know that, subsequent to Grenfell,
 24 members of the public who have been very understandably
 25 alarmed and distressed during high-rise fires have taken

Page 133

1 some extraordinary steps to evacuate themselves in
 2 inappropriate circumstances with no reason to and caused
 3 themselves severe harm and life changing injuries.
 4 So his professional knowledge would mean he would
 5 want to make the best judgement call for keeping people
 6 safe.
 7 Q. So you are saying the fact that Mike Dowden had no
 8 training on cladding fires made no difference?
 9 **A. That's my view, yes.**
 10 Q. That's what you want the chairman to conclude, is it?
 11 **A. Yes.**
 12 Q. Can I go back to the ORD. We discussed plans and I'm
 13 not going to go back over that.
 14 Can I just ask you to go back to it, please. It's
 15 tab 13 of our documents bundle. I'll just ask you to
 16 look at page 4, some other aspects of this.
 17 In the middle of page 4, under "Site Details", we
 18 can see "Water Supply", and nothing there about the
 19 location of dry rising main outlets within the building.
 20 Would you expect to see at least some information
 21 about the location of dry rising main outlets within the
 22 building on an ORD?
 23 **A. Yes, I would.**
 24 Q. That's a deficiency, is it?
 25 **A. Yes, it is.**

Page 134

1 Q. Bottom of the page, "Fixed Installations Group", "Other
 2 systems/building facilities", Type: "Smoke extraction
 3 systems". Description: "Negative pressure smoke
 4 ventilation system in lobby area of fire floor, panel
 5 located at main entrance to building."
 6 Slightly side question, this: have you ever come
 7 across a negative pressure smoke ventilation system in
 8 your career?
 9 **A. Not knowingly.**
 10 Q. I'm sorry?
 11 **A. Not knowingly.**
 12 Q. So that's effectively a no?
 13 **A. No, I might well have come across one, but I have never**
 14 **been made aware of one.**
 15 Q. So you wouldn't know one when you saw one?
 16 **A. No, I wouldn't.**
 17 Q. Do you think that that description of the smoke
 18 extraction system which an arriving watch manager and
 19 crew would encounter was sufficient to enable them to
 20 operate it?
 21 **A. Without knowing what the information was on the panel,**
 22 **where it says clearly there "panel location at main**
 23 **entrance to building", I can't comment on that. There**
 24 **might have been some very clear direction on the panel**
 25 **as to what that meant which would be sufficient**

Page 135

1 **information. We don't want people to write chapter and**
 2 **version on the ORD because it's something that comes up**
 3 **on the fire engine they can read. I do see above that**
 4 **it makes mention of the dry rising main as well.**
 5 Q. Yes, but not the location, as we've established.
 6 Just keeping with the smoke extraction system, would
 7 you at least expect to see some kind of direction in the
 8 ORD as to how a watch manager such as Mike Dowden
 9 would've been able to find instructions as to how to
 10 operate the smoke vent system?
 11 **A. No, because I would anticipate they would know there**
 12 **would be instruction at the panel located in the main**
 13 **entrance of the building, which is where -- when the**
 14 **smoke extraction systems and various other fixed**
 15 **installations -- if you go to the point where the panel**
 16 **is, that's where the instructions will be.**
 17 Q. So are you saying, so I understand it, that this
 18 indicates to any watch manager reading this on the way
 19 to an incident that instructions will be on the panel?
 20 **A. I would assume that's where they'd go. If I read that**
 21 **as a watch manager on a fire engine, I would go to the**
 22 **panel.**
 23 Q. If the panel didn't have instructions on it, would that
 24 make this then a deficient entry?
 25 **A. It would make it not entirely useful. It wouldn't be**

Page 136

1 **deficient because you'd know there's a system, but it**
 2 **wouldn't make it the most detailed information. I would**
 3 **anticipate that if there weren't instructions then that**
 4 **was a fault with the building.**
 5 Q. Looking at "On Site Action", you can see at the bottom
 6 of the page some emergency contacts.
 7 Would you expect those emergency contacts to be kept
 8 up-to-date at all times?
 9 **A. No, I wouldn't. It's very difficult. Building owners**
 10 **change, responsible people change. The information is**
 11 **very much like an MOT; only good at the moment you put**
 12 **it on there. We regularly get people change, and**
 13 **sometimes it's very difficult to get the name or contact**
 14 **number of the responsible person.**
 15 Q. Would you expect, so that this ORD is useful, that the
 16 building owner would do their best to ensure that that
 17 information was kept up-to-date?
 18 **A. You would hope they would, but what we generally would**
 19 **do in events like this, where we know it's a local**
 20 **authority-owned building, is at a very early stage**
 21 **request the attendance of the LALO, who will then**
 22 **provide us with that information.**
 23 Q. Would you expect the local station responsible for this
 24 ORD entry to keep on at the local authority to make sure
 25 that these details were up-to-date?

Page 137

1 **A. No, I wouldn't.**
 2 Q. Why is that?
 3 **A. Because of the sheer volume and number of buildings and**
 4 **ORD entries on their ground. They simply haven't got**
 5 **the capacity to do that.**
 6 Q. Let me see if I can understand this better. Is it not
 7 essential information that the emergency contact
 8 information is kept up-to-date?
 9 **A. It's useful information. I wouldn't say it's essential**
 10 **on the grounds of the fact that even when we have got**
 11 **contact information, it doesn't mean the person will**
 12 **answer the telephone or we can get hold of them at**
 13 **3 o'clock in the morning. Which is quite often what**
 14 **happens. Even when you have got up-to-date information,**
 15 **people don't answer their telephones or they only work**
 16 **business hours. It's far more useful to call the**
 17 **on-duty, on-call LALO to come to the scene.**
 18 Q. So you don't think it's important that the emergency
 19 contact information is kept up to speed?
 20 **A. It's useful but not critical.**
 21 Q. Useful but not critical?
 22 **A. Yes.**
 23 Q. Right.
 24 What if, as we see, these people actually were not
 25 part of the local authority at all, they were the

Page 138

1 building contractor's representatives?
 2 **A. I'm sorry, what was the question?**
 3 Q. If those people identified there on that entry were not
 4 actually local authority people at all, that would make
 5 the emergency contacts entry positively misleading, in
 6 one sense, because those people were not available at
 7 all.
 8 **A. It would depend what information you wanted from them,**
 9 **to be fair. So the contact information of**
 10 **a receptionist, I'm not quite sure what useful**
 11 **information we'd be able to glean from her. So it would**
 12 **depend on the nature of the information you wanted from**
 13 **the emergency contact.**
 14 Q. Yes. And nobody would know that until they were on
 15 their way.
 16 **A. No, you wouldn't know that, but in my experience --**
 17 **considerable experience, to be fair -- every single**
 18 **incident where you wanted support and information, it's**
 19 **the LALO you need, predominantly because what you mainly**
 20 **want is to have somewhere where you can set up a rest**
 21 **centre for displaced residents from a building.**
 22 Q. You would also want to know, wouldn't you, on the ORD,
 23 that the building had a functioning firefighter lift?
 24 **A. The ORD wouldn't be of any use to that whatsoever.**
 25 **That's, again, only as good as an MOT. The fire lift**

Page 139

1 **could be functioning one day and, as we regularly find**
 2 **with a lot of fixed installations, they either break or**
 3 **are tampered with or become defective through various**
 4 **reasons. So saying it was on the ORD wouldn't be any**
 5 **use to us whatsoever.**
 6 **Can I then go to your first view of the fire.**
 7 **You arrived, I think, at the scene at just before**
 8 **02.51 and you took a photograph. We have that at**
 9 **MET00015760.**
 10 **SIR MARTIN MOORE-BICK: You are going to give a warning?**
 11 MR MILLETT: I was. Perhaps I should just give another
 12 warning and I'll wait 30 seconds or so.
 13 This is a photograph, for those who have joined
 14 since the break, of the building on fire at 02.51.
 15 There may be people who find it distressing, so I would
 16 just say that if you do, either leave the room now if
 17 you're in here or the streaming room or avert your gaze.
 18 There's no soundtrack that accompanies this at all.
 19 Perhaps I shall leave 30 seconds or so, Mr Chairman.
 20 **SIR MARTIN MOORE-BICK: A short pause to see if anyone wants**
 21 **to move.**
 22 **(Pause)**
 23 **MR MILLETT: Let's have that up, MET00015760.**
 24 **First of all, commissioner, where was this taken**
 25 **from, do you remember?**

Page 140

1 **A. From the location where I parked my car. I'll just look**
 2 **at my notes to remind me where it was. So it was**
 3 **actually taken from me standing at the back of my car**
 4 **while I was getting rigged in my operational uniform.**
 5 **So that's on the map I make reference to. I temporarily**
 6 **can't remember the name of the road.**
 7 Q. Do you know which orientation it was taken from? Which
 8 side of the tower?
 9 **A. That is the side looking from the leisure centre where**
 10 **the trees were.**
 11 Q. Is that the north side or the east side?
 12 **A. East, I think, at that point.**
 13 Q. The leisure centre is to the north-east and the trees
 14 are on the east.
 15 **A. Yes. It's the side that is the east where the trees**
 16 **were.**
 17 Q. So what did this view tell you at the moment you took
 18 the photograph about this fire?
 19 **A. That we had a spectacular, complete failure of**
 20 **a building where all floors were alight. My first**
 21 **thought genuinely was this is like nothing I've ever**
 22 **seen. It looked like something from a film where**
 23 **somebody has set it up, like Towering Inferno or**
 24 **something like that. My first thought was this could**
 25 **never happen to a building in England. But it did tell**

Page 141

1 **me that, bearing in mind the knowledge I then had of**
 2 **listening to the fire survival guidance calls and**
 3 **looking at the building as it was there, there was going**
 4 **to be significant loss of life that night.**
 5 Q. At that moment, what were your initial thoughts on what
 6 strategy should be adopted to save life?
 7 **A. My initial thoughts were I needed to meet the OIC and to**
 8 **have a conversation about what actions and what plans**
 9 **were taking place. I think looking at a building like**
 10 **that, what you need to understand is that there is no**
 11 **strategy in place that is going to resolve that fire.**
 12 **So I was not at any point thinking that we were going to**
 13 **be able to extinguish the fire. Bearing in mind from**
 14 **a dry rising main at best you can supply two, maybe**
 15 **three firefighting jets, understanding the number and**
 16 **level of floors on fire at that point, extinguishing the**
 17 **fire was not an option. It was how best we were going**
 18 **to be able to try to make efforts to get into the**
 19 **building to rescue as many people as possible.**
 20 Q. Is it fair to say that at that stage on arrival you had
 21 already decided not to take on the incident command
 22 role?
 23 **A. No, not at all. I was never going to make that decision**
 24 **until I had a conversation with the incident commander**
 25 **and I was assured he was undertaking his role and that**

Page 142

1 **he wasn't overwhelmed by it. So you make that**
 2 **assessment once you've gone and done your initial risk**
 3 **assessment, had your conversation and are assured of the**
 4 **operational plan.**
 5 Q. So the first thing you did was to go and find the
 6 incident commander?
 7 **A. I did, yes.**
 8 Q. Did you know who that was?
 9 **A. No.**
 10 Q. How did you find that out?
 11 **A. I went to the command unit. So I went from there and,**
 12 **to be fair, that is -- was it Clarendon Road I'm in?**
 13 **That's come back to me. It's on a bend parked outside**
 14 **something called Safestore or Surestore or something.**
 15 **So I made my way from there. It was a considerable**
 16 **distance reasonably away. What you can't see in**
 17 **front of the white van is a fire appliance parked which**
 18 **is blocking the road, which is why I chose to stop**
 19 **there. So I couldn't proceed any further towards the**
 20 **incident.**
 21 **I got out of my car, got myself rigged in my**
 22 **operational uniform and I then ran. For those who**
 23 **understand firefighting, we never run on the fire ground**
 24 **because running can cause panic and distress to people.**
 25 **I figured that wasn't going to make any odds on the**

Page 143

1 **night and I wanted to get there as soon as possible.**
 2 **It was quite a complicated route I had to find**
 3 **myself to get round there because it was through**
 4 **a housing estate. I went down a road called Verity**
 5 **Close, which I landmarked because is realised I would**
 6 **have to at some point come back and find my car.**
 7 **I then made my way. I found myself standing with**
 8 **the leisure centre at my back. I took stock of the**
 9 **tower for maybe 10 seconds to get myself a full**
 10 **understanding of the situation. I then went down**
 11 **towards the side, where I encountered one of my command**
 12 **unit staff in a red chequered tabard -- I'm not sure who**
 13 **it was -- and I asked him where the command unit was.**
 14 **He asked me if I wanted to go to the fire survival**
 15 **guidance command unit or the incident command one and I**
 16 **said the incident command one because I wanted to find**
 17 **out who the incident commander was.**
 18 Q. You say on page 10 of your statement in the third
 19 paragraph there:
 20 "I then saw Assistant Commissioner Andy ROE and
 21 understood that he had assumed the role of Incident
 22 Commander."
 23 That's on the CU, is it?
 24 **A. Yes.**
 25 Q. CU8?

Page 144

1 **A. Yes.**
 2 Q. Then you say in the last paragraph on that page, first
 3 line:
 4 "I know Andy very well, as I know all my officers
 5 very well. We had a relatively short conversation
 6 then."
 7 You say it was a two-way conversation. He said:
 8 "I'll give you a brief update, and then I'll give
 9 you a fuller update afterwards."
 10 Do you see that?
 11 He gave you a brief update, I think, and you
 12 summarise that at the foot of page 10:
 13 "He then said; 'We've got the forty-pumps, they are
 14 here, we've got Multiple Fire Survival Guidance Calls,
 15 we are fully committed in BA, into the Tower, making
 16 best endeavours to reach as many people, and I'm about
 17 to get an update from all the sectors as to where we
 18 are, with what's going on.' And I said 'Okay, is there
 19 anything you want me to do while I'm out, and he said
 20 'Just tell me what you see.'"
 21 That's a version of your recollection you gave to
 22 the police when you did your statement.
 23 Is that as best you remember it now?
 24 **A. No, now from the footage you showed Andy Roe yesterday,**
 25 **I know that's not a -- it was my memory, but that's not**

Page 145

1 **in the right order.**
 2 Q. Could you reorder it for us?
 3 **A. So I now have reason to believe that I got to the**
 4 **command unit, I know I checked in and I gave them my**
 5 **nominal roll board, at which point Andy must have been**
 6 **leaving to go to the tower, because we went to the tower**
 7 **together. You showed footage yesterday of us being in**
 8 **the base of the tower about 03.01. That's a very short**
 9 **time order from me putting my fire gear on, running to**
 10 **the command unit, doing the thing and Andy and I getting**
 11 **back into the tower. So I believe we had the**
 12 **conversation initially as a walking brief together**
 13 **walking to the tower and we both went into the tower**
 14 **together.**
 15 Q. Let's focus on the briefing. Am I right in thinking
 16 that that briefing that you've described in your
 17 statement is still correct in your recollection?
 18 **A. As a walking brief, yes, rather than on the command**
 19 **unit.**
 20 Q. Just summarising it, were you given any details by
 21 Andy Roe as to the number of FSG calls?
 22 **A. No, not at that time.**
 23 Q. Were you given any details of his tactical plan?
 24 **A. Not at that time.**
 25 Q. Did you discuss stay put?

Page 146

1 **A. We did discuss stay put very early on. He told me stay**
 2 **put had been revoked. But I'm not sure of the timing of**
 3 **that, but it was very early on in our encounter.**
 4 Q. Did he tell you when he revoked it?
 5 **A. No, he just said he had.**
 6 Q. I should've asked you: who revoked it? He told you he
 7 had?
 8 **A. He told me he had and he didn't give me a time frame, as**
 9 **I remember.**
 10 Q. Did he tell you or did you get the impression that it
 11 was the first thing he did when he arrived?
 12 **A. Yes, because I also knew he had not been there that much**
 13 **time before me. He did say he hadn't been there long.**
 14 Q. Did he tell you he in fact decided at least contingently
 15 that he was likely to do so, to revoke stay put, even
 16 before he arrived?
 17 **A. No, he didn't.**
 18 Q. Did you ask him why the advice to residents had not been
 19 changed earlier?
 20 **A. No, I didn't.**
 21 Q. Why is that?
 22 **A. Because at that moment in time it was far more important**
 23 **to collect the information with the ongoing situation to**
 24 **rescue as many people. We have plenty of time after**
 25 **incidents to do debriefs and discuss orders and plans.**

Page 147

1 **The priority at that point was to save life.**
 2 Q. Was it not important for you to get a full overview as
 3 to what had been happening on the incident ground, even
 4 from the start, at least in outline?
 5 **A. That was why I went with Andy to the tower with the ORT**
 6 **officers so we could walk and talk and I could**
 7 **understand what had happened to that point, and what was**
 8 **happening was the forward plan, which was the most --**
 9 **the most critical thing at that moment in time was**
 10 **understanding there was a building fully involved in**
 11 **fire with a number of people still trapped in there, and**
 12 **my priority, as remained throughout the night, was to**
 13 **rescue people.**
 14 Q. Going back to my point, was it not important for you to
 15 establish why it was Andy Roe who revoked stay put when
 16 he arrived only a few minutes before he did so rather
 17 than finding out why it hadn't been revoked earlier in
 18 the night?
 19 **A. Not in the slightest. It would've been no benefit to me**
 20 **whatsoever to understand historical information. My**
 21 **priority was the future.**
 22 Q. The reason I ask that is because in order to be able to
 23 carry out your evaluation of the operations on the
 24 ground as monitoring officer, would you not want to know
 25 at least in outline how the fire developed from the

Page 148

1 start?

2 **A. Yes, I was very clear I wanted to know that, but the**

3 **information about decisions made historically is**

4 **something we explore fully in the performance review of**

5 **command and that we can have as a debrief afterwards.**

6 **Knowing that information would've been of no benefit to**

7 **me whatsoever.**

8 Q. Were you not keen to find out at what point

9 compartmentation had failed on a mass basis as you could

10 now see?

11 **A. No, not at that moment in time. I really need to**

12 **impress, at that moment in time, I have a building fully**

13 **involved in fire with a large number of people in there.**

14 **I have a large number of my firefighters that I am**

15 **putting into a risk critical environment, and all I want**

16 **to do is get as many of them in there to rescue as many**

17 **as possible. The whys and wherefores of decisions made**

18 **previously can come at a later date. At that moment in**

19 **time you have to understand the pressing priority to**

20 **save life, and that's what we were doing.**

21 Q. I understand that. I am just seeking to explore with

22 you to what extent you, as monitoring officer, with

23 an obligation in that role to evaluate the incident

24 commander's plan, asked him why it was left to him so

25 late to revoke stay put and why it hadn't been done

Page 149

1 earlier?

2 **A. I'm sorry, Mr Millett, it is of no interest to me at**

3 **that moment in time. The monitoring role also states**

4 **the information is fed into the PRC for review**

5 **afterwards. That's absolutely critical information for**

6 **a PRC. In order for us to enact our operational plan**

7 **and save lives, wasting time talking about a time a**

8 **decision was made was of no benefit to me at that moment**

9 **in time.**

10 Q. At that moment in time, but do you even know today why

11 the incident commanders prior to Andy Roe had not

12 changed that advice for the almost two hours or so

13 following the outbreak of the fire?

14 **A. Of course I know now, it's something we explored at the**

15 **PRC.**

16 Q. What's the answer?

17 **A. Because they were very clear in the fact that it was**

18 **a single staircase, there was no means of contacting the**

19 **people inside all of those flats, a lot of the people**

20 **were trapped by the nature of the smoke, so the actual**

21 **communal stairs and areas were not safe to evacuate**

22 **people into, and they were making best endeavours to**

23 **rescue the people trapped in the fire. Bringing people**

24 **out at that moment in time who were not involved in fire**

25 **or smoke would've added to the congestion on the stairs,**

Page 150

1 **increased the number of casualties and delayed the**

2 **response of my firefighters getting into the tower.**

3 Q. Just to look at that from a slightly different angle.

4 I think you accepted this morning that the stay-put

5 advice proceeds on the assumption that there would not

6 be a whole-block fire or mass breach of

7 compartmentation; yes?

8 **A. Of course, yes.**

9 Q. Would that mean that once there was a whole-building

10 fire or mass breach of compartmentation, stay put was no

11 longer viable?

12 **A. Clearly, yes.**

13 Q. Therefore, was it not essential for you at some stage to

14 know when that point was?

15 **A. During the PRC, absolutely.**

16 Q. When was that?

17 **A. You gave me the date. It was about 10 days after.**

18 Q. Not the PRC, the moment in the night when stay put

19 became untenable because there was mass breach of

20 compartmentation throughout the building?

21 **A. I don't know. It was some considerable time before**

22 **I got there, so I'm not sure what time that took place.**

23 Q. You don't know?

24 **A. Not the specific timing, no.**

25 Q. You say it was some considerable time before you got

Page 151

1 there, does that mean --

2 **A. Half an hour.**

3 Q. What I am seeking to do, really, is to work out why it

4 was left so long to revoke stay put.

5 **A. Absolutely, and I understand that is the real tenor of**

6 **this, but for me to speculate on what the incident**

7 **commander at the scene could see at the time or the**

8 **information they had and the actions they were taking**

9 **would be improper. We have had a review of that**

10 **conversation and I have been part of that very clearly,**

11 **but for me they have been adamant and clear that those**

12 **people in flats that were unaffected by smoke and heat**

13 **were safer at that moment in time to stay where they**

14 **were, because to bring them out into an environment**

15 **where we know it was untenable on the stairs, because**

16 **the people in fire survival guidance were telling us**

17 **they could not leave their properties safely, at that**

18 **moment in time, all we would have done is bring people**

19 **from an apparent place of safety into a place of danger**

20 **and potentially kill them. That's why they made that**

21 **decision at that time.**

22 **Also, with the full knowledge that it's a very**

23 **narrow staircase, which now has numerous numbers of**

24 **firefighters in breathing apparatus, with hose going up**

25 **the stairs, and bringing additional people down into**

Page 152

1 **that space would not have been of benefit to us to go**
 2 **and rescue the people who were most at need who were**
 3 **having fire survival guidance.**
 4 Q. Really what I'm seeking to find out from you is even
 5 after the meetings you had after the fire, to the best
 6 of your knowledge, at what point in the night did stay
 7 put as advice become untenable because of mass breach of
 8 compartmentation?
 9 **A. I don't know the exact time, I'm sorry.**
 10 Q. Is it not something that you, as commissioner, need to
 11 know?
 12 **A. No. What I need to know is the fact that my officers**
 13 **were making decisions based on the information they had**
 14 **at the time on the fire ground and the fire survival**
 15 **guidance calls coming in, and they were the best placed**
 16 **ones to make those decisions. It's not for me to**
 17 **speculate the information they had and the decisions**
 18 **they made at that time. They were based on sound**
 19 **information and what they had in front of them.**
 20 Q. No, but would you accept it would be for you to work
 21 out, and then tell us, why it was that stay put wasn't
 22 revoked until it was?
 23 **A. I think I've just explained that, but I'm happy to go**
 24 **through it again, if you like, about why it wasn't**
 25 **revoked.**

Page 153

1 Q. I think I've understood that answer. Let me put it
 2 a different way.
 3 Would it not be your role to work out more precisely
 4 in the night at what point stay put became untenable on
 5 the basis of what was known to those on the scene?
 6 **A. No, because I think they made the decision based on what**
 7 **they knew at that moment in time.**
 8 Q. Did you discuss with Andy Roe his plans for the
 9 evacuation of the tower on this walk to the tower?
 10 **A. We discussed his plans for rescuing the people trapped**
 11 **and under fire survival guidance, yes.**
 12 Q. What were those plans?
 13 **A. Those plans were -- he gave the information about how**
 14 **the information was coming into the fire survival**
 15 **guidance unit, how that was being relayed to the tower,**
 16 **to the bridgehead, and that crews were being briefed on**
 17 **that information to go up and rescue residents.**
 18 Q. Can I ask you to turn to page 10 of your statement and
 19 look at the fourth paragraph, six lines up from the
 20 bottom of the page. You have seen that.
 21 Go on, if you would, to page 11. At the top, you
 22 describe the role of monitoring officer there, and you
 23 say in the fourth line:
 24 "I concluded it was pointless me, sitting on his
 25 shoulder for a TCG meeting listening to him and the

Page 154

1 other agencies talking about everything. It's far more
 2 useful if I go out to the Fire Ground to make an
 3 assessment of what he thinks is happening and then I can
 4 double check that for him."
 5 **A. Mm-hm.**
 6 Q. I think the reality is that, as you say, in order to
 7 fulfil your role as monitoring officer, you had to find
 8 out for yourself what was happening on the fire ground?
 9 **A. Absolutely.**
 10 Q. Is that a fair description?
 11 **A. Oh, definitely.**
 12 Q. Then you say, as you do at page 11 in the first main
 13 paragraph, at the end of where we've just been looking:
 14 "... it was also very important, because of the
 15 significance of the event, that I went and looked at the
 16 building, and went into the building and spoke to people
 17 so that I got a really good situational understanding of
 18 what was happening."
 19 That's right, is it?
 20 **A. It is, yes.**
 21 Q. It's also right, I think -- correct me if I'm wrong --
 22 Andy Roe said to you, "Go and look".
 23 **A. No, that's probably not correct now, knowing what**
 24 **I know, because we went together. Later on he did ask**
 25 **me to do that while he was conducting the TCG slightly**

Page 155

1 **later in the morning, 03.39 maybe.**
 2 Q. You're both off the CU at this point.
 3 **A. Indeed.**
 4 Q. Before you left the CU together, do you recall a call
 5 coming through from control that was taken by Borough
 6 Commander West that expressly sought your advice to
 7 change the stay put?
 8 **A. No.**
 9 Q. You don't?
 10 **A. No.**
 11 Q. Okay.
 12 You go out onto the incident ground, as you say, in
 13 order to get a "really good situational understanding of
 14 what was happening", and then I think you go into the
 15 tower.
 16 **A. Mm-hm.**
 17 Q. In your statement, same page, page 11, in the
 18 second-last paragraph, you estimate that you went into
 19 the tower probably at about 03.12 to 03.15.
 20 I think you were about to tell us earlier this
 21 afternoon that's not quite right.
 22 **A. No, that's not right. Now I know from the picture you**
 23 **showed Andy yesterday it was considerably earlier than**
 24 **that.**
 25 Q. Let's get that picture up. It's INQ0000392. This is

Page 156

1 the picture at 03.02 which we looked at yesterday. Andy
 2 identified himself because he was the one with his arms
 3 outstretched. Can you identify yourself?
 4 **A. Yes, I'm there, standing facing the picture.**
 5 Q. In your statement you say, page 13, third paragraph:
 6 "At that time, I understood the Breathing Apparatus
 7 Entry Control Point was located at the Bridgehead on the
 8 fourth floor. I also knew that the two officers in
 9 command at the Bridgehead, were Pat GOULBOURNE and
 10 Richard WELCH."
 11 Did you talk to them at that point?
 12 **A. No, they were on the 4th floor, I was on the ground**
 13 **floor.**
 14 Q. Who told you that they were at the 4th floor?
 15 **A. I believe it was either Matt Cook or Mick Mulholland.**
 16 Q. In fact, we've established during this inquiry that the
 17 bridgehead was on the 3rd floor at this time and about
 18 to come down to the ground floor. Did you know that at
 19 the time? Presumably not?
 20 **A. No. No, I think that happened not long after I left the**
 21 **tower, to be fair.**
 22 Q. Are you sure in your mind that Mick Mulholland and
 23 Matt Cook told you the bridgehead was at the 4th floor?
 24 **A. No, that's what I recollected at the time, but they**
 25 **could well have said the 3rd floor.**

Page 157

1 **If you indulge my -- my memory of the night, my**
 2 **recollection of the night, as a number of other people,**
 3 **some of the events are not recollected in the right**
 4 **order. I have some very large memory gaps which I have**
 5 **reason to believe is due to the trauma of the night.**
 6 **I have been having counselling for the PTSD I have, but**
 7 **I have large chunks of memory that are still missing and**
 8 **things that are out of time. I tried to do my best to**
 9 **make a recollection of what I know, but I think the**
 10 **severe trauma for me of the responsibility of that**
 11 **night, the personal stress and pressure that caused me**
 12 **has caused my memory to be not as I would wish it to be**
 13 **to be able to recall facts in a clear order.**
 14 Q. Okay. We'll do our best and see where we get to.
 15 **A. Absolutely.**
 16 Q. In your statement at page 13, if you look at this last
 17 paragraph, you say:
 18 "I deliberately did not go to the fourth floor at
 19 that moment ..."
 20 Can we substitute 3rd floor for 4th floor? You mean
 21 the bridgehead?
 22 **A. Yes, indeed.**
 23 Q. "... because I'd only gone to get a small situational
 24 awareness to then return back to Andy and do a briefing
 25 with him."

Page 158

1 **A. Yes.**
 2 Q. It looks from that as if you'd separated from Andy.
 3 I think you're now telling us, and looking at the
 4 picture, you were with Andy all the time during this
 5 visit; is that right?
 6 **A. Indeed, yes. I genuinely had no recollection of Andy**
 7 **being there when I went into the tower until I saw that**
 8 **photograph. To me, that was a complete shock yesterday,**
 9 **the fact that Andy and I went there. It just goes to**
 10 **show the level of trauma and impact that has on the**
 11 **night, because I genuinely remember being in there with**
 12 **Matt Cook and Mick Mulholland, but the fact Andy and I**
 13 **went there together -- in fact, the speed with which**
 14 **I was in the tower, I'm very pleased I went there that**
 15 **quickly to get the awareness, but that was quite**
 16 **a surprise for me yesterday.**
 17 Q. This may be your recollection playing tricks with you,
 18 which I understand, but you say you wanted to get
 19 a small situational awareness to then return back to
 20 Andy and do a briefing with him.
 21 Given you were with him, when were you going to do
 22 the full briefing with him?
 23 **A. Obviously in my mind I think I'm going to get**
 24 **a situational awareness and go back to the command unit.**
 25 **In fact, what we obviously did at that time was we went**

Page 159

1 **together so that Andy could brief me as we went. He**
 2 **also obviously wanted to get further situational**
 3 **awareness, and we then went back to the command unit**
 4 **where he briefed me on the structure using the**
 5 **information on the command unit.**
 6 Q. Given your responsibilities as monitoring officer and
 7 the need for you to gain what you described here as
 8 a situational awareness, or earlier on as a really good
 9 situational awareness, situational understanding --
 10 that's page 11 -- was there not a need, and possibly
 11 a compelling need, to go directly to the bridgehead and
 12 get first-hand information, even if not in detail, but
 13 a first-hand impression from the bridgehead commanders
 14 themselves as to the present state of the conditions in
 15 the building?
 16 **A. No, because I was able to ascertain that from Matt Cook**
 17 **and Mick Mulholland, who were with me, who were the ORT**
 18 **officers.**
 19 Q. What did they tell you?
 20 **A. They told me that the fire survival guidance calls were**
 21 **being responded to. I think at that point they were**
 22 **under the impression we would have to move the**
 23 **bridgehead at some point because smoke was coming down**
 24 **into the stairwell. At that point, we were committing**
 25 **as many crews as we could up into the tower, but the**

Page 160

1 circumstances were exceedingly challenging. We had had
 2 issues with burst hose and water supplies, obviously.
 3 They also informed me we were committing firefighter
 4 crews without water, which is completely contrary to
 5 everything as a professional officer we would ever do
 6 because of the risk to firefighters, and they gave me
 7 that briefing while we were in the base of the tower.
 8 So at that moment in time, I didn't feel the need to go
 9 to the 4th floor to have the conversation.
 10 Q. Did you ask either of those officers -- Matt Cook or
 11 Mick Mulholland -- whether deployments in response to
 12 specific FSG calls were successful or not?
 13 A. No.
 14 Q. Is there a reason why not?
 15 A. Because at that point, that level of detail was not of
 16 use to me, because I had been given the understanding
 17 that although people were going to specific flats to
 18 search them, when they got there, sometimes the people
 19 weren't in there and had moved. The level of detail of
 20 knowing which numbers and flats was not going to help me
 21 with understanding what I needed to do at that moment in
 22 time.
 23 Q. It may be early on, and maybe this is an early question,
 24 but did you understand at that stage what Andy Roe's
 25 primary objectives were?

Page 161

1 A. Absolutely.
 2 Q. Which were what?
 3 A. Save life.
 4 Q. By doing what?
 5 A. By committing as many breathing apparatus crews into the
 6 tower as we physically could.
 7 Q. Maximising rescues?
 8 A. Indeed.
 9 Q. Didn't you need then a full briefing from if not the
 10 bridgehead commanders then Mick Mulholland and Matt Cook
 11 so that you could brief yourself and grasp for yourself
 12 the challenges that the bridgehead faced, and then apply
 13 your experience and leadership in your monitoring
 14 officer role to assess what Andy Roe was planning?
 15 A. I didn't need any detailed briefing to understand the
 16 challenges. Standing in the base of the tower, speaking
 17 to firefighters, speaking to Matt and Mick, seeing the
 18 situation, understanding the fire survival guidance
 19 calls, I didn't need more detail than that to understand
 20 we were up against an impossible situation, with a fully
 21 developed fire inside several flats, with people trapped
 22 in there.
 23 Detailed knowledge of numbers and where people were
 24 going would not have helped. In my mind, Andy's plan
 25 was absolutely right and proper, that we were committing

Page 162

1 people, as many as we could, into the tower to respond
 2 to the fire survival guidance calls.
 3 Q. Did you get a grasp at that time of what kind of order
 4 or priority crews were being dispatched to watch floors
 5 in order to respond to what calls?
 6 A. No, I just knew information was coming into the tower,
 7 going up to the bridgehead and being used by the people
 8 at the bridgehead to dispatch crews.
 9 Q. Did you make any enquiries at that stage to establish
 10 the conditions in the stairwell?
 11 A. Yes, I did, which is why I've been given the information
 12 they might have to move the bridgehead down because the
 13 smoke was starting to penetrate to lower floors.
 14 Q. Did you find out what the conditions were like in the
 15 stairwell higher up the building?
 16 A. From a very brief conversation with Matt and Mick and
 17 the crews, they said the conditions are exceedingly
 18 difficult in the stairwells. There were some areas that
 19 were very hot and smoky.
 20 Q. Did you make any enquiries as to what the conditions
 21 were like in the lobbies?
 22 A. No, so they called them the communal parts, to be fair,
 23 which is stairwells and lobbies. So I understood it to
 24 be completely impacting.
 25 Q. Did you make any enquiries as to the measures that could

Page 163

1 be implemented to improve conditions in the common
 2 parts, as you put it?
 3 A. Sadly, I don't think there were any conditions that
 4 could've improved that on the grounds of the fact we
 5 didn't have firefighting media to take to those floors,
 6 we couldn't extinguish the fire, therefore improving any
 7 conditions in there was virtually impossible.
 8 Q. Did you ask whether there was a ventilation or smoke
 9 extraction system within the building?
 10 A. No, I didn't. The conversation came up later on. But
 11 at that moment in time, with all the compartments
 12 breached, no smoke extraction system in the world was
 13 ever going to compete with that.
 14 Q. Did you consider the deployment of some kind of tactical
 15 ventilation?
 16 A. We had a conversation around tactical ventilation, but
 17 the risks around tactical ventilation and putting a fan
 18 in is it also pushes the products of combustion
 19 throughout the building, and we had absolutely no way of
 20 identifying whether that was feasible, possible, would
 21 it worsen situations for different people? So we had
 22 a conversation, but it wasn't something we enacted.
 23 Q. Did you have that conversation at this stage or later?
 24 A. No, I think it might have been later.
 25 Q. We may come back to that.

Page 164

1 While you were in the tower, did you seek to
 2 establish whether there was a systematic search and
 3 rescue system in process so as you might be able to
 4 avoid repeat deployments of BA crews?
 5 **A. No, and to be fair, what I knew is that the two officers**
 6 **who were conducting -- who were at the bridgehead, so**
 7 **Pat Goulbourne and Richard Welch, were both very**
 8 **experienced officers, and I would be very happy they**
 9 **were enacting the most suitable plan to respond to the**
 10 **fire survival guidance calls using the firefighting**
 11 **resources we had.**
 12 Q. At that point, this is your trip to the tower about
 13 03.01, did you ask Matt or Mick, if I can call them
 14 that, or Andy Roe how high up in the tower crews were
 15 reaching at that point?
 16 **A. Yes. Every time I went to the tower and every**
 17 **conversation I had, I asked that. What I can't recall**
 18 **at the moment is what floor they told me at that time.**
 19 Q. Can you remember how long you stayed in the tower at
 20 that time before you went back to the command unit?
 21 **A. Minutes, 3/4 minutes maybe. It was just enough to have**
 22 **an understanding and, as much as anything, to present**
 23 **myself to the firefighters so they understood I was on**
 24 **the fire ground there supporting them.**
 25 MR MILLETT: Mr Chairman, we've had 45 minutes and I've been

Page 165

1 told that that's an appropriate length of time. May we
 2 have a short break?
 3 SIR MARTIN MOORE-BICK: Yes, we could have a short break.
 4 You might welcome that, I don't know. We'll do that and
 5 we'll come back at 3 o'clock, please, so no talking
 6 again about your evidence, if you don't mind, and you
 7 can go with the usher.
 8 THE WITNESS: Thank you.
 9 SIR MARTIN MOORE-BICK: Right, 3 o'clock, then, please.
 10 Thank you.
 11 (2.50 pm)
 12 (A short break)
 13 (3.00 pm)
 14 SIR MARTIN MOORE-BICK: All right? Ready to carry on?
 15 THE WITNESS: Yes, sir.
 16 SIR MARTIN MOORE-BICK: Yes, Mr Millett.
 17 MR MILLETT: Commissioner, thank you for coming back to us.
 18 Can I then just finish off your first trip to the
 19 tower and then pursue your path, as it were, from there.
 20 Did you gain on your first visit to the tower any
 21 situational awareness of the system of communication of
 22 fire survival guidance information within the tower and
 23 to the bridgehead?
 24 **A. No, not at that time.**
 25 Q. Then you left the tower, and I think went back to CU8.

Page 166

1 **A. Yes.**
 2 Q. Did you go to CU7?
 3 **A. No, I didn't at that time.**
 4 Q. Why did you not go to CU7, do you think?
 5 **A. Because I wanted to get a fuller briefing from Andy as**
 6 **to the structures he had in place and the officers he**
 7 **had doing various roles, and we needed to go back to CU7**
 8 **to do that.**
 9 Q. Did you go to --
 10 **A. CU8 to do that, sorry.**
 11 Q. I'm so sorry, do you want to finish your answer.
 12 **A. Sorry, no, went back to the main command unit, not the**
 13 **FSG unit. So I needed to go back to the main command**
 14 **unit with Andy to be able to understand the structure**
 15 **and look at the officers he had in position.**
 16 Q. Did you later go to CU7?
 17 **A. I did briefly and put my head round the door.**
 18 Q. Do you remember roughly even when that was?
 19 **A. I'm terribly sorry, I don't.**
 20 Q. We'll explore that.
 21 You go back to CU7, and at page 15 of your statement
 22 you say you got back there at 03.35. If you just turn
 23 to that, it's the second-last paragraph. You say:
 24 "I think I got back to CU8 at 0335 hours."
 25 I just wonder whether that's correct in the light of

Page 167

1 the photograph we've seen and the timings we've
 2 established this afternoon.
 3 **A. I believe it is because Andy Roe I think then went back**
 4 **to the CU to have the tactical co-ordination group**
 5 **meeting that we had discussed, and at that time I made**
 6 **a number of phone calls while standing on the corner of**
 7 **Bomore Road.**
 8 Q. Did you catch the end of the TCM, the tactical
 9 co-ordination meeting, that was in place?
 10 **A. No, I think it had just finished and people were leaving**
 11 **the command unit as I arrived back.**
 12 Q. Is that where you got the 03.35 from?
 13 **A. I think so. I think it was from what we're lovingly**
 14 **calling the Roe log.**
 15 Q. Let's briefly look at that. I don't want to take up
 16 time on it, but just to be clear, so we're all clear.
 17 MET00005405.
 18 We can see that the tactical co-ordination meeting
 19 number 1 which is 03.20, halfway down that page, "AC Roe
 20 introduces himself and chairs briefing".
 21 Where were you at 03.20, when that started?
 22 **A. Outside making phones calls.**
 23 Q. So you'd come back from the tower, he had gone in, you
 24 were outside making phone calls?
 25 **A. Yes, I was.**

Page 168

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| <p>1 Q. How long for?</p> <p>2 A. I would estimate probably, maybe -- so 15 minutes. It</p> <p>3 wasn't entirely making phone calls. I did speak to some</p> <p>4 members of the public while I was outside.</p> <p>5 Q. Then at 03.39 we see sitrep, which we worked out</p> <p>6 yesterday was situational report --</p> <p>7 A. Yes.</p> <p>8 Q. -- with Matt Cook.</p> <p>9 A. Yes.</p> <p>10 Q. Just before halfway down the page.</p> <p>11 A. Indeed.</p> <p>12 Q. Were you there for that?</p> <p>13 A. I was, yes.</p> <p>14 Q. So you got onto the CU at some point before 03.39.</p> <p>15 A. Indeed.</p> <p>16 Q. At page 17 of your statement, if we can go back to that,</p> <p>17 please, you say in the second paragraph that you had</p> <p>18 a conversation with Andy, and you say:</p> <p>19 "... Andy relayed to me the information that he had,</p> <p>20 and we had a discussion around the tactical plan ..."</p> <p>21 I have asked you about that at this point in your</p> <p>22 statement because it's two pages after the 03.35 time</p> <p>23 mark, but tell me, is that conversation the one that</p> <p>24 happened at that time?</p> <p>25 A. I believe so.</p> <p style="text-align: center;">Page 169</p> | <p>1 many resources into the tower in response to the fire</p> <p>2 survival guidance calls. They were being deployed</p> <p>3 through the bridgehead where Richard Welch and</p> <p>4 Pat Goulbourne were. And that on leaving the tower the</p> <p>5 firefighters were having a debrief and the information</p> <p>6 was being recorded. I knew at that point that we were</p> <p>7 unable to record the information on the forward</p> <p>8 information boards and that information was being</p> <p>9 written onto the walls of the tower inside.</p> <p>10 I understood that the priority was to commit as many</p> <p>11 crews as possible. We had a conversation around EDDBA</p> <p>12 and the requirement, because of the travel distance, to</p> <p>13 use EDDBA for the higher floors, but that there were</p> <p>14 issues with the heat barriers and smoke in some of the</p> <p>15 areas and that we were unable to contain the fires or</p> <p>16 extinguish them, but we were trying to make best</p> <p>17 endeavours to do so to not only protect the access for</p> <p>18 firefighters, but the egress for firefighters and</p> <p>19 residents.</p> <p>20 Q. At that stage, did you discuss or gain any understanding</p> <p>21 of the methods being adopted to brief crews at the</p> <p>22 bridgehead?</p> <p>23 A. No.</p> <p>24 Q. Did you gain any understanding about the system of</p> <p>25 deployment of crews at the bridgehead at that time?</p> <p style="text-align: center;">Page 171</p> |
| <p>1 Q. You go on to say:</p> <p>2 "... we had a discussion around the tactical plan; I</p> <p>3 asked him what the Command Structure was, who was</p> <p>4 reporting into who, which officers were in which</p> <p>5 situation. He explained all of that to me and further</p> <p>6 explained who was in charge of each sector, who the</p> <p>7 Safety Officers were and what their briefings were."</p> <p>8 Then you go on to say:</p> <p>9 "It gave me the opportunity to ask him questions and</p> <p>10 also to be able to identify if there were any areas or</p> <p>11 problems that I needed to highlight with him."</p> <p>12 I've read that all to you because I have a number of</p> <p>13 questions about much of it.</p> <p>14 First of all, was this what you would call the</p> <p>15 proper briefing, the full briefing with Andy Roe?</p> <p>16 A. I believe so.</p> <p>17 Q. How long did that discussion take, do you think?</p> <p>18 A. Maybe 10 minutes, maybe not that long. It was as much</p> <p>19 information as we needed to share at that time and not</p> <p>20 to interrupt the flow of what was taking place.</p> <p>21 Q. You say you had a discussion around the tactical plan.</p> <p>22 You can see that in the first and second lines there.</p> <p>23 What did you understand the plan to be once you</p> <p>24 discussed it with him?</p> <p>25 A. So I understood the plan was that we were committing as</p> <p style="text-align: center;">Page 170</p> | <p>1 A. Only that the information was being brought from the</p> <p>2 fire survival guidance unit to the bridgehead, and that</p> <p>3 Pat Goulbourne and Richard Welch were in charge of that</p> <p>4 deployment.</p> <p>5 Q. Did you understand or perhaps assume that Richard Welch</p> <p>6 and Pat Goulbourne at the bridgehead were acting on the</p> <p>7 fire survival guidance information being brought to</p> <p>8 them?</p> <p>9 A. At that time I did.</p> <p>10 Q. At the time you did; did that change later?</p> <p>11 A. Later I went and verified for myself because I went back</p> <p>12 into the base of the tower and I could see what was</p> <p>13 happening first hand.</p> <p>14 Q. We'll come to that. Park that for the moment.</p> <p>15 Can I take you to page 34 of your statement and ask</p> <p>16 you to look at something there. This the second from</p> <p>17 bottom paragraph. It's under the heading -- it's not</p> <p>18 that easy to see because it doesn't have underlining --</p> <p>19 "The building and factors that impeded our firefighting</p> <p>20 and rescue efforts". At the end of the second-last</p> <p>21 paragraph, you say:</p> <p>22 "We were never going to get jets onto the floors to</p> <p>23 fight it. It was an impossible task because there was</p> <p>24 no way of dealing with it."</p> <p>25 A. Mm-hm.</p> <p style="text-align: center;">Page 172</p> |

1 Q. When did you form that view during the night?
 2 **A. The moment I got out of my car.**
 3 Q. You thought this was an unfightable fire from the start
 4 of your involvement on the fire ground?
 5 **A. I knew it was.**
 6 Q. You knew it was?
 7 **A. I did.**
 8 Q. What were you briefed by anybody regarding stay put?
 9 **A. Only that the stay-put advice had been revoked, which**
 10 **Andy Roe told me.**
 11 Q. In your role as monitoring officer, what was your view
 12 of the decision to withdraw the stay-put advice?
 13 **A. My view was it was maybe the best information at the**
 14 **time and that that's what we were acting on.**
 15 Q. Did you ask who made the decision?
 16 **A. Andy Roe told me he had.**
 17 Q. I'm sorry to go back over this. Really it goes back to
 18 the briefings.
 19 Do you remember observing or receiving a telephone
 20 call from the control room about the question of
 21 withdrawing the stay-put advice?
 22 **A. No, not at all.**
 23 Q. Did you know on the night whether Andy Roe had been
 24 asked for permission from control to change the stay-put
 25 advice?

