

<p>1 Tuesday, 4 September 2018</p> <p>2 (9.30 am)</p> <p>3 SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to</p> <p>4 today's hearing, at which we are going to hear first of</p> <p>5 all from Mr Myatt and then from some other firefighters.</p> <p>6 Mr Millett.</p> <p>7 MR MILLETT: Mr Chairman, good morning.</p> <p>8 SIR MARTIN MOORE-BICK: Just let Mr Myatt come in.</p> <p>9 MR MILLETT: I was going to ask the witness to stay out, but</p> <p>10 it doesn't matter.</p> <p>11 SIR MARTIN MOORE-BICK: You come in, Mr Myatt.</p> <p>12 Good morning. I think Mr Millett wants to say one</p> <p>13 or two things before you resume your evidence.</p> <p>14 MR MILLETT: Thank you, Mr Chairman.</p> <p>15 Mr Chairman, what I wanted to say arises out of some</p> <p>16 submissions made by Mr Weatherby yesterday about</p> <p>17 disclosure of documents by the inquiry. I only say this</p> <p>18 in light of some of the things that have been reported</p> <p>19 about those submissions in the press yesterday.</p> <p>20 I just want to make one thing crystal clear: it is</p> <p>21 not and has never been the approach of this inquiry to</p> <p>22 keep any relevant documents from anybody. The process</p> <p>23 in relation to disclosure of documents, in relation to</p> <p>24 which the figure of 378,000 documents has been given,</p> <p>25 relates almost exclusively to the Phase 2 documents,</p> <p>Page 1</p>	<p>1 process pursuant to the MoU. But as matters stand, the</p> <p>2 process is ongoing in relation to matters that are</p> <p>3 coming only from the LFB, I think on a fairly minor</p> <p>4 basis. There aren't very many, I don't believe, but we</p> <p>5 can check. Insofar as there are ongoing statements and</p> <p>6 exhibits coming to us from the police, that is because</p> <p>7 they're only being generated by the police and given to</p> <p>8 us as they come.</p> <p>9 SIR MARTIN MOORE-BICK: All right. Thank you very much.</p> <p>10 MR MILLETT COUNSEL: As I say, Mr Chairman, I will update</p> <p>11 the inquiry as soon as I can with the precise position.</p> <p>12 SIR MARTIN MOORE-BICK: Thank you.</p> <p>13 NICHOLAS MYATT (continued)</p> <p>14 Questions by COUNSEL TO THE INQUIRY (continued)</p> <p>15 MR MILLETT: Mr Myatt, thank you very much for your</p> <p>16 patience.</p> <p>17 Now, can I go back to where we were yesterday. Can</p> <p>18 I take you, please, to page 11 of your witness</p> <p>19 statement. I'd ask you, please, to go to the bottom of</p> <p>20 the page.</p> <p>21 You say there:</p> <p>22 "When I found Mr WELCH he was on the second floor</p> <p>23 mezzanine area. He had the actual bridgehead and the BA</p> <p>24 entry control set up on the 4th or 5th floor but</p> <p>25 I didn't need to go up there."</p> <p>Page 3</p>
<p>1 which are still in the process of review for relevance,</p> <p>2 review for duplication, and then has to go through what</p> <p>3 may or may not be a complicated redactions process</p> <p>4 before they are ready to be disclosed to core</p> <p>5 participants.</p> <p>6 That process is ongoing. We will update the public</p> <p>7 and the families and all core participants as soon as we</p> <p>8 can with the precise figures as to where we've got to,</p> <p>9 but I would reject utterly the suggestion that the</p> <p>10 percentage of 4 or 5 per cent such as was bandied about</p> <p>11 yesterday of disclosure represents anything like the</p> <p>12 total of documents which will be disclosed to the core</p> <p>13 participants in due course.</p> <p>14 So with your permission, Mr Chairman, what I propose</p> <p>15 to do, at a convenient point in the near future, is to</p> <p>16 provide a short update as to disclosure, including</p> <p>17 Phase 2 disclosure, so that nobody is in the dark.</p> <p>18 SIR MARTIN MOORE-BICK: For those who may not be fully in</p> <p>19 the picture, can you give us any information about the</p> <p>20 extent of disclosure in relation to the documents that</p> <p>21 are relevant to Phase 1?</p> <p>22 MR MILLETT: So far as I know, almost all of those have been</p> <p>23 disclosed. Insofar as they haven't been disclosed, this</p> <p>24 is because they're still being received from the LFB and</p> <p>25 reviewed by the police and coming to us after that</p> <p>Page 2</p>	<p>1 Can I just ask you, what was Group Manager Welch</p> <p>2 doing when you encountered him there?</p> <p>3 <b>A. At that particular moment, I think he was in the process</b></p> <p>4 <b>of assessing whether it needed to be moved, the</b></p> <p>5 <b>bridgehead, in amongst virtual mayhem of a million</b></p> <p>6 <b>duties and a million things that he needed to consider.</b></p> <p>7 <b>So there were lots and lots of firefighters</b></p> <p>8 <b>arriving, there were people coming down the stairs</b></p> <p>9 <b>seeking advice from him, he was having to update the</b></p> <p>10 <b>command unit with progress. You know, the list of</b></p> <p>11 <b>things that he had to do then at that particular moment</b></p> <p>12 <b>were vast, amongst assessing whether the bridgehead was</b></p> <p>13 <b>safe enough to continue where it was. Obviously, our</b></p> <p>14 <b>kind of procedures suggest that if it's not a breathable</b></p> <p>15 <b>atmosphere, we should move the bridgehead, and I think</b></p> <p>16 <b>that's what he was in the process of doing.</b></p> <p>17 <b>There were five or six people around him seeking</b></p> <p>18 <b>information and asking questions on a variety of things</b></p> <p>19 <b>that were going on at that moment.</b></p> <p>20 Q. Did you notice who was actually briefing BA crews as to</p> <p>21 which floors they were to be deployed to?</p> <p>22 <b>A. I think that was being done at that particular time on</b></p> <p>23 <b>a different floor, on the 4th or 5th floor.</b></p> <p>24 <b>My actions were limited to -- when you get to the</b></p> <p>25 <b>top of the lobby where the mezzanine floors were, there</b></p> <p>Page 4</p>

<p>1 was a small staircase that led up to the stairwell that 2 goes throughout the building. So most of my work was 3 limited to there at the early stage.</p> <p>4 Q. Right.</p> <p>5 A. I went up to the 6th floor, I think, to assess what the 6 atmosphere was like, and I went up to the 5th floor, 7 I believe, again, to have a look at what operations were 8 going on up there. I had a quick look and then came 9 back down to that kind of mezzanine area, and that was 10 the point when everything started to move back down to 11 that mezzanine floor so that we were commanding 12 operations from that particular stairwell just inside 13 the door above the mezzanine floor.</p> <p>14 Q. Just following up on that last answer, if I can, you say 15 you went up to the 6th floor; roughly what time was 16 this, relating to your time of arrival, 