Page 173

1 **A. No.**
 2 Q. Did you know on the night that control had in fact
 3 decided themselves to change the stay-put advice?
 4 **A. No, I didn't.**
 5 Q. When did you discover that, or did you ever discover it?
 6 **A. I did discover it. I definitely knew it at the PRC and**
 7 **probably potentially in a conversation in the days**
 8 **following, but not on the night.**
 9 Q. During this briefing -- this is the second briefing once
 10 you are back on the CU -- or doing the mobile briefing
 11 you had, the shorter one, with Andy Roe, did you discuss
 12 any plan by him as to how to go about effecting
 13 an evacuation?
 14 **A. No, we didn't talk about it in terms of evacuation, we**
 15 **talked about it in terms of rescue, because that's what**
 16 **it was. It wasn't an evacuation. Evacuation implies**
 17 **an orderly process where you are able to contact people**
 18 **and ask them to leave. What we were in was very heavily**
 19 **a rescue phase for people who were trapped in a burning**
 20 **building.**
 21 Q. When was the first time you were told the single
 22 stairwell was the only escape route?
 23 **A. Very early on. Walking to the tower with Andy I was**
 24 **made aware of that.**
 25 Q. What impact did that have on you?

Page 174

1 **A. That it was going to be a very difficult task to be able**
 2 **to not only get firefighting crews up there in numbers,**
 3 **but to be able to bring residents out of the tower.**
 4 **I also knew at that point by the time you add hose lines**
 5 **into that -- and when firefighters are wearing fire gear**
 6 **and breathing apparatus, they take up more space, so**
 7 **I knew from that point a very small staircase was going**
 8 **to provide a huge challenge for us.**
 9 Q. Did you discuss the difficulties posed by smoke
 10 congestion, obstacles and two-way person flow?
 11 **A. Yes, very early on.**
 12 Q. What strategy or plan did you form in your head as
 13 a result of knowing those facts?
 14 **A. We were going to do our very best endeavours to commit**
 15 **people up there at the same time as bringing people out.**
 16 **There is no way of having one-way traffic or an orderly**
 17 **process in that because you have teams of firefighters**
 18 **going up, then meeting a team of firefighters bringing**
 19 **three or four people down with them. It's a case of**
 20 **making -- the priority is to bring the people we have**
 21 **rescued out, but at the same time the priority is to**
 22 **commit more firefighters in there to conduct further**
 23 **rescues.**
 24 Q. What equipment was available to the Brigade to assist
 25 residents to get down the staircase as part of that

Page 175

1 rescue plan?
 2 **A. I'm sorry, equipment? I don't think there is any**
 3 **equipment apart from firefighters.**
 4 Q. Let me ask the question focusing on second set breathing
 5 apparatus.
 6 Did it occur to you to think of using, even
 7 improvising, second set breathing apparatus to assist
 8 occupants of the building to come down?
 9 **A. No, the second set breathing apparatus are provided for**
 10 **firefighters for use when rescuing firefighters that are**
 11 **trapped. It's an extremely heavy piece of equipment,**
 12 **very cumbersome, and we only carry a very limited supply**
 13 **of them. Therefore, there was no way it was feasible,**
 14 **knowing the numbers of people in there, to even think**
 15 **about trying to take those up and effect rescues with**
 16 **them.**
 17 **In addition to which, carrying additional equipment**
 18 **into the tower was so physically demanding for the**
 19 **firefighters, who were already walking up numerous**
 20 **flights of stairs in extreme heat, wearing firefighting**
 21 **equipment, I wouldn't have sought to do anything to slow**
 22 **them down.**
 23 **Equally, trying to persuade people to put face masks**
 24 **on, members of the public, is extremely difficult. Our**
 25 **best bet was to get to them and get them out quickly.**

Page 176

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| <p>1 Q. How would you bring them through a smoke-logged 2 staircase?</p> <p>3 A. As quickly as possible is the only way of doing it. 4 There is no suitable way. Keeping them low, advise them 5 to have wet towels and things round their face, but 6 actually the best bet at that moment in time is for us 7 to physically encourage them to go very fast and move 8 them out.</p> <p>9 Q. Is the answer to my question: there was no equipment 10 available to the Brigade to assist with their 11 respiration or movement?</p> <p>12 A. No, there isn't.</p> <p>13 Q. We've covered second set BAs. One more question on 14 that.</p> <p>15 Were you made aware on the night of the fact that at 16 least one rescue had been made of residents in the 17 building with a second set BA?</p> <p>18 A. No, I wasn't aware of that until I think potentially the 19 next day.</p> <p>20 Q. What did you think of that when you learnt it?</p> <p>21 A. Grateful there was another life saved, to be fair.</p> <p>22 Q. We talked about plans this morning. Did you yourself 23 ask to see any plans of the tower so as to be able to 24 better understand the strategy and any structural 25 difficulties that might have emerged?</p> <p style="text-align: center;">Page 177</p> | <p>1 Q. Did you know about that request when you got onto the 2 CU?</p> <p>3 A. No, I was not aware of that.</p> <p>4 Q. When did you first become aware that a tactical 5 ventilation system had been sought?</p> <p>6 A. When somebody -- and in fact it was the time when Andy 7 was off the command unit and somebody spoke to me about 8 wanting to get ventilation there and asked for my 9 permission to order it, so I made that decision, 10 whatever time that's recorded as part of the Roe log. 11 That was the first time a conversation was had around 12 tactical ventilation.</p> <p>13 To be fair, at that moment in time, I'm happy to get 14 resources mobilised and coming to the incident; I did 15 not anticipate it was going to be able to be used.</p> <p>16 Q. Did you get resources there?</p> <p>17 A. I believe the PPV came but we couldn't use it. We were 18 unable to use it, not that we didn't.</p> <p>19 Q. I was going to ask you, was it tried?</p> <p>20 A. So in order to ventilate something, you need a point 21 where you put the fan in, and then you need to 22 understand where you're going to push the gases to. We 23 had no way of being able to do that in a meaningful way 24 without potentially making the situation worse for 25 people inside the tower.</p> <p style="text-align: center;">Page 179</p> |
| <p>1 A. No, Andy and I had a conversation around plans and he 2 made me aware there weren't any plans, so there was no 3 value in me asking to see them.</p> <p>4 Q. You discussed plans together, did you?</p> <p>5 A. Indeed.</p> <p>6 Q. Can you describe what your view was about not having 7 them?</p> <p>8 A. It was very unhelpful.</p> <p>9 Q. I think you approved tactical ventilation to be brought 10 to the fire ground at some stage, didn't you?</p> <p>11 A. I did.</p> <p>12 Q. Is that PPV?</p> <p>13 A. It is, yes.</p> <p>14 Q. If we go to the Roe log, I think we can see that was at 15 an early stage. Let me just try and get that for you.</p> <p>16 This may have been at the time you arrived.</p> <p>17 Could you go, please, to page 1 of the Roe log.</p> <p>18 You can see:</p> <p>19 "02:57 20 "PPV Positive Pressure Ventilation requested by duty 21 DAC." 22 Were you on the CU, CU8, by that time, do you think?</p> <p>23 A. I might have been briefly. But that request by the duty 24 DAC was remote from the fire ground, so that would've 25 been at the control centre where Adrian Fenton was.</p> <p style="text-align: center;">Page 178</p> | <p>1 Q. At what point did you abandon the PPV use?</p> <p>2 A. I'm not sure what the time was. I don't think I ever 3 thought it was a feasible option. It was a case of 4 getting it on the road in case there was a means by 5 which we could use it.</p> <p>6 Q. I am going to go back to the question of stay put, if 7 I may. I have a number of questions about it.</p> <p>8 As a more general question, can you tell us, first 9 of all, whether you've ever had any training or 10 experience or revoking stay put?</p> <p>11 A. No, I haven't.</p> <p>12 Q. No training and no experience as far as you're 13 personally concerned?</p> <p>14 A. No.</p> <p>15 Q. Do you know whether in the Brigade there was, as at 16 14 June 2017, any training on how to go about revoking 17 stay put?</p> <p>18 A. Not that I was aware of.</p> <p>19 Q. Could you tell us -- maybe you can't -- from your own 20 experience what factors you as an incident commander 21 would take into account on the incident ground as to 22 whether or not stay put should be revoked?</p> <p>23 A. Absolutely. So the factors I would look at would be the 24 feasible means of being able to evacuate people safely 25 from a premises; the reasons why you would see fit to</p> <p style="text-align: center;">Page 180</p> |

45 (Pages 177 to 180)

1 **remove people who appear to be in a safe environment**
 2 **into a potentially risky environment; the ability to be**
 3 **able to contact those people; the numbers of**
 4 **firefighters, if it's a physical evacuation, you need in**
 5 **place to do that; the impact that if you change that and**
 6 **you took people away from potentially FSGs or fighting**
 7 **a fire, the impact that would have on the operational**
 8 **incident. There would be a huge range of factors you**
 9 **would need to take into consideration before you made**
 10 **that decision, bearing in mind that all of our building**
 11 **construction, all of our high-rise firefighting, is**
 12 **predicated on stay put.**
 13 Q. When you evaluated as monitoring officer Andy Roe's
 14 decisions, did you familiarise yourself with the factors
 15 that Andy Roe had taken into account in deciding to
 16 revoke stay put?
 17 **A. No, I didn't.**
 18 Q. Is there a reason for that?
 19 **A. Yes, because the decision had been made and my priority**
 20 **was to work out how we were going to get the people**
 21 **trapped in the building out.**
 22 Q. Would this be right: the effect of revoking the stay
 23 put, which had happened only just before you arrived,
 24 meant that the building was now going to be fuller,
 25 perhaps, in the stairways of people trying to get out

Page 181

1 than was otherwise the case before?
 2 **A. Indeed.**
 3 Q. That would present a particular tactical challenge,
 4 would it?
 5 **A. Yes, a massive one.**
 6 Q. Were you able to assess whether or not in fact it was
 7 better for them to stay in their flats rather than
 8 present that tactical challenge, or did you not consider
 9 it?
 10 **A. From what I could see of the building at that time,**
 11 **I wouldn't have wanted anyone to try and remain in**
 12 **there.**
 13 Q. Andy Roe had changed the advice. Let's go to the Roe
 14 log, if we can. His advice is recorded there at 02.47
 15 as "advise people to make efforts to leave the
 16 building."
 17 Is that how you understood the decision to have been
 18 made?
 19 **A. I think Andy briefed me that -- I think his words were**
 20 **something along the lines of, "You've seen what's**
 21 **happening, you've seen the fire, we just need to tell**
 22 **people to get out if they can."**
 23 Q. So you now understood the advice was that they should
 24 get out if they can?
 25 **A. Indeed.**

Page 182

1 Q. Do you know how that new advice to get out if you can
 2 was communicated to residents?
 3 **A. The only way of communicating that would be if they were**
 4 **on the phone to control.**
 5 Q. What about residents who had been on the phone to
 6 control, told before the change to stay put in their
 7 flats, but didn't call back? How would they be told the
 8 advice had changed and they should now leave?
 9 **A. The only way would be if we physically got firefighters**
 10 **up to the flats to knock on their doors. There's no**
 11 **other way of doing that. Control were not in a position**
 12 **in any way, shape or form to start scrolling through**
 13 **incident logs to try and find mobile numbers and phone**
 14 **people back, because the volume of calls they were still**
 15 **receiving and the fire survival guidance as the**
 16 **priority, absolutely rightly, was what they were dealing**
 17 **with.**
 18 Q. Are you aware, as Jo Smith told us, of a custom and
 19 practice in the control room of not calling callers back
 20 unless they're cut off?
 21 **A. Absolutely.**
 22 Q. Even on mobile phones?
 23 **A. Indeed.**
 24 Q. Did it cross your mind that that custom and practice
 25 should be departed from in this particular incident so

Page 183

1 that those people who had previously been given stay-put
 2 advice should now be called back and told, "It's
 3 changed, get out if you can"?
 4 **A. No, because I was fully aware all the staff in the**
 5 **control room were engaged with fire survival guidance**
 6 **calls and they were clearly our priorities. These were**
 7 **people telling us they were trapped in their flats by**
 8 **fire and smoke. At that point, they become the priority**
 9 **and we need to manage them first.**
 10 Q. Does that mean you didn't actually have a conversation
 11 with Andy Roe about that?
 12 **A. No.**
 13 Q. Were you briefed by Andy Roe as to when and how the
 14 decision to change the advice to get out if you can was
 15 communicated to the bridgehead?
 16 **A. No, he just told me the decision had been made.**
 17 Q. Did you find out as to how and when that change in
 18 advice was communicated to the bridgehead?
 19 **A. No. I knew it had taken place before I arrived, that's**
 20 **all I knew.**
 21 Q. So during your first visit to the tower, were you
 22 essentially assuming that those at the bridgehead knew
 23 that the advice had changed?
 24 **A. Yes, and to be fair, it wouldn't have made any huge**
 25 **amount of difference to their tactical plan because**

Page 184

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| <p>1 their plan was still to respond to fire survival</p> <p>2 guidance. What they maybe would have anticipated seeing</p> <p>3 was large numbers of people coming down the stairs, but</p> <p>4 that would only have been if the people had called back</p> <p>5 to control and had been given that advice.</p> <p>6 At that moment in time, I would expect the</p> <p>7 information to be passed to them, but I would absolutely</p> <p>8 expect their main focus was to carry on with the FSGs.</p> <p>9 Q. Did you investigate whether there was a need to</p> <p>10 communicate the change in advice to other control rooms</p> <p>11 and BT who were taking calls from residents under</p> <p>12 fallback arrangements?</p> <p>13 A. No, I was unaware that we were having other control</p> <p>14 rooms taking calls at that time.</p> <p>15 Q. Nobody briefed you on that?</p> <p>16 A. No, not at that moment in time, and fundamentally that</p> <p>17 wouldn't have made a difference to our tactical plan on</p> <p>18 the fire ground. That's a situation that control and</p> <p>19 the duty DAC would be dealing with in control.</p> <p>20 Q. Are you aware that there are instances of other control</p> <p>21 rooms calling residents back and getting hold of them?</p> <p>22 A. No.</p> <p>23 Q. You're not?</p> <p>24 A. No.</p> <p>25 Q. In general terms, would you agree that there was,</p> <p style="text-align: center;">Page 185</p> | <p>1 with Andy Roe whether you should assume command?</p> <p>2 A. Yes, I did.</p> <p>3 Q. What was the result of that discussion?</p> <p>4 A. The result of that discussion was that I was very</p> <p>5 satisfied that Andy Roe was conducting the role of</p> <p>6 incident commander in an appropriate manner, that he had</p> <p>7 a sound operational plan and that I had no need</p> <p>8 whatsoever to take over from him.</p> <p>9 I was also aware, due to scale and nature of the</p> <p>10 incident, that there were wider implications for London</p> <p>11 that I would need to be managing, such as speaking to</p> <p>12 the Mayor of London and various other issues that I knew</p> <p>13 I would have to pick up. Had I assumed control at that</p> <p>14 point and taken over, that would've tied me into that</p> <p>15 and I would've been unable to fulfil the rest of my</p> <p>16 roles that I needed to do.</p> <p>17 Q. Can I then turn to page 15 of your witness statement and</p> <p>18 look at the last paragraph on that page.</p> <p>19 You say there at the bottom of the page and over the</p> <p>20 page to page 16, you had a conversation with Andy Roe</p> <p>21 and Matt Cook. Then you say:</p> <p>22 "The other senior officer in this role was</p> <p>23 Mick McMULHOLLAND[sic] ..."</p> <p>24 And then you say this at the top of 16:</p> <p>25 "Their role is twofold. At a large scale incident</p> <p style="text-align: center;">Page 187</p> |
| <p>1 nonetheless, a need to keep other control rooms updated</p> <p>2 more generally so that they could continue to give</p> <p>3 accurate and useful FSG advice to callers who got</p> <p>4 through to those control rooms?</p> <p>5 A. If there were control operators available to do that;</p> <p>6 however, the main priority at that time was to continue</p> <p>7 to answer and speak to fire survival guidance callers.</p> <p>8 Q. Are you aware more generally of any training or system</p> <p>9 in place to facilitate the communication to other</p> <p>10 control rooms of a change in stay-put advice so they</p> <p>11 could give up-to-date FSG advice?</p> <p>12 A. No, I'm not aware of that.</p> <p>13 Q. Are you aware that the Surrey control room, which was</p> <p>14 taking a fair number of calls -- I think the total was</p> <p>15 19 -- was only informed of the change in advice at</p> <p>16 03.08?</p> <p>17 A. I wasn't aware of any interaction with any other control</p> <p>18 room.</p> <p>19 Q. Does it surprise you to learn that they were only told</p> <p>20 of the change in advice at 03.08 when the decision to</p> <p>21 change had been made at latest 02.47?</p> <p>22 A. With the volume of calls control were dealing with, no,</p> <p>23 that doesn't surprise me.</p> <p>24 Q. During this briefing we're talking about, and coming</p> <p>25 back to it, at 03.39 or thereabouts, did you discuss</p> <p style="text-align: center;">Page 186</p> | <p>1 such as the fire at Grenfell Tower, one of the ORT</p> <p>2 officers follows the Incident Commander and conducts a</p> <p>3 quality assurance on what command decisions are being</p> <p>4 made, while the other ORT officer is out actually on the</p> <p>5 incident ground looking at policies, procedures and</p> <p>6 safety with regards to the actual fire-fighting."</p> <p>7 A. Mm-hm.</p> <p>8 Q. Do you know who carried out that quality assurance</p> <p>9 function on the night?</p> <p>10 A. No, I'm sorry, I'm not aware, and actually, as I do say</p> <p>11 later on, although those are the sort of laid down ways</p> <p>12 ORT normally work, on that night, because of the</p> <p>13 exceptional nature of the incident, they did work in</p> <p>14 slightly different ways and were involved in other</p> <p>15 situations as well. So they were working as a team and</p> <p>16 briefing as a team. I'm not sure whether they</p> <p>17 specifically individually had those roles on the night.</p> <p>18 Q. Was it part of the monitoring officer's function to</p> <p>19 oversee or quality assure their role?</p> <p>20 A. No, not at all.</p> <p>21 Q. How different is their role from the monitoring</p> <p>22 officer's function?</p> <p>23 A. Fundamentally very different. My role is specifically</p> <p>24 around the support of the incident commander and the</p> <p>25 role that they're undertaking. The ORT's is far wider</p> <p style="text-align: center;">Page 188</p> |

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| <p>1 because they're going out looking at all of the sectors,</p> <p>2 looking at the incident that's happening on the</p> <p>3 operational ground, so they have a far wider remit and</p> <p>4 go into more detail. Mine is very specific around Andy.</p> <p>5 Q. Does that mean they are the officers who carry out the</p> <p>6 assessment of the implementation of policies and</p> <p>7 procedures in the sectors?</p> <p>8 A. Indeed.</p> <p>9 Q. And they report back to the incident commander, do they?</p> <p>10 A. So they can report back to the incident commander, or</p> <p>11 they would come and tell me or the incident commander.</p> <p>12 So it's quite common they could give me a briefing if</p> <p>13 Andy or the incident commander is busy at that moment in</p> <p>14 time.</p> <p>15 Q. Would that assessment then inform the incident</p> <p>16 commander's decisions, would you expect?</p> <p>17 A. Yes, quite regularly.</p> <p>18 Q. You would then monitor those decisions in light of that</p> <p>19 information, would you?</p> <p>20 A. In a cold, line-drawing way. That wasn't what happened</p> <p>21 on the night due to the exceptional circumstances, but</p> <p>22 that is the theory behind it, yes.</p> <p>23 Q. But in a cold, line-drawing way, would it work this</p> <p>24 way: if in fact there had been a departure from policy</p> <p>25 that the ORTs had picked up, they would report back to</p> <p style="text-align: center;">Page 189</p> | <p>1 was being relayed to them by the FSG Command Unit."</p> <p>2 I show you that.</p> <p>3 Then can I show you page 19. There are two bits of</p> <p>4 evidence we need to put together. Page 19, paragraph 2</p> <p>5 on that page, where you say:</p> <p>6 "The plan at that point was to get as much EDDBA into</p> <p>7 the building as possible, in order to conduct search and</p> <p>8 rescue and to access those flats that we knew were</p> <p>9 involved in FSG."</p> <p>10 We've talked about your first trip.</p> <p>11 After your fuller briefing with Andy Roe, did you</p> <p>12 then go back to the bridgehead and talk to the</p> <p>13 bridgehead commanders about what they were doing?</p> <p>14 A. Not for some time later, I don't believe, I believe it</p> <p>15 was a while later. The information I was getting was</p> <p>16 being relayed to me by Matt Cook and Mick Mulholland,</p> <p>17 who were giving me updates.</p> <p>18 Q. So you hadn't done that in your first trip into the</p> <p>19 tower, so just after 03.00 am to about 03.20; yes?</p> <p>20 A. Yes, that's correct.</p> <p>21 Q. You didn't do it, I think, in the next period because</p> <p>22 you were on the command unit.</p> <p>23 A. Mm-hm.</p> <p>24 Q. Do you know even roughly when you went to the bridgehead</p> <p>25 and had a conversation with Richard Welch and</p> <p style="text-align: center;">Page 191</p> |
| <p>1 the IC, he would tell you about it and then you would</p> <p>2 assess his performance in the light of that departure?</p> <p>3 A. Yes, and they did regularly. They informed us of</p> <p>4 numbers of departures in policy, and I think they did it</p> <p>5 when me and Andy were together, so it wasn't a case of</p> <p>6 him telling me, it was a case of us receiving a briefing</p> <p>7 at the same time of a number of things we did that were</p> <p>8 completely outside of policy and quite extraordinary and</p> <p>9 exceptional.</p> <p>10 Q. Let me turn to a different but related topic, which is</p> <p>11 the strategy and deployments at the bridgehead.</p> <p>12 First of all, I'd like to see if we can explore your</p> <p>13 understanding of what was actually happening at the</p> <p>14 bridgehead.</p> <p>15 If you turn to page 13 of your statement and go,</p> <p>16 please, to the last line of that statement up to the top</p> <p>17 of page 14.</p> <p>18 I think this is in your first visit, because you say</p> <p>19 "I deliberately did not go to the fourth floor at that</p> <p>20 moment" at the beginning of the paragraph. You say:</p> <p>21 "However, my understanding at that time was that the</p> <p>22 fourth floor [for which I think read 3rd-floor</p> <p>23 bridgehead] Bridgehead were deploying resources</p> <p>24 throughout the building, predominantly tasked to search</p> <p>25 and rescue. The tasks were based on information that</p> <p style="text-align: center;">Page 190</p> | <p>1 Pat Goulbourne?</p> <p>2 A. No, I have no idea of the time. I know that for</p> <p>3 a period of time I didn't go back to the tower, and one</p> <p>4 of the main reasons I didn't go back to the tower was on</p> <p>5 entering the tower, I believe the first time, I had</p> <p>6 a very close miss of nearly being killed by a large</p> <p>7 piece of debris, and I didn't think it would facilitate</p> <p>8 running the incident terribly well if the commissioner</p> <p>9 got killed on the fire ground, so I thought it was</p> <p>10 probably better for me to be remote from that while</p> <p>11 decisions were being relayed to me by other officers.</p> <p>12 Q. I know it's difficult, but can you give us even a vague</p> <p>13 time at which you did go to the bridgehead?</p> <p>14 A. No, I'm sorry, I can't.</p> <p>15 Q. Was it getting light?</p> <p>16 A. I honestly have no idea. I'm sorry, if I could help</p> <p>17 you, I would, but I genuinely -- this is part of my</p> <p>18 problem with memory recall, I'm sorry.</p> <p>19 Q. Okay.</p> <p>20 Do you remember a time when you were told about</p> <p>21 difficulties getting above the 15th floor?</p> <p>22 A. I remember having that conversation. I remember having</p> <p>23 a conversation very specifically with Pat Goulbourne</p> <p>24 about the fact that he wanted to try and reach the 18th</p> <p>25 floor, and at that time we were unable -- I think we</p> <p style="text-align: center;">Page 192</p> |

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| <p>1 weren't making progress past the 12th at that point. 2 I have no idea what time that was, but he said the heat 3 and smoke and the conditions above the 12th floor were 4 so untenable that we are unable to get crews to access 5 beyond that. 6 I also had a conversation in the intervening period 7 with several BA crews outside the tower who had relayed 8 to me the conditions inside the tower. 9 Q. That was an attempt to see if we could put a time mark 10 on when you spoke to them. We'll come back to that 11 18th floor/12th floor point later. 12 Can I just ask you this: did you at any stage take 13 any particular steps to ascertain how in detail the 14 bridgehead were deploying crews? 15 A. No. 16 Q. Does that mean you never found out whether the 17 bridgehead was adopting a strategy of prioritisation of 18 particular FSG calls? 19 A. I knew they were adopting a strategy because I had that 20 information relayed to me by Matt or Mick, whoever was 21 giving me the information. What I didn't do was 22 physically go in there and look at what they were doing 23 until later on. 24 Q. What did Matt or Mick tell you about any system of 25 prioritisation?</p> <p style="text-align: center;">Page 193</p> | <p>1 Q. Did you think that was something that should be 2 prioritised? 3 A. At that moment in time, when faced with a tower that's 4 on fire and you know people are calling for help, you 5 want to save everyone in there. I think it's quite 6 difficult to make a judgement call on whose life is more 7 valid. 8 Q. Did you investigate whether, prior to your arrival -- 9 I understand what you're saying about what you saw -- 10 there had been a system of prioritisation? 11 A. No, I didn't. 12 Q. Why was that? 13 A. Because at that moment in time, I just needed the scale 14 and volume of the numbers of people involved, and the 15 impetus was to get as many firefighters in there as 16 possible to effect as many rescues as we could. 17 Q. Did you come to understand any system of collecting 18 information about the success or failure of particular 19 BA deployments? 20 A. I understood as firefighters were exiting the tower, 21 information was being collected from them where 22 possible. I also knew and saw for myself that some of 23 the firefighters exiting the tower were unable to speak 24 and were in a situation of heat exhaustion and were 25 collapsing, so we might not have got information from</p> <p style="text-align: center;">Page 195</p> |
| <p>1 A. They told me that the prioritisation was to get to the 2 floors affected by fire survival guidance calls, that 3 the calls were coming in from the FSG unit, being 4 relayed by runners predominantly to the fire ground. 5 That information was being fed to the bridgehead, who 6 were then briefing crews to go up to the affected flats. 7 So the priority was always to manage the people in fire 8 survival guidance. 9 I was unaware whether there was any prioritisation 10 of the actual fire survival guidance calls themselves. 11 At that moment in time, with the situation and the 12 conditions inside the tower, in my view, very single 13 human life in there was a priority. 14 Q. Does that mean, to cut a long story short, that although 15 policy would require an IC to decide how to prioritise 16 calls, in fact that policy was departed from? 17 A. I think it was departed from because of the nature and 18 volume of the calls, and we understood people were 19 moving around in flats, so it wouldn't necessarily have 20 been helpful to do that. For me, every single life in 21 that tower was a life that needed saving. 22 Q. Sure, and within that every single life, were you aware 23 of any effort to sub-prioritise elderly people, children 24 or people with mobility issues? 25 A. No, I wasn't aware of that.</p> <p style="text-align: center;">Page 194</p> | <p>1 them. I saw firefighters under exceptional duress and 2 strain. 3 Q. Were you at any stage concerned about any difficulties 4 in obtaining information about the success or failure of 5 deployments because failed deployments would mean people 6 were still in flats? 7 A. No, I understood that firefighters were going to the 8 flat where they believed people were. Sometimes they 9 weren't there. But then other times people were being 10 deployed and encountering people on the stairs that 11 needed rescuing and were a priority to them at that 12 point. 13 Q. Did you look to see whether there was a system of 14 recording those deployments and their results? 15 A. No, I saw a lot of systems on the wall at the bridgehead 16 for marking, but I didn't go into detail of that because 17 there were sufficient senior officers managing that 18 situation and I had a fire wider remit than that. 19 Q. Did Andy Roe at any time give you his view that the 20 building was lost and the priority was to rescue people 21 and not stop the fire spread? 22 A. We had that conversation very early on. We were never 23 going to stop the fire spreading and we were never going 24 to put the fire out. Our priority was only ever to get 25 to as many people as possible.</p> <p style="text-align: center;">Page 196</p> |

1 Q. Can you please go to page 22 of your statement, which
 2 has in the top paragraph, in the last two lines,
 3 something by you. You say:
 4 "At this time, at Grenfell Tower, we continued to
 5 firefight offensively, inside the building, as we
 6 believed there to be saveable life."
 7 Given that the building was lost and the priority
 8 was to rescue people and not stop the spread of the
 9 fire, how does that sit with you saying that you
 10 continued to firefight offensively?
 11 **A. Because the firefighting was necessary to try and subdue**
 12 **the fire that's on the lower floors to enable crews to**
 13 **proceed beyond that to get to the fire survival**
 14 **guidance, and equally, for the crews that had gone above**
 15 **the fire, to actually maintain safe egress for them if**
 16 **they're bringing casualties out. If we'd just done**
 17 **absolutely no firefighting whatsoever, anyone in the**
 18 **building was never going to get any further, and quite**
 19 **potentially we'd have lost large numbers of firefighters**
 20 **who were unable to make any rescues.**
 21 Q. Just continuing with the topic of this rescue strategy,
 22 you say -- and I think we've discussed already today --
 23 that tactical decisions at the bridgehead are not for
 24 the incident commander, they're for the sector
 25 commanders; is that right?

Page 197

1 **A. Absolutely.**
 2 Q. Is this right: the bridgehead makes the tactical
 3 decisions, the operations commander -- who was Andy
 4 O'Loughlin after Andy Roe took over -- was responsible
 5 for those ultimately, and then the incident commander
 6 gets told about them?
 7 **A. Indeed.**
 8 Q. Your role as a monitoring officer vis-a-vis the incident
 9 commander's decisions, do you monitor the incident
 10 commander or do you also monitor the operations
 11 commander as well to make sure that the incident
 12 commander is getting the right information?
 13 **A. No, my primary role is to monitor the incident commander**
 14 **and provide support and guidance to him. I'm obviously**
 15 **aware of the information he's receiving, we will have**
 16 **conversations around it, but I don't have a wider role**
 17 **of monitoring other officers on the fire ground because**
 18 **my main focus, and especially on that night, was to**
 19 **support Andy.**
 20 Q. Did you talk to Andy O'Loughlin?
 21 **A. I believe I did. I don't recall what the conversations**
 22 **were about. I know I spoke to him on the night, but not**
 23 **around detail.**
 24 Q. You didn't have a detailed briefing with him?
 25 **A. No.**

Page 198

1 Q. We discussed earlier any visit you made to CU7.
 2 First of all, how long after your arrival at the
 3 incident do you think you visited CU7?
 4 **A. I genuinely have no idea. That's one of the things.**
 5 **I recall opening the door, I recall seeing Tom Goodall,**
 6 **I recall seeing large numbers of information being**
 7 **written on the board, I recall an absolute sense of**
 8 **urgency and commitment and it was a very dynamic and**
 9 **busy environment.**
 10 **What I would not seek to do at that point is intrude**
 11 **on that environment and start asking difficult or**
 12 **awkward and detailed questions of them because I knew**
 13 **they'd already supplied that information both to the ORT**
 14 **officers and to the bridgehead. There are times and**
 15 **places where it isn't useful to ask for people to supply**
 16 **you detailed information when they are clearly very**
 17 **task-focused and very busy.**
 18 Q. Can I ask you to look at the IMP report on the incident
 19 which we looked at earlier today. Its tab 30 of the
 20 documents bundle. I would ask you to look at page 3 of
 21 that, please.
 22 This is the fourth item down:
 23 "1/2 Control did not receive regular updates from
 24 the incident ground on the progress of dealing with Fire
 25 Survival Guidance (FSG) calls. However the number of

Page 199

1 FSG calls being processed was unprecedented, therefore a
 2 review of PN790 to deal with this."
 3 Do you agree with that?
 4 **A. It says "therefore a review ... to deal with this**
 5 **specific point is not deemed necessary". 1 of 2 is**
 6 **unfortunately that you can only put a certain amount of**
 7 **text into those boxes, so that is one sentence. So it's**
 8 **saying it's not -- yes, I mean, we wouldn't review**
 9 **a process on that. The point I do agree with is that we**
 10 **need to ensure a two-way flow of information goes back**
 11 **to control to inform them of the situation.**
 12 Q. On the night, were you aware that control was not
 13 receiving regular updates from the incident ground on
 14 the progress of FSG?
 15 **A. No.**
 16 Q. You weren't?
 17 **A. No, I wasn't aware of that.**
 18 Q. Is that something that, as a monitoring officer, you
 19 should've been aware of?
 20 **A. No, absolutely not. That would've been the role of the**
 21 **fire survival guidance command unit to pass that**
 22 **information back. That isn't something for the**
 23 **monitoring officer. That's a completely separate**
 24 **sector, so that would not fall within my remit, no.**
 25 Q. Just following as you call the hard line, would that not

Page 200

1 be something that the FSG commander should've reported
 2 back to the operations commander?
 3 **A. Obviously he was the one who -- the information wasn't**
 4 **coming from there, so he would not be aware that control**
 5 **were -- this came from control, so we had Joanne at the**
 6 **debrief, so I don't think he was aware the information**
 7 **wasn't going there because it was control who had the**
 8 **frustration with it.**
 9 Q. In this line of command -- we're obviously looking at
 10 the incident ground -- where does the control room fit
 11 into that?
 12 **A. It doesn't really, fundamentally. You know, that is the**
 13 **thing; the control room are sitting as a separate**
 14 **entity. They've got a deputy assistant commissioner,**
 15 **who was Adrian Fenton on the night, who goes in there to**
 16 **provide support and sort of strategic operational advice**
 17 **to them, and obviously they liaise directly with the**
 18 **fire survival guidance unit in relation to that, but**
 19 **they don't sit in the overall command structure of**
 20 **an operational incident on the fire ground.**
 21 Q. Does that mean that any particular problems or changes
 22 in fire survival guidance which are dependent on
 23 feedback from the incident ground may not necessarily
 24 get fed back to the incident ground?
 25 **A. I think very much on the night that was the case due to**

Page 201

1 **the extreme volume of calls, due to the two-way**
 2 **information, that the information wasn't being relayed**
 3 **back to them on that night.**
 4 Q. Is one of the reasons for that that the control room
 5 sits outside this information pyramid?
 6 **A. No, I don't think so, because on any normal operational**
 7 **incident, we're relaying information to and from control**
 8 **continuously. The problem that night was of course the**
 9 **fact that the vast majority of control officers were**
 10 **heavily resourced dealing with fire survival guidance,**
 11 **and there were lots of pressing priorities. So normally**
 12 **control are in a two-way conversation with us on**
 13 **a command unit on a regular basis.**
 14 Q. Did you review the arrangements for management of the
 15 FSG calls?
 16 **A. Absolutely not.**
 17 Q. You say absolutely not as if it's --
 18 **A. Not my role at that point in time. So I'm not in**
 19 **a position to be making command decisions that are being**
 20 **taken by specific sector commanders. That would be**
 21 **completely inappropriate for me to do that.**
 22 Q. Is this right: you weren't aware on the night, even
 23 though you were reviewing Andy Roe's incident command
 24 decisions, that the information loop was not being
 25 closed so that results of deployments weren't going back

Page 202

1 to the control room?
 2 **A. No, because I'm not sure the fire ground were aware of**
 3 **that, so Andy wouldn't have been aware either. I can't**
 4 **review something Andy doesn't know about either.**
 5 Q. Was it not essential, though, in order for FSG calls to
 6 be responded to properly and for results of deployments
 7 then to be fed back, that that information loop was
 8 closed so that control did get that information?
 9 **A. That would be the ideal, but normally, when that policy**
 10 **is written, it's in response to us maybe dealing with**
 11 **two, three or four fire survival guidance calls. When**
 12 **we're dealing with in excess of 100, trying up tie that**
 13 **information loop back, tying up further time, was**
 14 **obviously very difficult on the night. Obviously it's**
 15 **ideal that everyone has as much information as possible.**
 16 Q. Did you investigate how the incident commander and,
 17 indeed, you were kept abreast of developments regarding
 18 particular FSG calls or even in general?
 19 **A. So the FSG calls and the updates are obviously going**
 20 **through the bridgehead. They had the information. That**
 21 **was not individual specific ones, but the whole concept**
 22 **of how that was working was being monitored by the ORT**
 23 **and Andy O'Loughlin as the operations commander.**
 24 Q. In your capacity as monitoring officer, were you
 25 satisfied on the night that the system of responding to

Page 203

1 FSG information was sufficient?
 2 **A. I was satisfied we were making every endeavour to commit**
 3 **operational crews into the tower to respond to those**
 4 **calls.**
 5 MR MILLETT: Mr Chairman, this may be an appropriate moment
 6 for another short break.
 7 SIR MARTIN MOORE-BICK: I was going to ask you, do you
 8 envisage taking up most of the rest of the afternoon?
 9 MR MILLETT: I am, yes.
 10 SIR MARTIN MOORE-BICK: Then this ought to be a time for
 11 a break.
 12 We are going to have another short break until 3.55,
 13 please, and no talking about your evidence while you're
 14 out of the room. If you would like to go with other the
 15 usher.
 16 Thank you very much.
 17 All right, 3.55, please.
 18 (3.45 pm)
 19 (A short break)
 20 (3.55 pm)
 21 SIR MARTIN MOORE-BICK: All right, commissioner, ready to
 22 carry on?
 23 THE WITNESS: Yes, sir.
 24 SIR MARTIN MOORE-BICK: Mr Millett.
 25 MR MILLETT: Thank you for coming back to us.

Page 204

1 Can I ask you about your visit to CU7.
 2 First of all, how many trips to CU7, the FSG unit,
 3 do you think you made during the course of the night?
 4 **A. Potentially two.**
 5 Q. Potentially. I mean, does that mean you can't remember
 6 two or you may have made two?
 7 **A. I definitely recollect one and I think I went one other**
 8 **time, but I have no way of verifying that.**
 9 Q. I know it's difficult.
 10 **A. Yes.**
 11 Q. Do you remember roughly how long after you arrived you
 12 went to CU7?
 13 **A. No, I don't, unfortunately.**
 14 Q. Do you know how long you spent in CU7?
 15 **A. Not long at all.**
 16 Q. You said you put your head round the door.
 17 **A. So the door was open, I conversed with them. I didn't**
 18 **step into their space and intrude on what they were**
 19 **doing. Less than a minute.**
 20 Q. What was the purpose of your going to CU7?
 21 **A. As much as anything, to support them, to give them some**
 22 **encouragement, because they were doing an incredibly**
 23 **difficult job, and just to let them know I was there,**
 24 **and to get a brief overview of what they were doing, but**
 25 **not a detailed one.**

Page 205

1 Q. In your role as monitoring officer to tour the incident
 2 and evaluate what was happening, was it not important to
 3 you to have a bit more than a minute and actually
 4 investigate in greater detail what they were doing?
 5 **A. No, not at that time. They were so very busy, they were**
 6 **dealing with such a dynamic situation, that an**
 7 **interruption of that would not have been beneficial for**
 8 **the supply of information from there up to the**
 9 **bridgehead, which was my priority.**
 10 Q. I've used the words "tour the incident" because that's
 11 the expression used in the policy, the monitoring
 12 officer policy, 424, paragraph 4.6:
 13 "Having ascertained the IC's plan, intended tactics
 14 and communication structure, if appropriate the MO
 15 should tour the incident and evaluate the operational
 16 plan and feed back to the IC."
 17 In the light of that policy obligation, did you, as
 18 part of that tour, go to CU7 and evaluate its operations
 19 as part of the operational plan?
 20 **A. I evaluated it by speaking to them but, more**
 21 **importantly, by speaking to Matt and Mick, who were**
 22 **doing that role. Any duplication of that by me going**
 23 **and asking them further questions was an unnecessary**
 24 **interruption into their extremely important role at that**
 25 **time.**

Page 206

1 Q. So you evaluated what the FSG unit was doing, as it
 2 were, second hand?
 3 **A. Yes, that's quite regular practice, to use the ORT**
 4 **officers. They are doing that. They're another set of**
 5 **eyes and ears on the fire ground.**
 6 Q. The obligation in the policy, though, is to tour the
 7 incident. Does that not mean you would actually go to
 8 the different sector heads and talk to them about what
 9 they were doing?
 10 **A. Tour the incident means for me to get situational**
 11 **awareness, to go round the incident and see what's going**
 12 **on. It doesn't mean I have to drill into the level of**
 13 **detail with each sector commander as to what their role**
 14 **is and that they're doing. That's the role of the**
 15 **operations commander and the incident commander.**
 16 Q. When you got to CU7, in order to evaluate the
 17 operational plan, would it not involve more than giving
 18 them support, but actually just finding out in broad
 19 terms what they were doing?
 20 **A. I did find out in broad terms, that's the conversation**
 21 **I had with them, but in enough of a brevity of**
 22 **conversation to not impact on the important role they**
 23 **were doing.**
 24 Q. Who did you speak to?
 25 **A. Tom Goodall.**

Page 207

1 Q. What did he tell you?
 2 **A. He told me they were receiving calls. They still had --**
 3 **he had numbers on the board which I didn't write down or**
 4 **recollect. He told me how they were receiving the calls**
 5 **and using runners to relay the information to the**
 6 **bridgehead.**
 7 Q. Did he say anything to you about prioritisation of
 8 calls?
 9 **A. Not at that time, no.**
 10 Q. Did you have a look inside the CU?
 11 **A. Briefly, yes.**
 12 Q. Did you see a chart?
 13 **A. I did, but I didn't study it in detail.**
 14 Q. Even though you didn't study it in detail, did you
 15 observe it had a system of prioritisation on it?
 16 **A. No, I didn't.**
 17 Q. We touched earlier on prioritisation at the bridgehead.
 18 Did there come a time when you had a conversation about
 19 prioritisation with Richard Welch and Pat Goulbourne?
 20 **A. No, the time when I had a relatively in-depth**
 21 **conversation with Pat Goulbourne was about -- we had**
 22 **a conversation around the safety of the building. We**
 23 **had a conversation around how exceedingly difficult it**
 24 **was getting firefighters above I believe the 12th floor**
 25 **at that time, and the conversation we had was him**

Page 208

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 saying, "Please don't make me stop committing 2 firefighters to higher floors", which was never our 3 intention, and he had an absolute pressing desire to 4 keep trying to commit crews to the 18th floor. I told 5 him that I trust his judgement, we'll carry on 6 committing crews, but that I did believe our 7 firefighters were at severe risk at that time.</p> <p>8 Q. I think in fact you cover this -- let's look at that 9 now, if we may.</p> <p>10 A. Of course.</p> <p>11 Q. Page 27 of your statement, you I think cover this. Tell 12 me if this is wrong, but in the second paragraph on that 13 page you say:</p> <p>14 "At some point I had a conversation with 15 Pat GOULBOURNE outside the tower about the structural 16 integrity of the building." 17 That's the conversation you're referring to now?</p> <p>18 A. It is, yes.</p> <p>19 Q. You say:</p> <p>20 "He told me we had crews committed and doing work up 21 to the 12th floor, but that they couldn't get any 22 further because of the heat and the fire spread. He was 23 very focused on trying to get to the 18th floor." 24 Then you say:</p> <p>25 "He had something in his mind, a piece of</p> <p style="text-align: center;">Page 209</p> | <p>1 do that" because there was the endeavour to do that. At 2 that moment in time, it was physically impossible to get 3 beyond the heat barrier on that floor.</p> <p>4 Q. Were you aware whether control was ever informed either 5 generally or specifically about the inability to get 6 above certain floors?</p> <p>7 A. No, I wasn't aware of that.</p> <p>8 Q. We have examples. An inability around 04.25 to get 9 above the 15th floor. Does that ring a bell with you?</p> <p>10 A. No, it doesn't.</p> <p>11 Q. 11th floor at 04.45?</p> <p>12 A. No, I don't know specific times and floors, I'm sorry.</p> <p>13 Q. Were you informed at any point of the adoption of 14 a strategy at the bridgehead of a floor-by-floor, 15 bottom-up deployment?</p> <p>16 A. I was aware there was a conversation around trying to do 17 a floor-by-floor clearing process, yes.</p> <p>18 Q. What was your view of starting on the lower floors given 19 the number of fire survival guidance calls which were 20 coming from higher up in the building?</p> <p>21 A. I was aware that we were still trying to get to the 22 higher floors, we were unable to get to that, so in the 23 meantime, trying to clear lower floors was an eminently 24 sensible thing to do because there may well have been 25 savable lives on those floors.</p> <p style="text-align: center;">Page 211</p> |
| <p>1 information. I didn't ask him the detail but I suspect 2 he had received some information about a family and/or 3 children. He was obsessed with trying to get to the 18th 4 floor, but at that point I knew we could not get beyond 5 the 12th."</p> <p>6 Can you remember when you were told this, was this 7 on your first trip to the tower or later?</p> <p>8 A. No, it wasn't, it was a subsequent trip.</p> <p>9 Q. You say he was obsessed with trying to get to the 18th 10 floor but you knew, you say, you couldn't get beyond the 11 12th.</p> <p>12 A. He was the one who told me we couldn't get beyond the 13 12th.</p> <p>14 Q. How did you think he was going to get to the 18th floor?</p> <p>15 A. He wanted to keep on with every ounce of determination 16 trying to commit crews to contain the fire, and then 17 commit crews to go beyond the fire to get up to the 18 18th.</p> <p>19 Q. Were you aware whether control was being informed, 20 either generally or even specifically as per this 21 example, of the decision not to commit crews above 22 certain floors?</p> <p>23 A. It wasn't a decision not to commit crews, it was 24 an inability for crews to be able to proceed up beyond 25 there. So it wasn't someone said, "We're not going to</p> <p style="text-align: center;">Page 210</p> | <p>1 Q. At what point did you appreciate the importance of 2 deploying EDDBA crews to rescue residents from the higher 3 floors?</p> <p>4 A. Very early on.</p> <p>5 Q. Straight away?</p> <p>6 A. Yes, straight away. It was very clear, due to the 7 intense fire and the heat and nature of that, the SDBA 8 was being used up very quickly and the EDDBA would be the 9 only means of access to the top floors.</p> <p>10 Q. If you go to page 21 of your statement, we can pick that 11 exact point up, commissioner. It's probably better to 12 pick it up at the foot of page 20 so we have the full 13 context. Third line up from the bottom, you say:</p> <p>14 "We don't, as a rule, re-wear EDDBA because it's a 15 longer physical duration of time to be under air. 16 However, because of the exceptional circumstances of the 17 fire at Grenfell Tower and because we don't have as much 18 EDDBA as we do SDBA, the question was asked whether 19 firefighter could rewear EDDBA. I believe this question 20 came from Pat GOULBOURNE who was in charge at the 21 Bridgehead and committing EDDBA into the building. He 22 came in basically saying "We need more EDDBA, can we get 23 more?."</p> <p>24 Before that request was made, had you discussed with 25 Andy Roe whether there was a sufficient number of EDDBA</p> <p style="text-align: center;">Page 212</p> |

1 crews at the incident?
 2 **A. Hand on heart, there would never have been a sufficient**
 3 **numbered due to the requirement we had. What I knew is**
 4 **we had ordered a large number of fire rescue units,**
 5 **which are obviously our front-line appliances that carry**
 6 **EDBA, so I knew we'd ordered those, but I knew we would**
 7 **need to maximise the amount of EDBA on the fire ground.**
 8 Q. So this wasn't a calculated decision, it was just: we
 9 need as many as we can get?
 10 **A. Indeed.**
 11 Q. Were you dependent on updates from the operations
 12 commander or the bridgehead in deciding whether there
 13 was a sufficient number of EDBA crews?
 14 **A. No, the request came in while I was on the command unit.**
 15 **I believe Andy Roe was on the fire ground at the time.**
 16 **The request came in to say can we get all of the EDBA in**
 17 **the Fire Brigade, which I authorised and had the message**
 18 **sent by mobilising control. At the same time, in the**
 19 **meantime, can we rewear EDBA, and I made a command**
 20 **decision on the command unit to allow that to happen.**
 21 Q. We can see this I think in the Roe log. Before we go
 22 there, in your witness statement, page 21, which we're
 23 still on, in the third paragraph down, you say that by
 24 this time, roughly around 03.45 -- is that the time that
 25 the decision was made to order all the EDBA in the

Page 213

1 Brigade?
 2 **A. I would have to refer back to either the Roe log or the**
 3 **short incident report for that. I don't have it in my**
 4 **head, I'm sorry.**
 5 Q. Did you get that from the Roe log, do you think?
 6 **A. I would think so, yes. It wouldn't be a time I'd**
 7 **remember off the top of my head.**
 8 Q. Let's look at that, then. If you go to the Roe log,
 9 MET00005404, and go to page 2, we have at 03.39, which
 10 I think is the time when you come back to CU8 just after
 11 your brief trip to the tower --
 12 **A. That's correct.**
 13 Q. -- and the phone calls you made. We can see:
 14 "Pat Goulbourne (PG) in fire sector carried out a
 15 tactical withdrawal ..."
 16 In the next sentence:
 17 "Make up for EDBA requested from PG."
 18 Were you on the CU when he made that request?
 19 **A. I was, and I actually believe that the time when the**
 20 **decision was sent from the command unit, I was**
 21 **definitely on the command unit. I'm not sure if Andy**
 22 **was still there at that time.**
 23 Q. I think Andy then left --
 24 **A. He did.**
 25 Q. -- as he told us yesterday, and that he left you

Page 214

1 essentially in command on the command unit.
 2 **A. He did, yes.**
 3 Q. So you did take partial command.
 4 **A. I do, yes.**
 5 Q. Then 03.58:
 6 "Commissioner command decision that EDBA can be
 7 re-worn."
 8 Do you see that?
 9 **A. I do, yes.**
 10 Q. "All EDBA in Brigade to be ordered to the incident."
 11 **A. Mm-hm.**
 12 Q. So is that about the time, do you think, that that order
 13 was made?
 14 **A. I would think so, yes.**
 15 Q. We can see, as I've shown you, that there had been
 16 a request for EDBA or make-up for EDBA at 03.39. It may
 17 not be terribly long, but can you explain the gap
 18 between that question being raised by Pat Goulbourne in
 19 the situation rep and discussion at 03.39, or after
 20 03.39, and the actual command decision being made at
 21 03.58?
 22 **A. No, I'm not sure.**
 23 Q. How many additional EDBA wearers were in fact brought to
 24 the tower as a result of your command decision to summon
 25 all EDBA wearers in the Brigade?

Page 215

1 **A. So the command decision wouldn't have brought any**
 2 **further EDBA wearers, it would've brought further**
 3 **physical EDBA resources from the store at our protective**
 4 **equipment group and various other places. So it wasn't**
 5 **physical people, it was physical BA sets coming to the**
 6 **incident ground.**
 7 Q. And is that more FRUs or --
 8 **A. No, no, they would come on a -- I think they came on**
 9 **a van from the protective equipment group.**
 10 Q. I'll ask the question again: leaving aside the wearers,
 11 how many EDBA kits were brought to the tower as
 12 a result?
 13 **A. I have no idea.**
 14 Q. Was it enough?
 15 **A. My view would be it would never be enough. I don't**
 16 **know. It was sufficient. They used them all. It was**
 17 **as many as we had.**
 18 Q. Was there a reason why you didn't -- or maybe you did.
 19 Did you consider requesting additional EDBA kits from
 20 surrounding fire and rescue services?
 21 **A. I did, yes.**
 22 Q. Who?
 23 **A. We had a conversation around it, but there is an issue**
 24 **(a) that a lot of other fire and rescue services don't**
 25 **have EDBA and, if they do, it's in very limited numbers,**

Page 216

1 **getting the resources there, and then there's issues**
 2 **around compatibility of breathing apparatus sets.**
 3 **They're not all the same throughout the country. But at**
 4 **that time, to physically get any large numbers from**
 5 **other fire and rescue services, I would have no idea who**
 6 **would have those resources. But I did have**
 7 **a conversation which was recorded about speaking to**
 8 **external fire and rescue services which I believe went**
 9 **in to Adrian Fenton.**
 10 Q. Do you know whether there was a conversation with those
 11 external FRSs?
 12 **A. I have no idea.**
 13 Q. We looked a moment ago -- we'll go back to it -- at the
 14 decision to rewear. If you go to 03.58, that looks like
 15 that was the time you made that command decision.
 16 **A. I think so.**
 17 Q. Are you able to help us, were you being asked
 18 retrospectively to approve a practice already in use --
 19 in other words, there was already rewearing in use -- or
 20 was this forward looking, to approve what hadn't yet
 21 happened?
 22 **A. I believed that they were requesting permission to do**
 23 **so. I wasn't aware whether they'd already undertaken**
 24 **that.**
 25 Q. Do you know whether the request for rewears was made

Page 217

1 because of a shortage of EDDBA on the ground at the time?
 2 **A. I would imagine so. That would be the circumstances you**
 3 **asked to rewear.**
 4 Q. This was a departure from policy. Did you not want to
 5 know why a departure from policy was justified?
 6 **A. Well, I assumed they needed more EDDBA wearers at that**
 7 **moment in time, otherwise they wouldn't have asked for a**
 8 **rewear. I wouldn't have needed to explore.**
 9 **Pat Goulbourne's an extremely experienced officer who is**
 10 **an EDDBA wearer himself. By asking for that, it would've**
 11 **meant he needed that resource at that time.**
 12 Q. So you didn't explore further with him?
 13 **A. I wouldn't need to.**
 14 Q. Even though you were, in that decision, acting IC?
 15 **A. Indeed.**
 16 Q. Were you aware of earlier requests for additional BA
 17 equipment?
 18 **A. What sort of BA equipment, sorry?**
 19 Q. Well, let's start with standard. Were you aware of
 20 earlier requests for make-ups of SDBA?
 21 **A. The make-ups would've come on the 40 fire engines that**
 22 **came. That's how SDBA arrives, on the fire engines.**
 23 Q. Do you know whether extra EDDBA cylinders were ordered
 24 first and the call for all EDDBA wearers was made later?
 25 **A. I'm not aware of the sequence of that event, sorry.**

Page 218

1 Q. Do you know whether there were enough firefighters at
 2 the incident who were actually trained in the use of
 3 EDDBA?
 4 **A. We had all our operational firefighters who were trained**
 5 **because we had all our fire and rescue units there,**
 6 **therefore all of our EDDBA capability, and there may well**
 7 **have been other support pumps where there were EDDBA**
 8 **trained firefighters on those.**
 9 Q. Was the rewear motivated or driven by the absence or
 10 deficiency of numbers of EDDBA trained wearers or was it
 11 kit?
 12 **A. It would've been kit.**
 13 Q. Is there any reason why all LFB firefighters shouldn't
 14 be EDDBA trained?
 15 **A. Yes, there is at this moment in time. EDDBA training is**
 16 **a very arduous, very physically demanding role. It's**
 17 **a circumstance we wouldn't use for normal firefighting**
 18 **because it puts extra physiological demand on the body**
 19 **and there's been lots of studies into recognising those**
 20 **demands, so we wouldn't seek for everybody to have those**
 21 **facilities to use that. It's specialist kit that we**
 22 **normally use for longer travel distances. We don't use**
 23 **it for extreme duration firefighting, shall we say.**
 24 Q. Would it have helped on the night if EDDBA had been part
 25 of the predetermined attendance, at least in some

Page 219

1 numbers?
 2 **A. It would've been, because it came on the fire rescue**
 3 **units which are part of the predetermined attendance on**
 4 **make-ups.**
 5 Q. For the initial predetermined attendance for
 6 a high-rise?
 7 **A. No, for a high-rise, they're not on an initial**
 8 **predetermined attendance. No, you'd have had to have**
 9 **a number of fire rescue units on that predetermined**
 10 **attendance, because one unit would only give you one**
 11 **EDDBA crew, because you then have to have the second one**
 12 **as a safety crew.**
 13 Q. Would it have helped on the night to have had
 14 a requisite number of FRUs as part of the predetermined
 15 attendance?
 16 **A. Potentially, but you have to bear that against the risk**
 17 **of the number of calls we get to high-rises that would**
 18 **mean the additional driving across London of our fire**
 19 **rescue units and the risk that poses to the public of**
 20 **additional 999 blue light journeys. I think with the**
 21 **time we ask to get them there, it's, you know,**
 22 **meaningful time.**
 23 **One of the things we are looking at as a result of**
 24 **this as part of our replacement breathing apparatus is**
 25 **new technologies to see whether or not there are sets**

Page 220

1 **that give us an extended duration that aren't**
 2 **necessarily as arduous as EDDBA. So that's something**
 3 **we'll always look at, new equipment and new resources,**
 4 **as it becomes available, new technology, and part of**
 5 **that new technology means there are potentially lighter**
 6 **breathing apparatus cylinders that means that the wear**
 7 **and tear on the firefighter's body is not as great.**
 8 Q. Different topic. FSG recording on the wall in the
 9 tower. Did you observe that for yourself?
 10 **A. I saw it as an overall snapshot view of it. I did not**
 11 **take details down.**
 12 Q. What was your impression of its use?
 13 **A. That we had no option other than to write it on the**
 14 **walls due to the volume of it.**
 15 Q. Did you observe the extent to which officers working
 16 that sector were able to obtain the results --
 17 **A. No, I didn't.**
 18 Q. -- of rescues and then inscribe them?
 19 **A. No, I didn't.**
 20 Q. Andy Roe said yesterday -- and I suggested it to him --
 21 that the post-Lakanal policy for capturing rescue
 22 information in the forward information board, which is
 23 captured by policy 820 post-Lakanal, had been tested to
 24 destruction and found wanting on the night; would you
 25 agree with that assessment?

Page 221

1 **A. The completely unprecedented nature of the incident at**
 2 **Grenfell Tower demonstrated that, although we'd made**
 3 **considerable recommendations since Lakanal, and taken**
 4 **those up, the events of the night were way over and**
 5 **beyond that.**
 6 Q. Radio communications. Can you remember what command
 7 channel you used?
 8 **A. No, I cannot.**
 9 Q. Would you have expected a dedicated command channel to
 10 be set up at the time of arrival?
 11 **A. Potentially, if it was working, or if they were unable**
 12 **to get command radio channel traffic or radio traffic**
 13 **through.**
 14 Q. We've had some evidence about difficulties in setting up
 15 channel 2 as the command channel. Were you aware on the
 16 night that was a common problem?
 17 **A. I was aware that a radio engineer had been ordered to**
 18 **the fire ground because of problems with communications.**
 19 Q. Were you aware on the night that it was a common problem
 20 that had been the subject of previous experience?
 21 **A. I know we sometimes have issues with radio**
 22 **communications.**
 23 Q. Were you aware of any steps to try to resolve this
 24 ongoing problem on the night?
 25 **A. That was why we ordered the radio engineers to the fire**

Page 222

1 **ground.**
 2 Q. Did they turn up?
 3 **A. I believe so.**
 4 Q. Did they help?
 5 **A. I don't think so.**
 6 Q. Why is that, do you know?
 7 **A. I don't know.**
 8 Q. We've also had some evidence about the Airwave command
 9 channel that was later set up. Did you use that?
 10 **A. I gave my Airwave radio to -- I believe it was Peter**
 11 **Johnson on the command, as his need was greater than**
 12 **mine to be able to have communication.**
 13 Q. Do you know why the Airwave radio command channel system
 14 wasn't set up at an earlier stage?
 15 **A. It's not something we use as standard practice and also**
 16 **Airwave radios aren't carried by every single**
 17 **firefighter, they're only issued to officers.**
 18 Q. Was it a problem on the night that the command units
 19 don't have or didn't have Airwave channels which meant
 20 that you had to lend yours?
 21 **A. It made the communication much easier once I did, yes.**
 22 Q. So can we put that down as a problem on the night?
 23 **A. I think it was a problem on the night and I think it's**
 24 **something that was assisted by me surrendering my**
 25 **Airwave radio.**

Page 223

1 Q. Once you lent your personal Airwave radio to the CU8
 2 crew, how did you monitor the command channel, or did
 3 you not?
 4 **A. No, well, at the time I had Matt or Mick with me, who**
 5 **had their Airwave radios on, so the information --**
 6 **I could hear that through that.**
 7 Q. Was it very satisfactory that you there, as monitoring
 8 officer, were actually dependent on other people's
 9 radios?
 10 **A. Not ideal, but the more pressing need was for the**
 11 **command unit to have my radio.**
 12 Q. That I understand.
 13 **A. I spent a lot of my time on the command unit so I was**
 14 **physically able to monitor what was going on.**
 15 Q. Andy Roe also told us yesterday that the Airwave radios
 16 ought to be used on the incident ground notwithstanding
 17 any security concerns?
 18 **A. Sorry?**
 19 Q. Andy Roe told us yesterday that one of the problems was
 20 that the senior officers leave their Airwave radios in
 21 the car on the incident ground and are dependent on fire
 22 ground radio.
 23 **A. Yes.**
 24 Q. He I think agreed or certainly offered the evidence that
 25 Airwave radios should be used on the incident ground,

Page 224

1 notwithstanding any security concerns that surround
 2 their use?
 3 **A. I agree with that.**
 4 Q. You agree with that?
 5 **A. I do, yes.**
 6 Q. Did you ever become aware of communication problems
 7 between the bridgehead and those outside the tower,
 8 whether in the command unit or elsewhere in the incident
 9 ground?
 10 **A. Yes, I was aware of the communication problems. That's**
 11 **why we were using runners.**
 12 Q. Would it be normal to use runners?
 13 **A. Quite often we use runners. It ensures the information**
 14 **is guaranteed to be relayed and if the radio channels**
 15 **are very busy, it ensures a reliable flow of**
 16 **information.**
 17 Q. It seems like a rather primitive system to have
 18 individual firefighters running around the incident
 19 ground with pieces of paper. Was there no better system
 20 you could have deployed on the night?
 21 **A. No, that was the most effective system.**
 22 Q. Would Airwave radios, if used between command unit and
 23 the bridgehead, have assisted in resolving or mitigating
 24 the communication difficulties experienced?
 25 **A. Potentially if we had sufficient Airwave radios on the**

Page 225

1 **fire ground at that time.**
 2 Q. Richard Welch suggested that the overall effect of the
 3 lack of communication or difficulties in communication
 4 was that the bridgehead commanders were making decisions
 5 without strategic direction from the incident commander,
 6 certainly at the early stages of the incident.
 7 Would he be correct in that assessment?
 8 **A. I don't know. I wasn't there at that moment in time,**
 9 **but I would suspect -- and, to be fair, both Pat and**
 10 **Richard are very experienced fire ground officers.**
 11 **Therefore, if they were making decisions at that moment**
 12 **in time, it would've been right and proper for them to**
 13 **do so.**
 14 Q. Were you aware of particular communications within the
 15 building itself?
 16 **A. I was aware we had problems communicating with**
 17 **firefighters who had been committed into the building**
 18 **and that resulted in us having situations where we class**
 19 **it as firefighter emergency, where we lost**
 20 **communication.**
 21 Q. Many of the firefighters deployed into the building
 22 under breathing apparatus who had a BARIE set complained
 23 that the BARIEs weren't very efficient. Is that
 24 something you know about or knew about?
 25 **A. Yes, it is, and we're in the process of replacing our BA**

Page 226

1 **mobile communications.**
 2 Q. You are?
 3 **A. Indeed.**
 4 Q. On the night, did you have a Brigade awareness of the
 5 inefficiencies in the use of those BARIE sets?
 6 **A. It was already an ongoing project to look at replacing**
 7 **them. The technology we had was what was available at**
 8 **the time we purchased it. Thankfully technology has now**
 9 **moved on and we now have the ability to have wireless**
 10 **communication rather than have something that has**
 11 **a cable tied to it.**
 12 Q. CSS failure. The IMP report classifies the CSS as
 13 having failed on the night. We've had some evidence
 14 about that. I'm not sure it's necessarily important to
 15 go back to it.
 16 You say in your statement, and it's page 10, I'll
 17 show you, page 10 in paragraph 2, third line down:
 18 "We are in the process of replacing the electronic
 19 one because it's not always reliable and it went down at
 20 0403 hours on that night."
 21 I think that's a reference to the Roe log?
 22 **A. Indeed, that's correct.**
 23 Q. Were you there when it went down?
 24 **A. I can't recollect. It's a regular occurrence that CSS**
 25 **fails.**

Page 227

1 Q. Do you recollect it ever being up?
 2 **A. No, to be honest with you, I was mainly looking at the**
 3 **whiteboard that had the information written on it.**
 4 Q. You say it's not always reliable; isn't that something
 5 of an understatement given the evidence we've heard in
 6 this inquiry?
 7 **A. It's definitely not always reliable. It's not something**
 8 **I as an incident commander or monitoring officer rely**
 9 **on. It's the practice that we back it up with**
 10 **information written on the whiteboard, which is what**
 11 **I tend to use. We've got an actual printed encapsulated**
 12 **sheet where we write all the information on that's stuck**
 13 **onto one of the boards on the command unit.**
 14 Q. Looking at it on the night, was it really acceptable
 15 that a modern Brigade should be reliant on the use of
 16 pens and whiteboards and have outdated equipment that
 17 wasn't reliable?
 18 **A. I find the pens and whiteboards are extremely efficient**
 19 **and effective and do the job we need them to do. We are**
 20 **in the process of replacing it. It's not an effective**
 21 **system.**
 22 Q. Andy Roe was suitably impolite about the CSS. Would you
 23 agree with him?
 24 **A. Indeed, I would.**
 25 Q. Right.

Page 228

1 Water. You say on page 18 of your statement, if
 2 I can just take you to that:
 3 "That night we had water issues."
 4 Second paragraph.
 5 You explain the difficulties, you say:
 6 "A water officer role was assigned to address these
 7 issues."
 8 Was that Gareth Cook?
 9 **A. I have no idea who was assigned that role.**
 10 Q. Do you remember any briefings from him, whoever it was,
 11 the water officer, to the incident commander yourself?
 12 **A. No, I have no recollection of that.**
 13 Q. Right.
 14 **A. I was just made aware of the fact that the hose was**
 15 **compromised on a number of occasions by falling debris.**
 16 Q. Would it have helped to have a specialist water expert
 17 advising on various options to deploy when these
 18 difficulties were experienced?
 19 **A. We did have one, I believe, we had a bulk media adviser**
 20 **ordered to the incident, but it would've made no**
 21 **difference whatsoever. There was never going to be**
 22 **enough water to tackle the fire. It wouldn't have made**
 23 **any difference whoever we had on the fire ground to deal**
 24 **with that.**
 25 Q. Is that not just because of the puncturing of various

Page 229

1 hoses because of falling debris but the layout of the
 2 building and the dry riser in the building?
 3 **A. That and the fact that you need two firefighting jets**
 4 **per floor, and when you've got a building that's**
 5 **completely alight, there's never going to be enough**
 6 **water to supply 40 firefighting jets.**
 7 Q. Even with Thames Water on full pressure?
 8 **A. No, not even with Thames Water on maximum pressure.**
 9 **We're lucky on a normal high-rise building to get two to**
 10 **three jets.**
 11 Q. Gas. Was there a time when you became aware of the
 12 involvement of gas in this fire?
 13 **A. I believe I was aware of it.**
 14 Q. Did you think a representative of Cadent, who was the
 15 supplier, would be invited to the tactical co-ordination
 16 meetings?
 17 **A. They would've been as part of that group. I wasn't**
 18 **particularly aware of them being there.**
 19 Q. Were you involved in any of that?
 20 **A. I don't believe so.**
 21 Q. Were you involved in any decisions to shut off the gas
 22 supply?
 23 **A. No, I wasn't.**
 24 Q. 42-metre ladder from Surrey. We heard some evidence
 25 from Andy Roe about that yesterday.

Page 230

1 Andy Roe said that London does not have a 42-metre
 2 ladder. He was surprised that Surrey did.
 3 **A. Yes, I'm quite surprised that Surrey did, but obviously**
 4 **they had a replacement project on their aerial appliance**
 5 **that enabled them to buy some of the new technology and**
 6 **have an extended height ladder.**
 7 Q. Why did Surrey have one and London not?
 8 **A. We're in the process of equally replacing our turntable**
 9 **ladders at the moment. Part of the issue around it is**
 10 **the fact London's streets are a lot narrower. London's**
 11 **bridges have weight loadings on them. 42-metre aerial**
 12 **appliances up until now have been extremely heavy and**
 13 **have wide chassis and haven't been appropriate for use**
 14 **in London.**
 15 Q. The Surrey aerial appliance arrived, I think, at about
 16 08.19 am.
 17 Could steps have been taken more promptly, do you
 18 think, to secure its attendance at an earlier time in
 19 the incident?
 20 **A. It could've done, but it wouldn't have made any**
 21 **difference getting it there earlier because we already**
 22 **had our own aerial appliances that we had had to take**
 23 **away from the building because they were catching fire.**
 24 **So having a taller aerial platform there earlier on**
 25 **would've made no difference. In fact, we used it very**

Page 231

1 **satisfactorily for the dangerous structure engineer to**
 2 **be able to have a closer assessment of the building**
 3 **later on. But as a result of using it earlier in**
 4 **response to firefighting or rescue, it would've been**
 5 **impossible.**
 6 Q. Could you just give me one moment please, commissioner.
 7 (Pause)
 8 Yes, commissioner, you'll be glad to know I've come
 9 to the end of my questions.
 10 I do have one final question.
 11 We've discussed during the course of your evidence
 12 today quite a lot about what the Brigade is now doing.
 13 Would you be willing to come back and assist us if
 14 necessary by giving further evidence in settling any
 15 questions about urgent interim recommendations which the
 16 chairman might think was necessary?
 17 **A. Of course I will, I'll be happy to help in any way**
 18 **I can.**
 19 MR MILLETT: That's very helpful.
 20 Mr Chairman, I'm going to ask you to rise now in the
 21 usual way to check my notes to make sure I have not
 22 missed anything.
 23 SIR MARTIN MOORE-BICK: It sometimes happens,
 24 commissioner -- in fact, I could say it almost
 25 invariably happens -- that there are one or two

Page 232

1 additional questions that need to be asked. So we'll
 2 break now until 4.35. I am sorry we are going to
 3 overrun our usual deadline, but not by much, I hope.
 4 When you come back, we'll see if there are more
 5 questions.
 6 THE WITNESS: Thank you, sir.
 7 SIR MARTIN MOORE-BICK: Would you like to go with the usher.
 8 Thank you.
 9 Right, 4.35 then. Thank you.
 10 (4.30 pm)
 11 (A short break)
 12 (4.35 pm)
 13 SIR MARTIN MOORE-BICK: Thank you, commissioner. Mr Millett
 14 will now tell us whether there are any further
 15 questions.
 16 MR MILLETT: There are one or two, I think probably five, to
 17 be fair, further questions. So, commissioner, I'm
 18 grateful for your patience.
 19 **A. Thank you.**
 20 Q. The first is this: when you first arrived at the
 21 incident ground and you did your tour, what was your
 22 understanding of the plan at the bridgehead to rescue
 23 people on higher floors in the building, for example the
 24 18th floor which you referred to earlier?
 25 **A. Yes, I wasn't aware of the specifics of the detail of**

Page 233

1 **any floors in that plan at the time.**
 2 Q. What was your understanding of the plan to rescue people
 3 on high floors in particular though?
 4 **A. No, my understanding was just that the bridgehead was**
 5 **committing breathing apparatus crews in response to fire**
 6 **survival guidance calls.**
 7 Q. So does that mean that your understanding was that they
 8 were getting where they could?
 9 **A. No, no, I understood that they were just committing**
 10 **them, I don't understand what the system was at that**
 11 **time on my first tour.**
 12 Q. Now, the inquiry has seen transcripts of calls to the
 13 control room where people have told the control room
 14 operator that they were trapped, or where there was
 15 smoke in their apartments, and were told to stay put.
 16 Do you think that was the right advice?
 17 **A. So the normal advice, if you are saying that there is**
 18 **fire within your compartment where you are, is if you**
 19 **can leave to make efforts to leave. That's what**
 20 **people -- that's what the fire survival guidance note**
 21 **says, that if you're talking about there being something**
 22 **actually impacting where you are you should be told**
 23 **where you can and where possible to make efforts to**
 24 **leave.**
 25 Q. Would you expect the control room officer to go through

Page 234

1 some detailed questions and answers with the caller to
 2 help the caller ascertain whether or not it was safe to
 3 leave?
 4 **A. Yes, I would expect them to answer a range of questions**
 5 **about whether there was a means by which they could**
 6 **leave, whether there was another exit, whether they**
 7 **could get out onto the stairs, those type of questions.**
 8 Q. Now, knowing what you now know, do you think that the
 9 stay-put advice should've been revoked at an earlier
 10 stage?
 11 **A. No. As I mentioned earlier on, I think that it would be**
 12 **very difficult for me to make any judgement on what the**
 13 **officers at that time could see and the information they**
 14 **had, but I also am very fully aware that from very early**
 15 **on they were dealing with multiple fire survival**
 16 **guidance calls. Those people clearly clear to be our**
 17 **priority. And that by asking people who were in**
 18 **unaffected areas to take up valuable space on the stairs**
 19 **at that moment in time would not necessarily benefited**
 20 **anyone in there.**
 21 Q. Are there any particular lessons you have learned from
 22 your experience of the night that would enable the
 23 decision to revoke the stay put to be taken earlier?
 24 **A. No, I don't think so. There's nothing in particular, I**
 25 **think that the officers on the night acted with all the**

Page 235

1 **information they had in the best interests of the people**
 2 **at that time.**
 3 Q. Which brings me to my final question, similar to the one
 4 I asked Andy Roe yesterday, commissioner.
 5 If there was one aspect of the London Fire Brigade's
 6 response to the fire that you could go back and change,
 7 what would it be?
 8 **A. I wouldn't change anything we did on the night, I think**
 9 **without exception my firefighters and my officers and my**
 10 **control staff performed in a fantastic way given the**
 11 **incredible circumstances they were faced against. They**
 12 **were put into an untenable situation in a building that**
 13 **behaved in a way it should never have done, that put the**
 14 **residents lives at risk, and without a shadow of a doubt**
 15 **I personally was responsible for committing my**
 16 **firefighters to their potential death in the pursuit of**
 17 **rescuing as many people in that building as possible.**
 18 MR MILLETT: Commissioner, thank you very much. I just want
 19 to express my gratitude to you for coming here and
 20 answering my questions today and assisting us with our
 21 investigations. Thank you.
 22 SIR MARTIN MOORE-BICK: Yes, might I add my thanks to those
 23 of Mr Millett. We're grateful to you not only for
 24 coming here to give your evidence, which is obviously
 25 very important, but also for making available so many of

Page 236

1 your officers to come and give evidence to the inquiry
2 at times that may have suited our schedules but
3 I suspect didn't suit yours at all. So thank you for
4 that too.
5 THE WITNESS: Thank you, sir.
6 SIR MARTIN MOORE-BICK: Thank you very much, if you would
7 like to go with the usher, you are free to go.
8 THE WITNESS: Thank you very much, sir.
9 (The witness withdrew)
10 Housekeeping
11 SIR MARTIN MOORE-BICK: Yes, Mr Millett.
12 MR MILLETT: Mr Chairman I do have about five minutes of
13 housekeeping, if I can call it that, which I just want
14 to raise with you and with those present.
15 SIR MARTIN MOORE-BICK: Yes, all right.
16 MR MILLETT: I want to look ahead for a moment, if I may, to
17 the next tranche of oral evidence which the inquiry will
18 be receiving.
19 At the procedural hearing in December last year the
20 inquiry invited the bereaved, survivors and residents,
21 or BSRs, to submit witness statements to the inquiry.
22 We have received some 265 BSR statements, and the
23 inquiry would like to express its gratitude to each
24 individual who has felt able to make such a statement.
25 It cannot have been easy and we must not underestimate

Page 237

1 the value of this written evidence to us. Those
2 statements have been prepared specifically for the
3 inquiry with the assistance of experienced legal
4 representatives who are known personally to the witness
5 in each case.
6 Those preparing the statements have tried, as far as
7 they can, to ensure that the statement covers all
8 factual matters relevant to Phase 1 comprehensively.
9 We've seen that. Often witnesses have felt able also to
10 address matters which will arise for consideration in
11 Phase 2.
12 The result of that is that the inquiry now has
13 a significant body of evidence from the bereaved,
14 survivors and residents which makes a very significant
15 contribution to our understanding of the developing
16 conditions within the tower on the night of the fire.
17 Turning to the oral evidence then. The inquiry has
18 considered all the witness statements. On Wednesday
19 next week, 3 October, we will begin to hear oral
20 evidence from the first of a number of the survivors of
21 the fire. That evidence will continue through to
22 early November and that's an estimate that we make. The
23 witnesses whom we have asked to give oral evidence,
24 Mr Chairman, at this stage are those who appear likely
25 to have the greatest insight into the conditions in the

Page 238

1 tower on the night, and particularly in relation to
2 a number of specific matters which I'll tell you about
3 in just a moment.
4 But as we proceed with the oral record, the written
5 statements of those witnesses not called will be put
6 into the record. There's no question about that, I want
7 to just make sure that everybody understands that.
8 I would also like to make it clear that in deciding
9 who to call the inquiry has not been influenced by any
10 considerations as to what an appropriate number of BSR
11 witnesses should be, and equally has not been influenced
12 by considerations about the timetable. Nor are those
13 who have been asked to attend being asked to come along
14 and just read their statements. The question of whether
15 to ask somebody to come and give oral evidence has
16 followed a review of that person's individual account in
17 respect of those matters which the oral evidence will
18 seek to address, and those are:
19 1. Early decisions to self-evacuate;
20 2. The entry of the fire into flat 6 at different
21 floors following that number up the building;
22 3. The conditions in the lobbies and stairwell,
23 particularly between 01.20 am and 02.47 am when, as we
24 now know, the stay-put advice was at latest revoked;
25 4. Events on floor 14, which I know is very

Page 239

1 important to some BSRs, and certainly very important to
2 us as the inquiry looking at the matter in the round;
3 5. Evidence of conditions at the very highest
4 floors in the tower;
5 6. Finally, evidence from residents trapped on
6 different floors but who shared the common experience of
7 being trapped in the tower for a prolonged period of
8 time and after the stay-put policy had been abandoned.
9 Lastly, on oral evidence, questions are going to be
10 limited to Phase 1 issues. That means that no decision
11 has been made as to oral evidence for Phase 2. It
12 remains possible that those who are not giving evidence
13 for Phase 1 in the next few weeks could be invited to
14 give oral evidence in Phase 2 and the same applies to
15 those who are giving oral evidence as well.
16 Against that background, Mr Chairman, can I turn to
17 the question of the timetable for the next few weeks.
18 Our initial list of those to be called was issued
19 with the caveat, the warning, that there would be
20 additional witnesses. We also invited written
21 representations from core participants and we've
22 responded to those representations.
23 We have invited a number of further witnesses to
24 give oral evidence, and we're awaiting clarification of
25 the position of some of those witnesses from their

Page 240

1 respective legal representatives.

2 Once responses are received by us from them we can

3 then issue an updated list of those to be called to give

4 oral evidence, and I can only urge the legal

5 representatives concerned to try to progress matters as

6 quickly as possible and to consult with the inquiry team

7 if concerns arise.

8 The inquiry will sit -- subject to you, of course,

9 Mr Chairman -- Monday to Thursday starting at 10.00 each

10 day in the usual way, subject to any application from

11 the advocates to sit earlier. The evidence from the

12 BSRs will be heard from 3 to 18 October to start with.

13 Feedback from individual legal representatives and

14 prospective witnesses is that were the inquiry to sit in

15 the week of 22 October, half term week, then that could

16 cause difficulties not only to those asked to give

17 evidence, but also to those who wish to attend the

18 hearings.

19 We want to make absolutely sure that all our

20 witnesses are able to give the best evidence they can

21 with the minimum of distraction and interference in

22 their domestic lives, and the inquiry will therefore not

23 sit in that week or we would invite you to direct that

24 the inquiry would not sit in that week but to resume

25 hearing evidence on 29 October.

Page 241

1 The inquiry will then use the break in the evidence

2 to continue to ensure that appropriate support is put in

3 place for the witnesses that are yet to come, and that

4 will include progressing the programme of

5 familiarisation visits which have been offered to

6 witnesses so far and will of course continue to be

7 offered.

8 On the question of support, as I think, Mr Chairman,

9 you know, the view of the inquiry team is always that

10 witnesses are best supported where we can engage in

11 dialogue with the witness or their legal

12 representatives. We've provided witnesses and their

13 legal representatives with a written briefing which

14 details the support that's available before, during and

15 after the giving of oral evidence.

16 The package already in place includes

17 familiarisation visits that I have mentioned which are

18 proving very useful in explaining the work of the

19 inquiry and the hearing process. It includes our

20 safeguarding, as best we can, the privacy for those

21 witnesses who want it. Finally, for the sake of

22 clarity, the support available has always meant that no

23 witness, having given evidence, is limited to using

24 public transport to return home, taxis will be available

25 where needed.

Page 242

1 Now, the schedule for next week's witnesses will be

2 disclosed tomorrow.

3 I have already said that so far as the last

4 firefighter witnesses are concerned those will be taken

5 on Tuesday, and they will be, in no particular order,

6 Mr O'Neill, Mr Ricketts and Mr Davis.

7 Subject to that, Mr Chairman, that is all I wanted

8 to say about the future further progress of the evidence

9 in this phase.

10 SIR MARTIN MOORE-BICK: Well, thank you very much.

11 I am very happy to endorse everything you've said,

12 and it would probably help everyone if I were to make it

13 clear here and now that the inquiry will not sit during

14 the week of 22 October. If that assists people in

15 making arrangements for family matters or any other

16 matters, well so much the better, but there it is. We

17 shan't sit for that week.

18 We shall break now and resume on Tuesday, that's

19 2 October, to complete the evidence of the firefighters,

20 and look forward to hearing the first of the bereaved,

21 survivors and residents witnesses on Wednesday.

22 MR MILLETT: I am grateful.

23 SIR MARTIN MOORE-BICK: Yes, good.

24 Thank you very much.

25 (4.55 pm)

Page 243

1 (The hearing adjourned until

2 Tuesday, 2 October 2018 at 10.00 am)

3

4 I N D E X

5 DANY COTTON (sworn)1

6 Questions by COUNSEL TO THE INQUIRY1

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8 Housekeeping237

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Page 244

| A | | | | |
|-------------------------|----------------------------|---------------------------|----------------------------|----------------------------|
| abandon 180:1 | absence 64:15 | accompany 115:18 | 229:6 238:10 | ago 15:21 217:13 |
| abandoned 240:8 | 94:25 95:2,13 | account 56:9 | 239:18 | agree 76:22 77:19 |
| ability 30:18,20 | 96:8 98:9,19,20 | 180:21 181:15 | addressed 36:5 | 86:19 91:10 96:11 |
| 59:10 72:9 77:6 | 98:21 219:9 | 239:16 | 67:19 | 98:8,11 114:14 |
| 81:18 84:11 86:21 | absolute 60:9 199:7 | accounting 11:15 | addressing 69:3 | 117:24 118:3 |
| 89:7,20 95:24 | 209:3 | 74:23 | adjourned 244:1 | 129:23 185:25 |
| 97:23 98:5 99:16 | absolutely 19:16 | accurate 186:3 | adjournment | 200:3,9 221:25 |
| 181:2 227:9 | 21:5,21 24:1 | accusation 70:2 | 124:20 125:12 | 225:3,4 228:23 |
| able 5:7,21 6:1 | 25:16 33:10 35:2 | accused 39:14 | adopted 105:1 | agreed 224:24 |
| 17:12 19:21 22:8 | 50:3 58:9 62:17 | achieves 12:6 | 142:6 171:21 | ahead 237:16 |
| 26:23 29:16 35:5 | 75:7 87:3 93:18 | acquire 73:8 | adopting 193:17,19 | aims 12:6 |
| 35:14,24 46:13 | 95:19 112:24 | acquisition 78:23 | adoption 211:13 | air 29:13 212:15 |
| 48:21 52:23 53:9 | 119:6,20 122:2 | 79:8,13 | Adrian 178:25 | Airwave 103:20 |
| 58:6 59:5,6,10,12 | 124:4 150:5 | act 10:2 64:7 | 201:15 217:9 | 108:17 223:8,10 |
| 59:20,22 60:19,21 | 151:15 152:5 | 100:10,13 | advantage 26:23 | 223:13,16,19,25 |
| 60:24 61:10,11,18 | 155:9 158:15 | acted 235:25 | advice 18:15,16,18 | 224:1,5,15,20,25 |
| 62:11,13 64:22 | 162:1,25 164:19 | acting 111:6 172:6 | 19:4,12 20:1,2,4,9 | 225:22,25 |
| 66:1 70:6 72:10 | 180:23 183:16,21 | 173:14 218:14 | 20:23 21:8,19 | alarmed 133:25 |
| 72:18 76:16,24 | 185:7 197:17 | Action 137:5 | 23:3 25:12 70:3 | alert 66:1 109:4 |
| 77:21 82:3 83:1 | 198:1 200:20 | actions 5:17 56:8 | 147:18 150:12 | alerted 108:5,6 |
| 86:22 87:6 93:20 | 202:16,17 241:19 | 113:24 127:8 | 151:5 153:7 156:6 | alerting 131:10 |
| 96:12 97:3,12 | AC 2:11 3:25 6:4 | 131:22 142:8 | 173:9,12,21,25 | alight 141:20 230:5 |
| 98:14,22 99:1,4 | 14:13 102:1 | 152:8 | 174:3 182:13,14 | allow 79:25 213:20 |
| 107:7 115:22 | 168:19 | activities 44:21 | 182:23 183:1,8 | allowed 51:20 |
| 118:5 122:18 | accept 53:12,15,16 | 123:7 | 184:2,14,18,23 | 133:17 |
| 126:1,6,16 127:3 | 96:19 101:12 | actual 21:14 59:19 | 185:5,10 186:3,10 | allowing 55:21 |
| 129:24 131:2,18 | 153:20 | 105:6 108:15 | 186:11,15,20 | alongside 14:21 |
| 132:1,10,16 136:9 | acceptable 228:14 | 115:14 126:20 | 201:16 234:16,17 | 124:4 |
| 139:11 142:13,18 | accepted 151:4 | 150:20 188:6 | 235:9 239:24 | Amara 1:16 |
| 148:22 158:13 | access 79:22 83:14 | 194:10 215:20 | advise 21:5,15 22:3 | amazing 44:22 |
| 160:16 165:3 | 84:11,12 92:3,3 | 228:11 | 22:18,23 177:4 | amount 81:1 |
| 167:14 170:10 | 97:3 99:4 123:4 | adamant 152:11 | 182:15 | 116:23 184:25 |
| 174:17 175:1,3 | 171:17 191:8 | adapt 65:25 | advised 20:25 | 200:6 213:7 |
| 177:23 179:15,23 | 193:4 212:9 | add 175:4 236:22 | 21:24 | and/or 86:7 210:2 |
| 180:24 181:3 | accessed 91:1 | added 150:25 | adviser 229:19 | Andy 2:11 93:7 |
| 182:6 210:24 | accessible 93:12 | addition 37:8 | advising 229:17 | 96:7,16 98:8 |
| 217:17 221:16 | accessing 81:25 | 119:25 176:17 | advocates 241:11 | 112:7 114:22 |
| 223:12 224:14 | 92:6,10 97:16 | additional 34:18 | aerial 82:16,19 | 119:16 121:21 |
| 232:2 237:24 | accident 109:7 | 105:23 107:13 | 92:20 231:4,11,15 | 122:19 123:3 |
| 238:9 241:20 | accidents 4:17 | 152:25 176:17 | 231:22,24 | 144:20 145:4,24 |
| abnormal 40:8,14 | 61:15 | 215:23 216:19 | afternoon 156:21 | 146:5,10,21 148:5 |
| abolition 10:2 | accompanied | 218:16 220:18,20 | 168:2 204:8 | 148:15 150:11 |
| abreast 203:17 | 116:15 | 233:1 240:20 | agencies 100:21 | 154:8 155:22 |
| abroad 45:23 | accompanies | address 9:20 56:8 | 155:1 | 156:23 157:1 |
| | 140:18 | 69:1,13 91:21 | agenda 42:1 | 158:24 159:2,4,6 |

| | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 159:9,12,20 160:1 161:24 162:14 165:14 167:5,14 168:3 169:18,19 170:15 173:10,16 173:23 174:11,23 178:1 179:6 181:13,15 182:13 182:19 184:11,13 187:1,5,20 189:4 189:13 190:5 191:11 196:19 198:3,4,19,20 202:23 203:3,4,23 212:25 213:15 214:21,23 221:20 224:15,19 228:22 230:25 231:1 236:4 Andy's 162:24 angle 151:3 answer 8:25 14:10 19:8 22:17 26:10 32:5 38:24 39:1 48:16,19 59:4 61:21 62:20 70:13 92:12 128:12 130:22 138:12,15 150:16 154:1 167:11 177:9 186:7 235:4 answered 47:25 75:19 answering 72:7 236:20 answers 26:18 30:7 235:1 anticipate 75:13 76:16,25 86:22 129:12,13,14 130:10,15 136:11 137:3 179:15 anticipated 71:10 77:7 133:16 185:2 anticipation 129:20 | anybody 3:1 86:7 90:19 173:8 anyway 99:11 apart 176:3 apartments 129:11 234:15 appalled 62:18 apparatus 29:13 61:17 70:7 79:1 79:11 152:24 157:6 162:5 175:6 176:5,7,9 217:2 220:24 221:6 226:22 234:5 apparent 152:19 appear 181:1 238:24 appears 55:8 89:6 appendix 39:19,22 80:7 appliance 55:2 82:16,19 90:15 93:1 143:17 231:4 231:15 appliances 89:22 213:5 231:12,22 Applicable 12:11 application 241:10 applied 35:16,18 applies 240:14 apply 35:17 80:24 80:25 113:8 162:12 applying 15:8 appreciate 119:11 212:1 approach 60:8 appropriate 115:9 124:6 166:1 187:6 204:5 206:14 231:13 239:10 242:2 approve 217:18,20 approved 178:9 approximately 7:1 | April 3:15 54:9 57:20 58:25 62:25 64:5 73:8 Apter 122:9 arduous 219:16 221:2 area 2:3 3:19 40:19 59:15 89:25 135:4 areas 5:24 8:1,6 9:17 11:7 30:22 49:23 50:5 68:22 68:23 91:20 104:18 150:21 163:18 170:10 171:15 235:18 argue 86:20 argument 86:12 Arising 8:25 arms 121:14 157:2 arrangements 78:9 185:12 202:14 243:15 arrival 94:24 142:20 195:8 199:2 222:10 arrived 103:13 122:14 140:7 147:11,16 148:16 168:11 178:16 181:23 184:19 205:11 231:15 233:20 arrives 218:22 arriving 98:25 135:18 arson-related 15:22 articulated 19:7 asbestos 37:10 ascertain 38:10 160:16 193:13 235:2 ascertained 115:8 206:13 ascertaining 114:4 | aside 216:10 asked 23:18 49:2 58:21 63:10 93:9 144:13,14 147:6 149:24 165:17 169:21 170:3 173:24 179:8 212:18 217:17 218:3,7 233:1 236:4 238:23 239:13,13 241:16 asking 3:12 41:3 57:25 60:15 63:4 64:2 69:17 178:3 199:11 206:23 218:10 235:17 aspect 236:5 aspects 2:5 67:21 68:14 134:16 assess 5:22 14:14 56:6 59:2,5,7,9,12 65:2 82:21 84:23 131:18 162:14 182:6 190:2 assessing 13:25 56:21 78:13 assessment 14:25 15:2,6 21:19 22:8 22:12 23:7 26:21 35:9,14 42:7 56:1 56:8 60:19,22 61:12 65:7 76:22 77:20 91:10 94:11 96:11 98:8 101:5 113:11,16,21 114:7,15,23 115:2 116:24 117:8 121:12 131:25 133:5 143:2,3 155:3 189:6,15 221:25 226:7 232:2 assessments 13:23 14:13,17,22 15:10 32:16 63:5 113:12 | assessors 56:4 assigned 229:6,9 assist 11:4 50:25 60:16 175:24 176:7 177:10 232:13 assistance 115:18 116:13 238:3 assistant 3:21,24 4:2,3 5:3 6:9 12:22,25 13:24 15:3,7,8,20 16:14 16:17,17,19 41:20 54:20 96:6 102:1 110:24 111:14 144:20 201:14 assisted 32:7 223:24 225:23 assisting 236:20 assists 243:14 associated 66:13 assume 12:17 13:12 25:1 39:16,24 88:9 136:20 172:5 187:1 assumed 144:21 187:13 218:6 assuming 28:19 113:9 184:22 assumption 24:20 25:3,14,18,20 26:5 45:21 46:1,5 46:6,7 130:18 151:5 assurance 4:4,9,14 4:23 5:8 6:7,12,15 6:19 7:5,6,18 47:16 91:8 95:16 97:13 99:23 188:3 188:8 assure 8:22 14:21 188:19 assured 5:24 121:21 142:25 143:3 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|---------------------------|----------------------------|-------------------------|---------------------------|----------------------------|
| assuring 9:1,10 | 137:20 | 222:19,23 225:6 | 169:16 172:11 | basis 3:7 39:2 |
| at-risk 73:22 | automatically | 225:10 226:14,16 | 173:17,17 174:10 | 45:22 55:9 72:23 |
| atria 40:22 | 130:16 | 229:14 230:11,13 | 180:6 183:7,14,19 | 115:4 149:9 154:5 |
| attacks 52:3 | available 55:9 56:4 | 230:18 233:25 | 184:2 185:4,21 | 202:13 |
| attempt 65:14 | 56:5 65:17 93:16 | 235:14 | 186:25 189:9,10 | bear 114:16 220:16 |
| 110:3 193:9 | 94:21 95:18 100:1 | awareness 45:8 | 189:25 191:12 | bearing 39:8 106:1 |
| attempts 92:14 | 112:7 124:14 | 46:14 53:8 104:21 | 192:3,4 193:10 | 126:25 127:16 |
| attend 46:18 48:10 | 139:6 175:24 | 115:21 158:24 | 200:10,22 201:2 | 128:14 130:11 |
| 50:22,23 107:12 | 177:10 186:5 | 159:15,19,24 | 201:24 202:3,25 | 142:1,13 181:10 |
| 107:23 110:19 | 221:4 227:7 | 160:3,8,9 166:21 | 203:7,13 204:25 | bears 47:5 |
| 239:13 241:17 | 236:25 242:14,22 | 207:11 227:4 | 206:16 214:2,10 | beast 8:21 |
| attendance 79:24 | 242:24 | awkward 199:12 | 217:13 227:15 | becoming 55:20 |
| 94:15 101:16 | avert 140:17 | | 228:9 232:13 | beginning 7:3 52:2 |
| 137:21 219:25 | avoid 165:4 | B | 233:4 236:6 | 190:20 |
| 220:3,5,8,10,15 | awaiting 240:24 | B 55:11 127:14 | background | behave 19:17 24:22 |
| 231:18 | aware 22:24 26:25 | 131:2,6,18,18,19 | 240:16 | 44:6 58:9 62:16 |
| attendances 90:1 | 28:19,19,24 31:4 | 131:20 132:2,12 | balance 23:25 24:1 | 70:25 |
| attended 15:18 | 31:7,11,14 33:2,4 | BA 145:15 165:4 | 24:5,10 39:5 61:7 | behaved 236:13 |
| 16:8 27:13 45:9 | 33:11 34:6,25 | 177:17 193:7 | 74:3 104:20 | behaves 24:15,21 |
| 62:12 64:20 83:12 | 37:12 45:4,10 | 195:19 216:5 | 112:20 | behaving 72:15 |
| 89:5 91:22 99:24 | 46:3,15,17,20 | 218:16,18 226:25 | balanced 26:18 | behaviour 108:1 |
| 100:2 120:6 | 53:17 56:25 58:15 | Babcock 7:24 | 29:20 59:19 | believe 21:11 25:20 |
| attending 93:1,12 | 58:17 60:3 61:4,8 | Babcock's 9:2,10 | balancing 26:12 | 47:20 48:3 88:6 |
| 95:18 107:14 | 61:13,22 65:6 | 79:5 | 60:12,12,13 | 88:22 89:10 99:6 |
| 109:24 111:21 | 69:11,16,19 77:10 | Babcocks 78:7,11 | balconies 38:13,15 | 102:15,16,23 |
| 117:23 131:14 | 77:15,17 79:20,21 | 78:15,17,21,23 | band 52:14 | 105:24 126:9 |
| attention 40:23 | 79:22 91:23 92:13 | 79:4 | barbecues 38:15 | 127:7,22 128:21 |
| 55:5 65:10,23 | 93:21 100:17,18 | back 1:22 2:19 | BARIE 226:22 | 146:3,11 157:15 |
| attitude 108:1 | 101:2,6 102:9,22 | 15:11 20:21 23:5 | 227:5 | 158:5 168:3 |
| audience 50:12 | 105:3 107:22 | 39:21 54:7 59:7 | BARIEs 226:23 | 169:25 170:16 |
| August 6:24,24 | 109:11 118:12 | 68:9 85:24 88:3 | barrier 211:3 | 179:17 191:14,14 |
| 44:18,19,25 46:16 | 123:5 135:14 | 90:7 92:11 97:5 | barriers 28:9 | 192:5 198:21 |
| 54:25 | 174:24 177:15,18 | 110:10 112:11 | 171:14 | 208:24 209:6 |
| Australia 31:17 | 178:2 179:3,4 | 115:11 125:18,19 | BA s 177:13 | 212:19 213:15 |
| Australian 32:1 | 180:18 183:18 | 129:11 130:2,8,15 | base 51:17 123:6 | 214:19 217:8 |
| authorised 213:17 | 184:4 185:20 | 130:20 134:12,13 | 146:8 161:7 | 223:3,10 229:19 |
| authorities 56:21 | 186:8,12,13,17 | 134:14 141:3 | 162:16 172:12 | 230:13,20 |
| 57:25 58:4 65:24 | 187:9 188:10 | 143:13 144:6,8 | based 105:23 133:6 | believed 112:15 |
| 69:12,16 | 194:22,25 198:15 | 146:11 148:14 | 153:13,18 154:6 | 126:25 196:8 |
| authority 8:9,9 | 200:12,17,19 | 158:24 159:19,24 | 190:25 | 197:6 217:22 |
| 10:3,9 12:5 60:15 | 201:4,6 202:22 | 160:3 164:25 | basic 3:12 10:20 | bell 211:9 |
| 93:15 97:1 98:22 | 203:2,3 210:19 | 165:20 166:5,17 | 11:7 61:16 | bend 143:13 |
| 137:24 138:25 | 211:4,7,16,21 | 166:25 167:7,12 | basically 11:1,16 | beneficial 206:7 |
| 139:4 | 217:23 218:16,19 | 167:13,21,22,24 | 112:17 212:22 | benefit 11:18 53:22 |
| authority-owned | 218:25 222:15,17 | 168:3,11,23 | basics 70:7 | 148:19 149:6 |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 150:8 153:1 benefited 69:20 235:19 bereaved 237:20 238:13 243:20 best 60:14 63:16 65:4 95:11 98:6 134:5 137:16 142:14,17 145:16 145:23 150:22 153:5,15 158:8,14 171:16 173:13 175:14 176:25 177:6 236:1 241:20 242:10,20 bet 176:25 177:6 better 138:6 177:24 182:7 192:10 212:11 225:19 243:16 beyond 24:16 34:22 80:16 84:16,23 85:14 86:15 193:5 197:13 210:4,10 210:12,17,24 211:3 222:5 big 8:21 61:7 bill 10:7 bit 10:24 11:18 18:18 20:6 36:15 41:2 79:4 111:3 113:1 206:3 bits 191:3 black 28:11 bland 36:13 blanket 99:23 block 15:15 17:17 17:20,22,23 18:1 19:5 21:11 25:17 35:22 61:2 71:7 75:9 80:20 83:5 83:18 88:24 95:14 132:6 blocking 143:18 blocks 15:17 57:4 | 67:14 blown 66:9 blue 104:22 220:20 board 8:7 10:15 77:5 146:5 199:7 208:3 221:22 boards 171:8 228:13 bodies 66:17 67:9 body 219:18 221:7 238:13 Bomore 168:7 booked 103:19 Borough 156:5 bottom 18:14 37:2 43:21 103:15 135:1 137:5 154:20 172:17 187:19 212:13 bottom-up 211:15 box 80:23 90:23 93:19 100:1 boxes 200:7 breach 15:23 16:23 17:4 25:15 30:21 71:6,11 151:10,19 153:7 breached 164:12 breaches 43:17 break 3:6 48:7 53:21 54:3 87:10 87:14,22 124:7 130:1,8,20 131:14 140:2,14 166:2,3 166:12 204:6,11 204:12,19 233:2 233:11 242:1 243:18 breaks 3:8 breathing 29:13 61:17 70:7 78:25 79:11 152:24 157:6 162:5 175:6 176:4,7,9 217:2 220:24 221:6 | 226:22 234:5 brevity 207:21 bridgehead 117:9 154:16 157:7,9,17 157:23 158:21 160:11,13,23 162:10,12 163:7,8 163:12 165:6 166:23 171:3,22 171:25 172:2,6 184:15,18,22 190:11,14,23,23 191:12,13,24 192:13 193:14,17 194:5 196:15 197:23 198:2 199:14 203:20 206:9 208:6,17 211:14 212:21 213:12 225:7,23 226:4 233:22 234:4 bridgeheads 29:16 bridges 231:11 brief 7:21 46:23 114:3 116:11 145:8,11 146:12 146:18 160:1 162:11 163:16 171:21 205:24 214:11 briefed 57:5 154:16 160:4 173:8 182:19 184:13 185:15 briefing 41:4 42:2 111:22 146:15,16 158:24 159:20,22 161:7 162:9,15 167:5 168:20 170:15,15 174:9,9 174:10 186:24 188:16 189:12 190:6 191:11 194:6 198:24 | 242:13 briefings 100:16,17 170:7 173:18 229:10 briefly 104:5 167:17 168:15 178:23 208:11 Brigade 5:21,25 7:9 8:21 10:21 11:2,9,17 20:4 26:4 32:25 33:1,6 49:12,17 51:12 52:15 55:3 57:6 59:15 64:8 65:24 66:11,16 73:1,18 78:11,19 86:4,8 94:7,10,12,16 96:18 97:7 100:24 101:18 102:3 107:16 130:4 175:24 177:10 180:15 213:17 214:1 215:10,25 227:4 228:15 232:12 Brigade's 37:21 50:16 57:23,24 58:25 72:20 95:15 100:9,18 236:5 Brigade-specific 33:15 bring 4:18 5:6 83:21 152:14,18 175:3,20 177:1 bringing 114:16 150:23 152:25 175:15,18 197:16 brings 90:16 236:3 British 28:13 broad 112:4 207:18 207:20 broken 121:6,14 brought 65:10,23 172:1,7 178:9 215:23 216:1,2,11 | BSR 237:22 239:10 BSRs 237:21 240:1 241:12 BT 185:11 budgets 11:16 building 18:18 19:17,22,23 20:3 20:11,12 23:1,15 24:15,21,21,25 25:1,5,8,21,22 26:8,21,23 27:20 27:23 28:2 30:18 30:19,21 31:1,17 31:22,25 34:13,17 35:10,13,16 36:2 36:3 37:5,14,16 37:22,25 38:10,11 38:12,20,21 39:12 40:7,13,17 43:18 44:2,5,10,11,13 44:15,17 45:7,16 45:17,18 47:5 48:23 51:1,18 52:21 55:11,12,14 56:10 58:8 59:8 60:23 62:16 63:15 63:20 65:13 66:13 66:14 68:10 69:5 70:21,24 71:12 72:15 74:14,16 79:23 80:25 81:25 83:2,10,11,12,22 84:4,8,9,12,17,24 85:4,5,13,15 86:16,23 91:25 92:15,21,24 93:2 94:20,23 95:9 99:3,5,18,21,25 104:15 105:5,15 105:17 107:10 112:21 124:15 127:15,21 129:15 129:21 130:2,8,11 130:20 131:9 133:17 134:19,22 |
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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 135:5,23 136:13 137:4,9,16,20 139:1,21,23 140:14 141:20,25 142:3,9,19 148:10 149:12 151:20 155:16,16 160:15 163:15 164:9,19 172:19 174:20 176:8 177:17 181:10,21,24 182:10,16 190:24 191:7 196:20 197:5,7,18 208:22 209:16 211:20 212:21 226:15,17 226:21 230:2,2,4 230:9 231:23 232:2 233:23 236:12,17 239:21 | burden 23:6 burning 130:11,13 174:19 burst 122:3 129:11 161:2 business 138:16 busy 82:11 102:16 102:23 189:13 199:9,17 206:5 225:15 button 90:15 buy 231:5 | calling 27:4 110:8 168:14 183:19 185:21 195:4 calls 2:13 20:6,22 30:24 75:5,9,20 75:23 76:2,6,17 76:25 104:7,10 105:2 110:2,8 128:9 142:2 145:14 146:21 153:15 160:20 161:12 162:19 163:2,5 165:10 168:6,22,24 169:3 171:2 183:14 184:6 185:11,14 186:14,22 193:18 194:2,3,10,16,18 199:25 200:1 202:1,15 203:5,11 203:18,19 204:4 208:2,4,8 211:19 214:13 220:17 234:6,12 235:16 | carry 17:6 54:5 75:6 86:10 87:25 102:18 114:6 115:1 116:19 123:20 125:14 148:23 166:14 176:12 185:8 189:5 204:22 209:5 213:5 carrying 66:23 114:14 176:17 cars 60:7 case 20:17 24:23 39:14 49:5 57:7 57:13 60:15 89:24 95:3 175:19 180:3 180:4 182:1 190:5 190:6 201:25 238:5 cases 24:9 55:8 casualties 151:1 197:16 casualty 76:19 catastrophic 25:2 72:3 catch 168:8 catching 231:23 categories 21:7 caught 44:11 45:18 cause 12:17 23:16 55:1 73:4 74:19 75:2 143:24 241:16 caused 71:21 72:3 74:18 99:19 134:2 158:11,12 causing 72:16 caveat 240:19 cavities 34:20 35:2 cease 10:10 cent 81:20 121:19 central 30:22 85:8 89:15 90:9 centre 139:21 141:9,13 144:8 | 178:25 certain 8:10 37:24 54:21 93:13 116:7 117:7 119:10 200:6 210:22 211:6 certainly 87:12 99:1 224:24 226:6 240:1 cetera 90:10 95:18 chairing 120:11 chairman 1:6 3:9 53:19 124:6 134:10 140:19 165:25 204:5 232:16,20 237:12 238:24 240:16 241:9 242:8 243:7 chairs 168:20 challenge 8:23 9:19 73:17 175:8 182:3 182:8 challenges 162:12 162:16 challenging 161:1 change 21:24 137:10,10,12 156:7 172:10 173:24 174:3 181:5 183:6 184:14,17 185:10 186:10,15,20,21 236:6,8 changed 63:14 119:10 147:19 150:12 182:13 183:8 184:3,23 changes 23:5 84:8 201:21 changing 83:23 134:3 channel 222:7,9,12 222:15,15 223:9 223:13 224:2 channels 223:19 |
| 197:5,7,18 208:22 209:16 211:20 212:21 226:15,17 226:21 230:2,2,4 230:9 231:23 232:2 233:23 236:12,17 239:21 | building's 129:17 131:5 buildings 20:2 24:2 28:6,13 31:25 32:6,7,17 38:1 44:5 49:13 50:1 50:15 54:13 56:21 58:1,5 60:20 61:14 63:7,8 64:13 66:8 69:9 69:14 70:24 72:2 79:21,23 80:1,24 81:1,2,18 82:8 85:11 87:1 92:22 94:9,14,18 97:11 138:3 built 73:7 bulk 229:19 bullet 107:3,24 111:15 112:2 113:7 115:7 bulletin 61:6,6 bundle 32:10,11 39:22 106:10 134:15 199:20 | call 1:7 20:16 21:24 22:14 23:5 75:10 75:16 77:18 79:12 97:22,22 102:10 102:22 103:7,10 107:10 110:4 134:5 138:16 156:4 165:13 170:14 173:20 183:7 195:6 200:25 218:24 237:13 239:9 callbacks 22:1 called 2:12 44:10 47:4 61:5 143:14 144:4 163:22 184:2 185:4 239:5 240:18 241:3 caller 19:6 20:4,6 20:24 21:9,18 22:3,9,21 23:2,6 23:21 26:13 27:4 235:1,2 callers 24:10 183:19 186:3,7 | cameras 35:4 campaigning 55:4 candidates 15:8 capability 13:25 14:14 219:6 capacity 12:16 50:24 138:5 203:24 captured 94:11 221:23 capturing 221:21 car 60:8,11 108:24 141:1,3 143:21 144:6 173:2 224:21 career 3:13 13:13 17:16 106:2 135:8 carried 81:12 101:11 117:21 188:8 214:14 223:16 | case 20:17 24:23 39:14 49:5 57:7 57:13 60:15 89:24 95:3 175:19 180:3 180:4 182:1 190:5 190:6 201:25 238:5 cases 24:9 55:8 casualties 151:1 197:16 casualty 76:19 catastrophic 25:2 72:3 catch 168:8 catching 231:23 categories 21:7 caught 44:11 45:18 cause 12:17 23:16 55:1 73:4 74:19 75:2 143:24 241:16 caused 71:21 72:3 74:18 99:19 134:2 158:11,12 causing 72:16 caveat 240:19 cavities 34:20 35:2 cease 10:10 cent 81:20 121:19 central 30:22 85:8 89:15 90:9 centre 139:21 141:9,13 144:8 |
| 197:5,7,18 208:22 209:16 211:20 212:21 226:15,17 226:21 230:2,2,4 230:9 231:23 232:2 233:23 236:12,17 239:21 | C | calculations 119:4 call 1:7 20:16 21:24 22:14 23:5 75:10 75:16 77:18 79:12 97:22,22 102:10 102:22 103:7,10 107:10 110:4 134:5 138:16 156:4 165:13 170:14 173:20 183:7 195:6 200:25 218:24 237:13 239:9 callbacks 22:1 called 2:12 44:10 47:4 61:5 143:14 144:4 163:22 184:2 185:4 239:5 240:18 241:3 caller 19:6 20:4,6 20:24 21:9,18 22:3,9,21 23:2,6 23:21 26:13 27:4 235:1,2 callers 24:10 183:19 186:3,7 | calling 27:4 110:8 168:14 183:19 185:21 195:4 calls 2:13 20:6,22 30:24 75:5,9,20 75:23 76:2,6,17 76:25 104:7,10 105:2 110:2,8 128:9 142:2 145:14 146:21 153:15 160:20 161:12 162:19 163:2,5 165:10 168:6,22,24 169:3 171:2 183:14 184:6 185:11,14 186:14,22 193:18 194:2,3,10,16,18 199:25 200:1 202:1,15 203:5,11 203:18,19 204:4 208:2,4,8 211:19 214:13 220:17 234:6,12 235:16 cameras 35:4 campaigning 55:4 candidates 15:8 capability 13:25 14:14 219:6 capacity 12:16 50:24 138:5 203:24 captured 94:11 221:23 capturing 221:21 car 60:8,11 108:24 141:1,3 143:21 144:6 173:2 224:21 career 3:13 13:13 17:16 106:2 135:8 carried 81:12 101:11 117:21 188:8 214:14 223:16 | carry 17:6 54:5 75:6 86:10 87:25 102:18 114:6 115:1 116:19 123:20 125:14 148:23 166:14 176:12 185:8 189:5 204:22 209:5 213:5 carrying 66:23 114:14 176:17 cars 60:7 case 20:17 24:23 39:14 49:5 57:7 57:13 60:15 89:24 95:3 175:19 180:3 180:4 182:1 190:5 190:6 201:25 238:5 cases 24:9 55:8 casualties 151:1 197:16 casualty 76:19 catastrophic 25:2 72:3 catch 168:8 catching 231:23 categories 21:7 caught 44:11 45:18 cause 12:17 23:16 55:1 73:4 74:19 75:2 143:24 241:16 caused 71:21 72:3 74:18 99:19 134:2 158:11,12 causing 72:16 caveat 240:19 cavities 34:20 35:2 cease 10:10 cent 81:20 121:19 central 30:22 85:8 89:15 90:9 centre 139:21 141:9,13 144:8 |
| 197:5,7,18 208:22 209:16 211:20 212:21 226:15,17 226:21 230:2,2,4 230:9 231:23 232:2 233:23 236:12,17 239:21 | C | calculations 119:4 call 1:7 20:16 21:24 22:14 23:5 75:10 75:16 77:18 79:12 97:22,22 102:10 102:22 103:7,10 107:10 110:4 134:5 138:16 156:4 165:13 170:14 173:20 183:7 195:6 200:25 218:24 237:13 239:9 callbacks 22:1 called 2:12 44:10 47:4 61:5 143:14 144:4 163:22 184:2 185:4 239:5 240:18 241:3 caller 19:6 20:4,6 20:24 21:9,18 22:3,9,21 23:2,6 23:21 26:13 27:4 235:1,2 callers 24:10 183:19 186:3,7 | carry 17:6 54:5 75:6 86:10 87:25 102:18 114:6 115:1 116:19 123:20 125:14 148:23 166:14 176:12 185:8 189:5 204:22 209:5 213:5 carrying 66:23 114:14 176:17 cars 60:7 case 20:17 24:23 39:14 49:5 57:7 57:13 60:15 89:24 95:3 175:19 180:3 180:4 182:1 190:5 190:6 201:25 238:5 cases 24:9 55:8 casualties 151:1 197:16 casualty 76:19 catastrophic 25:2 72:3 catch 168:8 catching 231:23 categories 21:7 caught 44:11 45:18 cause 12:17 23:16 55:1 73:4 74:19 75:2 143:24 241:16 caused 71:21 72:3 74:18 99:19 134:2 158:11,12 causing 72:16 caveat 240:19 cavities 34:20 35:2 cease 10:10 cent 81:20 121:19 central 30:22 85:8 89:15 90:9 centre 139:21 141:9,13 144:8 | 178:25 certain 8:10 37:24 54:21 93:13 116:7 117:7 119:10 200:6 210:22 211:6 certainly 87:12 99:1 224:24 226:6 240:1 cetera 90:10 95:18 chairing 120:11 chairman 1:6 3:9 53:19 124:6 134:10 140:19 165:25 204:5 232:16,20 237:12 238:24 240:16 241:9 242:8 243:7 chairs 168:20 challenge 8:23 9:19 73:17 175:8 182:3 182:8 challenges 162:12 162:16 challenging 161:1 change 21:24 137:10,10,12 156:7 172:10 173:24 174:3 181:5 183:6 184:14,17 185:10 186:10,15,20,21 236:6,8 changed 63:14 119:10 147:19 150:12 182:13 183:8 184:3,23 changes 23:5 84:8 201:21 changing 83:23 134:3 channel 222:7,9,12 222:15,15 223:9 223:13 224:2 channels 223:19 |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 225:14 chapter 136:1 charge 4:3 6:7,12 6:17 8:2 116:17 118:19 170:6 172:3 212:20 charged 121:4 chart 208:12 chassis 231:13 check 97:19 155:4 232:21 checked 103:6 146:4 checking 57:25 58:1 chequered 144:12 children 194:23 210:3 choice 21:2 chose 143:18 chronology 101:17 chunks 158:7 circulation 47:24 48:9 circumstance 53:7 219:17 circumstances 21:24 27:2 65:4 110:15 134:2 161:1 189:21 212:16 218:2 236:11 cited 82:17 Civil 100:9,13 clad 38:21 61:3,25 62:24 73:3 74:18 cladding 18:3,4,5,7 30:8 31:8 32:6 35:13,17 37:7,15 37:18 38:8 39:12 40:24 41:1 45:24 50:14 52:25 59:9 62:14 64:14,17,22 64:24 65:15,19 67:13 68:4 69:9 | 69:13,21 71:5,9 72:17 74:3,13 125:23 126:5,7,10 126:12,13,17,19 127:2,13,16,17 128:15,19 129:2 129:10 130:1,7,20 131:1,15 132:5,16 132:19 133:11,15 134:8 Clarendon 143:12 clarification 240:24 clarity 242:22 class 226:18 classifies 227:12 clear 45:2 47:6 73:3 110:5 112:11 115:20 119:2 123:8 135:24 149:2 150:17 152:11 158:13 168:16,16 211:23 212:6 235:16 239:8 243:13 clearing 211:17 clearly 49:19 57:24 74:10 80:23 114:11,21 118:21 122:19 130:13 135:22 151:12 152:10 184:6 199:16 235:16 close 119:15,17 144:5 192:6 closed 202:25 203:8 closely 62:10 113:1 122:1 closer 232:2 co-ordination 168:4,9,18 230:15 coincidence 111:4 cold 189:20,23 collapsing 195:25 collating 91:7 | colleagues 13:23 14:13,19 collect 147:23 collected 195:21 collecting 39:1 195:17 collects 102:19 colourful 105:8,12 column 66:7 94:5 columns 66:7 combine 4:7 5:7 combining 4:11 combustible 34:20 35:1 55:19 57:22 59:10 combustion 164:18 come 15:11 20:21 22:1 25:25 28:12 36:3 39:21 53:7 58:13 91:14 92:11 110:10 116:1 117:11,11 122:21 124:22 135:6,13 138:17 143:13 144:6 149:18 157:18 164:25 166:5 168:23 172:14 176:8 189:11 193:10 195:17 208:18 214:10 216:8 218:21 232:8,13 233:4 237:1 239:13,15 242:3 comes 54:19 112:10 136:2 comfort 45:13 coming 3:1 20:15 23:17 30:6 54:7 88:3 108:19 122:21 125:18 128:10 153:15 154:14 156:5 160:23 163:6 166:17 179:14 | 185:3 186:24 194:3 201:4 204:25 211:20 216:5 236:19,24 command 12:12,17 12:23 13:16 16:1 30:13 77:11 102:1 106:19 110:13,16 110:17 112:12 116:22 120:24 142:21 143:11 144:11,13,15,15 144:16 146:4,10 146:18 149:5 157:9 159:24 160:3,5 165:20 167:12,13 168:11 170:3 179:7 187:1 188:3 191:1,22 200:21 201:9,19 202:13,19,23 213:14,19,20 214:20,21 215:1,1 215:3,6,20,24 216:1 217:15 222:6,9,12,15 223:8,11,13,18 224:2,11,13 225:8 225:22 228:13 commander 2:11 3:19 15:13 16:16 90:5 93:7 109:15 109:21 111:23 112:4,23 113:13 113:18,20,20 114:8,17 116:5 118:13 131:13 142:24 143:6 144:17,22 152:7 156:6 180:20 187:6 188:2,24 189:9,10,11,13 197:24 198:3,5,10 198:11,12,13 201:1,2 203:16,23 | 207:13,15,15 213:12 226:5 228:8 229:11 commander's 149:24 189:16 198:9 commanders 16:3 17:2,9 26:11 27:1 51:4 52:20 61:1 114:2 121:1 150:11 160:13 162:10 191:13 197:25 202:20 226:4 commands 111:7 comment 46:12,13 91:5 101:14 135:23 commissioner 1:5,7 1:10,12 2:2,19 3:14,22,25 4:2,3 5:3 6:9,16 7:2,3 9:23 10:4,6,11,19 10:20 11:20,21,25 12:16,21,23,25 13:24 15:3,9,20 16:15,19 27:17 32:13 41:20,25 42:12 51:9 53:21 54:7,20 57:19 69:7 70:20 72:1 74:21 75:4 78:10 79:17 81:11 84:14 87:14,24 88:3 96:6,15 100:8 101:18 102:1 110:25 111:4,7,12 111:13,14 117:11 118:25 119:20 120:10 122:9 123:16 125:15,18 127:10 131:17 140:24 144:20 153:10 166:17 192:8 201:14 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 204:21 212:11 215:6 232:6,8,24 233:13,17 236:4 236:18 commissioners 13:1 15:7 16:17 16:18 commit 112:13 171:10 175:14,22 204:2 209:4 210:16,17,21,23 commitment 199:8 committed 145:15 209:20 226:17 committee's 31:7 committees 66:18 committing 160:24 161:3 162:5,25 170:25 209:1,6 212:21 234:5,9 236:15 common 27:14 164:1 189:12 222:16,19 240:6 communal 27:20 28:2,11 30:22 104:18 150:21 163:22 communicate 185:10 communicated 50:15 183:2 184:15,18 communicating 183:3 226:16 communication 115:9 116:3 166:21 186:9 206:14 223:12,21 225:6,10,24 226:3 226:3,20 227:10 communications 222:6,18,22 226:14 227:1 Communities | 32:14 community 73:23 89:12 94:8 100:19 101:1,10 comparable 31:25 compare 113:12 compartment 17:4 21:3 24:3,16 25:25 28:15 34:22 80:16 84:17,24 85:15 86:15 128:23 234:18 compartmentation 15:23 16:24 17:16 19:22 25:15 71:7 149:9 151:7,10,20 153:8 compartmentatio... 71:11 compartments 30:21 86:15 127:20 128:17,20 129:4,22 133:18 164:11 compatibility 217:2 compelling 160:11 compete 164:13 competence 4:20 competent 11:14 compile 49:22 complained 226:22 complete 30:18 43:16 71:11 80:22 118:15 123:21 141:19 159:8 243:19 completely 31:2 78:4 85:20 161:4 163:24 190:8 200:23 202:21 222:1 230:5 complex 51:12 59:16 66:8 complexity 82:9 | complicated 144:2 comply 55:11 composed 57:22 comprehensively 238:8 comprising 4:9 compromised 24:7 26:14,16 229:15 computer 92:4 concept 203:21 concern 21:10 25:7 78:7 94:10 concerned 20:19 101:10 107:11 180:13 196:3 241:5 243:4 concerns 94:11 224:17 225:1 241:7 conclude 59:12 134:10 concluded 154:24 conclusions 49:6,11 113:12 conditions 160:14 163:10,14,17,20 164:1,3,7 193:3,8 194:12 238:16,25 239:22 240:3 conduct 113:23 175:22 191:7 conducted 15:2 83:10 97:13 conducting 14:17 155:25 165:6 187:5 conducts 188:2 confess 19:8 confidence 64:15 confident 64:5,10 64:11 99:23 100:3 100:4 129:25 confined 81:21 confirm 2:22 congestion 150:25 | 175:10 conjunction 67:8 113:19 consciousness 49:12 74:12 consider 55:25 64:9 91:6 95:3 98:4 164:14 182:8 216:19 considerable 16:10 139:17 143:15 151:21,25 222:3 considerably 156:23 consideration 39:7 66:19 76:4 181:9 238:10 considerations 239:10,12 considered 80:21 111:11 128:24 238:18 constantly 25:5 constituent 55:19 57:23 constructed 35:15 construction 25:22 34:10,16,17,21 35:6,10,12,20,25 36:8,9 37:5,6,14 37:16,22 40:7,13 40:22 66:11,24 67:2 68:16 84:18 86:25 87:1 181:11 consult 241:6 consultations 94:7 consuming 44:2 70:21 contact 119:17 137:13 138:7,11 138:19 139:9,13 174:17 181:3 contactable 123:3 contacted 69:12 contacting 150:18 | contacts 137:6,7 139:5 contain 126:20 171:15 210:16 contained 7:6 19:23 26:1 33:12 98:16 101:8 containing 99:3 content 118:22 contents 2:22 33:4 33:12,18 47:6 67:18 context 14:4 24:2 28:3 120:2,23 127:16 212:13 Contingencies 100:9,13 contingency 88:15 90:13 91:24 100:13 contingently 147:14 continue 15:12 66:16 186:2,6 238:21 242:2,6 continued 197:4,10 continuing 112:13 197:21 continuously 202:8 contract 7:24 contractor's 139:1 contrary 161:4 contribute 34:21 55:14 contribution 238:15 control 7:11 19:5 22:7,11,24 23:9 23:11 24:13,24 26:11,22,25 36:3 36:21 56:1 102:16 102:23 103:19 104:11 108:19 110:4,6 111:2 156:5 157:7 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|---------------------------|----------------------------|----------------------------|--------------------------|---------------------------|
| 173:20,24 174:2 | coped 77:19 | 47:8 54:24 55:17 | CRO 21:8 22:3,7 | DAC/6 2:13 |
| 178:25 183:4,6,11 | copy 2:16 11:4 | 57:10 58:19 69:11 | 22:23 | DAC/7 2:16 |
| 183:19 184:5 | core 11:3 12:7,9 | cover 209:8,11 | cross 183:24 | daily 84:6 |
| 185:5,10,13,18,19 | 55:19 57:22 85:8 | coverage 54:25 | cross-reference | Daly 48:20 50:9,10 |
| 185:20 186:1,4,5 | 89:15 90:9 240:21 | covered 27:25 | 98:15 | 54:19 |
| 186:10,13,17,22 | corner 168:6 | 35:13 42:15 51:19 | crush 25:9 | Dan 48:20 50:9,10 |
| 187:13 199:23 | Coroner 42:14 | 57:18 64:13 | crying 121:17 | 54:19 |
| 200:11,12 201:4,5 | corporate 12:2,4 | 177:13 | CSS 227:12,12,24 | danger 23:12 |
| 201:7,10,13 202:4 | correct 3:16,20 4:1 | covers 110:20 | 228:22 | 152:19 |
| 202:7,9,12 203:1 | 10:22 19:16 25:20 | 238:7 | CU 144:23 156:2,4 | dangerous 112:14 |
| 203:8 210:19 | 85:2 87:3 101:24 | create 89:8 | 168:4 169:14 | 232:1 |
| 211:4 213:18 | 102:2 106:7 | created 49:13 | 174:10 178:22 | dangers 18:7 26:15 |
| 234:13,13,25 | 146:17 155:21,23 | creates 29:3 | 179:2 208:10 | Danielle 1:16 |
| 236:10 | 167:25 191:20 | crew 83:4,6,17,25 | 214:18 | DANY 1:8 244:5 |
| convenient 53:19 | 214:12 226:7 | 84:19 85:13 89:10 | CU7 167:2,4,7,16 | data 9:22 66:18 |
| conversation 93:22 | 227:22 | 98:25 100:2 | 167:21 199:1,3 | 90:16 91:2 |
| 96:7 111:24 | correctly 24:16,21 | 135:19 220:11,12 | 205:1,2,12,14,20 | database 87:7 88:5 |
| 112:11,16,16 | 24:22 | 224:2 | 206:18 207:16 | 91:1 92:6 95:1 |
| 114:1,3,21 142:8 | correlate 14:18 | crew's 99:16 | CU8 144:25 166:25 | 99:13 101:4 |
| 142:24 143:3 | coterie 51:8 | crews 28:20 44:23 | 167:10,24 178:22 | date 47:5 88:19,20 |
| 145:5,7 146:12 | Cotton 1:8,16 | 73:10 77:13 78:16 | 214:10 224:1 | 149:18 151:17 |
| 152:10 161:9 | 244:5 | 79:3,19 81:13 | cultural 51:11 | dated 32:15 54:9 |
| 163:16 164:10,16 | could've 43:17 | 85:11 89:3,5 | cumbersome | 66:5 |
| 164:22,23 165:17 | 72:12 77:8,8 | 93:12 94:21 95:7 | 176:12 | dates 6:6 |
| 169:18,23 171:11 | 122:3 127:9 | 95:18 96:3 97:14 | curiosity 49:4 | Davies 103:8 |
| 174:7 178:1 | 133:14 164:4 | 97:18 99:23 105:6 | curious 19:13 | Davis 243:6 |
| 179:11 184:10 | 231:20 | 120:21 122:17 | current 43:1 64:1 | day 76:12 87:5,5 |
| 187:20 191:25 | council 55:25 | 123:10,11 154:16 | 106:12 | 140:1 177:19 |
| 192:22,23 193:6 | COUNSEL 1:9 | 160:25 161:4 | currently 67:20 | 241:10 |
| 196:22 202:12 | 244:5 | 162:5 163:4,8,17 | custom 183:18,24 | daylight 122:20 |
| 207:20,22 208:18 | counselling 158:6 | 165:4,14 171:11 | cut 183:20 194:14 | days 151:17 174:7 |
| 208:21,22,23,25 | counter-intuitive | 171:21,25 175:2 | cutting 60:8 | daytime 122:20 |
| 209:14,17 211:16 | 21:6 | 193:4,7,14 194:6 | cylinders 218:23 | DC 11:4,23 |
| 216:23 217:7,10 | countries 46:4 | 197:12,14 204:3 | 221:6 | DCLG 32:14 |
| conversations | 127:18 128:15 | 209:4,6,20 210:16 | | deadline 233:3 |
| 29:10 40:18 112:7 | country 217:3 | 210:17,21,23,24 | D | deal 43:21 52:8 |
| 112:9 114:20 | couple 44:8 76:11 | 212:2 213:1,13 | D 131:20 244:4 | 59:2,22 61:10 |
| 198:16,21 | 125:19 | 234:5 | DAC 3:21 16:6 | 63:10,22 64:17,20 |
| conversed 205:17 | course 6:3 15:11 | crews' 95:24 | 178:21,24 185:19 | 65:11,12 73:16 |
| Cook 157:15,23 | 66:20 92:11,14 | crikey 6:8 | DAC/1 2:1 11:20 | 89:8 97:24 119:13 |
| 159:12 160:16 | 150:14 151:8 | Crime 10:2,7 | 11:23 | 119:18 200:2,4 |
| 161:10 162:10 | 202:8 205:3 | critical 73:9 112:8 | DAC/2 2:3 | 229:23 |
| 169:8 187:21 | 209:10 232:11,17 | 127:4 138:20,21 | DAC/3 2:5 | dealing 28:1 46:24 |
| 191:16 229:8 | 241:8 242:6 | 148:9 149:15 | DAC/4 2:7 | 69:15 89:3 94:14 |
| Coordination 2:10 | Court 31:5 46:15 | 150:5 | DAC/5 2:9 | 172:24 183:16 |

| | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 185:19 186:22 199:24 202:10 203:10,12 206:6 235:15 dealt 64:13 Dear 54:12 death 236:16 debrief 149:5 171:5 201:6 debriefs 147:25 debris 192:7 229:15 230:1 December 237:19 decide 110:16 194:15 decided 10:10 142:21 147:14 174:3 deciding 83:7 181:15 213:12 239:8 decision 2:10 18:22 27:2 112:22 132:24 133:2,5 142:23 150:8 152:21 154:6 173:12,15 179:9 181:10,19 182:17 184:14,16 186:20 210:21,23 213:8 213:20,25 214:20 215:6,20,24 216:1 217:14,15 218:14 235:23 240:10 decision-making 113:9 decisions 10:15 112:8 117:1,3 149:3,17 153:13 153:16,17 181:14 188:3 189:16,18 192:11 197:23 198:3,9 202:19,24 226:4,11 230:21 239:19 | decking 38:13,16 declared 109:10 dedicated 70:11 222:9 deemed 31:2 50:19 78:2 200:5 defective 140:3 deficiency 96:9,15 96:17 98:10 134:24 219:10 deficient 101:13 136:24 137:1 definitely 62:6 82:13 96:14 115:6 118:1 119:3 155:11 174:6 205:7 214:21 228:7 deform 55:18 degree 5:14 24:20 delaminate 55:19 delay 102:17 delayed 151:1 delays 10:8 deliberately 158:18 190:19 deliver 9:11 delivering 78:12 delivery 9:2 demand 219:18 demanding 176:18 219:16 demands 219:20 demonstrate 14:4 14:24 49:15 57:19 demonstrated 52:13 77:12 131:24 222:2 departed 183:25 194:16,17 department 4:10 4:11 7:9,14 32:14 32:24 33:14 47:21 47:22 49:24 69:10 departments 49:22 | 60:1 67:8 departure 189:24 190:2 218:4,5 departures 190:4 depend 139:8,12 dependent 201:22 213:11 224:8,21 depends 18:21 83:16,16 115:14 deploy 118:25 229:17 deployed 171:2 196:10 225:20 226:21 deploying 190:23 193:14 212:2 deployment 164:14 171:25 172:4 211:15 deployments 161:11 165:4 190:11 195:19 196:5,5,14 202:25 203:6 deputies 103:18 111:10 deputy 3:21 5:3 6:16 11:25 13:1 15:19 16:17,19 110:24 111:12 120:10 122:8 201:14 derive 5:15 describe 10:23 11:23 154:22 178:6 described 16:5 98:20 105:8,12 146:16 160:7 description 11:5 118:15 135:3,17 155:10 design 14:2 25:21 34:14 66:13,14 designed 24:2 | 28:13,14 131:5,11 designing 14:17 desire 209:3 desk 1:23 destruction 221:24 detail 10:24 11:3 11:18 14:10 33:2 45:16 49:1 61:19 62:2 69:17 70:5 89:2,18 93:13 94:25 96:22 98:11 98:12 101:2 104:16 118:4 123:25 160:12 161:15,19 162:19 189:4 193:13 196:16 198:23 206:4 207:13 208:13,14 210:1 233:25 detailed 33:18 47:22 69:20 70:3 70:9 81:4 90:4 98:9 99:18 126:18 137:2 162:15,23 198:24 199:12,16 205:25 235:1 details 3:12 45:5 96:23 97:20 102:20 104:13,14 104:19 107:10 134:17 137:25 146:20,23 221:11 242:14 detect 35:5 determination 210:15 develop 8:21 32:23 32:25 52:6 57:16 68:6 79:2 91:20 developed 8:14 50:20 52:4 57:9 77:10 78:4 94:17 97:10 148:25 162:21 | developing 22:23 22:25 44:1 52:10 52:24,24 67:22 70:17 238:15 development 73:6 76:5 90:25 91:20 developments 66:19 77:4 120:15 203:17 dialogue 242:11 die 38:4 died 38:4 difference 52:22 65:15 72:13 78:14 123:22 127:7,10 134:8 184:25 185:17 229:21,23 231:21,25 different 3:4 8:1 31:22 57:10,15 59:17,17,24 60:2 60:8 62:20 63:2 65:5 66:3 73:18 75:4 83:20 86:2 87:9 89:12 101:7 118:5 127:18 128:15 132:24 133:1 151:3 154:2 164:21 188:14,21 188:23 190:10 207:8 221:8 239:20 240:6 differently 130:17 difficult 36:6 39:11 44:3 49:14 57:14 60:18,20 65:19 70:22 72:8,11 81:3 82:21,22 84:22 85:13 87:4 112:16 113:23 120:13 121:3 132:22 137:9,13 163:18 175:1 176:24 192:12 195:6 199:11 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 203:14 205:9,23 208:23 235:12 difficulties 30:1 77:12 81:25 175:9 177:25 192:21 196:3 222:14 225:24 226:3 229:5,18 241:16 dimensions 94:19 95:17 direct 14:18 66:15 123:13 241:23 direction 12:5 42:23 135:24 136:7 226:5 directly 9:3 68:19 117:22 160:11 201:17 director 6:14,15,18 7:1,4,6,18 12:1 41:19 47:15 54:11 78:9 director's 6:11 directorates 7:10 disagree 98:8 discharge 7:22 10:19 11:9 discharging 111:16 112:5 disclosed 243:2 discount 74:17 discounting 74:23 discover 174:5,5,6 discuss 146:25 147:1,25 154:8 171:20 174:11 175:9 186:25 discussed 2:24 25:13 84:14 101:13 112:17 128:14 134:12 154:10 168:5 170:24 178:4 197:22 199:1 212:24 232:11 | discusses 55:16 discussing 71:2,22 125:22 discussion 99:10 169:20 170:2,17 170:21 187:3,4 215:19 dispatch 163:8 dispatched 163:4 displaced 139:21 disseminated 51:13 69:25 distance 17:4 143:16 171:12 distances 219:22 distinct 117:22 distraction 241:21 distress 25:11 143:24 distressed 121:6,17 122:1 133:25 distressing 140:15 disturbing 124:16 DMM 113:8 114:1 doctor 120:12 document 2:7,9 11:19,21,22 32:9 32:13,18 33:11,19 34:4 36:10,17,20 39:15 40:25 42:1 47:2,7 48:6,8,22 50:18 54:15 66:4 88:10 97:6 101:4 117:15 120:18 Documented 88:20 documents 33:16 39:10 134:15 199:20 doing 8:3 13:9 14:20,22 23:17 25:24 64:17 82:5 97:18 105:6 113:22 115:13 116:6,19 117:14 117:14 119:22,24 | 119:25 120:20 122:17,22 123:2,9 123:20,20 146:10 149:20 162:4 167:7 174:10 177:3 183:11 191:13 193:22 205:19,22,24 206:4,22 207:1,4 207:9,14,19,23 209:20 232:12 domestic 73:21 241:22 door 28:8,24 167:17 199:5 205:16,17 doors 24:6 28:6,9 30:2 183:10 double 129:5 155:4 doubt 62:10 236:14 doubts 26:4 Dowden 52:19 89:5 89:10 125:25 126:4 127:5 130:6 130:24 131:13,22 132:4 134:7 136:8 Dowden's 89:20 127:23 downwards 42:23 92:21 drafted 41:1 drafting 86:17 drawing 55:4 drawings 81:21 drill 207:12 drive 103:9 driven 219:9 driving 104:21,23 108:22 220:18 dry 27:25 28:21 82:15 83:13 84:12 89:16 90:9 94:19 95:9 134:19,21 136:4 142:14 230:2 | Dubai 31:14 44:10 44:20 45:14,18 ducting 37:8 due 10:8 15:11 38:3 55:1 73:16 92:11 104:17 119:10 120:20 122:24 123:9 158:5 187:9 189:21 201:25 202:1 212:6 213:3 221:14 duplication 206:22 duration 212:15 219:23 221:1 duress 196:1 dusted 44:23 duties 11:10 107:2 duty 101:18 102:3 112:5 178:20,23 185:19 dynamic 22:20 27:3 102:16 131:21 132:20 133:5 199:8 206:6 dynamically 22:25 | 196:22 212:4 226:6 235:14 238:22 239:19 ears 207:5 easier 223:21 east 92:23 141:11 141:12,14,15 easy 84:19 172:18 237:25 economic 117:20 118:7 EDBA 171:11,13 191:6 212:2,8,14 212:18,19,21,22 212:25 213:6,7,13 213:16,19,25 214:17 215:6,10 215:16,16,23,25 216:2,3,11,19,25 218:1,6,10,23,24 219:3,6,7,10,14 219:15,24 220:11 221:2 educate 73:25 effect 176:15 181:22 195:16 226:2 effecting 174:12 effective 12:4 88:19 94:13 97:8 225:21 228:19,20 effectively 5:23 6:2 6:15 7:9,12 57:11 110:18 135:12 effectiveness 66:16 117:19 118:6 efficiency 117:19 118:6 efficient 226:23 228:18 effort 194:23 efforts 27:24 142:18 172:20 182:15 234:19,23 egress 171:18 |
| E | | | | |
| E 244:4 | | | | |
| earlier 30:7 68:5 84:14 122:16 127:17 128:14 147:19 148:17 150:1 156:20,23 160:8 199:1,19 208:17 218:16,20 223:14 231:18,21 231:24 232:3 233:24 235:9,11 235:23 241:11 early 6:25 17:2 67:15 93:21 99:1 117:6 133:10 137:20 147:1,3 161:23,23 174:23 175:11 178:15 | | | | |

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>197:15 eight 15:20 either 1:22 5:6 78:16 93:23 96:22 110:13 111:1 117:22 140:2,16 157:15 161:10 203:3,4 210:20 211:4 214:2 elderly 194:23 electronic 93:25 227:18 electronically 94:21 elements 25:13 30:16 eliminate 64:8 eliminated 86:18 emerged 177:25 emergency 8:8 10:3 11:22,25 21:17 137:6,7 138:7,18 139:5,13 226:19 emerging 49:11,17 49:21 74:11 eminently 211:23 emotional 121:25 emotionally 121:4 emotionally-char... 123:1 employ 89:3 enable 37:20 93:1 135:19 197:12 235:22 enabled 69:22 231:5 enabling 94:22 enact 132:12 150:6 enacted 10:7 164:22 enacting 165:9 encapsulated 228:11 encapsulating 25:13</p> | <p>encounter 135:19 147:3 encountered 144:11 encountering 196:10 encourage 17:1 177:7 encouragement 205:22 endeavour 204:2 211:1 endeavours 63:16 65:4 145:16 150:22 171:17 175:14 endorse 243:11 engage 242:10 engaged 184:5 engine 92:4 136:3 136:21 engineer 222:17 232:1 engineered 126:19 engineering 47:21 49:24 67:7 engineers 35:8 47:23 48:3,4 50:13 60:23 222:25 engines 82:18 94:16 105:23 218:21,22 England 141:25 enquiries 163:9,20 163:25 ensure 8:2 12:5 14:2 40:2,12 56:11,15 58:4 63:5 67:1,12 80:11,22 81:6 91:8 95:15 137:16 200:10 238:7 242:2 ensures 225:13,15</p> | <p>ensuring 8:13 9:1 11:14,15 111:15 enter 55:21 entering 192:5 entire 118:23 entirely 47:10 91:13 136:25 169:3 entitled 2:7,9 11:21 27:22 34:11 117:17 entitlement 32:16 entity 201:14 entrance 135:5,23 136:13 entries 138:4 entry 88:6 136:24 137:24 139:3,5 157:7 239:20 environment 29:16 112:14 149:15 152:14 181:1,2 199:9,11 envisage 204:8 EPIP 93:23,24 95:5 96:22 98:17 99:14 equally 23:8,18 52:18 72:2 92:4 131:4 133:15 176:23 197:14 231:8 239:11 equate 38:22 45:10 73:11 equation 23:19,20 equipment 8:17 79:1 175:24 176:2 176:3,11,17,21 177:9 216:4,9 218:17,18 221:3 228:16 equipped 133:1 escalated 111:1 escalation 105:22 escape 29:3,7 105:18 174:22</p> | <p>escaped 40:23 especially 5:8,10 8:16 198:18 essential 60:25 64:16 98:25 116:2 123:12 138:7,9 151:13 203:5 essentially 64:8 90:12 91:24 111:6 184:22 215:1 establish 22:14 93:20 148:15 163:9 165:2 established 4:7 21:7 136:5 157:16 168:2 estate 144:4 estimate 129:18 156:18 169:2 238:22 et 90:10 95:18 evacuate 25:11 28:14 128:5 133:20 134:1 150:21 180:24 evacuated 30:4 evacuating 25:6 30:1 evacuation 105:14 127:14,25 130:23 131:2,6,7,11 133:10 154:9 174:13,14,16,16 181:4 evaluate 115:10 131:2 149:23 206:2,15,18 207:16 evaluated 181:13 206:20 207:1 evaluation 114:5 116:20 148:23 event 18:17,19 26:6 27:14 58:7 155:15 218:25</p> | <p>events 4:18 5:18 68:20,22 89:13 118:18 121:8 137:19 158:3 222:4 239:25 eventuation 74:9 ever-increasing 73:16 everybody 219:20 239:7 everyone's 53:22 evidence 1:4 2:24 53:23 62:9 76:8 76:12 87:15 96:5 107:25 108:3 110:10 125:4,22 126:2 166:6 191:4 204:13 222:14 223:8 224:24 227:13 228:5 230:24 232:11,14 236:24 237:1,17 238:1,13,17,20,21 238:23 239:15,17 240:3,5,9,11,12 240:14,15,24 241:4,11,17,20,25 242:1,15,23 243:8 243:19 evolve 8:15,19 evolved 53:3 evolving 131:21 exact 153:9 212:11 exactly 6:21 10:4 30:10 47:10 62:21 62:21 96:4 132:9 examine 84:2 104:5 113:1 examining 133:9 example 83:22 210:21 233:23 examples 40:10 127:17 128:14 211:8 exceedingly 161:1</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|----------------------------|----------------------------|----------------------------|------------------------------|-----------------------------|
| 163:17 208:23 | experience 4:24 | exteriors 57:22 | 73:18 92:23 | factual 238:8 |
| exception 236:9 | 15:13 17:19 24:8 | external 15:8 30:19 | 126:12 176:23 | fail 25:2 51:18 |
| exceptional 188:13 | 27:7,8 39:2,6,9 | 32:7 38:11,19 | 177:5 | 77:22 85:5 |
| 189:21 190:9 | 40:17 45:22 75:15 | 44:13 54:13 55:5 | face-to-face 108:14 | failed 43:14 149:9 |
| 196:1 212:16 | 77:3 81:10 111:7 | 55:10,14 56:25 | faced 27:1 57:11 | 196:5 227:13 |
| exceptionally | 116:21 133:19 | 57:8,17,21 58:10 | 97:25 127:11 | failing 57:11 72:15 |
| 132:13 | 139:16,17 162:13 | 59:8 71:9 73:2 | 129:10 130:6,25 | fails 227:25 |
| excess 203:12 | 180:10,12,20 | 74:18 119:12 | 162:12 195:3 | failure 17:16 26:7 |
| exclude 108:23 | 222:20 235:22 | 217:8,11 | 236:11 | 30:18 42:21 45:13 |
| exemplified 42:18 | 240:6 | extinguish 19:25 | facilitate 186:9 | 51:12 66:12,24 |
| exercise 77:10,19 | experienced 17:15 | 24:17 26:1 52:23 | 192:7 | 67:3 68:10,17 |
| 115:1 | 26:6 75:21 77:22 | 65:1,14,16,19 | facilities 96:4 135:2 | 71:11 74:16 95:20 |
| exercises 77:24 | 106:2,3 133:3 | 69:23 72:10,18 | 219:21 | 95:21,21,23 97:21 |
| 78:16 | 165:8 218:9 | 126:1 127:3 | facility 52:23 | 97:22,23 98:3,4 |
| exhaustion 195:24 | 225:24 226:10 | 128:11 142:13 | facing 122:11 157:4 | 98:18,18,21 |
| exhaustive 82:3,25 | 229:18 238:3 | 164:6 171:16 | fact 25:24 28:12 | 141:19 195:18 |
| exhaustiveness | expert 5:6 229:16 | extinguished 17:5 | 35:1 38:4 43:13 | 196:4 227:12 |
| 82:9 | expertise 114:16 | 44:22 63:21 127:1 | 49:10 51:17 62:23 | failures 72:4 |
| exhibited 103:24 | experts 52:14 | extinguishing | 63:1 64:11 83:9 | 133:17 |
| exhibits 1:24 | explain 11:2,6 51:7 | 128:7 142:16 | 86:13 90:7 95:23 | fair 27:21 36:11 |
| exist 51:20 | 86:3 112:4 114:20 | extra 218:23 | 98:3 104:16 | 46:9 52:17 70:1,2 |
| existed 73:4 78:10 | 215:17 229:5 | 219:18 | 109:21 112:17 | 99:12 131:3 139:9 |
| existence 32:22 | explained 119:9 | extraction 135:2,18 | 119:21 123:22 | 139:17 142:20 |
| exit 23:25 26:16 | 153:23 170:5,6 | 136:6,14 164:9,12 | 131:22 132:3 | 143:12 155:10 |
| 31:22 235:6 | explaining 96:8 | extraordinary | 133:23 134:7 | 157:21 163:22 |
| exiting 195:20,23 | 242:18 | 118:18 134:1 | 138:10 147:14 | 165:5 177:21 |
| expect 33:10 36:1,5 | explore 72:22 | 190:8 | 150:17 153:12 | 179:13 184:24 |
| 37:16 38:7 39:7 | 149:4,21 167:20 | extreme 176:20 | 157:16 159:9,12 | 186:14 226:9 |
| 51:17,23 52:1,10 | 190:12 218:8,12 | 202:1 219:23 | 159:13,25 164:4 | 233:17 |
| 62:18 79:1 80:19 | explored 150:14 | extremely 84:22 | 174:2 177:15 | fairly 89:15 90:7 |
| 83:25 93:11,16,18 | exposing 55:19 | 176:11,24 206:24 | 179:6 182:6 | 113:6 126:2 |
| 97:12,17 130:6 | express 21:10 | 218:9 228:18 | 189:24 192:24 | fall 5:23 33:8 68:12 |
| 134:20 136:7 | 236:19 237:23 | 231:12 | 194:16 202:9 | 91:18 200:24 |
| 137:7,15,23 185:6 | expressing 36:12 | extremities 58:12 | 209:8 215:23 | fallback 185:12 |
| 185:8 189:16 | expression 79:7 | eye 48:11 | 229:14 230:3 | falling 43:18 57:12 |
| 234:25 235:4 | 206:11 | eyes 38:22 207:5 | 231:10,25 232:24 | 229:15 230:1 |
| expectation 56:6 | expressly 156:6 | | factor 60:3 73:15 | falls 23:16 |
| 58:8 62:22 72:5 | extant 19:15 | F | 82:5 85:12 | familiar 4:12 32:18 |
| 127:19 128:16,18 | extended 221:1 | facade 17:22 56:3 | factors 27:23 29:19 | 32:20,22 33:1,18 |
| 128:21,22 129:25 | 231:6 | 61:3 125:23 | 59:17 83:3,15,20 | 38:17 39:15,16,24 |
| expected 52:3 62:4 | extends 67:17 | 129:15 132:6 | 84:10 85:22 95:12 | 40:3 50:17 54:15 |
| 62:16,19 129:10 | extent 76:4 93:13 | facade's 129:17 | 119:12 172:19 | 63:13 76:1,3 79:7 |
| 222:9 | 149:22 221:15 | facades 47:5 48:23 | 180:20,23 181:8 | 79:25 80:5,12 |
| expecting 51:24 | exterior 67:13 73:3 | 49:13 61:25 62:24 | 181:14 | 81:7 83:10 88:10 |
| 85:4 | 74:18 | face 30:19 55:10,14 | facts 158:13 175:13 | 89:11,17 95:8 |

| | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 96:2,5 97:25 99:7 100:8 105:16 106:14 113:10 128:4 familiarisation 36:19 42:2 78:19 82:12 97:13,18 242:5,17 familiarisations 86:10 familiarise 64:18 79:19 83:8 84:19 86:14 94:22 181:14 familiarity 40:13 family 210:2 243:15 fan 164:17 179:21 fantastic 236:10 far 10:8 72:23 85:10 92:10 93:20 101:10 110:2 114:9,25 121:20 124:2 138:16 147:22 155:1 180:12 188:25 189:3 238:6 242:6 243:3 fast 177:7 fault 137:4 faulty 55:2 feasible 164:20 176:13 180:3,24 features 37:5,9,14 37:23,25 38:16 40:8,13 84:18 February 1:19 32:15 42:11 44:17 fed 150:4 194:5 201:24 203:7 feed 115:11 206:16 feedback 201:23 241:13 feel 72:5,14 94:8 117:13 123:19 | 161:8 feeling 108:13 felt 97:5 111:2 120:20 121:18,20 121:22,22,25 123:1,9,16 237:24 238:9 Fenton 178:25 201:15 217:9 fifth 111:15 fight 84:11 172:23 fighting 32:17 181:6 figured 143:25 film 141:22 final 232:10 236:3 finalised 47:9 Finally 2:16 240:5 242:21 finance 7:14 find 48:21 52:1 60:20 61:19 62:6 77:2 91:19 92:2 109:19 115:13 116:6 118:12 124:15 136:9 140:1,15 143:5,10 144:2,6,16 149:8 153:4 155:7 163:14 183:13 184:17 207:20 228:18 finding 82:1 148:17 207:18 finish 166:18 167:11 finished 168:10 fire 4:15,20 5:17,21 5:25 7:9,11,12,17 8:8,16,20 10:3,4,9 10:13,16 11:2,9 11:10,13,16,21,25 13:2,16,20 14:8 15:1,14,18,22 16:5,8,21,25 17:3 | 17:21,24 18:3,17 18:19,21 19:10,19 19:25 20:8,11,12 20:18,18,24 21:4 21:11,12 22:6,20 22:22,22,24 23:22 24:3,17 25:15 26:2,14,22 27:3,7 27:10,13 28:10,14 28:15,22 29:1,18 29:22 30:12,16,18 30:20,22,24 31:4 31:9,11,14,17,21 32:2,7,21,25 33:1 33:5,15 34:5,22 34:24 35:5,8,21 36:1,4 37:11 38:5 40:8,14 41:20,24 43:8,8,14,23 44:1 44:3,6,11,12,16 44:20 45:5,12,14 45:18 46:15,21,24 46:24,25 47:8,9 47:20,21,22 48:3 48:4,13,14,20 49:14,16,24 50:2 50:10,12,23,24 51:1,13 52:15,21 52:24 53:8,14 54:10,13,20,24 55:1,3,4,6,10,13 55:15,21,21,22 56:4,9,11,23,25 57:8,10,12,15,17 57:21,21 58:2,7 58:10,16 59:14 61:2,3 62:1,3,14 62:24 63:7,15,16 63:18,21 64:8,12 65:1,3,5,13,15,20 65:24 66:13 67:7 67:7 68:9,20 69:5 69:6,10,12,14,21 69:23 70:5,14,17 70:22,25 71:5,9 | 72:11,16,25 73:2 73:17 74:13,18,21 75:12,20,23 76:1 76:6 77:9,18 78:10,19 80:16 81:2 82:18 83:11 84:7,11,16,23 85:6,10,14 86:24 87:5 88:7 89:8,21 89:23 92:4,9,20 94:7,12,16 96:18 97:7 99:15,16 101:16,19 104:12 104:12,15 105:4 105:23,24 107:6,9 107:16,22 108:8 108:13 110:8,19 110:23 111:12 114:22 116:9,13 116:17 118:4 121:10,16 124:12 124:15 126:1,5,6 126:10,11,20,22 127:1,12,16 128:8 128:8,10,19,22 129:2,10,15,17,18 129:20 130:1,4,7 130:19,25 131:14 132:5 133:4,11,13 133:18,19 135:4 136:3,21 139:25 140:6,14 141:18 142:2,11,13,16,17 143:17,23 144:14 145:14 146:9 148:11,25 149:13 150:13,23,24 151:6,10 152:16 153:3,5,14,14 154:11,14 155:2,8 160:20 162:18,21 163:2 164:6 165:10,24 166:22 171:1 172:2,7 173:3,4 175:5 | 178:10,24 181:7 182:21 183:15 184:5,8 185:1,18 186:7 188:1 192:9 194:2,4,7,10 195:4 196:18,21 196:23,24 197:9 197:12,13,15 198:17 199:24 200:21 201:18,20 201:22 202:10 203:2,11 207:5 209:22 210:16,17 211:19 212:7,17 213:4,7,15,17 214:14 216:20,24 217:5,8 218:21,22 219:5 220:2,9,18 222:18,25 224:21 226:1,10 229:22 229:23 230:12 231:23 234:5,18 234:20 235:15 236:5,6 238:16,21 239:20 fire-fighting 188:6 firefight 197:5,10 firefighter 13:12 38:4,23 51:22 62:12 66:15,18,20 68:8,15 79:10 81:3 83:1 84:23 122:3 130:18 139:23 161:3 212:19 223:17 226:19 243:4 firefighter's 221:7 firefighters 4:20 5:19 8:23 11:14 19:24 24:8,13 25:25 29:12 35:8 38:2,3 42:17 43:16,17 50:16 56:16,19,22 57:5 58:15 59:1,6,19 |
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| 59:22 60:6,7,9,13 60:21 61:25 62:5 64:1,9,21 66:1 67:2,12,21 68:11 68:12 69:18 70:6 81:17 82:11 84:6 86:8,20,24 87:5 94:22 97:3 100:5 112:12,13,19,20 121:13,14,15,16 124:3 126:25 149:14 151:2 152:24 161:6 162:17 165:23 171:5,18,18 175:5 175:17,18,22 176:3,10,10,19 181:4 183:9 195:15,20,23 196:1,7 197:19 208:24 209:2,7 219:1,4,8,13 225:18 226:17,21 236:9,16 243:19 firefighting 13:14 13:19 17:19 27:23 28:20 31:23 39:17 40:4 44:21 61:16 61:17 67:22 73:10 79:9 80:13,15 81:8 83:4,14,17 84:21 85:18 89:3 89:16 95:10 99:16 132:8 142:15 143:23 164:5 165:10 172:19 175:2 176:20 181:11 197:11,17 219:17,23 230:3,6 232:4 fires 15:16 16:11 32:17 35:2 38:14 38:19 39:3 42:22 45:23,24 46:4,8 61:14 64:17 67:13 | 67:22 69:4 73:21 73:24 74:3 87:2 94:9 125:23,24 127:18 128:15 133:25 134:8 171:15 first 1:17 4:3 19:3 32:18 34:1,3 38:4 43:24 44:16 45:3 47:12 48:8 51:3 52:19 54:23 59:5 67:16 68:21 73:25 79:10,13 91:10,19 95:18 99:15 107:3 107:21 113:7 116:8 118:16,23 121:7 124:17 128:13 130:12 140:6,24 141:20 141:24 143:5 145:2 147:11 155:12 166:18,20 170:14,22 172:13 174:21 179:4,11 180:8 184:9,21 190:12,18 191:10 191:18 192:5 199:2 205:2 210:7 218:24 233:20,20 234:11 238:20 243:20 first-hand 160:12 160:13 fit 58:5 60:17 97:5 180:25 201:10 five 16:12 28:5 233:16 237:12 fixed 135:1 136:14 140:2 flame 59:11 flames 22:16 flammable 38:18 51:20 64:22,24,25 flat 20:8,15 21:3,15 21:15,23 22:5,10 | 22:13,15,16,16,17 22:19,22 23:3,9 23:14,22 24:6 26:13 27:4 55:22 63:19 104:17 126:24 127:1 196:8 239:20 flats 21:12,22 28:8 55:21 96:13,24 97:2 98:12 99:2,8 104:13 128:10 150:19 152:12 161:17,20 162:21 182:7 183:7,10 184:7 191:8 194:6 194:19 196:6 flights 176:20 floor 16:25 28:21 28:22 29:1,17 40:7 63:19 68:13 84:17 85:6 89:21 91:4 96:14 99:2 104:19 117:10 128:8 135:4 157:8 157:12,13,14,17 157:18,23,25 158:18,20,20 161:9 165:18 190:19,22 192:21 192:25 193:3,11 208:24 209:4,21 209:23 210:4,10 210:14 211:3,9,11 230:4 233:24 239:25 floor-by-floor 211:14,17 floor/12th 193:11 floors 29:11 30:3 71:16 96:13 99:2 99:6,8 141:20 142:16 163:4,13 164:5 171:13 172:22 194:2 197:12 209:2 | 210:22 211:6,12 211:18,22,23,25 212:3,9 233:23 234:1,3 239:21 240:4,6 flow 170:20 175:10 200:10 225:15 flush 105:11 focus 37:4 42:19 66:20 74:1 146:15 185:8 198:18 focused 209:23 focusing 28:18 35:6 176:4 follow 14:11 18:2,6 25:12 47:18 67:10 followed 239:16 following 10:1 29:22 31:8 40:3 47:25 67:19 76:6 80:12 81:7 150:13 174:8 200:25 239:21 follows 30:6 188:2 foot 10:25 145:12 212:12 footage 145:24 146:7 foray 116:8 foresee 74:6,8,8 foreseen 74:15 foresight 72:1,2,9 forever 30:25 forgive 103:14 form 1:21 21:13 173:1 175:12 183:12 forty-pumps 145:13 forward 76:15,24 77:2,5,7 148:8 171:7 217:20 221:22 243:20 Foster 102:11 110:6 | found 25:10 55:18 144:7 193:16 221:24 four 94:15 120:18 175:19 203:11 four-pump 110:22 fourth 37:2 154:19 154:23 157:8 158:18 190:19,22 199:22 frame 114:10 121:2 147:8 framing 37:7 France 31:12 free 237:7 fresh 29:13 front 1:21 28:9 32:12 52:2 53:3,4 57:5 61:13,20 126:12 143:17 153:19 front-line 7:16 50:16 58:15,25 82:18 85:19 86:8 86:20 97:2 213:5 FRSs 217:11 FRUs 109:9 216:7 220:14 frustration 201:8 FSG 20:23,24 75:5 75:9 76:5 77:24 104:7,10 105:2 110:2 146:21 161:12 167:13 186:3,11 191:1,9 193:18 194:3 199:25 200:1,14 201:1 202:15 203:5,18,19 204:1 205:2 207:1 221:8 FSGs 75:16 76:17 77:14,16 181:6 185:8 fulfil 155:7 187:15 full 1:14 5:1 85:17 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 105:14 127:14,25 131:8,11 144:9 148:2 152:22 159:22 162:9 170:15 212:12 230:7 full-scale 74:15 fuller 145:9 167:5 181:24 191:11 fully 56:3 68:25 120:20 121:22 122:24 123:5,9 145:15 148:10 149:4,12 162:20 184:4 235:14 function 73:20 107:20 111:17 188:9,18,22 functioning 139:23 140:1 functions 7:13,22 10:18 11:11,13 fundamentally 185:16 188:23 201:12 further 20:7 49:18 50:6 128:13 143:19 160:2 170:5 175:22 197:18 203:13 206:23 209:22 216:2,2 218:12 232:14 233:14,17 240:23 243:8 future 66:19 148:21 243:8 | gases 179:22 gather 37:17,21 66:18 107:25 116:25 117:3 gathered 36:24 37:12 gathering 37:13 108:3 110:10 gaze 140:17 gear 146:9 175:5 general 34:25 38:25 39:1 40:11 41:21 48:12 49:6 56:6 66:21 88:11 95:16 106:14 111:18 116:6,18 180:8 185:25 203:18 generally 113:19 137:18 186:2,8 210:20 211:5 generic 17:12 20:1 32:16 genuinely 22:9 127:6 141:21 159:6,11 192:17 199:4 George 103:19 120:11 George's 120:14 getting 128:8 131:25 141:4 146:10 151:2 180:4 185:21 191:15 192:15,21 198:12 208:24 217:1 231:21 234:8 give 1:14 2:25 5:7 6:6 13:3 17:8 19:24 21:8 38:7 40:18 62:20 78:21 83:13 97:6 98:13 104:21 108:8,10 122:19 123:19 | 140:10,11 145:8,8 147:8 186:2,11 189:12 192:12 196:19 205:21 220:10 221:1 232:6 236:24 237:1 238:23 239:15 240:14,24 241:3,16,20 given 20:4 21:18 24:24 40:10,15 47:24 52:19 56:5 58:24 62:22,22 75:1 94:25 95:16 98:2 99:23 110:3 114:7 132:22 146:20,23 159:21 160:6 161:16 163:11 184:1 185:5 197:7 211:18 228:5 236:10 242:23 gives 29:12,14 giving 24:10 104:13 191:17 193:21 207:17 232:14 240:12,15 242:15 glad 232:8 glean 139:11 go 6:1 13:1 14:16 21:19 24:16 26:12 27:17 28:11,15,25 30:25 33:23 36:16 39:1 40:12 42:4 43:24 44:8 49:4 54:22 59:7 60:19 62:13 66:6 81:13 82:18 83:6,21 84:6 85:24 87:8 87:18 88:13 90:7 94:3 102:6 106:23 110:22,25 111:16 113:3 115:12,16 115:21 116:4,16 117:13 121:11 | 124:10,11 125:7 125:19,20 130:15 134:12,13,14 136:15,20,21 140:6 143:5 144:14 146:6 153:1,23 154:17 154:21 155:2,22 156:12,14 158:18 159:24 160:11 161:8 166:7 167:2 167:4,7,9,13,16 167:21 169:16 170:1,8 173:17 174:12 177:7 178:14,17 180:6 180:16 182:13 189:4 190:15,19 191:12 192:3,4,13 193:22 194:6 196:16 197:1 204:14 206:18 207:7,11 210:17 212:10 213:21 214:8,9 217:13,14 227:15 233:7 234:25 236:6 237:7,7 goes 11:1 78:13 83:2 97:9 159:9 173:17 200:10 201:15 going 1:4 2:19,25 3:7 9:19 10:6 18:23 23:12,15 24:7 26:24 33:21 39:24 58:8 64:7 74:6 83:4,7 84:9 87:8,9 88:9 92:13 97:5 103:12 105:5 106:5 107:11 112:19 117:9 118:4,20 121:2 123:15 124:10,11 125:1 127:3 | 130:14,16 131:6 132:3 134:13 140:10 142:3,11 142:12,17,23 143:25 145:18 148:14 152:24 159:21,23 161:17 161:20 162:24 163:7 164:13 172:22 175:1,7,14 175:18 179:15,19 179:22 180:6 181:20,24 189:1 196:7,23,23 197:18 201:7 202:25 203:19 204:7,12 205:20 206:22 207:11 210:14,25 224:14 229:21 230:5 232:20 233:2 240:9 good 1:3,6,12 4:25 87:10 97:13 114:4 137:11 139:25 155:17 156:13 160:8 243:23 Goodall 199:5 207:25 Google 2:3 Goulbourne 157:9 165:7 171:4 172:3 172:6 192:1,23 208:19,21 209:15 212:20 214:14 215:18 Goulbourne's 218:9 Government 32:15 GRA 32:10 33:3,7 33:11 34:11 42:11 42:16 43:1,3 85:17 GRAs 32:16 33:13 grasp 118:3 162:11 |
| G | | | | |
| gain 160:7 166:20 171:20,24 gap 215:17 gaps 158:4 Gareth 229:8 Garnock 31:5 gas 230:11,12,21 | | | | |

| | | | | |
|----------------------------|--------------------------|--------------------------|---------------------------|----------------------------|
| 163:3 | 155:2,8 156:12 | 200:21 201:18,22 | 64:2 70:24 73:13 | 230:24 241:12 |
| grateful 177:21 | 157:12,18 165:24 | 202:10 203:11 | 73:14,15,24 74:4 | hearing 1:4 108:23 |
| 233:18 236:23 | 173:4 178:10,24 | 211:19 234:6,20 | 105:20 107:16 | 110:2 237:19 |
| 243:22 | 180:21 185:18 | 235:16 | 108:13 114:12 | 241:25 242:19 |
| gratitude 236:19 | 188:5 189:3 192:9 | | 133:4 148:3,8 | 243:20 244:1 |
| 237:23 | 194:4 198:17 | H | 155:3,8,18 156:14 | hearings 241:18 |
| great 221:7 | 199:24 200:13 | H&S 4:24 | 172:13 182:21 | heart 81:20 83:1 |
| greater 76:17,18,25 | 201:10,20,23,24 | half 152:2 241:15 | 189:2 190:13 | 213:2 |
| 85:10 111:2 124:2 | 203:2 207:5 213:7 | halfway 30:10,11 | 206:2 | heat 20:8 21:14 |
| 206:4 223:11 | 213:15 216:6 | 40:6 84:15 90:24 | happens 18:21 | 22:15,22 23:23 |
| greatest 74:1 | 218:1 222:18 | 168:19 169:10 | 20:10 24:9 29:17 | 26:14 152:12 |
| 238:25 | 223:1 224:16,21 | Hamlets 82:6 | 73:21,21 138:14 | 171:14 176:20 |
| Grenfell 2:4,7 | 224:22,25 225:9 | Hammersmith | 232:23,25 | 193:2 195:24 |
| 13:20 14:8 15:1 | 225:19 226:1,10 | 54:24 | happy 3:3 125:14 | 209:22 211:3 |
| 30:12,16 31:4 | 229:23 233:21 | hampered 89:7,19 | 153:23 165:8 | 212:7 |
| 32:21 34:24 37:11 | grounding 5:14 | 100:5 | 179:13 232:17 | heavily 90:3 116:9 |
| 43:7 44:25 45:7,9 | grounds 138:10 | hand 23:23,23 | 243:11 | 119:15 174:18 |
| 45:20 48:22 51:18 | 164:4 | 26:14 62:2 81:20 | hard 2:16 77:2 | 202:10 |
| 53:14 54:10 58:11 | group 16:15 41:7 | 83:1 172:13 207:2 | 119:4 200:25 | heavy 176:11 |
| 58:16 62:1 64:12 | 110:25 135:1 | 213:2 | harder 25:10 | 231:12 |
| 68:20 69:22 71:19 | 168:4 216:4,9 | handed 11:4,23 | harm 60:10 134:3 | height 34:13 231:6 |
| 72:4 75:22 83:5,6 | 230:17 | handle 17:21 | hazard 37:9 | helmets 69:25 |
| 88:5,16 89:11,14 | groups 78:17 | handling 76:5 | hazardous 133:22 | help 40:20 45:20 |
| 91:3,12 92:19 | Groves 9:6,8 | 110:7 | hazards 34:12,18 | 59:4 61:23 81:11 |
| 95:1,3,4,16 96:3 | guaranteed 225:14 | handover 114:2 | 42:17,24 57:11 | 81:19 90:19 110:9 |
| 99:15,22 101:10 | guidance 18:16 | handwritten 2:5 | 60:5 79:23 | 132:11 161:20 |
| 102:9 103:9 | 19:11 20:24 21:18 | 120:3 | head 6:23 7:25 8:1 | 192:16 195:4 |
| 111:19,20 115:16 | 27:10,14 30:24 | happen 22:20 | 9:4 16:22 45:8 | 217:17 223:4 |
| 118:19 121:2 | 36:18 39:10 43:2 | 30:14,17 31:3 | 167:17 175:12 | 232:17 235:2 |
| 127:25 133:23 | 75:12,20,23 76:2 | 32:1 52:11 53:10 | 205:16 214:4,7 | 243:12 |
| 188:1 197:4 | 77:9,18 104:12 | 53:13 62:19 72:6 | heading 18:15 | helped 162:24 |
| 212:17 222:2 | 105:24 106:18 | 74:6 77:22 99:24 | 43:22 66:8 70:14 | 219:24 220:13 |
| ground 4:15,21 | 110:8 112:3 | 101:3 129:12,13 | 88:15 172:17 | 229:16 |
| 10:16 13:2 44:4 | 118:14,20 128:9 | 130:10,16 131:8 | heads 9:13 116:4 | helpful 109:1 122:5 |
| 53:8 70:23 79:20 | 142:2 144:15 | 141:25 213:20 | 207:8 | 122:15 194:20 |
| 79:21 80:3 81:2 | 145:14 152:16 | happened 4:20 | health 4:10,15,21 | 232:19 |
| 82:6,8 83:17 84:7 | 153:3,15 154:11 | 27:8 31:1 51:16 | 4:25 5:1 7:8 | hesitate 3:5 |
| 87:5 92:9 104:12 | 154:15 160:20 | 52:3,22 68:24,25 | 56:12 | high 16:25 18:17 |
| 105:4 108:4,8,13 | 162:18 163:2 | 72:3 74:16 77:25 | hear 1:4 104:10 | 18:20 32:17 36:24 |
| 108:15,20 110:19 | 165:10 166:22 | 85:23 91:15 | 105:2,24 108:19 | 42:6 44:11 68:13 |
| 111:12 114:9,22 | 171:2 172:2,7 | 132:20,21 148:7 | 108:21,24 109:8,9 | 165:14 234:3 |
| 116:9,13 118:4 | 183:15 184:5 | 157:20 169:24 | 109:11 124:23 | high-rise 13:11,14 |
| 121:10,16 122:10 | 185:2 186:7 194:2 | 181:23 189:20 | 224:6 238:19 | 13:16,25 14:14 |
| 138:4 143:23 | 194:8,10 197:14 | 217:21 | heard 31:19,20 | 15:14,16 16:8,11 |
| 148:3,24 153:14 | 198:14 199:25 | happening 44:5 | 104:7,11 228:5 | 17:7,8,17,20,22 |

| | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17:23 19:4,15,16 19:19 20:1,11 25:17 28:20 29:9 32:6 33:2 35:22 37:22 39:17 49:13 50:15 57:4 61:1 61:16 67:14 69:9 71:7 75:9 80:2,20 80:24,25 81:1 82:7 83:5 88:24 89:14,15 90:8 94:5,9,14,16,18 97:11 132:6 133:25 181:11 220:6,7 230:9 high-rises 220:17 higher 163:15 171:13 209:2 211:20,22 212:2 233:23 highest 59:23 75:20 240:3 highlight 55:5 170:11 highlighted 96:10 highly 51:19 70:9 hinder 21:17 hindsight 71:23 historical 148:20 historically 149:3 hold 138:12 185:21 home 83:11 103:3 109:12,14 242:24 honest 228:2 honestly 192:16 hope 125:24 137:18 233:3 horrified 62:18 hose 29:15 70:7 79:11 152:24 161:2 175:4 229:14 hoses 28:21,25 30:3 230:1 hot 163:19 | hour 152:2 hourly 3:8 hours 44:14,23 82:10 102:11 120:25,25 138:16 150:12 167:24 227:20 House 2:8 15:25 27:7 34:5 41:6 43:12 57:8 68:9 76:6 housekeeping 237:10,13 244:6 housing 54:11 144:4 huge 44:11 175:8 181:8 184:24 human 194:13 hurry 23:15 hydrant 94:20 <hr/> I <hr/> IC 115:11 190:1 194:15 206:16 218:14 IC's 115:8 206:13 idea 48:5,18 50:8 51:10 97:1 98:13 98:14 192:2,16 193:2 199:4 216:13 217:5,12 229:9 ideal 90:12 203:9 203:15 224:10 Ideally 127:6 identical 101:3 identified 42:17 56:17 61:24 74:10 139:3 157:2 identify 62:11 68:22 83:25 157:3 170:10 identifying 164:20 ignited 129:2 images 92:18 | 130:12 imagine 8:14 218:2 imaging 35:4 immediate 102:24 immediately 89:23 93:12 97:15 107:23 127:13 IMP 90:21 199:18 227:12 impact 7:15 22:5 40:3 66:15 80:12 80:15 81:8 84:16 84:20,23 95:23 97:23 99:15 159:10 174:25 181:5,7 207:22 impacted 98:5 impacting 84:11 163:24 234:22 impart 70:5 114:11 impeded 27:23 172:19 imperative 128:10 impetus 123:19 195:15 impinged 45:6 impinging 44:14 implement 56:7 68:21 implementation 189:6 implemented 164:1 implications 187:10 implies 174:16 impolite 228:22 importance 212:1 important 29:14 42:19 53:6 57:3 72:14 109:2 121:21 123:2 131:4 138:18 147:22 148:2,14 155:14 206:2,24 207:22 227:14 | 236:25 240:1,1 importantly 206:21 impossible 35:24 38:10 63:22 162:20 164:7 172:23 211:2 232:5 impracticable 85:20 impress 149:12 impression 130:9 147:10 160:13,22 221:12 improper 152:9 improve 16:1 164:1 improved 164:4 improvements 66:13 68:23 improving 164:6 improvising 176:7 in-depth 208:20 inability 96:12 98:22 210:24 211:5,8 inadequate 93:4 inappropriate 134:2 202:21 incident 2:11 5:14 12:18 13:16,19 15:13 16:1,3,15 17:2,7,8,9,13 26:11 27:1,10,13 30:13 42:14,18,24 43:15 44:4 51:4 51:18 52:5,9,20 53:4,10 61:1,9 62:12 63:11 64:20 70:23 71:14,18,21 74:17 75:21,23 89:4,6 90:5,22 91:22 93:7 94:16 99:1 102:9 104:22 105:21,25 106:19 107:4,14 108:4,5 108:6,15,20,22 | 109:10,13,14,21 109:25 110:13,16 111:1,22,23 112:3 112:23 113:11,13 113:17,20,20 114:2,7,8,17 115:10,14 116:5,7 117:23 118:12 119:11 121:1,3 122:8,9,14 123:10 131:14,22 136:19 139:18 142:21,24 143:6,20 144:15 144:16,17,21 148:3 149:23 150:11 152:6 156:12 179:14 180:20,21 181:8 183:13,25 187:6 187:10,25 188:2,5 188:13,24 189:2,9 189:10,11,13,15 192:8 197:24 198:5,8,9,11,13 199:3,18,24 200:13 201:10,20 201:23,24 202:7 202:23 203:16 206:1,10,15 207:7 207:10,11,15 213:1 214:3 215:10 216:6 219:2 222:1 224:16,21,25 225:8,18 226:5,6 228:8 229:11,20 231:19 233:21 incidents 12:13 17:11 27:13 36:25 37:22 50:24 51:16 62:6 75:9,16 81:24 82:11 83:12 89:13 90:2 94:14 107:18 117:21 147:25 |
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| <p>include 16:2 36:25 37:14 42:21 108:1 242:4</p> <p>includes 94:15 242:16,19</p> <p>including 37:14 80:14 119:14</p> <p>incoming 103:7</p> <p>inconvenient 3:8</p> <p>incorporate 14:3</p> <p>incorporates 42:13 42:16</p> <p>incorrect 85:1</p> <p>incorrectly 35:17</p> <p>increased 151:1</p> <p>incredible 44:24 236:11</p> <p>incredibly 205:22</p> <p>independent 113:16,23 114:15 115:2</p> <p>indicate 51:11 57:3</p> <p>indicates 51:14 136:18</p> <p>indication 108:9,10 110:5</p> <p>indicators 73:7</p> <p>individual 65:5 129:4 203:21 225:18 237:24 239:16 241:13</p> <p>individually 188:17</p> <p>individuals 117:20 118:7</p> <p>indulge 158:1</p> <p>industrial 38:1 80:3</p> <p>industry 66:17 67:8</p> <p>inefficiencies 227:5</p> <p>inexperienced 110:23</p> <p>Inferno 141:23</p> <p>influence 66:12 109:22</p> <p>influenced 239:9</p> | <p>239:11</p> <p>inform 189:15 200:11</p> <p>information 23:2 24:11,23 36:24 37:12,13,17,21 39:1 41:18 48:21 49:22 50:1 52:19 55:9 56:2,5 61:5,7 61:23 62:7 65:25 69:24 70:9 76:19 77:5,6 91:3,7,11 92:6 93:1,19,25 94:17,19 95:17 96:21 97:10,15,16 97:19 98:2,23 99:4,14 100:1 101:8,11 102:20 102:21,24 104:11 114:5,8,11,12 116:11,25 117:2 127:4 133:7 134:20 135:21 136:1 137:2,10,17 137:22 138:7,8,9 138:11,14,19 139:8,9,11,12,18 147:23 148:20 149:3,6 150:4,5 152:8 153:13,17 153:19 154:13,14 154:17 160:5,12 163:6,11 166:22 169:19 170:19 171:5,7,8,8 172:1 172:7 173:13 185:7 189:19 190:25 191:15 193:20,21 194:5 195:18,21,25 196:4 198:12,15 199:6,13,16 200:10,22 201:3,6 202:2,2,5,7,24 203:7,8,13,15,20</p> | <p>204:1 206:8 208:5 210:1,2 221:22,22 224:5 225:13,16 228:3,10,12 235:13 236:1</p> <p>informed 84:5 107:5 161:3 186:15 190:3 210:19 211:4,13</p> <p>ingredients 113:1</p> <p>inherent 23:24</p> <p>initial 43:23 70:14 78:23 79:7,12,24 89:20 117:8 142:5 142:7 143:2 220:5 220:7 240:18</p> <p>initially 10:5 122:18 146:12</p> <p>injured 5:19 60:10</p> <p>injuries 25:9 134:3</p> <p>INQ0000392 156:25</p> <p>inquiry 1:9,14 2:25 49:3 62:10 76:12 157:16 228:6 234:12 237:1,17 237:20,21,23 238:3,12,17 239:9 240:2 241:6,8,14 241:22,24 242:1,9 242:19 243:13 244:5</p> <p>inscribe 221:18</p> <p>inside 22:13 96:24 97:1 99:19 112:15 112:21 133:17 150:19 162:21 171:9 179:25 193:8 194:12 197:5 208:10</p> <p>insight 238:25</p> <p>insofar 55:12</p> <p>inspection 36:3</p> <p>inspections 37:24 60:16</p> | <p>installations 135:1 136:15 140:2</p> <p>instance 37:25 38:12 68:9 78:25 82:17,23 85:5,9 107:5 108:11 109:9 110:21</p> <p>instances 185:20</p> <p>instantly 127:24</p> <p>instigate 78:22</p> <p>institutional 45:21 46:1,11 71:4 72:25 74:11</p> <p>instruction 90:4 136:12</p> <p>instructions 136:9 136:16,19,23 137:3</p> <p>integrity 209:16</p> <p>intelligence 61:24</p> <p>intended 66:21 86:13 115:8 116:3 206:13</p> <p>intense 212:7</p> <p>intensity 104:10 105:2 110:2</p> <p>intention 209:3</p> <p>interact 36:4</p> <p>interaction 186:17</p> <p>interactions 108:2</p> <p>interest 33:21 81:15,16 150:2</p> <p>interested 28:17 85:16 107:17</p> <p>interests 236:1</p> <p>interference 241:21</p> <p>interim 9:23 10:6 232:15</p> <p>internal 15:7 31:23 32:25 45:6 63:7,7 96:13 127:20 128:17</p> <p>internally 34:2 36:16 39:23 42:5 78:18 88:13</p> | <p>interrupt 170:20</p> <p>interrupting 110:9</p> <p>interruption 206:7 206:24</p> <p>intervening 193:6</p> <p>intervention 90:6</p> <p>interventions 65:8</p> <p>interviewing 19:10</p> <p>intimate 99:24</p> <p>introduces 168:20</p> <p>intrude 199:10 205:18</p> <p>invariably 232:25</p> <p>investigate 185:9 195:8 203:16 206:4</p> <p>investigation 4:22 42:16 47:1</p> <p>investigations 4:16 236:21</p> <p>invite 241:23</p> <p>invited 41:15 48:9 50:22 230:15 237:20 240:13,20 240:23</p> <p>involve 4:6 6:12 7:19 15:23 16:23 30:23,24 107:4 117:9 207:17</p> <p>involved 7:5 14:1 15:18,25 32:6 41:23 46:25 55:20 64:4 70:9 76:4 82:5 118:8 119:15 121:25 148:10 149:13 150:24 188:14 191:9 195:14 230:19,21</p> <p>involvement 86:5 173:4 230:12</p> <p>involving 11:1 38:15,20 50:14 60:5 75:9</p> <p>irrelevant 78:3</p> <p>isolation 112:22</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 113:25 issue 30:6 55:3,25 84:3 126:18 216:23 231:9 241:3 issued 106:12 223:17 240:18 issues 42:15 69:2,2 69:13 161:2 171:14 187:12 194:24 217:1 222:21 229:3,7 240:10 item 81:4 110:12 199:22 items 80:21 83:7 84:1,20 | 27:11 31:4 50:7 64:5 67:1 69:7 71:3,20 85:24 111:4 128:19 129:9,23 180:16 junior 92:10 justifiably 95:4 justified 218:5 | 109:23 147:12 154:7 157:8 163:6 165:5 171:6 173:5 173:6 174:6 175:4 175:7 184:19,20 184:22 187:12 191:8 193:19 195:22 199:12 210:4,10 213:3,6 213:6 226:24 knock 183:10 know 5:19 15:5 27:3,9 32:1,5 34:4 37:19 38:2 40:11 40:24 41:9,12,13 43:3 45:5,16,23 45:23 46:8,14 47:18,20 48:1,16 48:19,19 50:6,9 50:13 51:2 56:15 59:23 61:2 62:4,7 62:9,13,16 64:13 65:9 73:1 76:9,10 76:10 77:24 78:2 82:23 85:9,23 86:23,25 91:22 93:2,6,19,23 94:1 96:2,2,5,13 99:1 100:24 101:3,7,14 102:14 103:1,12 103:17 104:1,2 109:13,14 110:1 111:3 120:8 121:15 127:22 129:6 131:16,17 133:1,9,23 135:15 136:11 137:1,19 139:14,16,22 141:7 143:8 145:4 145:4,25 146:4 148:24 149:2 150:10,14 151:14 151:21,23 152:15 153:9,11,12 155:24 156:22 | 157:18 158:9 166:4 173:23 174:2 179:1 180:15 183:1 188:8 191:24 192:2,12 195:4 198:22 201:12 203:4 205:9,14,23 211:12 216:16 217:10,25 218:5 218:23 219:1 220:21 222:21 223:6,7,13 226:8 226:24 232:8 235:8 239:24,25 242:9 knowing 5:15 61:8 69:18 85:23 95:12 98:15 113:24 127:11 135:21 149:6 155:23 161:20 175:13 176:14 235:8 knowingly 135:9 135:11 knowledge 13:8 26:3 27:6 30:8 42:3 43:23 50:13 53:9 69:21 70:14 71:4,8,13 72:9,20 72:25 73:8 74:2 81:4 83:13 86:21 97:2 99:17,19,21 99:24,25 126:19 133:19 134:4 142:1 152:22 153:6 162:23 known 13:4,7,7 18:12 53:1 63:1 65:14 72:17 154:5 238:4 knows 94:8 | 99:18 100:5 226:3 Lacrosse 31:17 ladder 70:8 79:12 230:24 231:2,6 ladders 231:9 laid 188:11 Lakanal 15:25 27:7 34:5 41:6 42:14 42:18,24 43:12 56:23 57:8 58:19 68:9 76:6 77:4 222:3 LALO 137:21 138:17 139:19 land 52:7 landmarked 144:5 language 33:24 34:23 105:9,12 laptop 107:9 large 8:22 16:8,11 16:24 35:17 70:3 78:17 92:21 108:21 110:7 114:11 119:12 121:13 132:1,9 149:13,14 158:4,7 185:3 187:25 192:6 197:19 199:6 213:4 217:4 large-scale 15:14 38:1 75:2,8 77:9 107:18 Lastly 240:9 late 51:21 58:25 149:25 lateral 43:8 71:5 laterally 42:23 43:15 71:9 latest 62:25 186:21 239:24 Laura 54:11 lawfully 11:11 layer 107:13 layout 34:13 66:15 79:22 86:16 94:19 |
| J | K | | | |
| January 9:24 74:25 jets 142:15 172:22 230:3,6,10 Jo 183:18 Joanne 201:5 job 6:11 8:3 11:4 12:3 14:20 23:17 74:22 102:3 117:14 205:23 228:19 jobs 25:4,24 Johnson 54:11,12 76:9,9 77:11 223:11 Johnson's 77:24 join 122:9 joined 3:14 140:13 journey 108:16 journeys 220:20 judgement 24:14 26:19 87:6 115:22 134:5 195:6 209:5 235:12 July 47:6 120:4 June 2:15 10:12 11:8 12:17 26:3 | Keeley 102:11 110:6 keen 149:8 keep 11:12 24:14 64:1 137:24 186:1 209:4 210:15 keeping 18:17 134:5 136:6 177:4 Kensington 54:11 89:24 95:8 kept 51:7 69:24 100:24 101:5 137:7,17 138:8,19 203:17 key 36:21 58:7 66:19 68:10 91:7 94:11 106:24,25 112:8 113:4 114:4 114:12 119:20 124:4 kill 109:3 152:20 killed 60:10 192:6 192:9 kind 4:18 12:18 21:18 58:14 60:21 68:14 82:20 83:15 123:25 136:7 163:3 164:14 kinds 50:25 83:15 kit 219:11,12,21 kits 216:11,19 knew 32:22 45:5 46:10 63:3 64:19 84:3 95:9,9,10 99:7 105:21 | knock 183:10 know 5:19 15:5 27:3,9 32:1,5 34:4 37:19 38:2 40:11 40:24 41:9,12,13 43:3 45:5,16,23 45:23 46:8,14 47:18,20 48:1,16 48:19,19 50:6,9 50:13 51:2 56:15 59:23 61:2 62:4,7 62:9,13,16 64:13 65:9 73:1 76:9,10 76:10 77:24 78:2 82:23 85:9,23 86:23,25 91:22 93:2,6,19,23 94:1 96:2,2,5,13 99:1 100:24 101:3,7,14 102:14 103:1,12 103:17 104:1,2 109:13,14 110:1 111:3 120:8 121:15 127:22 129:6 131:16,17 133:1,9,23 135:15 136:11 137:1,19 139:14,16,22 141:7 143:8 145:4 145:4,25 146:4 148:24 149:2 150:10,14 151:14 151:21,23 152:15 153:9,11,12 155:24 156:22 | 157:18 158:9 166:4 173:23 174:2 179:1 180:15 183:1 188:8 191:24 192:2,12 195:4 198:22 201:12 203:4 205:9,14,23 211:12 216:16 217:10,25 218:5 218:23 219:1 220:21 222:21 223:6,7,13 226:8 226:24 232:8 235:8 239:24,25 242:9 knowing 5:15 61:8 69:18 85:23 95:12 98:15 113:24 127:11 135:21 149:6 155:23 161:20 175:13 176:14 235:8 knowingly 135:9 135:11 knowledge 13:8 26:3 27:6 30:8 42:3 43:23 50:13 53:9 69:21 70:14 71:4,8,13 72:9,20 72:25 73:8 74:2 81:4 83:13 86:21 97:2 99:17,19,21 99:24,25 126:19 133:19 134:4 142:1 152:22 153:6 162:23 known 13:4,7,7 18:12 53:1 63:1 65:14 72:17 154:5 238:4 knows 94:8 | |
| | | | L | |
| | | | lack 89:18 99:13,14 | |

| | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>95:9,17 96:3,21 99:7,25 105:17 230:1 layouts 40:7 84:17 leadership 12:4 123:13 162:13 leakage 29:7 leaking 28:1,17 learn 52:5 79:13 115:5 186:19 learned 5:9,11,16 235:21 learned' 42:13 learning 4:21 14:3 129:24 learnt 5:15 16:3 27:9 46:20 47:7 90:23 177:20 leave 18:24 20:9 21:20 23:9 26:9 35:17 82:19 104:17 122:4 140:16,19 152:17 174:18 182:15 183:8 224:20 234:19,19,24 235:3,6 leaving 21:16 23:13 23:21 26:13 146:6 168:10 171:4 216:10 led 49:4 88:6 105:24 left 63:18 103:3,7 109:12,14 149:24 152:4 156:4 157:20 166:25 214:23,25 left-hand 94:5 legal 238:3 241:1,4 241:13 242:11,13 legislative 32:1 leisure 141:9,13 144:8 lend 223:20</p> | <p>length 166:1 lent 224:1 lesson's 42:13 lessons 4:21 5:9,10 5:15,16 16:2 27:8 46:20,23 47:7 90:22 235:21 let's 11:18 13:10 33:23 41:2 42:4 80:9 97:4 101:16 113:1 140:23 146:15 156:25 168:15 182:13 209:8 214:8 218:19 letter 54:8,9 56:13 56:17 57:1,19 59:2 69:6 level 13:24 14:13 37:15 41:14,16 55:10 68:13 69:17 71:10,14,19 72:21 92:10 93:13 110:19 111:10 142:16 159:10 161:15,19 207:12 levels 56:16 67:2,12 73:17 LFB 3:14 30:8 39:16 45:21 47:4 48:1 51:8 56:15 66:25 67:11 71:3 85:18 97:5 129:1 129:9,23 219:13 LFB's 53:13 62:24 65:23 69:8 74:11 90:21 128:18 LFB-specific 33:8 LFB0000085 54:9 LFB00000207 41:5 LFB00000225 66:4 94:4 LFB00001255 32:10 LFB00003112</p> | <p>120:2 LFB00003114 90:22 LFB00003116 88:7 LFB00003521 47:3 LFB00004014 48:7 LFB0000731 106:9 LFEPa 10:2 41:4 liaise 201:17 life 15:18 16:23 59:20 68:14 73:19 73:20,21 74:1,19 75:3 112:20 123:23 134:3 142:4,6 148:1 149:20 162:3 177:21 194:13,20 194:21,22 195:6 197:6 lifetime 67:24 68:3 lift 139:23,25 lifts 80:15 83:14 89:16 94:21 95:10 light 70:13 105:1 167:25 189:18 190:2 192:15 206:17 220:20 lighter 221:5 lights 104:22 lightweight 42:22 likelihood 41:13 73:13,14 74:4 80:15 84:16 85:7 85:10,14 limit 55:13 limited 51:8 176:12 216:25 240:10 242:23 line 43:24 57:5 66:9 76:14 81:21 145:3 154:23 190:16 200:25 201:9 212:13 227:17 line-drawing 189:20,23</p> | <p>lines 28:5 44:8 120:18 154:19 170:22 175:4 182:20 197:2 list 37:1 40:5 48:9 50:22 80:9,14 81:5,13 82:3,8,25 84:1 85:1,17,18 86:9 240:18 241:3 listen 107:8 listening 62:9 104:20 108:7 142:2 154:25 little 10:24 11:18 19:13 111:3 128:13 live 128:4 live-threatening 123:15 lived 95:14 lives 5:20 15:21 38:3 59:21 112:15 112:18 150:7 211:25 236:14 241:22 living 38:16,18 98:12 99:22 loadings 231:11 lobbies 163:21,23 239:22 lobby 135:4 local 32:15 56:21 57:25 58:4 60:15 65:24 69:12,16 79:3,3 93:14 97:1 98:22 100:3 137:19,23,24 138:25 139:4 located 135:5 136:12 157:7 location 37:6 104:14 134:19,21 135:22 136:5 141:1 locations 82:15</p> | <p>94:20 locked 125:20 log 2:12 102:13 122:14 168:14 178:14,17 179:10 182:14 213:21 214:2,5,8 227:21 logging 2:10 logs 183:13 London 5:20,21,25 7:9 8:8,20 10:2,4 11:1,9,16 31:25 32:25 33:1,5,15 49:16,18 52:4,15 55:3 59:14,16 64:14 65:24 66:4 67:11,16,25 69:6 73:17 78:19 94:3 94:7,12 96:18 104:24 107:16 119:19 130:4 187:10,12 220:18 231:1,7,14 236:5 London's 231:10 231:10 London-specific 33:13 Londoners 94:13 97:6 long 14:7 36:17 37:1 40:5 80:14 93:8 106:24,25 147:13 152:4 157:20 165:19 169:1 170:17,18 194:14 199:2 205:11,14,15 215:17 longer 10:8 16:12 151:11 212:15 219:22 longterm 56:7 look 4:8,19 5:4,21 9:15 10:24 11:18 18:13 30:7,15</p> |
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| 32:9 35:3,7,12,13 37:2,24 38:5,10 38:12 39:9,11,12 40:5 42:10 49:4,6 49:8,17 59:8 60:3 60:4 68:21,23 70:12 78:8 79:4 80:6,9 81:14 82:2 82:13 83:2 84:7 84:10 85:5,13,14 85:25 86:2 90:23 94:4 103:24 106:8 107:9,10 110:11 113:16 114:22 125:8 134:16 141:1 151:3 154:19 155:22 158:16 167:15 168:15 172:16 180:23 187:18 193:22 196:13 199:18,20 208:10 209:8 214:8 221:3 227:6 237:16 243:20 looked 42:12 48:25 49:1 69:4,5,6 80:6 86:18,19 141:22 155:15 157:1 199:19 217:13 looking 5:14 9:22 17:24 37:3 38:8 38:21 39:2,3 40:11,17 47:23 49:25 50:4 51:15 54:14,14 64:19 68:14 81:16 82:22 84:24 85:3,4,21 107:2,14 111:15 111:23 112:2 118:2 127:13 137:5 141:9 142:3 142:9 155:13 159:3 188:5 189:1 189:2 201:9 | 217:20 220:23 228:2,14 240:2 looks 7:11,12 88:10 92:22 159:2 217:14 loop 202:24 203:7 203:13 lose 112:19 loss 15:18 16:23 68:13 73:21 75:3 142:4 lost 5:20 15:21 38:3 196:20 197:7,19 226:19 lot 8:13 17:3 23:6 78:14,23 81:23 85:22,24 115:17 123:11 140:2 150:19 196:15 216:24 224:13 231:10 232:12 lots 202:11 219:19 love 72:8 lovingly 168:13 low 177:4 lower 30:3 163:13 197:12 211:18,23 lucky 230:9 lunch 87:10 125:2 | 37:6 major 12:12,18 95:20,21,23 96:9 96:15,17 98:9 109:9 majority 24:4,9 25:19 46:2 82:2 108:14 202:9 make-up 215:16 make-ups 105:22 109:8 218:20,21 220:4 making 21:19 22:13 24:14 26:18 46:12 131:25,25 145:15 150:22 153:13 168:22,24 169:3 175:20 179:24 193:1 202:19 204:2 226:4,11 236:25 243:15 manage 8:4 12:12 184:9 194:7 managed 101:1 management 9:9 9:13 202:14 manager 16:15 76:8 77:11 101:18 102:3 106:19 110:21,22,24 111:1 131:17 135:18 136:8,18 136:21 managers 51:3 60:25 61:4,21 64:16 79:2,2 managing 187:11 196:17 manner 45:7 52:6,8 62:16 187:6 map 2:3 141:5 March 41:7 43:7 66:5 67:1,16 69:5 106:12 | March/April 68:1 mark 169:23 193:9 marking 196:16 MARTIN 1:3,10 3:10 53:20 54:1,5 87:8,13,18,20,24 88:2 124:8,18,22 125:1,7,10,14,17 140:10,20 166:3,9 166:14,16 204:7 204:10,21,24 232:23 233:7,13 236:22 237:6,11 237:15 243:10,23 masks 176:23 mass 25:15 71:6 73:9 149:9 151:6 151:10,19 153:7 massive 68:12 182:5 material 34:20 55:20 57:23 materials 35:1 Matt 157:15,23 159:12 160:16 161:10 162:10,17 163:16 165:13 169:8 187:21 191:16 193:20,24 206:21 224:4 matter 99:11 240:2 mattered 125:24 matters 80:14 238:8,10 239:2,17 241:5 243:15,16 maximise 213:7 Maximising 162:7 maximum 230:8 Mayor 119:18 187:12 McMULHOLLA... 187:23 MDT 91:2 mean 16:14 35:12 35:20 53:9 71:15 | 101:21 105:8 111:18 115:12,23 119:21 134:4 138:11 151:9 152:1 158:20 184:10 189:5 193:16 194:14 196:5 200:8 201:21 205:5,5 207:7,12 220:18 234:7 meaningful 179:23 220:22 means 31:24 60:7 65:17 79:22 81:2 84:12 90:15 97:15 101:25 105:17 131:10 150:18 180:4,24 207:10 212:9 221:5,6 235:5 240:10 meant 68:11 115:16 126:11,14 127:11 132:6,23 135:25 181:24 218:11 223:19 242:22 measure 118:5 measurement 117:18 measures 36:21 50:25 56:9,11 58:2 63:8 66:14 68:7 94:13 97:8 163:25 mechanisms 66:12 66:25 67:3 68:17 media 55:1 164:5 229:19 medium 56:7 meet 9:12 142:7 meeting 2:10 10:5 10:11,13,14,17 41:7,13,15,22 120:3,4,9,11 |
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| 121:3,4 154:25 168:5,9,18 175:18 meetings 8:11 9:13 9:21 153:5 230:16 Melbourne 31:17 members 8:7,9 10:9,15 11:12 41:22 60:10 133:24 169:4 176:24 memory 145:25 158:1,4,7,12 192:18 mention 124:19,20 136:4 mentioned 78:6 235:11 242:17 mentioning 36:9 Mermoz 31:11 message 213:17 messages 108:7,10 108:11 109:8 met 76:10 121:14 MET00005404 214:9 MET00005405 168:17 MET00012492 1:19 MET00015754 2:15 MET00015755 2:12 MET00015756 2:6 MET00015757 2:8 MET00015758 2:4 MET00015759 2:2 11:20 MET00015760 2:18 140:9,23 method 78:13 methods 66:12,24 67:3 68:16 171:21 Mick 157:15,22 159:12 160:17 | 161:11 162:10,17 163:16 165:13 187:23 191:16 193:20,24 206:21 224:4 middle 104:23 133:21 134:17 Mike 52:19 89:5,10 89:20 125:25 126:4 127:5,23 130:6,24 131:13 131:22 132:4 134:7 136:8 Millett 1:6,11,12 3:12 53:18 54:7 87:8,12 88:2,3 124:5,9,21,25 125:17,18 140:11 140:23 150:2 165:25 166:16,17 204:5,9,24,25 232:19 233:13,16 236:18,23 237:11 237:12,16 243:22 mind 39:8 112:10 123:8 126:25 127:16,23 128:14 130:12 142:1,13 157:22 159:23 162:24 166:6 181:10 183:24 209:25 mine 189:4 223:12 minimise 29:6 minimum 241:21 minute 205:19 206:3 minutes 2:10 19:24 24:4 26:1 65:22 103:23 120:25,25 124:17 148:16 165:21,21,25 169:2 170:18 237:12 misleading 139:5 | missed 232:22 missing 89:1 98:13 158:7 mitigate 36:13 63:2 63:4 mitigating 225:23 mitigation 56:10 58:2 Mm-hm 41:8 42:9 70:19 76:21 155:5 156:16 172:25 188:7 191:23 215:11 MO 113:8,15 115:10 206:14 mobile 2:14,17 90:16 91:2 174:10 183:13,22 227:1 mobilised 101:21 179:14 mobilising 7:11 103:19 213:18 mobility 194:24 model 113:9 modern 228:15 moment 20:21 22:21 24:12 26:19 27:16 53:19 63:18 77:13 91:16 101:22 109:25 110:11 116:25 117:12 118:21 119:16 121:18 122:4 124:7 137:11 141:17 142:5 147:22 148:9 149:11,12 149:18 150:3,8,10 150:24 151:18 152:13,18 154:7 158:19 161:8,21 164:11 165:18 172:14 173:2 177:6 179:13 185:6,16 189:13 | 190:20 194:11 195:3,13 204:5 211:2 217:13 218:7 219:15 226:8,11 231:9 232:6 235:19 237:16 239:3 Monday 241:9 money 11:15 monitor 1:23 8:3 16:17 78:11 110:22 189:18 198:9,10,13 224:2 224:14 monitored 203:22 monitoring 9:21 13:2,5 16:9,15 17:7,10,11 92:7 102:4 106:6,11,20 107:2,3,13,17 108:5,16 110:15 110:20 111:8 112:24 113:2,4,15 115:19 116:15,23 117:16,17,18,25 118:13,22 119:7 119:22,24 120:20 121:19 122:6,10 122:19,23 123:9 124:1 148:24 149:22 150:3 154:22 155:7 160:6 162:13 173:11 181:13 188:18,21 198:8 198:17 200:18,23 203:24 206:1,11 224:7 228:8 month 47:11 months 7:1 15:4 53:14 54:10 57:20 62:1 75:1 MOORE-BICK 1:3,10 3:10 53:20 54:1,5 87:8,13,18 | 87:20,24 88:2 124:8,18,22 125:1 125:7,10,14,17 140:10,20 166:3,9 166:14,16 204:7 204:10,21,24 232:23 233:7,13 236:22 237:6,11 237:15 243:10,23 more?' 212:23 morning 1:3,6,12 1:13 2:14,18 71:2 84:14 122:22 125:20,21 138:13 151:4 156:1 177:22 MOT 137:11 139:25 motivated 219:9 motivating 124:2 mounted 37:8 move 87:7 117:15 131:15 140:21 160:22 163:12 177:7 moved 161:19 227:9 movement 177:11 moving 194:19 Mulholland 157:15 157:22 159:12 160:17 161:11 162:10 191:16 multiple 15:23 27:12 75:9,10,16 76:16,17,25 80:17 104:7 145:14 235:15 |
| <hr/> N <hr/> | | | | |
| N 244:4 name 1:15 88:16 137:13 141:6 names 48:11 narrow 52:14 | | | | |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 128:4 133:22 152:23 narrower 231:10 national 37:15 43:2 86:4,6,7 natural 49:3 naturally 20:14,20 131:8 nature 58:14 75:12 78:5 90:6 126:10 126:12 128:22 131:9 132:21 139:12 150:20 187:9 188:13 194:17 212:7 222:1 near 123:6 near-misses 4:18 nearby 89:25 nearly 192:6 necessarily 20:10 20:17 33:24 85:3 89:10,19 90:3 93:15 96:22 115:23 116:8,21 194:19 201:23 221:2 227:14 235:19 necessary 56:7 110:14 114:14 197:11 200:5 232:14,16 need 3:6 15:11 19:20 20:9 24:1 29:6 30:5 56:8 59:22 60:13 64:25 80:4 82:17,19 86:2,14,18,19 112:24 113:20 114:7 115:12 116:16,25 117:2 118:3,6,17,20 130:7,9 139:19 142:10 149:11 153:2,10,12 160:7 | 160:10,11 161:8 162:9,15,19 179:20,21 181:4,9 182:21 184:9 185:9 186:1 187:7 187:11 191:4 200:10 212:22 213:7,9 218:13 223:11 224:10 228:19 230:3 233:1 needed 50:20 103:12 109:12 111:2 116:15 118:12 119:13 122:20 123:4 132:17 142:7 161:21 167:7,13 170:11,19 187:16 194:21 195:13 196:11 218:6,8,11 242:25 needs 66:11 85:22 115:4 negative 129:5 135:3,7 negligible 52:16,18 neighbouring 89:23 92:22 neither 41:21 111:12 never 13:4,7 18:2,6 26:6,7 27:9,12,19 30:4,5,14,17 31:3 44:6 53:10,13 54:17 58:10 64:22 70:6,25 75:13,22 75:24,25 77:21 92:5 97:3 98:7,16 106:3 109:4 110:17,17 111:9 121:14,15,22 128:21 135:13 141:25 142:23 143:23 172:22 | 193:16 196:22,23 197:18 209:2 213:2 216:15 229:21 230:5 236:13 new 4:7 8:16,17 13:1 60:6 183:1 220:25 221:3,3,4 221:5 231:5 newly 42:16 news 61:5,6 night 26:3 27:11 31:1 32:20 34:24 37:11 45:9,11 52:22 62:12,17 68:22,24 72:4,14 72:24 74:7 88:7 89:21 91:22,23 92:13,14,20 93:8 93:21 94:1,2 95:8 95:11,25 96:14,24 97:24 98:6,23 99:14 100:5 101:16,18 102:15 104:23 107:20 111:20,21 112:5,6 114:21 115:15 119:8,22 121:3,8 123:12 124:2 127:7 132:20 133:21 142:4 144:1 148:12,18 151:18 153:6 154:4 158:1,2,5 158:11 159:11 173:1,23 174:2,8 177:15 188:9,12 188:17 189:21 198:18,22 200:12 201:15,25 202:3,8 202:22 203:14,25 205:3 219:24 220:13 221:24 222:4,16,19,24 223:18,22,23 | 225:20 227:4,13 227:20 228:14 229:3 235:22,25 236:8 238:16 239:1 nine 53:14 ninth 90:23 nominal 146:5 non-operational 7:13 normal 19:3 38:22 50:18 85:15 88:23 202:6 219:17 225:12 230:9 234:17 normally 20:7 121:11 188:12 202:11 203:9 219:22 north 89:24 95:7 141:11 north-east 141:13 note 41:4,6 234:20 notes 2:5 120:1,3,8 120:14,16 141:2 232:21 notification 102:17 notified 102:14,19 notwithstanding 224:16 225:1 November 31:15 31:18 106:13 238:22 number 1:24 4:8 8:22 14:20 15:10 15:16 16:10,24 19:1 25:9 47:25 53:16 55:8 59:24 63:25 67:17 68:7 71:16 74:10 75:20 83:11,16,20 88:17 89:12 96:13 105:17 109:24 110:7 119:12,17 121:5,7,10,13 | 125:21 128:1 131:23 133:20 137:14 138:3 142:15 146:21 148:11 149:13,14 151:1 158:2 168:6 168:19 170:12 180:7 186:14 190:7 199:25 211:19 212:25 213:4,13 220:9,14 220:17 229:15 238:20 239:2,10 239:21 240:23 numbered 213:3 numbers 9:18 70:3 96:24 104:20 132:1,9,10 152:23 161:20 162:23 175:2 176:14 181:3 183:13 185:3 190:4 195:14 197:19 199:6 208:3 216:25 217:4 219:10 220:1 numerous 104:11 152:23 176:19 <hr/> O <hr/> o'clock 122:21 125:2,10 138:13 166:5,9 O'Loughlin 198:4 198:20 203:23 O'Neill 243:6 objectives 12:6 161:25 obligation 81:12 100:18 149:23 206:17 207:6 obligations 9:10 100:9 117:13 observations 108:1 observe 208:15 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>221:9,15 observing 173:19 obsessed 210:3,9 obstacles 175:10 obtain 92:14 221:16 obtaining 196:4 obviously 7:23 27:6 33:20 56:20 58:3 67:15 68:19 69:11 71:8 77:4 89:25 118:21 126:11 127:22 128:3 129:17 159:23,25 160:2 161:2 198:14 201:3,9,17 203:14,14,19 213:5 231:3 236:24 occasion 39:8 occasions 13:17 76:11 89:12 93:9 121:5,11 229:15 occupancy 80:17 occupants 129:14 176:8 occupation 104:23 120:12 occupied 6:6 43:7 occur 176:6 occurred 55:6 occurrence 227:24 October 47:10,15 49:12 50:7 238:19 241:12,15,25 243:14,19 244:2 odds 143:25 offensively 197:5 197:10 offered 224:24 242:5,7 officer 13:2,5,5 16:9 17:7,10,11 19:6,9 22:8,11,24 23:9,11 24:24</p> | <p>26:22 44:3 50:25 62:15 63:11 70:22 77:12 89:19 92:7 102:4,10,19,22 103:8 106:6,11,21 107:2 108:5,17 110:6,16,18,19,20 111:8,25 112:24 113:15 115:19 116:15,23 118:13 118:22 119:7,22 119:24 120:20 121:19 122:6,7,10 122:19,23 123:9 124:1 132:13 133:4,19 148:24 149:22 154:22 155:7 160:6 161:5 162:14 173:11 181:13 187:22 188:4 198:8 200:18,23 203:24 206:1,12 218:9 224:8 228:8 229:6 229:11 234:25 officer's 117:25 188:18,22 officers 24:14 26:19 27:1 32:24 35:3,7,23,24 36:1 37:21 39:5,9 40:12 48:13,14 50:2,23 51:21 53:6 56:24 59:6 61:11,18 62:20 65:2 70:4 78:12 89:22 90:2 102:18 109:24 111:11 112:1 115:18 116:10 145:4 148:6 153:12 157:8 160:18 161:10 165:5,8 167:6,15 170:4,7 188:2 189:5</p> | <p>192:11 196:17 198:17 199:14 202:9 207:4 221:15 223:17 224:20 226:10 235:13,25 236:9 237:1 officially 111:4 Oh 6:8 155:11 OIC 142:7 Okay 27:15 34:9 41:2 48:4 103:21 145:18 156:11 158:14 192:19 on-call 138:17 on-duty 138:17 on.' 145:18 once 28:10 35:18 49:3 59:7 108:4 126:7 127:12 129:7 130:17,19 130:25 133:10 143:2 151:9 170:23 174:9 223:21 224:1 241:2 oncoming 89:22,25 90:2 one-to-one 9:12 one-way 175:16 ones 33:13 69:15 89:25 112:10 153:16 203:21 ongoing 67:6,21,23 78:15,19,20 91:16 147:23 222:24 227:6 onwards 119:16 open 24:6 28:25 30:3 68:12 85:11 205:17 opening 80:10 199:5 openly 121:7,17 operate 135:20</p> | <p>136:10 operating 108:25 operational 4:4,9 4:14,19,23 5:2,8 6:7,12,15 7:8,16 8:23 11:14 12:1 12:11,12,18,24 13:12,19,23,25 14:4,12,14,21 15:2,6 17:13 27:10,12 33:14 41:19 42:7 46:3 50:16,24 51:22 52:5 57:5 59:1 61:6,11,25 62:6 62:11,15 63:11,14 73:10 75:22 77:12 79:19 82:11 83:12 87:7 88:5,15 89:13 90:12 91:1 91:24 95:1 107:18 107:25 111:22 113:21 114:13 115:10 116:20,21 117:4 121:12 123:5 141:4 143:4 143:22 150:6 181:7 187:7 189:3 201:16,20 202:6 204:3 206:15,19 207:17 219:4 operationally 95:24 111:10 operations 40:4 80:13 81:9 84:21 148:23 198:3,10 201:2 203:23 206:18 207:15 213:11 operator 234:14 operators 26:11 186:5 opinion 123:14 opportunity 19:25 29:12,14 170:9</p> | <p>option 24:18 142:17 180:3 221:13 options 229:17 oral 237:17 238:17 238:19,23 239:4 239:15,17 240:9 240:11,14,15,24 241:4 242:15 ORD 87:7 88:4,6 88:23 90:3,13 91:1,8,11,23 92:6 92:17,19 93:11,17 96:23 98:17 99:13 101:11 134:12,22 136:2,8 137:15,24 138:4 139:22,24 140:4 order 28:25 65:25 69:13 97:12 114:6 116:2 146:1,9 148:22 150:6 155:6 156:13 158:4,13 163:3,5 179:9,20 191:7 203:5 207:16 213:25 215:12 243:5 ordered 213:4,6 215:10 218:23 222:17,25 229:20 ordering 131:23 orderly 174:17 175:16 orders 147:25 organisation 5:8 46:12 49:16 60:2 117:20 organisations 73:17 organogram 11:24 orientation 141:7 origin 24:3,17 29:18 34:22 55:22 80:16 84:17 85:6</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 86:15 126:25 127:1 originally 58:21 ORT 4:11,24 7:8 111:25 115:18 116:10 148:5 160:17 188:1,4,12 199:13 203:22 207:3 ORT's 188:25 ORTs 189:25 other's 14:21 ought 124:24 204:10 224:16 ounce 210:15 outbreak 150:13 outcomes 120:14 outdated 228:16 outlets 28:21 94:19 134:19,21 outline 148:4,25 outlined 42:14 outside 24:7 44:2 52:21 63:15,19 65:13 70:21 74:14 84:24 85:11 99:5 126:15 127:21 130:11 143:13 168:22,24 169:4 190:8 193:7 202:5 209:15 225:7 outsourced 7:23 outstretched 157:3 outward 122:11 overall 7:7 11:17 15:13 106:19 201:19 221:10 226:2 overarching 5:4 overrun 233:3 overseas 69:4 oversee 9:9 188:19 overseeing 9:3 overview 107:15 148:2 205:24 | overwhelmed 143:1 owner 137:16 owners 137:9 <hr/> P <hr/> package 14:23 43:12 50:21 51:3 52:7 56:23 57:9 57:16,18 68:6 242:16 packages 8:22 62:3 page 10:23,25 12:8 16:2 18:13,15 27:17,22 30:9,11 34:1,2,10,12 36:16,16,17,23 39:23 42:5,10 43:20 49:6 50:14 54:20 66:6,6 70:12,16 76:13 88:13 90:24,24,24 92:18 94:4,6 102:7,8 103:13,15 104:6,8 106:23 113:3 117:15 118:10,11 120:17 120:18 134:16,17 135:1 137:6 144:18 145:2,12 154:18,20,21 155:12 156:17,17 157:5 158:16 160:10 167:21 168:19 169:10,16 172:15 178:17 187:17,18,19,20 187:20 190:15,17 191:3,4,5 197:1 199:20 209:11,13 212:10,12 213:22 214:9 227:16,17 229:1 pager 102:19 pages 36:22 92:18 | 169:22 panel 38:5 55:20 59:11 86:23 135:4 135:21,22,24 136:12,15,19,22 136:23 panels 17:25 37:7 38:1 40:21 42:22 43:14 55:18 57:12 86:25 panic 143:24 panicking 128:2 paper 1:21 81:21 225:19 paragraph 27:18 30:10,10 34:19 42:10 43:21,25 54:23 55:7,16,23 70:16 80:10 102:8 117:16,17 118:11 144:19 145:2 154:19 155:13 156:18 157:5 158:17 167:23 169:17 172:17,21 187:18 190:20 191:4 197:2 206:12 209:12 213:23 227:17 229:4 paragraphs 43:22 park 79:24 82:16 82:19 172:14 parked 141:1 143:13,17 parliamentary 31:7 part 7:16 12:9 13:13 18:16 29:9 34:4,11 35:15 42:1 44:13,22 55:11,25 59:5 67:6,23 68:18 90:1 92:23 93:11 97:8 106:19 130:22 138:25 | 152:10 175:25 179:10 188:18 192:17 206:18,19 219:24 220:3,14 220:24 221:4 230:17 231:9 partial 105:14 127:14,25 131:11 215:3 participants 240:21 particular 18:7 39:4,19 66:1 78:24 91:3 182:3 183:25 193:13,18 195:18 201:21 203:18 226:14 234:3 235:21,24 243:5 particularly 19:7 33:24 79:5 109:20 230:18 239:1,23 parts 27:20 28:2 30:22 38:11,19 45:6 59:4 119:21 128:12 163:22 164:2 pass 200:21 passed 23:2 108:8 185:7 Pat 157:9 165:7 171:4 172:3,6 192:1,23 208:19 208:21 209:15 212:20 214:14 215:18 218:9 226:9 path 166:19 patience 233:18 pattern 89:15 90:8 Paul 41:3 92:17 pause 121:5 140:20 140:22 232:7 pausing 113:14 peer 14:24,25 | pen 81:21 penetrate 126:16 128:20,22 129:3 163:13 penetrated 127:19 128:16 pens 228:16,18 people 5:19 9:15,16 9:17 14:4 17:13 18:19 20:14,16 25:7,10,24 28:11 28:13 30:13,23 36:7,11 38:7,17 38:24 40:1,15 41:18,21,23 46:11 49:18 50:22 51:15 53:17 56:21,24 58:4 59:15 63:5 63:10 64:3,4,6,12 69:15,24 73:22 85:8 92:9 94:8 98:13 104:13,16 109:3 112:21 115:17 116:17 121:5,7 122:1 123:21 124:15 128:1,3,3,6,9 132:11,11,17,19 134:5 136:1 137:10,12 138:15 138:24 139:3,4,6 140:15 142:19 143:24 145:16 147:24 148:11,13 149:13 150:19,19 150:22,23,23 152:12,16,18,25 153:2 154:10 155:16 158:2 161:17,18 162:21 162:23 163:1,7 164:21 168:10 174:17,19 175:15 175:15,19,20 176:14,23 179:25 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| 180:24 181:1,3,6 181:20,25 182:15 182:22 183:14 184:1,7 185:3,4 194:7,18,23,24 195:4,14 196:5,8 196:9,10,20,25 197:8 199:15 216:5 233:23 234:2,13,20 235:16,17 236:1 236:17 243:14 people's 46:14 224:8 perceive 39:12 perceived 41:1 123:13 perform 6:1 17:9 107:20 113:15 122:18 126:6 performance 8:3 8:11 9:10,13 107:25 117:20 118:7 120:24 149:4 190:2 performed 236:10 performing 121:19 121:23 122:23,25 period 67:24 111:5 131:24 191:21 192:3 193:6 240:7 permanent 10:11 permission 173:24 179:9 217:22 person 5:4 22:13 22:14 24:25 137:14 138:11 175:10 person's 239:16 personal 17:19 75:15 121:24 158:11 224:1 personally 9:3,9 13:13 17:18 33:18 75:8 85:21 180:13 | 236:15 238:4 personnel 40:2 80:11 81:6 perspective 85:19 persuade 176:23 Peter 9:6,7 76:8,9 77:11 223:10 PG 214:14,17 phase 174:19 238:8 238:11 240:10,11 240:13,14 243:9 phone 20:14 21:10 102:10 103:6,7 168:6,24 169:3 183:4,5,13 214:13 phones 20:17 102:20 168:22 183:22 photograph 2:16 103:22,24 104:1 124:12,12,15 140:8,13 141:18 159:8 168:1 physical 181:4 212:15 216:3,5,5 physically 22:11 162:6 176:18 177:7 183:9 193:22 211:2 217:4 219:16 224:14 physiological 219:18 pick 26:9 27:16 104:14,19 187:13 212:10,12 picked 7:15 68:3 104:16 189:25 picture 115:20 156:22,25 157:1,4 159:4 piece 5:5 50:4 79:13 122:11 176:11 192:7 209:25 | pieces 8:16 61:18 225:19 pilot 77:10 pitch 79:12 pitfalls 36:7 place 10:12,17 21:16 25:21 27:11 29:15 56:10,15 58:3 63:8 65:8 66:25 67:11 68:2 69:1 73:25 90:10 91:9 94:14 95:6 97:8 105:3,25 108:9,14 111:24 113:24 115:15,21 116:5 121:21 123:7 132:7 142:9 142:11 151:22 152:19,19 167:6 168:9 170:20 181:5 184:19 186:9 242:3,16 placed 60:14 61:12 98:7 153:15 places 199:15 216:4 plan 66:4 67:11,16 67:17,18,25 69:6 88:14,15,16,17,24 89:2,7,18 90:13 91:4,24 94:3 98:20 107:11 114:13 115:8,11 116:20 123:5 127:14 131:2,6,18 131:18,19,20,25 132:2,12 133:6 143:4 146:23 148:8 149:24 150:6 162:24 165:9 169:20 170:2,21,23,25 174:12 175:12 176:1 184:25 185:1,17 187:7 191:6 206:13,16 | 206:19 207:17 233:22 234:1,2 planned 10:12 planning 8:9 10:3 11:22,25 36:22 100:14 162:14 plans 56:15 66:25 67:5,11,23 91:4 91:14 92:14,18 93:6,8,10,11,14 95:2,6 96:9,12,23 98:9,12,14,19,21 99:18 112:8 113:21 121:12 134:12 142:8 147:25 154:8,10 154:12,13 177:22 177:23 178:1,2,4 plant 38:18 plate 93:25 99:5 plates 94:17 97:10 97:15,20 platform 231:24 playing 159:17 please 1:7,14,17 3:5 3:6 18:13 27:17 34:1 41:4 42:5 47:2 49:8 53:22 53:24 54:1,8 66:3 70:13 80:7 87:15 87:20 88:4,13 94:3 102:6 120:17 125:3,10 134:14 166:5,9 169:17 178:17 190:16 197:1 199:21 204:13,17 209:1 232:6 pleased 159:14 plenty 37:3 147:24 plug 82:15 plugging 84:12 pm 87:21,23 125:11,13 166:11 166:13 204:18,20 | 233:10,12 243:25 PN790 200:2 PN800 91:6,16 point 6:16 14:10 35:11 36:9 52:12 53:5 59:7 64:23 72:14 73:6,11 106:24,25 107:3 107:21,24 111:15 112:2 113:5 114:2 115:7 117:7 119:10,13 121:9 121:22 127:9,24 128:7,11 129:19 136:15 141:12 142:12,16 144:6 146:5 148:1,7,14 149:8 151:14 153:6 154:4 156:2 157:7,11 160:21 160:23,24 161:15 165:12,15 169:14 169:21 171:6 175:4,7 179:20 180:1 184:8 187:14 191:6 193:1,11 196:12 199:10 200:5,9 202:18 209:14 210:4 211:13 212:1,11 pointless 154:24 points 86:13 116:7 120:15 police 1:18 10:2,7 19:9 78:11 145:22 policies 32:25 33:6 106:10 116:22 188:5 189:6 policy 7:9 12:1 13:11 19:15,17 32:9,11,24 33:2,8 33:11,14 39:4,16 39:22 76:1,5,18 77:1 80:6,8 86:4,6 |
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| | | | | |
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| 86:7,8,17 106:8 106:11,15,17,23 106:24,25 110:11 110:20 113:2,4 118:22 121:20 189:24 190:4,8 194:15,16 203:9 206:11,12,17 207:6 218:4,5 221:21,23 240:8 pools 80:4 poor 34:20 35:6,10 35:11,20,25 36:8 36:9 poorly 35:15 portions 108:21 pose 45:24 56:12 posed 30:8 31:8 38:2 43:16 67:13 69:8 132:5 175:9 poses 18:7 220:19 position 2:1 10:5 10:10,19 23:12 46:5,7 62:3 81:10 92:5 131:1 132:7 167:15 183:11 202:19 240:25 Positive 178:20 positively 139:5 possession 56:22 58:1 possibility 58:20 133:10 possible 24:15 29:22 66:12,24 67:3 68:17 86:9 114:10 117:19 142:19 144:1 149:17 164:20 171:11 177:3 191:7 195:16,22 196:25 203:15 234:23 236:17 240:12 241:6 possibly 33:10 | 160:10 post 6:16 64:11 post-Lakanal 221:21,23 postcode 103:8,11 postdates 47:8 potential 36:7 38:14 42:21 50:4 52:20 56:10,11 71:5,6 72:17 80:17 102:17 236:16 potentially 4:17 23:24 82:1 107:9 111:24 112:18,19 152:20 174:7 177:18 179:24 181:2,6 197:19 205:4,5 220:16 221:5 222:11 225:25 PPV 178:12,20 179:17 180:1 PRA 101:4 practical 81:11 85:18 86:9 practice 28:20 29:24 183:19,24 207:3 217:18 223:15 228:9 practise 29:10 PRC 120:1,4 150:4 150:6,15 151:15 151:18 174:6 pre-determined 94:15 pre-empt 105:4 preach 151:6 precisely 154:3 predetermined 90:1 219:25 220:3 220:5,8,9,14 predicated 181:12 predominantly 13:1 139:19 | 190:24 194:4 predominately 18:20 premises 56:1 60:17 80:3 83:15 93:19,25 94:17 95:2 97:10,14,19 97:19 100:1 101:4 129:19 133:17 180:25 prepared 41:6 47:18 53:11 76:23 123:17,23 238:2 preparing 238:6 presence 37:6,25 109:5 present 10:14 37:9 41:9 93:9 124:16 160:14 165:22 182:3,8 237:14 presentation 47:19 47:23 48:1,10 49:10 50:7,11,14 51:7 presentations 49:23 presented 45:11 48:17 71:4 presenting 88:23 preserve 29:7 press 90:15 119:18 pressing 149:19 202:11 209:3 224:10 pressure 110:7 135:3,7 158:11 178:20 230:7,8 Presumably 157:19 pretty 46:2 108:22 prevent 23:17 64:2 73:24 127:9 prevention 58:2 previous 15:4 33:21 45:4 81:24 89:13 94:7 222:20 | previously 4:10 42:25 74:22 83:13 149:18 184:1 primary 161:25 198:13 primitive 225:17 principal 10:18 13:4 36:1 110:18 111:11 principle 34:24,25 35:1 principles 33:25 61:16 printed 11:4 228:11 printout 2:13 prior 12:17 15:1 45:20 62:1 75:22 83:13 99:17,21 111:5 150:11 195:8 priorities 184:6 202:11 prioritisation 86:2 193:17,25 194:1,9 195:10 208:7,15 208:17,19 prioritise 59:21 73:22 194:15 prioritised 195:2 priority 73:19 118:23 122:2 148:1,12,21 149:19 163:4 171:10 175:20,21 181:19 183:16 184:8 186:6 194:7 194:13 196:11,20 196:24 197:7 206:9 235:17 privacy 242:20 probability 73:12 73:13 probably 15:7,17 15:20 16:12 68:1 | 82:7,10 95:5 112:18 119:14 120:11 122:21 131:3,20 155:23 156:19 169:2 174:7 192:10 212:11 233:16 243:12 problem 98:24 192:18 202:8 222:16,19,24 223:18,22,23 problematic 96:14 problems 99:20 170:11 201:21 222:18 224:19 225:6,10 226:16 procedural 237:19 procedure 42:7 50:18 95:22 procedures 25:21 29:23 116:22 188:5 189:7 proceed 143:19 197:13 210:24 239:4 proceeds 25:14 151:5 process 4:22 56:1 91:9 113:11 114:5 114:7 117:18 165:3 174:17 175:17 200:9 211:17 226:25 227:18 228:20 231:8 242:19 processed 200:1 procurement 7:13 produced 34:4 47:4 47:13 product 51:20 55:2 products 20:12 21:5 22:5 25:23 164:18 professional 5:6 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14:19 19:24 24:8 24:13,13 25:25 26:19 39:5,6 49:16 50:3 59:18 60:1,22 65:2 69:14 70:3,4 75:15 81:10,17 89:19 116:12 133:3,19 134:4 161:5 | provide 12:4 34:17 59:18 60:4,5 91:2 91:11 94:18 95:13 115:20 118:13 137:22 175:8 198:14 201:16 provided 62:3 76:17,18 77:1 91:6 95:11 123:12 176:9 242:12 provider 7:24 providing 4:8 53:8 62:5 proving 242:18 provision 112:3 PTSD 158:6 public 11:12 42:17 60:10 73:25 133:24 169:4 176:24 220:19 242:24 published 42:11 43:4 pull 103:9 pumps 101:23,25 102:14,25 103:1 107:6 109:11,23 219:7 puncturing 229:25 purchased 227:8 purpose 12:3 19:18 19:22 43:4 58:5 60:18 66:23 79:17 205:20 purposes 25:6 56:14 66:23 67:10 pursue 36:15 39:21 41:2 166:19 pursuing 20:6 pursuit 41:3 236:16 push 128:12 179:22 pushes 164:18 put 3:4 18:12,15 19:3,9,11,15,18 20:1,25 21:6 22:4 | 23:6,14,19 28:15 29:22 32:12,14 50:1 61:18 63:16 63:23 65:3,7 69:1 71:19 72:24 114:24 116:5 126:15 130:17 132:7 137:11 146:25 147:1,2,15 148:15 149:25 151:10,18 152:4 153:7,21 154:1,4 156:7 164:2 167:17 173:8 176:23 179:21 180:6,10,17,22 181:12,16,23 183:6 191:4 193:9 196:24 200:6 205:16 223:22 234:15 235:23 236:12,13 239:5 242:2 put' 18:18 puts 219:18 putting 23:11,24 26:15 39:14 53:1 146:9 149:15 164:17 puzzled 78:8 79:4 pyramid 202:5 | 58:21,24 62:21 74:25 75:19 78:8 80:19 88:21 92:12 114:24 130:24 135:6 139:2 161:23 173:20 176:4 177:9,13 180:6,8 212:18,19 215:18 216:10 232:10 236:3 239:6,14 240:17 242:8 questions 1:9 9:14 18:11 19:1 22:12 26:17 36:23 47:25 54:22 66:21 72:7 72:19 106:22 170:9,13 180:7 199:12 206:23 232:9,15 233:1,5 233:15,17 235:1,4 235:7 236:20 240:9 244:5 quickly 17:5 29:22 94:23 159:15 176:25 177:3 212:8 241:6 quite 8:21,23 14:7 17:5 36:13 44:24 49:19,25 51:15 73:19 82:22 104:22 112:18 115:19 138:13 139:10 144:2 156:21 159:15 189:12,17 190:8 195:5 197:18 207:3 225:13 231:3 232:12 | 104:20 107:8 108:17,19 123:4 222:6,12,12,17,21 222:25 223:10,13 223:25 224:1,11 224:22 225:14 radios 223:16 224:5,9,15,20,25 225:22,25 rainproof 65:18 126:13,16 raise 237:14 raised 215:18 ran 143:22 range 15:6 39:8 50:5 60:1 62:5 79:24 80:1 181:8 235:4 rank 3:21,24 4:2 6:4 13:5,24 16:14 17:15 110:17,21 132:14 ranks 3:17 110:20 rapid 40:8,14 42:21 72:16 rapidly 22:23,25 30:23 52:24 129:2 131:15,21 rare 42:25 ratify 10:5 re-entry 45:14,25 71:6 re-wear 212:14 re-wording 85:22 re-worn 215:7 reach 108:4 145:16 192:24 reaching 165:15 read 1:25 2:20 33:20 40:1 49:8 80:9,18 120:13 124:13 136:3,20 170:12 190:22 239:14 reading 136:18 |
| professionalism 116:10 professionals 5:1 profile 2:1 11:22 80:17 programme 242:4 programmed 84:8 progress 193:1 199:24 200:14 241:5 243:8 progressed 3:17 progressing 242:4 project 227:6 231:4 prolonged 240:7 promote 40:8,14 66:18 promoted 3:19,24 6:4,8 7:2 12:21 promptly 231:17 proper 50:3 124:24 162:25 170:15 226:12 properly 203:6 properties 152:17 property 18:20,23 18:25 56:5 proposition 53:12 propped 28:24 30:3 prospect 128:5 prospective 241:14 protect 59:15 171:17 protected 29:15 protection 55:10 protective 216:3,9 | Q qualifications 5:2 qualified 60:23 quality 9:1,9 14:21 34:21 35:6,10,12 35:20,25 36:8,9 91:8 108:10 188:3 188:8,19 question 3:3,4 19:9 19:13 23:18 26:10 32:18 38:25 40:20 43:3 47:12 48:19 49:10 52:12 56:14 | R radar 53:13 57:23 57:24 58:9,25 62:24 65:23 73:2 radio 103:20 | | |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| ready 54:5 87:24 166:14 204:21 | received 13:13,19 13:21 14:22 17:24 18:2,6 29:6 43:6 54:25 56:22 210:2 237:22 241:2 | refurbishment 25:22 83:22 84:2 84:4,9,10 | 192:11 193:7,20 194:4 202:2 225:14 | reorganisation 10:1 |
| real 24:12 36:17 61:7 152:5 | realistic 72:5 86:1 86:3 | regarding 173:8 203:17 | relaying 202:7 relays 104:11 | rep 215:19 |
| realised 144:5 | receiving 24:24 111:22 173:19 183:15 190:6 198:15 200:13 208:2,4 237:18 | regardless 63:12 | released 67:17 | repeat 165:4 |
| realistic 72:5 86:1 86:3 | recognise 35:25 36:7 38:13 64:22 64:24 | regards 188:6 | relevant 2:5 35:21 43:2 56:2 84:1 108:2 114:8 133:7 238:8 | rephrase 3:4 |
| reality 71:3 105:11 155:6 | recognising 68:4 118:17 219:19 | register 100:19,21 100:25 101:1,11 | reliability 26:4 | replacement 56:3 220:24 231:4 |
| really 36:14 52:12 53:11 72:14 93:4 101:14 122:13 130:24 149:11 152:3 153:4 155:17 156:13 160:8 173:17 201:12 228:14 | recollect 205:7 208:4 227:24 228:1 | regular 9:21,21 89:15 199:23 200:13 202:13 207:3 227:24 | rely 23:2 24:23 25:23 90:3 116:9 116:12 228:8 | report 8:7,11 31:8 41:19 90:21 169:6 189:9,10,25 199:18 214:3 227:12 |
| reason 23:16 29:10 70:10 123:14 134:2 146:3 148:22 158:5 161:14 181:18 216:18 219:13 | recollection 157:24 158:3 | regularly 9:12 38:14 115:19 137:12 140:1 189:17 190:3 | reliant 228:15 | reported 201:1 |
| reasonable 51:25 | recollected 157:24 158:3 | regulation 41:21 48:21 50:10 54:20 70:5 74:22 | rely 23:2 24:23 25:23 90:3 116:9 116:12 228:8 | reporting 170:4 |
| reasonably 129:13 129:14 130:6 143:16 | recollection 145:21 146:17 158:2,9 159:6,17 229:12 | Regulations 55:12 100:14 | remain 18:23 21:23 23:3 24:6 26:1 27:5 182:11 | representations 240:21,22 |
| reasons 35:4 140:4 180:25 192:4 202:4 | recommendations 8:18 222:3 232:15 | regulatory 67:7 | remained 127:21 148:12 | representative 230:14 |
| reassurance 95:4 95:14 97:5 118:14 118:20 | record 1:25 77:6 124:13 171:7 239:4,6 | relate 67:6 | remains 240:12 | representatives 139:1 238:4 241:1 241:5,13 242:12 242:13 |
| reassurances 97:7 | recorded 43:1 171:6 179:10 182:14 217:7 | related 190:10 | remember 13:18 15:9 122:13 140:25 141:6 145:23 147:9 159:11 165:19 167:18 173:19 192:20,22,22 205:5,11 210:6 214:7 222:6 229:10 | representing 48:9 |
| reassure 94:13 | recording 91:7 196:14 221:8 | relating 37:21 42:1 43:8 109:8 | remind 141:2 | request 137:21 178:23 179:1 212:24 213:14,16 214:18 215:16 217:25 |
| reassured 95:4,7 | red 144:12 | relation 7:22 8:4,16 8:17 13:14 18:22 19:8,13 20:18 36:24 43:12 47:20 49:23,25 51:1 56:19 57:1 68:4,7 68:15 79:3 80:2,2 80:19 85:25 95:12 107:15 111:19,20 118:17 201:18 239:1 | remits 189:3 196:18 200:24 | requested 178:20 214:17 |
| recall 13:9 14:5 16:13,22 55:3 156:4 158:13 165:17 192:18 198:21 199:5,5,6 199:7 | reference 8:1 34:2 35:11 76:13 141:5 227:21 | relatively 42:25 145:5 208:20 | remote 107:3,13 117:22 178:24 192:10 | requesting 216:19 217:22 |
| receive 14:16 17:20 26:17,18 60:14 64:16 199:23 | referring 44:16 45:2 68:9 209:17 | Relativity 34:2 | remotely 106:3 107:17,20 | requests 218:16,20 |
| | refers 42:11 | relay 18:19 208:5 | remove 64:3 181:1 | require 22:7 28:24 73:9 111:21 115:1 194:15 |
| | reflection 121:24 | relayed 102:24 108:11 154:15 169:19 191:1,16 | renamed 12:25 | required 9:16 10:14 11:11 12:13 13:4 81:6 98:1 110:13 |
| | | | reorder 146:2 | requirement 171:12 213:3 |

| | | | | |
|-----------------------------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------------------|
| requirements 55:11 105:22 | 185:11,21 212:2 236:14 237:20 | 241:2 | reviewed 106:12 | 226:12 228:25 |
| requisite 220:14 | 238:14 240:5 | responsibilities 12:7,9 160:6 | reviewing 202:23 | 229:13 233:9 |
| rescue 5:18 11:10 27:24 40:4 78:25 | 243:21 | responsibility 6:13 7:19 8:10 9:1 | revised 42:11,16 | 234:16 237:15 |
| 80:13 81:9 84:21 | resilience 41:19 | 11:2,3 41:24 58:3 | revisit 85:24 | right-hand 66:7 |
| 85:8 116:18 | resolve 53:9 142:11 222:23 | 78:18 79:6 95:15 | revoke 147:15 149:25 152:4 | rightly 49:25 51:15 73:19 183:16 |
| 132:11 142:19 | resolving 225:23 | 158:10 | 181:16 235:23 | ring 211:9 |
| 147:24 148:13 | resource 218:11 | responsible 7:7 11:8,17 37:13,20 | revoked 147:2,4,6 148:15,17 153:22 | rise 18:17,20 32:17 36:24 42:6 44:11 232:20 |
| 149:16 150:23 | resourced 202:10 | 58:4 63:5,10 64:3 | 153:25 173:9 | riser 94:19 230:2 |
| 153:2 154:17 | resources 12:1 16:25 17:2 73:23 | 64:6,12 74:21 | 180:22 235:9 | risers 82:15 84:13 |
| 165:3 172:20 | 131:23 132:1,10 | 96:18 118:25 | 239:24 | rising 27:25 28:1 28:21 83:14 89:16 |
| 174:15,19 176:1 | 165:11 171:1 | 137:10,14,23 | revoking 180:10,16 181:22 | 90:9 95:9 134:19 |
| 177:16 190:25 | 179:14,16 190:23 | 198:4 236:15 | rewear 212:19 213:19 217:14 | 134:21 136:4 142:14 |
| 191:8 196:20 | 216:3 217:1,6 | 139:20 187:15 | 218:3,8 219:9 | risk 19:21 21:21 23:14,21 26:12,21 |
| 197:8,21 212:2 | 221:3 | 204:8 | rewearing 217:19 | 29:3,20,21 32:16 |
| 213:4 216:20,24 | respect 132:5 239:17 | result 5:18 38:5 57:22 68:13,19,24 | rewears 217:25 | 35:21 36:13 38:9 |
| 217:5,8 219:5 | respective 241:1 | 81:24 102:10 | Richard 157:10 165:7 171:3 172:3 | 38:14,22 39:13 |
| 220:2,9,19 221:21 | respiration 177:11 | 121:24 175:13 | 172:5 191:25 | 41:1 42:6 43:8,15 |
| 232:4 233:22 | respond 18:9 52:1 52:8 53:7 58:6,8 | 187:3,4 215:24 | 208:19 226:2,10 | 43:18 45:24 49:17 |
| 234:2 | 61:12,14,19 63:3 | 216:12 220:23 | Ricketts 243:6 | 49:23 50:20 52:16 |
| rescued 175:21 | 63:14,21 65:6,12 | 232:3 238:12 | rigged 141:4 143:21 | 52:18 53:13 55:25 |
| rescues 80:17 162:7 175:23 176:15 | 69:21 89:20 95:24 | resulted 128:1 226:18 | right 3:23 4:2 10:20 13:3 20:23 | 56:4,6,8,12,16,20 |
| 195:16 197:20 | 97:24 98:6 99:16 | resulting 55:20 77:5 | 22:1 23:21 24:19 | 57:3,12,12,17,21 |
| 221:18 | 126:8 163:1,5 | results 196:14 202:25 203:6 | 39:4 50:3 53:18 | 58:14,15,24 59:2 |
| rescuing 154:10 176:10 196:11 | 165:9 185:1 204:3 | 221:16 | 60:1 63:18 71:18 | 59:5,7,20 60:9,12 |
| 236:17 | responded 52:4 53:3 63:9 160:21 | resume 53:24 87:16 124:17 125:2,4 | 71:20 75:6 79:15 | 61:2,4,8,12,22,24 |
| resident 21:12 99:22 | 203:6 240:22 | 241:24 243:18 | 87:3,13,20,24 | 62:23 63:1,1,2,3,3 |
| residential 15:15 15:17 17:17,20,22 | responding 51:16 61:1,9 67:22 | retrospectively 217:18 | 99:3,9 101:22,25 | 63:4,6,6,9,10 64:2 |
| 17:23,25 19:5 | 73:18 203:25 | return 158:24 159:19 242:24 | 102:5 103:15 | 64:3,6,19 65:1,7 |
| 57:4 61:2 67:14 | response 5:3 21:17 32:2 34:5 38:25 | review 42:7 91:6,14 91:16,19 116:2 | 106:5 124:18 | 65:10,22 66:1 |
| 80:20 83:5 88:24 | 43:23 52:10 63:7 | 120:24 149:4 | 125:14,25 126:4 | 69:11 71:4 72:20 |
| 94:18 97:11 | 65:16 70:15 72:13 | 150:4 152:9 200:2 | 128:18 130:5 | 73:6,8,11,12,24 |
| residents 19:4,16 19:20 30:2,4 58:6 | 95:12 100:4 | 200:4,8 202:14 | 138:23 146:1,15 | 74:1,4,9,13,15,17 |
| 95:3 97:1 99:3,19 | 126:14,19 151:2 | 203:4 239:16 | 155:19,21 156:21 | 74:23 75:2 79:3 |
| 100:3 131:10 | 161:11 171:1 | | 156:22 158:3 | 80:4 81:1 86:24 |
| 133:21 139:21 | 203:10 232:4 | | 159:5 162:25 | 86:25 87:7 88:5 |
| 147:18 154:17 | 234:5 236:6 | | 166:9,14 181:22 | 91:1 94:12 95:1 |
| 171:19 175:3,25 | responses 62:22 | | 197:25 198:2,12 | 100:19,24 101:1,4 |
| 177:16 183:2,5 | | | 202:22 204:17,21 | 101:10 112:8,12 112:13,14,21 |

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 113:11,12,16,21 114:6 123:18,23 126:5 131:25 132:16 133:5 143:2 149:15 161:6 209:7 220:16,19 236:14 risking 112:18 risks 23:23 30:8 31:8 34:12 38:2 39:2 49:14 50:4 50:13 53:16 56:24 58:10 59:16,23,24 60:2,4 63:25 67:13 69:8 71:21 73:1,2,4,18,19,19 79:20 83:17 86:18 132:4,19 164:17 risky 104:22 181:2 road 109:4 141:6 143:12,18 144:4 168:7 180:4 Rob 103:8 robust 78:13 115:4 Roe 2:11,12 93:7 96:7 112:7 114:22 121:21 123:3 144:20 145:24 146:21 148:15 150:11 154:8 155:22 162:14 165:14 168:3,14 168:19 170:15 173:10,16,23 174:11 178:14,17 179:10 181:15 182:13,13 184:11 184:13 187:1,5,20 191:11 196:19 198:4 212:25 213:15,21 214:2,5 214:8 221:20 224:15,19 227:21 228:22 230:25 231:1 236:4 | Roe's 98:8 161:24 181:13 202:23 role 2:1 4:6,7 6:7 6:12,14,22 7:1,4 7:16,18,21,25 8:2 10:18 11:3,22 12:11,22,24 13:2 13:3,22 14:22 15:9 16:6,9,11 17:6,11,12,13,15 33:7 42:2 90:5 92:4,8,8 100:8 106:6,20 108:17 111:6,9 113:2 114:15,25 116:24 117:25 118:2,13 118:15,23 119:7 119:10,20,23,24 120:20 121:19,23 122:7,10,16,18,24 123:9 124:1,2 142:22,25 144:21 149:23 150:3 154:3,22 155:7 162:14 173:11 187:5,22,25 188:19,21,23,25 198:8,13,16 200:20 202:18 206:1,22,24 207:13,14,22 219:16 229:6,9 roles 4:13 12:24 43:6 167:7 187:16 188:17 roll 17:10 146:5 rolled 51:2 room 1:23 19:5 21:3 22:7 26:11 27:1 53:24 102:16 110:4,6 121:1 124:14 125:4 140:16,17 173:20 183:19 184:5 186:13,18 201:10 | 201:13 202:4 203:1 204:14 234:13,13,25 rooms 185:10,14,21 186:1,4,10 Roubaix 31:11 roughly 167:18 191:24 205:11 213:24 round 144:3 167:17 177:5 205:16 207:11 240:2 route 23:25 26:16 29:8 94:23 104:5 107:11 144:2 174:22 rubber-stamping 114:17,19 115:1 rubric 88:14 rule 5:17,22 212:14 run 5:3 10:21 77:13 79:11 143:23 runners 194:4 208:5 225:11,12 225:13 running 48:11 117:4 143:24 146:9 192:8 225:18 | 152:13 safest 21:16 23:4 24:17 Safestore 143:14 safety 4:10,15,21 5:1,1 6:18 7:4,6,8 7:12,18 11:13 29:18,23 41:20,25 47:16,20 48:13,14 48:20 50:2,10,12 50:23,24 51:1,13 54:20 56:9,12 58:2 63:8 66:4,14 66:15,18,20 67:8 67:11,16,25 68:8 68:10,15 69:6,10 69:14 70:5 71:12 73:23 74:21 78:10 83:11 89:13 94:3 111:25 152:19 170:7 188:6 208:22 220:12 sake 242:21 sandwich 17:25 37:7 38:1,5 40:21 86:23,24 sat 121:1 satisfactorily 232:1 satisfactory 224:7 satisfied 187:5 203:25 204:2 savable 211:25 save 59:20 73:20 112:15 142:6 148:1 149:20 150:7 162:3 195:5 saveable 197:6 saved 177:21 saving 112:21 194:21 saw 37:20 62:18 65:12 72:4 133:6 135:15 144:20 159:7 195:9,22 196:1,15 221:10 | saying 22:21 46:11 85:18 99:11,13 100:3,4 104:12,16 126:22 129:5 130:14 134:7 136:17 140:4 195:9 197:9 200:8 209:1 212:22 234:17 says 12:2,10 19:6 20:22 34:15 41:18 55:7,17,23 66:10 80:22 81:8 90:25 113:7 117:17 121:9 135:22 200:4 234:21 scale 52:9 58:11,13 71:15,16,19 72:21 74:5,6,8 83:21 109:13 187:9,25 195:13 scenario 30:13 31:2 109:6 scenarios 14:1,2,15 14:17 26:25 29:9 scene 22:12 51:4 116:24 138:17 140:7 152:7 154:5 schedule 243:1 scheduled 10:11 schedules 237:2 schemes 56:3 schools 80:3 science 51:12 Scotland 31:5 screen 1:20 32:12 80:8 88:8 screens 1:22 scrolling 183:12 SDBA 212:7,18 218:20,22 search 40:4 78:25 80:13 81:8 82:4 84:21 116:17 161:18 165:2 |
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| | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 190:24 191:7 second 27:18 30:10 42:10 43:21 44:17 44:19 54:19 55:17 70:16 106:23 113:3 115:7 120:12 130:22 169:17 170:22 172:16 174:9 176:4,7,9 177:13 177:17 207:2 209:12 220:11 229:4 second-last 156:18 167:23 172:20 seconds 140:12,19 144:9 section 27:21,24 36:20 113:3 sector 115:13,23 116:17,18 170:6 197:24 200:24 202:20 207:8,13 214:14 221:16 sectorisation 116:1 sectors 116:4 117:5 118:5 145:17 189:1,7 secure 231:18 security 224:17 225:1 see 5:22 9:17 11:24 12:14 14:3 19:21 20:12,15,19 22:16 23:1,20 24:11 26:23 33:23 36:11 38:8 40:5,20 41:25 42:4,6,8 44:6 47:12 50:13 51:9 53:11 54:19 54:22 56:13 59:23 65:7,12 66:6 70:18,25 74:13 77:22,22 79:5 80:18 84:5 85:16 | 88:14 90:25 104:8 107:17 121:9 123:7 134:18,20 136:3,7 137:5 138:6,24 140:20 143:16 145:10 149:10 152:7 158:14 168:18 169:5 170:22 172:12,18 177:23 178:3,14,18 180:25 182:10 190:12 193:9 196:13 207:11 208:12 213:21 214:13 215:8,15 220:25 233:4 235:13 see. 145:20 seeing 35:19 38:21 65:9 89:9 129:19 130:12 131:14 133:4 162:17 185:2 199:5,6 seek 19:19 25:1 26:20 46:6 55:12 57:14 64:2 68:22 105:4 165:1 199:10 219:20 239:18 seeking 53:11 72:19,22 93:7,14 96:25 149:21 152:3 153:4 seen 26:7 50:12 51:4 53:2 54:17 54:21 55:8 72:23 85:16,17 87:1 94:25 101:12 120:8,13,14,15 121:15 130:19 141:22 154:20 168:1 182:20,21 234:12 238:9 select 31:7 | self-evacuate 19:20 239:19 self-evacuating 25:8 senior 36:1 48:13 48:14 50:2,23 51:21 59:6 106:19 109:24 111:24 122:6 187:22 196:17 224:20 seniority 92:8 sense 139:6 199:7 sensible 3:10 211:24 sent 213:18 214:20 sentence 30:15 42:19 55:17 200:7 214:16 separate 200:23 201:13 separated 159:2 September 1:1 76:12 sequence 218:25 serious 97:21,22 98:4,18,21,23 118:20 serve 59:15 service 8:16 9:14 11:10 services 5:18 12:2 216:20,24 217:5,8 services' 21:17 set 8:4 12:7 18:14 28:20 29:11,16,17 30:12 97:16,20 113:2 118:2 120:2 120:23 133:9 139:20 141:23 176:4,7,9 177:13 177:17 207:4 222:10 223:9,14 226:22 sets 216:5 217:2 220:25 227:5 | setting 222:14 settling 232:14 seven 76:20 77:14 77:16,18 severe 87:2 110:7 134:3 158:10 209:7 severely 44:1 52:24 70:17 severity 73:14 shadow 236:14 shafts 80:15 83:14 shan't 243:17 shape 21:13 54:14 183:12 Shard 52:7,13 share 50:1 61:6 122:6,16 170:19 shared 50:20,21 100:21 240:6 she'll 125:8 sheer 138:3 sheet 32:12 228:12 sheets 76:19 shelved 78:7 Shepherd's 54:24 Shepherds 46:15 47:8 55:16 57:10 58:19 69:11 shock 159:8 shopping 37:1 short 10:7 53:21 54:3 56:7 78:8 87:14,22 108:12 121:2 125:12 131:24 140:20 145:5 146:8 166:2 166:3,12 194:14 204:6,12,19 214:3 233:11 shortage 218:1 shorter 174:11 shortfalls 9:20 91:19,21 shortly 58:13 91:14 | 116:1 should've 95:22 127:5 147:6 200:19 201:1 235:9 shoulder 154:25 show 36:19 48:6 49:11 85:17 94:6 120:1 159:10 191:2,3 227:17 showed 123:17 145:24 146:7 156:23 showing 124:3 shown 47:2 48:2 49:3 54:8 88:4 215:15 shows 92:25 shut 230:21 shuttle 52:7 shuttles 52:12 side 23:19 26:10 135:6 141:8,9,11 141:11,15 144:11 significance 107:22 118:18 119:11 155:15 significant 25:9 26:7 31:21 34:12 35:21 38:19 45:7 71:21 74:17 99:19 105:21,25 109:24 133:16 142:4 238:13,14 significantly 43:14 Silvertown 15:19 16:5 similar 113:6 236:3 similarly 3:6 101:12 simple 51:13 simply 19:3 52:11 52:16 114:16 138:4 simulations 117:21 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| simultaneously 131:10 | 147:23 162:18,20 170:5 179:24 | 184:8 193:3 234:15 | 205:18 235:18 | 51:19 |
| single 25:1 30:2,4 33:11 53:7 57:15 81:3,4 83:2 128:2 131:9 133:21 139:17 150:18 174:21 194:12,20 194:22 223:16 | 185:18 194:11 195:24 196:18 200:11 206:6 215:19 236:12 situational 104:21 115:21 155:17 156:13 158:23 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 | smoke-logged 23:25 177:1 smoky 163:19 snapshot 221:10 soft 119:1 somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14,16 192:18 211:12 214:4 218:18,25 224:18 233:2 | span 111:2 speak 49:9 115:17 169:3 186:7 195:23 207:24 speaking 111:25 120:21 123:10,11 162:16,17 187:11 206:20,21 217:7 specialised 47:22 specialist 49:21,23 50:12 70:10,11 219:21 229:16 specialists 51:8 52:14 specific 8:1,6 9:18 14:2 17:10 18:18 19:9,10 20:3 27:6 33:4 34:23 36:23 37:9 40:15,19 41:17 43:13,19 58:22 67:5 68:2,6 80:25 100:17 104:14 105:13 151:24 161:12,17 189:4 200:5 202:20 203:21 211:12 239:2 specifically 12:8 14:5 15:9 17:8 19:6 46:3 47:21 56:19 57:1 60:23 61:24 67:7 68:4 69:18 81:13 82:13 111:18,20 112:9 115:14 124:1 125:23 188:17,23 192:23 210:20 211:5 238:2 specifics 17:14 37:18 63:13 81:23 90:5 96:23 233:25 spectacular 72:3 141:19 spectacularly | speculate 152:6 153:17 speed 55:13 71:17 105:22 132:21 138:19 159:13 spend 37:3 spent 11:15 121:13 205:14 224:13 split 7:10 spoke 44:19 123:17 155:16 179:7 193:10 198:22 spoken 121:7 spot 17:21 64:17 spray 65:18 spread 17:21,24 18:3 30:19,22 32:7 34:21 35:2,5 35:21 38:15 40:9 40:14 42:23 43:9 43:15 44:7 46:24 49:14 52:21,25 54:13 55:5,13,21 56:11,25 57:8,17 57:21 58:10 61:24 62:24 69:5 71:1,6 71:9 72:16 73:2 74:18 80:16 84:16 84:23 85:14 86:15 126:10 129:2,21 132:5 133:13 196:21 197:8 209:22 spreading 28:10 57:13 61:3 74:14 85:10 127:9 196:23 staff 91:7 102:10 102:18,19,22 103:8 110:6 121:9 144:12 184:4 236:10 stage 104:25 133:10 137:20 |
| single-staircase 25:8 | 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 | somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14,16 192:18 211:12 214:4 218:18,25 224:18 233:2 | speaking 111:25 120:21 123:10,11 162:16,17 187:11 206:20,21 217:7 specialised 47:22 specialist 49:21,23 50:12 70:10,11 219:21 229:16 specialists 51:8 52:14 specific 8:1,6 9:18 14:2 17:10 18:18 19:9,10 20:3 27:6 33:4 34:23 36:23 37:9 40:15,19 41:17 43:13,19 58:22 67:5 68:2,6 80:25 100:17 104:14 105:13 151:24 161:12,17 189:4 200:5 202:20 203:21 211:12 239:2 specifically 12:8 14:5 15:9 17:8 19:6 46:3 47:21 56:19 57:1 60:23 61:24 67:7 68:4 69:18 81:13 82:13 111:18,20 112:9 115:14 124:1 125:23 188:17,23 192:23 210:20 211:5 238:2 specifics 17:14 37:18 63:13 81:23 90:5 96:23 233:25 spectacular 72:3 141:19 spectacularly | split 7:10 spoke 44:19 123:17 155:16 179:7 193:10 198:22 spoken 121:7 spot 17:21 64:17 spray 65:18 spread 17:21,24 18:3 30:19,22 32:7 34:21 35:2,5 35:21 38:15 40:9 40:14 42:23 43:9 43:15 44:7 46:24 49:14 52:21,25 54:13 55:5,13,21 56:11,25 57:8,17 57:21 58:10 61:24 62:24 69:5 71:1,6 71:9 72:16 73:2 74:18 80:16 84:16 84:23 85:14 86:15 126:10 129:2,21 132:5 133:13 196:21 197:8 209:22 spreading 28:10 57:13 61:3 74:14 85:10 127:9 196:23 staff 91:7 102:10 102:18,19,22 103:8 110:6 121:9 144:12 184:4 236:10 stage 104:25 133:10 137:20 |
| single-staircase 25:8 | 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 | somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14,16 192:18 211:12 214:4 218:18,25 224:18 233:2 | speaking 111:25 120:21 123:10,11 162:16,17 187:11 206:20,21 217:7 specialised 47:22 specialist 49:21,23 50:12 70:10,11 219:21 229:16 specialists 51:8 52:14 specific 8:1,6 9:18 14:2 17:10 18:18 19:9,10 20:3 27:6 33:4 34:23 36:23 37:9 40:15,19 41:17 43:13,19 58:22 67:5 68:2,6 80:25 100:17 104:14 105:13 151:24 161:12,17 189:4 200:5 202:20 203:21 211:12 239:2 specifically 12:8 14:5 15:9 17:8 19:6 46:3 47:21 56:19 57:1 60:23 61:24 67:7 68:4 69:18 81:13 82:13 111:18,20 112:9 115:14 124:1 125:23 188:17,23 192:23 210:20 211:5 238:2 specifics 17:14 37:18 63:13 81:23 90:5 96:23 233:25 spectacular 72:3 141:19 spectacularly | split 7:10 spoke 44:19 123:17 155:16 179:7 193:10 198:22 spoken 121:7 spot 17:21 64:17 spray 65:18 spread 17:21,24 18:3 30:19,22 32:7 34:21 35:2,5 35:21 38:15 40:9 40:14 42:23 43:9 43:15 44:7 46:24 49:14 52:21,25 54:13 55:5,13,21 56:11,25 57:8,17 57:21 58:10 61:24 62:24 69:5 71:1,6 71:9 72:16 73:2 74:18 80:16 84:16 84:23 85:14 86:15 126:10 129:2,21 132:5 133:13 196:21 197:8 209:22 spreading 28:10 57:13 61:3 74:14 85:10 127:9 196:23 staff 91:7 102:10 102:18,19,22 103:8 110:6 121:9 144:12 184:4 236:10 stage 104:25 133:10 137:20 |
| sir 1:3,10 3:10 53:20,25 54:1,5,6 87:8,13,17,18,20 87:24 88:1,2 124:8,18,22 125:1 125:6,7,10,14,16 125:17 140:10,20 166:3,9,14,15,16 204:7,10,21,23,24 232:23 233:6,7,13 236:22 237:5,6,8 237:11,15 243:10 243:23 | situational 104:21 115:21 155:17 156:13 158:23 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 situations 46:25 59:17 74:3 164:21 188:15 226:18 six 16:12 62:1 75:1 154:19 six-month 111:5 sixth 112:2 skills 9:18 78:24 79:11 119:1 slideshow 47:4,12 48:10,17 52:13 slightest 148:19 slightly 3:4 26:10 87:9 97:4 130:17 135:6 151:3 155:25 188:14 slips 23:16 slow 176:21 slowly 97:4 small 78:16 158:23 159:19 175:7 Smith 183:18 smoke 20:8,15 21:4 21:14,22 22:15,22 23:22 26:14 27:19 28:1,7,10,11,17 29:3,7,21 34:22 104:15,17 135:2,3 135:7,17 136:6,10 136:14 150:20,25 152:12 160:23 163:13 164:8,12 171:14 175:9 | somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14,16 192:18 211:12 214:4 218:18,25 224:18 233:2 sort 8:3 107:19 108:13 188:11 201:16 218:18 sought 156:6 176:21 179:5 sound 153:18 187:7 sounds 19:12 38:24 86:12 soundtrack 140:18 source 102:12 103:5,6,17 sources 117:2 space 52:7,12 68:12 82:19 103:22 153:1 175:6 | span 111:2 speak 49:9 115:17 169:3 186:7 195:23 207:24 speaking 111:25 120:21 123:10,11 162:16,17 187:11 206:20,21 217:7 specialised 47:22 specialist 49:21,23 50:12 70:10,11 219:21 229:16 specialists 51:8 52:14 specific 8:1,6 9:18 14:2 17:10 18:18 19:9,10 20:3 27:6 33:4 34:23 36:23 37:9 40:15,19 41:17 43:13,19 58:22 67:5 68:2,6 80:25 100:17 104:14 105:13 151:24 161:12,17 189:4 200:5 202:20 203:21 211:12 239:2 specifically 12:8 14:5 15:9 17:8 19:6 46:3 47:21 56:19 57:1 60:23 61:24 67:7 68:4 69:18 81:13 82:13 111:18,20 112:9 115:14 124:1 125:23 188:17,23 192:23 210:20 211:5 238:2 specifics 17:14 37:18 63:13 81:23 90:5 96:23 233:25 spectacular 72:3 141:19 spectacularly | speculate 152:6 153:17 speed 55:13 71:17 105:22 132:21 138:19 159:13 spend 37:3 spent 11:15 121:13 205:14 224:13 split 7:10 spoke 44:19 123:17 155:16 179:7 193:10 198:22 spoken 121:7 spot 17:21 64:17 spray 65:18 spread 17:21,24 18:3 30:19,22 32:7 34:21 35:2,5 35:21 38:15 40:9 40:14 42:23 43:9 43:15 44:7 46:24 49:14 52:21,25 54:13 55:5,13,21 56:11,25 57:8,17 57:21 58:10 61:24 62:24 69:5 71:1,6 71:9 72:16 73:2 74:18 80:16 84:16 84:23 85:14 86:15 126:10 129:2,21 132:5 133:13 196:21 197:8 209:22 spreading 28:10 57:13 61:3 74:14 85:10 127:9 196:23 staff 91:7 102:10 102:18,19,22 103:8 110:6 121:9 144:12 184:4 236:10 stage 104:25 133:10 137:20 |
| sirens 108:22,24,25 109:3 110:3 | 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 situational 104:21 115:21 155:17 156:13 158:23 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 situations 46:25 59:17 74:3 164:21 188:15 226:18 six 16:12 62:1 75:1 154:19 six-month 111:5 sixth 112:2 skills 9:18 78:24 79:11 119:1 slideshow 47:4,12 48:10,17 52:13 slightest 148:19 slightly 3:4 26:10 87:9 97:4 130:17 135:6 151:3 155:25 188:14 slips 23:16 slow 176:21 slowly 97:4 small 78:16 158:23 159:19 175:7 Smith 183:18 smoke 20:8,15 21:4 21:14,22 22:15,22 23:22 26:14 27:19 28:1,7,10,11,17 29:3,7,21 34:22 104:15,17 135:2,3 135:7,17 136:6,10 136:14 150:20,25 152:12 160:23 163:13 164:8,12 171:14 175:9 | somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14,16 192:18 211:12 214:4 218:18,25 224:18 233:2 sort 8:3 107:19 108:13 188:11 201:16 218:18 sought 156:6 176:21 179:5 sound 153:18 187:7 sounds 19:12 38:24 86:12 soundtrack 140:18 source 102:12 103:5,6,17 sources 117:2 space 52:7,12 68:12 82:19 103:22 153:1 175:6 | span 111:2 speak 49:9 115:17 169:3 186:7 195:23 207:24 speaking 111:25 120:21 123:10,11 162:16,17 187:11 206:20,21 217:7 specialised 47:22 specialist 49:21,23 50:12 70:10,11 219:21 229:16 specialists 51:8 52:14 specific 8:1,6 9:18 14:2 17:10 18:18 19:9,10 20:3 27:6 33:4 34:23 36:23 37:9 40:15,19 41:17 43:13,19 58:22 67:5 68:2,6 80:25 100:17 104:14 105:13 151:24 161:12,17 189:4 200:5 202:20 203:21 211:12 239:2 specifically 12:8 14:5 15:9 17:8 19:6 46:3 47:21 56:19 57:1 60:23 61:24 67:7 68:4 69:18 81:13 82:13 111:18,20 112:9 115:14 124:1 125:23 188:17,23 192:23 210:20 211:5 238:2 specifics 17:14 37:18 63:13 81:23 90:5 96:23 233:25 spectacular 72:3 141:19 spectacularly | speculate 152:6 153:17 speed 55:13 71:17 105:22 132:21 138:19 159:13 spend 37:3 spent 11:15 121:13 205:14 224:13 split 7:10 spoke 44:19 123:17 155:16 179:7 193:10 198:22 spoken 121:7 spot 17:21 64:17 spray 65:18 spread 17:21,24 18:3 30:19,22 32:7 34:21 35:2,5 35:21 38:15 40:9 40:14 42:23 43:9 43:15 44:7 46:24 49:14 52:21,25 54:13 55:5,13,21 56:11,25 57:8,17 57:21 58:10 61:24 62:24 69:5 71:1,6 71:9 72:16 73:2 74:18 80:16 84:16 84:23 85:14 86:15 126:10 129:2,21 132:5 133:13 196:21 197:8 209:22 spreading 28:10 57:13 61:3 74:14 85:10 127:9 196:23 staff 91:7 102:10 102:18,19,22 103:8 110:6 121:9 144:12 184:4 236:10 stage 104:25 133:10 137:20 |
| sister 83:18 | 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 situational 104:21 115:21 155:17 156:13 158:23 159:19,24 160:2,8 160:9,9 166:21 169:6 207:10 situations 46:25 59:17 74:3 164:21 188:15 226:18 six 16:12 62:1 75:1 154:19 six-month 111:5 sixth 112:2 skills 9:18 78:24 79:11 119:1 slideshow 47:4,12 48:10,17 52:13 slightest 148:19 slightly 3:4 26:10 87:9 97:4 130:17 135:6 151:3 155:25 188:14 slips 23:16 slow 176:21 slowly 97:4 small 78:16 158:23 159:19 175:7 Smith 183:18 smoke 20:8,15 21:4 21:14,22 22:15,22 23:22 26:14 27:19 28:1,7,10,11,17 29:3,7,21 34:22 104:15,17 135:2,3 135:7,17 136:6,10 136:14 150:20,25 152:12 160:23 163:13 164:8,12 171:14 175:9 | somebody 20:22 44:20 106:18 122:16 141:23 179:6,7 239:15 soon 68:25 102:25 108:4 144:1 sooner 132:17 sorry 6:23 16:19 32:3 34:3 54:16 54:18 56:18 62:8 77:17,23 78:1 86:11,12 101:14 105:10 111:19 122:13 128:25 129:5,8 130:9 135:10 139:2 150:2 153:9 167:10,11,12,19 173:17 176:2 188:10 192:14, | | |

| | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 142:20 151:13 161:24 163:9 164:23 171:20 178:10,15 193:12 196:3 223:14 235:10 238:24 stages 36:2,5 226:6 staircase 31:23 89:16 90:9 128:2 128:5 131:9 133:22 150:18 152:23 175:7,25 177:2 staircases 105:17 stairs 28:25 150:21 150:25 152:15,25 176:20 185:3 196:10 235:7,18 stairways 181:25 stairwell 23:13 28:8,11,12,18 29:4 30:2,4 160:24 163:10,15 174:22 239:22 stairwells 163:18 163:23 stand 5:25 62:13 72:11 stand-alone 4:11 standard 90:7 218:19 223:15 standards 66:17 69:15 standing 19:4 20:2 34:23 44:3 70:23 72:7 123:6 141:3 144:7 157:4 162:16 168:6 start 3:12 13:10 29:12 41:3 108:6 126:23 148:4 149:1 173:3 183:12 199:11 218:19 241:12 started 63:19 | 168:21 starting 163:13 211:18 241:9 starts 27:22 36:19 36:22 108:3 state 36:12 72:20 160:14 statement 1:18,24 2:19,24 10:23 16:2 18:14 27:18 27:22 30:9 36:13 43:20 70:12 102:6 103:14,25 104:6 118:10 119:9 123:1 144:18 145:22 146:17 154:18 156:17 157:5 158:16 167:21 169:16,22 172:15 187:17 190:15,16 197:1 209:11 212:10 213:22 227:16 229:1 237:24 238:7 statements 237:21 237:22 238:2,6,18 239:5,14 states 150:3 station 78:15 79:2 84:7 89:23 110:21 110:22 137:23 station's 81:2 stations 7:11,17 62:3 statistics 9:15,22 statutory 10:1 stay 18:12,15,18 19:3,11,15,18,23 20:1,25 21:5,15 22:4,9,18 23:4 24:3 28:14 146:25 147:1,1,15 148:15 149:25 151:10,18 152:4,13 153:6,21 | 154:4 156:7 173:8 180:6,10,17,22 181:12,16,22 182:7 183:6 234:15 235:23 stay-put 19:12 21:8 25:12 151:4 173:9 173:12,21,24 174:3 184:1 186:10 235:9 239:24 240:8 stayed 165:19 stays 70:4 step 78:7 205:18 stepping 43:18 steps 69:1 124:16 134:1 193:13 222:23 231:17 Steve 122:9 sticking 92:17 stock 144:8 stood 88:6 stop 28:6,10 125:1 143:18 196:21,23 197:8 209:1 store 216:3 story 125:20 194:14 straight 130:13 212:5,6 strain 196:2 stranded 25:11 strategic 12:5 107:15 201:16 226:5 strategy 56:6 89:8 105:1,3 142:6,11 175:12 177:24 190:11 193:17,19 197:21 211:14 streaming 140:17 streets 231:10 stress 158:11 strong 12:4 strongly 55:24 | structural 51:11 86:14 177:24 209:15 structure 115:9 116:3 129:2 160:4 167:14 170:3 201:19 206:14 232:1 structures 167:6 stuck 228:12 studied 48:22,25 studies 219:19 study 208:13,14 sub-part 34:13 sub-prioritise 194:23 subdue 197:11 subheading 36:21 subject 37:17 55:2 59:11 70:10 93:6 93:21 222:20 241:8,10 243:7 submit 237:21 subsequent 133:23 210:8 subsequently 33:20 123:21 substance 117:24 118:2 substitute 158:20 success 195:18 196:4 successful 161:12 sufficient 5:13 28:9 72:25 73:3 91:3 91:11 93:1 129:24 132:1,10,15 135:19,25 196:17 204:1 212:25 213:2,13 216:16 225:25 sufficiently 73:9 suggest 15:4 36:6 49:24 56:2 74:9 116:16 117:4 | 132:3 suggested 221:20 226:2 suggesting 39:11 96:17 133:12 suit 237:3 suitable 25:6 91:8 165:9 177:4 suitably 228:22 suites 237:2 suits 69:25 summarise 69:8 145:12 summarised 69:10 126:1 summarising 146:20 summary 11:7 106:24,25 113:5 summertime 85:9 summon 215:24 supervision 33:9 supplied 199:13 supplier 230:15 supplies 79:22 82:1 82:15 161:2 supply 98:23 134:18 142:14 176:12 199:15 206:8 230:6,22 support 14:24 57:25 112:3,24 118:14,21 122:20 123:24 139:18 188:24 198:14,19 201:16 205:21 207:18 219:7 242:2,8,14,22 supported 121:22 242:10 supporting 124:3 165:24 supposed 28:6 88:11 suppression 31:23 |
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| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| sure 8:18 9:20 38:17 46:2 47:10 56:2 60:16,17 86:11 97:14 112:6 119:1 124:18 128:3 130:14 137:24 139:10 144:12 147:2 151:22 157:22 180:2 188:16 194:22 198:11 203:2 214:21 215:22 227:14 232:21 239:7 241:19 | 199:25 200:21 201:18,22 202:10 203:11 211:19 234:6,20 235:15 survivors 237:20 238:14,20 243:21 suspect 48:16,20 59:25 210:1 226:9 237:3 suspicion 105:19 swimming 80:3 switch 107:8 127:13 switched 127:24 sworn 1:8 244:5 system 30:25 38:8 111:16 135:4,7,18 136:6,10 137:1 164:9,12 165:3 166:21 171:24 179:5 186:8 193:24 195:10,17 196:13 203:25 208:15 223:13 225:17,19,21 228:21 234:10 | 170:2,21 178:9 179:4,12 182:3,8 184:25 185:17 197:23 198:2 214:15 230:15 tactics 63:14 89:2 115:9 116:3 121:12 206:13 take 1:17 3:8 12:12 13:3,6 24:1 33:17 39:7 43:20 45:13 56:9 60:22 65:21 82:6,10 90:6,21 97:4 106:5 108:16 110:13,16,23,25 112:22 118:10 122:6,10 123:25 124:16 142:21 164:5 168:15 170:17 172:15 175:6 176:15 180:21 181:9 187:8 193:12 215:3 221:11 229:2 231:22 235:18 | 177:22 191:10 talking 56:20 68:8 81:25 119:18 121:13 150:7 155:1 166:5 186:24 204:13 234:21 talks 59:2 tall 47:4 48:23 54:13 69:5 taller 231:24 tally 62:23 tampered 140:3 Tamweel 31:14 targets 8:4,12 task 172:23 175:1 task-focused 199:17 tasked 190:24 tasks 123:20 190:25 taxis 242:24 TCG 154:25 155:25 TCM 168:8 teach 79:10 team 4:9,12,15,25 5:3 48:21 50:10 68:21 70:11 77:11 175:18 188:15,16 241:6 242:9 teams 4:8,19 50:3 101:2 175:17 tear 221:7 tears 121:10 122:3 technical 66:17 70:8 74:2 86:21 technique 34:10,16 technologies 220:25 technology 8:17 60:6 81:22 221:4 221:5 227:7,8 231:5 telephone 2:14,17 | 102:13 103:18 104:4 138:12 173:19 telephones 138:15 tell 6:21 7:4,21 14:7 22:3 48:11 58:14 78:6 88:9 113:14 113:21 141:17,25 145:20 147:4,10 147:14 153:21 156:20 160:19 169:23 180:8,19 182:21 189:11 190:1 193:24 208:1 209:11 233:14 239:2 telling 24:11 25:5 65:21 128:9 152:16 159:3 184:7 190:6 tells 24:8 102:20 temporarily 141:5 tend 228:11 tends 17:1 tenor 152:5 term 4:8 241:15 terminal 90:16 Terminals 91:2 terms 7:21 10:20 17:19 33:4 45:12 48:12 58:13 81:11 86:9 88:11 92:25 106:14 112:4 116:6,14,18 174:14,15 185:25 207:19,20 terrible 68:20 98:6 terribly 27:14 36:6 81:3 105:21 109:1 120:13 167:19 192:8 215:17 terror 49:21 terrorism 49:20 test 59:11 tested 221:23 |
| Surely 98:25 Surestore 143:14 surface 37:8 surprise 159:16 186:19,23 surprised 231:2,3 surrendering 223:24 Surrey 186:13 230:24 231:2,3,7 231:15 surround 225:1 surrounding 2:3 216:20 surveyors 60:23 survival 19:11 20:24 27:10,14 30:24 75:12,20,23 76:1 77:9,18 104:12 105:24 110:8 128:9 142:2 144:14 145:14 152:16 153:3,14 154:11,14 160:20 162:18 163:2 165:10 166:22 171:2 172:2,7 183:15 184:5 185:1 186:7 194:2 194:8,10 197:13 | systematic 165:2 systems 37:7,15 71:12 111:23 135:3 136:14 196:15 systems/building 135:2 | taken 12:23 25:21 92:22 110:17 111:6,13 120:3 133:25 140:24 141:3,7 156:5 181:15 184:19 187:14 202:20 222:3 231:17 235:23 243:4 takes 62:21 102:1 108:14 talk 53:23 86:8 87:15 116:4,16 125:3 148:6 157:11 174:14 191:12 198:20 207:8 talked 127:17 130:22 174:15 | task-focused 199:17 tasked 190:24 tasks 123:20 190:25 taxis 242:24 TCG 154:25 155:25 TCM 168:8 teach 79:10 team 4:9,12,15,25 5:3 48:21 50:10 68:21 70:11 77:11 175:18 188:15,16 241:6 242:9 teams 4:8,19 50:3 101:2 175:17 tear 221:7 tears 121:10 122:3 technical 66:17 70:8 74:2 86:21 technique 34:10,16 technologies 220:25 technology 8:17 60:6 81:22 221:4 221:5 227:7,8 231:5 telephone 2:14,17 | tab 32:11 39:22 106:9 134:15 199:19 tabard 144:12 tackle 73:24 229:22 tactical 2:10 88:14 88:23 89:2,18 91:4 146:23 164:14,16,17 168:4,8,18 169:20 |
| T | | | | |

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>testing 55:18 text 39:24 200:7 Thames 230:7,8 thank 1:10 3:11 53:25 54:7 87:17 87:19 88:3 124:5 125:6,9,10,18 166:8,10,17 204:16,25 233:6,8 233:9,13,19 236:18,21 237:3,5 237:6,8 243:10,24 Thankfully 227:8 thanks 236:22 theory 189:22 thereabouts 186:25 thermal 35:4 they'd 53:1 79:24 127:1 130:19 136:20 199:13 217:23 thick 28:10 thing 51:25 61:5 107:19 124:10,11 133:22 143:5 146:10 147:11 148:9 201:13 211:24 things 4:16 5:9,10 5:17 6:1 7:13,15 8:10,17,20 9:18 17:25 23:20 27:25 49:19 58:18 68:21 73:15 79:25 81:14 81:16 82:13,14,20 82:23 84:13,14 85:1,2 86:1,14,22 87:3 90:10 98:1 112:9 118:16 119:18,19,25 125:19 158:8 177:5 190:7 199:4 220:23 think 3:10,14 4:12 6:25 9:23 15:6,19</p> | <p>15:25 17:2 21:7 24:1 32:4 38:25 40:15,16,25 47:15 48:8 50:2,17 51:14,14,21,25 53:20 56:18 57:7 57:7 61:4,21 62:11,15 69:19 70:2,2 71:10,12 74:14 75:19 76:20 77:3,7 81:22 85:1 85:12,21,21,22,25 87:4 92:12 96:1,2 98:5 99:10 102:12 103:3,7 104:2 105:8 111:5 113:5 120:6,17 124:6,14 124:19,23 126:9 126:24 128:23 129:23 130:3,3 131:3,4,20,22 132:9,12,12,17,18 132:18,19 133:3 135:17 138:18 140:7 141:12 142:9 145:11 151:4 153:23 154:1,6 155:6,21 156:14,20 157:20 158:9 159:3,23 160:21 164:3,24 166:25 167:4,24 168:3,10,13,13 170:17 176:2,6,14 177:18,20 178:9 178:14,22 180:2 182:19,19 186:14 190:4,18,22 191:21 192:7,25 194:17 195:1,5 197:22 199:3 201:6,25 202:6 205:3,7 209:8,11 210:14 213:21 214:5,6,10,23</p> | <p>215:12,14 216:8 217:16 220:20 223:5,23,23 224:24 227:21 230:14 231:15,18 232:16 233:16 234:16 235:8,11 235:24,25 236:8 242:8 thinking 45:12 76:15,24 77:2,7 130:16 131:6 142:12 146:15 thinks 155:3 third 55:7 66:9 107:24 113:3 144:18 157:5 212:13 213:23 227:17 thoroughly 84:2 thought 10:9 13:3 49:5 105:18 141:21,24 173:3 180:3 192:9 thoughts 104:25 105:12,13 142:5,7 thread 27:16 threat 49:17 74:19 threats 49:21 three 7:10 12:24 21:7 25:13 44:12 75:13 92:18 111:11 142:15 175:19 203:11 230:10 thrown 99:10 thrust 118:16 Thursday 1:1 241:9 tick 80:23 81:14 82:4 tie 203:12 tied 187:14 227:11 timber 37:7 timber-frame</p> | <p>86:25 timber-framed 40:21 time 3:6 6:8 8:6,8 8:15 10:7 14:5,7 15:1 19:25 23:1 24:12 25:3,19 26:20,24 37:3 40:25 41:14,24 44:20 47:13 57:15 58:16 66:2 67:5 67:24 71:13,24 74:20,24 78:9 79:13 81:20 82:5 87:11 93:8 96:20 96:21 102:12,18 102:21,24 103:5,6 103:11,17 104:1 105:7,15 107:21 109:25 114:10 116:25 117:6,7,7 118:21 119:10,14 119:16 121:2,7,13 121:18 122:2,12 122:14 123:2 126:24 127:2,23 127:24 129:20 131:24 133:8 146:9,22,24 147:8 147:13,22,24 148:9 149:11,12 149:19 150:3,7,7 150:9,10,24 151:21,22,25 152:7,13,18,21 153:9,14,18 154:7 157:6,17,19,24 158:8 159:4,25 161:8,22 163:3 164:11 165:16,18 165:20 166:1,24 167:3 168:5,16 169:22,24 170:19 171:25 172:9,10 173:14 174:21</p> | <p>175:4,15,21 177:6 178:16,22 179:6 179:10,11,13 180:2 182:10 185:6,14,16 186:6 189:14 190:7,21 191:14 192:2,3,5 192:13,20,25 193:2,9 194:11 195:3,13 196:19 197:4 202:18 203:13 204:10 205:8 206:5,25 208:9,18,20,25 209:7 211:2 212:15 213:15,18 213:24,24 214:6 214:10,19,22 215:12 217:4,15 218:1,7,11 219:15 220:21,22 222:10 224:4,13 226:1,8 226:12 227:8 230:11 231:18 234:1,11 235:13 235:19 236:2 240:8 time-stamped 104:4 timed 104:2 timeline 2:6,7 times 8:24 116:23 121:21 125:21 137:8 196:9 199:14 211:12 237:2 timetable 239:12 240:17 timing 123:8 147:2 151:24 timings 168:1 title 34:10 42:6 today 2:25 3:1 22:2 150:10 197:22 199:19 232:12</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|---------------------------|--------------------------|--------------------------|----------------------------|--------------------------|
| 236:20 | 54:10 58:16 62:1 | 36:7 53:6 60:21 | transcribed 19:12 | 182:11 183:13 |
| today's 1:4 | 64:12 68:20 82:6 | 61:11,15,16,17,18 | Transcript 2:9 | 192:24 197:11 |
| told 21:23 47:9,11 | 88:5 89:11,14 | 63:25 64:1 65:2,6 | transcripts 234:12 | 222:23 241:5 |
| 50:11 51:21 56:13 | 90:2,11 91:3 | 70:6 75:12 | transfer 17:12 | trying 63:4 65:16 |
| 77:18 93:6 122:17 | 92:19 95:1,16 | trained 9:16 51:5 | transferring 33:7 | 104:20 114:19 |
| 133:20 147:1,6,8 | 96:3 99:15,22 | 52:4 56:19 73:9 | translate 33:5,15 | 117:12 126:20 |
| 157:14,23 160:20 | 102:9 103:9 104:7 | 75:8 76:23 106:20 | transport 7:14 | 127:24 128:2,5,6 |
| 165:18 166:1 | 112:15 115:16 | 126:5 132:18 | 242:24 | 133:20 171:16 |
| 173:10,16 174:21 | 118:19 121:2 | 219:2,4,8,10,14 | trapped 20:22 | 176:15,23 181:25 |
| 183:6,7,18 184:2 | 123:6,17,23 | trainees 79:9 | 104:19 148:11 | 203:12 209:4,23 |
| 184:16 186:19 | 124:12 127:25 | training 6:13,17 | 150:20,23 154:10 | 210:3,9,16 211:16 |
| 192:20 194:1 | 128:4 132:11 | 7:7,7,19,22,23,24 | 162:21 174:19 | 211:21,23 |
| 198:6 208:2,4 | 141:8 144:9 | 7:25 8:5,13,15,18 | 176:11 181:21 | Tuesday 243:5,18 |
| 209:4,20 210:6,12 | 145:15 146:6,6,8 | 8:21,22 9:2,4,11 | 184:7 234:14 | 244:2 |
| 214:25 224:15,19 | 146:11,13,13 | 9:16 12:1 13:10 | 240:5,7 | turn 10:18 12:8 |
| 234:13,15,22 | 148:5 151:2 154:9 | 13:10,14,18,21 | trauma 158:5,10 | 13:10 34:1 41:4 |
| Tom 103:19 120:11 | 154:9,15 156:15 | 14:6,16,18,19,23 | 159:10 | 42:5 61:9 63:24 |
| 120:14 199:5 | 156:19 157:21 | 17:6,9,21,24 18:3 | travel 30:20,21 | 66:3 75:4 80:7 |
| 207:25 | 159:7,14 160:25 | 18:7 26:12,17 | 55:13 86:24 | 92:17 101:16 |
| tomorrow 243:2 | 161:7 162:6,16 | 29:6,9 33:12 | 129:21 133:18 | 120:17 154:18 |
| tool 114:4 | 163:1,6 165:1,12 | 37:19 38:7 40:11 | 171:12 219:22 | 167:22 187:17 |
| toolkit 94:12 | 165:14,16,19 | 40:15,19 41:20 | travelling 20:13 | 190:10,15 223:2 |
| top 6:23 16:22 | 166:19,20,22,25 | 43:6,11,12,19 | 21:14 28:7 63:15 | 240:16 |
| 36:19 42:6 90:23 | 168:23 171:1,4,9 | 50:21 51:2 52:6 | 63:19 65:5 104:7 | turned 62:17 |
| 104:8 110:18 | 172:12 174:23 | 52:10 53:2,5,8 | treated 20:23 52:16 | Turning 130:22 |
| 120:19 154:21 | 175:3 176:18 | 56:14,23 57:1,9 | trees 141:10,13,15 | 238:17 |
| 187:24 190:16 | 177:23 179:25 | 57:16,18 58:22 | tricks 159:17 | turns 63:11 |
| 197:2 212:9 214:7 | 184:21 188:1 | 59:1,14,18,21 | tried 70:4 158:8 | turtable 231:8 |
| topic 26:9 75:4 | 191:19 192:3,4,5 | 60:4,6,13,14 | 179:19 238:6 | twice 44:12 |
| 87:9 190:10 | 193:7,8 194:12,21 | 61:19,23 62:2,4 | trigger 124:9 | two 4:13,18 5:6 |
| 197:21 221:8 | 195:3,20,23 197:4 | 64:16 65:25 67:6 | trip 165:12 166:18 | 15:21 18:11 23:20 |
| Torch 44:17 | 204:3 209:15 | 67:21,23 68:2,6 | 191:10,18 210:7,8 | 29:11 30:6 36:22 |
| Torch' 44:10 | 210:7 212:17 | 68:16 69:2 70:8 | 214:11 | 43:22 44:14,23 |
| total 76:20 186:14 | 214:11 215:24 | 73:23 75:13 78:12 | trips 23:16 205:2 | 54:10 57:20 59:4 |
| totality 119:2 | 216:11 221:9 | 78:14,15,16,20,24 | trouble 73:4 | 61:13,14,15 66:7 |
| touched 208:17 | 222:2 225:7 | 78:24,25 79:3,8,9 | true 2:22 | 75:13 88:17 |
| tour 115:10 206:1 | 238:16 239:1 | 79:14 82:12 91:6 | truly 69:19 | 111:10 117:21 |
| 206:10,15,18 | 240:4,7 | 91:17,18,20 | trunking 37:8 | 128:12 142:14 |
| 207:6,10 233:21 | Towering 141:23 | 100:16,17 106:17 | trust 209:5 | 150:12 157:8 |
| 234:11 | Towwer[sic] 88:16 | 106:20 125:22,23 | try 18:24 23:15 | 165:5 169:22 |
| towels 177:5 | traffic 108:19 | 132:4,15,16,22 | 26:20 36:6 59:17 | 191:3 197:2 |
| tower 2:4 13:20 | 175:16 222:12,12 | 133:12,15 134:8 | 63:21 65:6 92:2 | 203:11 205:4,6,6 |
| 14:8 15:1 30:12 | tragically 15:21 | 180:9,12,16 186:8 | 96:25 126:15 | 230:3,9 232:25 |
| 30:16 31:11 32:21 | train 17:13 32:23 | 219:15 | 128:11,25 129:7 | 233:16 |
| 34:24 37:11 53:14 | 33:6 35:3,7,23,24 | tranche 237:17 | 142:18 178:15 | two-hour 44:21 |

| | | | | |
|---------------------------|--------------------------|---------------------------|----------------------------|----------------------------|
| two-page 48:8 | 149:19,21 152:5 | 126:22 127:12 | up-to-date 59:18 | V |
| two-tone 108:25 | 159:18 161:24 | unfair 39:14 | 133:7 137:8,17,25 | vague 192:12 |
| 109:3 | 162:15,19 167:14 | unfightable 173:3 | 138:8,14 186:11 | valid 195:7 |
| two-way 145:7 | 170:23 172:5 | unfortunately 10:8 | update 145:8,9,11 | valuable 235:18 |
| 175:10 200:10 | 177:24 179:22 | 22:25 24:25 35:8 | 145:17 | value 178:3 238:1 |
| 202:1,12 | 195:9,17 224:12 | 63:18 64:10 65:18 | updated 186:1 | van 143:17 216:9 |
| twofold 187:25 | 234:10 | 74:5,20 82:10 | 241:3 | various 119:19 |
| tying 203:13 | understandably | 200:6 205:13 | updates 191:17 | 136:14 140:3 |
| type 44:6 58:14 | 133:24 | unhelpful 178:8 | 199:23 200:13 | 167:7 187:12 |
| 70:25 135:2 235:7 | understanding | uniform 141:4 | 203:19 213:11 | 216:4 229:17,25 |
| typed 2:7,9 | 58:18 66:8,24 | 143:22 | uppermost 92:23 | vast 24:4,9,9 25:19 |
| <hr/> | 69:8 105:6 126:13 | unique 42:24 | upstairs 28:7 | 46:2 108:14 |
| U | 127:4 129:1 131:8 | unit 77:11 112:12 | uPVC 42:22 43:13 | 116:21,22 202:9 |
| UK 5:17 | 132:20 142:15 | 143:11 144:12,13 | upwards 110:21 | vehicle 61:15 |
| ultimately 47:9 | 144:10 148:10 | 144:15 146:4,10 | urban 78:25 | vehicles 60:5,5,7 |
| 96:18 198:5 | 155:17 156:13 | 146:19 154:15 | urge 55:24 241:4 | vent 136:10 |
| unable 35:9 104:17 | 160:9 161:16,21 | 159:24 160:3,5 | urgency 108:12 | ventilate 179:20 |
| 171:7,15 179:18 | 162:18 165:22 | 165:20 167:12,13 | 199:8 | ventilation 135:4,7 |
| 187:15 192:25 | 171:20,24 190:13 | 167:14 168:11 | urgent 232:15 | 164:8,15,16,17 |
| 193:4 195:23 | 190:21 233:22 | 172:2 179:7 191:1 | urgently 64:7 | 178:9,20 179:5,8 |
| 197:20 211:22 | 234:2,4,7 238:15 | 191:22 194:3 | use 33:5 39:6 63:14 | 179:12 |
| 222:11 | understands 94:10 | 200:21 201:18 | 80:17 109:25 | verified 172:11 |
| unaffected 23:4 | 239:7 | 202:13 205:2 | 139:24 140:5 | verifying 205:8 |
| 152:12 235:18 | understatement | 207:1 213:14,20 | 161:16 171:13 | Verity 144:4 |
| unaware 78:4 94:2 | 228:5 | 214:20,21 215:1 | 176:10 179:17,18 | versa 22:1 |
| 185:13 194:9 | understood 44:4 | 220:10 224:11,13 | 180:1,5 207:3 | version 43:1 88:18 |
| unclear 3:3 | 56:16 64:6 67:2 | 225:8,22 228:13 | 217:18,19 219:2 | 136:2 145:21 |
| underestimate | 67:12 70:23 | units 213:4 219:5 | 219:17,21,22,22 | vertical 43:8 71:5 |
| 237:25 | 144:21 154:1 | 220:3,9,19 223:18 | 221:12 223:9,15 | vertically 42:23 |
| underlining 172:18 | 157:6 163:23 | unknown 49:13 | 225:2,12,13 227:5 | 92:21 |
| underneath 91:5 | 165:23 170:25 | unnecessary 78:2 | 228:11,15 231:13 | viable 151:11 |
| understand 8:20 | 171:10 182:17,23 | 206:23 | 242:1 | vice 22:1 |
| 26:24 33:17 35:11 | 194:18 195:20 | unpack 111:3 | useful 131:19 | vice-versa 110:24 |
| 38:8 53:5 58:23 | 196:7 234:9 | unprecedented | 136:25 137:15 | view 5:4 73:11 |
| 59:14 64:25 66:11 | undertake 13:23 | 200:1 222:1 | 138:9,16,20,21 | 92:20 105:5 134:9 |
| 68:16,24,25 72:21 | 26:21 78:16 91:18 | unpredictability | 139:10 155:2 | 140:6 141:17 |
| 72:22 81:11,18 | 92:5,8 107:3 | 133:13 | 186:3 199:15 | 173:1,11,13 178:6 |
| 82:18 85:12 90:8 | undertaken 14:12 | unpredicted 57:9 | 242:18 | 194:12 196:19 |
| 101:17 114:25 | 116:23 217:23 | unrealistic 30:14 | users 109:5 | 211:18 216:15 |
| 116:12,13 118:24 | undertaking | 31:2 71:20,22,24 | uses 32:24 | 221:10 242:9 |
| 118:24 126:6 | 142:25 188:25 | 71:25 | usher 87:18 125:8 | vigilant 84:7 |
| 130:25 131:4,5 | undertook 120:24 | untenable 25:4 | 166:7 204:15 | virtually 164:7 |
| 132:23 136:17 | unexpected 51:23 | 151:19 152:15 | 233:7 237:7 | vis-a-vis 198:8 |
| 138:6 142:10 | 51:23 52:1 | 153:7 154:4 193:4 | usual 232:21 233:3 | vision 12:6 |
| 143:23 148:7,20 | unextinguishable | 236:12 | 241:10 | visit 79:18 80:21 |

| | | | | |
|-----------------------------|---------------------------|--------------------------|--------------------------|--------------------------|
| 82:22 83:4,21 | 112:22 116:12 | 213:8 216:4 | 125:2,4 158:14 | week's 243:1 |
| 84:9 117:6,8 | 118:24 119:1 | 217:23 223:14 | 166:4,5 167:20 | weeks 240:13,17 |
| 159:5 166:20 | 124:9 128:12 | 226:8 228:17 | 172:14 193:10 | weighed 112:14 |
| 184:21 190:18 | 131:16,16 134:5 | 230:17,23 233:25 | 209:5 217:13 | weight 231:11 |
| 199:1 205:1 | 134:10 136:1 | wasting 150:7 | 221:3 233:1,4 | Welch 157:10 |
| visited 83:18 89:11 | 139:20,22 145:19 | watch 51:3 60:25 | we're 3:7 60:15 | 165:7 171:3 172:3 |
| 199:3 | 148:24 149:15 | 61:4,21 64:16 | 62:4 81:24 106:20 | 172:5 191:25 |
| visiting 81:6 83:25 | 167:11 168:15 | 76:8 77:10 79:2 | 113:4 119:1 125:1 | 208:19 226:2 |
| 84:19 115:23 | 195:5 218:4 | 110:24 131:13,17 | 128:8 168:13,16 | welcome 1:3 166:4 |
| visits 36:20 40:2,12 | 236:18 237:13,16 | 135:18 136:8,18 | 186:24 201:9 | went 10:13 41:13 |
| 64:18 79:16 80:11 | 239:6 241:19 | 136:21 163:4 | 202:7 203:12 | 44:13,14 112:4 |
| 83:11 84:6 97:13 | 242:21 | watches 56:24 | 210:25 213:22 | 114:22 123:16 |
| 97:18 242:5,17 | wanted 10:10 93:14 | water 65:17,18 | 226:25 230:9 | 143:11,11 144:4 |
| visual 17:1,3 38:19 | 96:20,24 107:22 | 79:21 82:1,15 | 231:8 236:23 | 144:10 146:6,13 |
| vital 94:18 95:17 | 109:20 115:16 | 126:15 134:18 | 240:24 | 148:5 155:15,16 |
| vitality 29:14 | 139:8,12,18 144:1 | 161:2,4 229:1,3,6 | we've 1:21 2:11 | 155:24 156:18 |
| void 35:18 82:22,23 | 144:14,16 149:2 | 229:11,16,22 | 21:7 25:13 26:7 | 159:7,9,13,14,25 |
| voids 34:20 35:2,5 | 159:18 160:2 | 230:6,7,8 | 30:5 38:18 40:15 | 160:1,3 165:16,20 |
| 37:8 40:22 | 167:5 182:11 | Watson 11:4,23 | 47:9,11 51:21 | 166:25 167:12 |
| volume 104:10 | 192:24 210:15 | way 1:21 3:5 8:14 | 69:4,4,5,6 71:2,21 | 168:3 172:11,11 |
| 105:1 110:2 | 243:7 | 11:15 21:13 29:7 | 72:23 76:8 77:4 | 191:24 205:7,12 |
| 114:11 138:3 | wanting 179:8 | 35:18 45:10 52:25 | 81:24 85:16,17 | 217:8 227:19,23 |
| 183:14 186:22 | 221:24 | 53:4 58:16 60:8 | 87:1 93:20 94:25 | weren't 7:16 9:17 |
| 194:18 195:14 | wants 140:20 | 61:15 63:20 72:15 | 101:12,13 127:17 | 41:12 46:3,5,7 |
| 202:1 221:14 | warning 124:9,24 | 72:15,16 78:12 | 136:5 145:13,14 | 58:17 69:19 76:16 |
| vulnerable 73:22 | 140:10,12 240:19 | 88:23 122:3 | 155:13 157:16 | 76:23,24 77:2 |
| 94:9 | wasn't 10:14 31:6 | 126:10 136:18 | 165:25 168:1,1 | 102:14 119:22 |
| | 31:10,13,24 32:22 | 139:15 143:15 | 177:13 191:10 | 127:3 137:3 |
| | 41:1,11 45:11 | 144:7 154:2 | 197:22 222:14 | 161:19 178:2 |
| wait 102:21 140:12 | 46:25 47:23 50:17 | 164:19 172:24 | 223:8 227:13 | 193:1 196:9 |
| walk 122:4 148:6 | 51:2 52:23 74:20 | 175:16 176:13 | 228:5,11 232:11 | 200:16 202:22,25 |
| 154:9 | 74:21 75:1 77:15 | 177:3,4 179:23,23 | 238:9 240:21 | 226:23 |
| walking 146:12,13 | 92:1 93:21 95:23 | 183:3,9,11,12 | 242:12 | West 156:6 |
| 146:18 174:23 | 98:3 102:24 105:3 | 189:20,23,24 | wear 221:6 | wet 27:25 177:5 |
| 176:19 | 105:16 121:18,23 | 205:8 222:4 | wearer 218:10 | whatsoever 105:16 |
| wall 38:16 42:22 | 123:3 126:6 | 232:17,21 236:10 | wearers 215:23,25 | 110:9 139:24 |
| 43:13 196:15 | 130:14 131:1 | 236:13 241:10 | 216:2,10 218:6,24 | 140:5 148:20 |
| 221:8 | 132:16 143:1,25 | ways 65:5 101:13 | 219:10 | 149:7 187:8 |
| walls 38:18 43:17 | 153:21,24 164:22 | 117:22 188:11,14 | wearing 175:5 | 197:17 229:21 |
| 171:9 221:14 | 169:3 174:16 | we'll 3:7 20:21 | 176:20 | wherefores 149:17 |
| want 14:11 18:11 | 177:18 186:17 | 27:16 39:21 53:21 | Wednesday 238:18 | whilst 74:2 |
| 29:21 30:7,15 | 189:20 190:5 | 53:24 58:13 69:3 | 243:21 | white 143:17 |
| 36:11,18 37:1,4 | 194:25 200:17 | 87:14,16 91:14 | week 51:22 238:19 | whiteboard 228:3 |
| 39:21 42:19 49:8 | 201:3,7 202:2 | 92:11 103:24 | 241:15,15,23,24 | 228:10 |
| 79:10 90:6 109:19 | 210:8,23,25 211:7 | 110:10 117:11 | 243:14,17 | whiteboards |

| | | | | |
|---------------------------|---------------------------|----------------------------|---------------------------|----------------------------|
| 228:16,18 | woman 38:4 | 229:20 230:17 | year 49:19 52:2 | 04.25 211:8 |
| whole-block 25:15 | wonder 167:25 | 231:25 232:4 | 237:19 | 04.45 211:11 |
| 151:6 | wooden 38:13,16 | wouldn't 22:7,10 | year/18 7:1 | 0403 227:20 |
| whole-building | word 40:24 | 22:24 26:20 35:14 | years 14:20 15:20 | 07.30 96:8 |
| 151:9 | wording 39:3 | 38:7,22 41:14,17 | 16:10,12 44:12 | 08.19 231:16 |
| whys 149:17 | words 80:10 96:16 | 41:22 46:6,10,13 | 67:18,19 74:10 | |
| wide 50:5 231:13 | 182:19 206:10 | 52:3,6,9 57:14 | yesterday 96:6 | <hr/> 1 <hr/> |
| widely 50:22 51:13 | 217:19 | 58:17 59:12 62:4 | 145:24 146:7 | 1 9:24 10:23 39:19 |
| wider 42:15 47:24 | work 1:22 3:7 | 62:19 65:15 68:5 | 156:23 157:1 | 39:22 80:7 88:18 |
| 92:9 187:10 | 15:25 25:3 49:18 | 69:22 72:10,13,18 | 159:8,16 169:6 | 90:24 168:19 |
| 188:25 189:3 | 49:20 50:6 66:16 | 74:19 77:6,21 | 214:25 221:20 | 178:17 200:5 |
| 196:18 198:16 | 73:23 78:20 94:23 | 79:5 85:4 97:22 | 224:15,19 230:25 | 238:8 239:19 |
| widespread 17:16 | 111:16 113:17 | 98:4 105:4,18 | 236:4 | 240:10,13 244:5,5 |
| 54:25 | 116:18 132:7 | 123:11 125:24,25 | | 1.00 125:11 |
| willing 232:13 | 138:15 152:3 | 126:16 129:11 | <hr/> Z <hr/> | 1/2 91:1 199:23 |
| window 20:13,16 | 153:20 154:3 | 130:1,5,7,10,15 | <hr/> 0 <hr/> | 10 34:2,10 120:25 |
| 20:20 43:14 56:3 | 181:20 188:12,13 | 130:20 133:2,16 | 01.20 239:23 | 120:25 144:9,18 |
| windows 85:11 | 189:23 209:20 | 135:15,16 136:25 | 01.27 102:25 | 145:12 151:17 |
| wireless 227:9 | 242:18 | 137:2,9 138:1,9 | 02.03 103:2 | 154:18 170:18 |
| wise 11:15 124:19 | worked 5:2 68:18 | 139:16,22,24 | 02.08 103:3 | 227:16,17 |
| wish 14:3 158:12 | 86:17 169:5 | 140:4 176:21 | 02.47 182:14 | 10-pump 15:18 |
| 241:17 | workforce 46:3 | 182:11 184:24 | 186:21 239:23 | 10.00 1:2 241:9 |
| withdraw 173:12 | working 1:22 14:19 | 185:17 194:19 | 02.49 103:14 | 244:2 |
| withdrawal 214:15 | 14:20 41:7 67:8 | 200:8 203:3 214:6 | 02.51 2:17 104:2 | 100 81:20 121:19 |
| withdrawing | 188:15 203:22 | 216:1 218:7,8,13 | 124:13 140:8,14 | 203:12 |
| 173:21 | 221:15 222:11 | 219:17,20 229:22 | 02:57 178:19 | 11 154:21 155:12 |
| withdrew 237:9 | works 106:18 | 231:20 236:8 | 0203 102:11 | 156:17 160:10 |
| witness 1:17 10:23 | world 164:12 | wrap 129:21 | 03.00 191:19 | 11.05 54:2 |
| 18:14 53:25 54:6 | worry 130:7,9 | wrapping 4:22 | 03.01 146:8 165:13 | 11.15 53:24 54:1,4 |
| 87:17,19 88:1 | worse 179:24 | write 136:1 208:3 | 03.02 157:1 | 11th 211:11 |
| 102:6 118:10 | worsen 164:21 | 221:13 228:12 | 03.08 186:16,20 | 12 15:4 76:14 107:6 |
| 125:6,9,16 166:8 | worst-case 109:6 | writing 86:5,7 | 03.12 156:19 | 12.00 87:21 |
| 166:15 187:17 | would've 6:25 | written 171:9 199:7 | 03.15 156:19 | 12.10 87:16,20,23 |
| 204:23 213:22 | 12:23 31:1 41:17 | 203:10 228:3,10 | 03.20 168:19,21 | 12th 193:1,3 |
| 233:6 237:5,8,9 | 52:21 53:2 56:18 | 238:1 239:4 | 191:19 | 208:24 209:21 |
| 237:21 238:4,18 | 62:15 69:20 71:10 | 240:20 242:13 | 03.35 167:22 | 210:5,11,13 |
| 242:11,23 | 71:24 98:25 110:9 | wrong 4:17 6:1 | 168:12 169:22 | 13 47:6 134:15 |
| witnessed 44:20 | 127:6,7 128:1 | 23:10 88:9 155:21 | 03.39 156:1 169:5 | 157:5 158:16 |
| witnesses 238:9,23 | 132:23 133:13,20 | 209:12 | 169:14 186:25 | 190:15 |
| 239:5,11 240:20 | 136:9 148:19 | wrote 63:9 | 214:9 215:16,19 | 14 2:15 10:12 11:8 |
| 240:23,25 241:14 | 149:6 150:25 | Ws 88:17 | 215:20 | 12:17 26:3 27:11 |
| 241:20 242:3,6,10 | 178:24 187:14,15 | | 03.45 213:24 | 85:24 111:4 |
| 242:12,21 243:1,4 | 200:20 216:2 | <hr/> X <hr/> | 03.58 215:5,21 | 180:16 190:17 |
| 243:21 | 218:10,21 219:12 | X 244:4 | 217:14 | 239:25 |
| woefully 93:4 | 220:2 226:12 | <hr/> Y <hr/> | 0335 167:24 | 15 101:22 102:14 |

| | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 107:6 124:17 167:21 169:2 187:17 15th 192:21 211:9 16 36:16,23 101:25 106:9 187:20,24 17 120:17 169:16 18 36:16,23 106:13 229:1 241:12 18th 192:24 193:11 209:4,23 210:3,9 210:14,18 233:24 19 39:23 46:16 54:25 186:15 191:3,4 1988 3:15 1999 31:5 | 49:12 50:7 54:25 2017 2:15 7:3 9:24 10:1 12:17 31:4 44:18,19,25 50:7 54:9 57:20 58:25 62:25 64:5 66:5 67:1,1,11,16 68:1 69:7 71:3,20 73:8 74:25 97:6 120:4 129:23 180:16 2018 1:1,19 76:13 244:2 204 76:13 21 1:19 212:10 213:22 22 197:1 241:15 243:14 237 244:6 24 120:4 25 49:6 250/300 82:7 26 66:6 265 237:22 27 1:1 94:4 209:11 29 241:25 | 37 18:13 3rd 157:17,25 158:20 3rd-floor 190:22 | 8/9 122:21 820 221:23 |
| <hr/> 2 <hr/> 2 12:8 16:2 30:9 90:24,24 103:23 125:2,10 191:4 200:5 214:9 222:15 227:17 238:11 239:20 240:11,14 243:19 244:2 2.00 125:13 2.50 166:11 2/2 91:6 20 212:12 2004 100:10,13 2006 106:12 2007 3:19 2009 34:5 2010 3:21 2012 3:24 6:10 31:12,15 73:7 2014 31:18 32:15 41:7 42:11 43:7 106:13 128:19 129:9 2015 44:17 2016 6:11,19,21,25 46:16 47:6,10,15 | <hr/> 3 <hr/> 3 82:10 117:15 138:13 166:5,9 199:20 238:19 239:22 241:12 3.00 166:13 3.2 32:10,16 3.45 204:18 3.55 204:12,17,20 3/4 165:21 30 140:12,19 199:19 30/10/2009 88:19 88:20 31 41:7 33 43:20 70:12 34 27:22 172:15 35 27:17 36 76:12 | <hr/> 4 <hr/> 4 39:22 76:12 82:10 88:13 117:16 134:16,17 239:25 4.1 117:17,18 4.30 233:10 4.35 233:2,9,12 4.55 243:25 4.6 206:12 40 109:12,23 218:21 230:6 42-metre 230:24 231:1,11 424 106:8,11 206:12 43 5:17,22 45 120:25,25 165:25 4th 63:19 89:21 117:9 128:8 157:12,14,23 158:20 161:9 | <hr/> 9 <hr/> 9 118:10 122:21 9.30 119:15 999 220:20 |
| | <hr/> 5 <hr/> 5 65:22 102:7 240:3 | <hr/> 6 <hr/> 6 54:9 239:20 240:5 60 19:24 24:4 26:1 633 39:16 80:6 | |
| | <hr/> 7 <hr/> 7 32:11 76:14 92:18 104:6,8 7(2)(d) 39:19 40:2 40:12,18 64:18 79:16,17 80:11 790 76:1 | <hr/> 8 <hr/> 8 34:1 42:5 103:13 | |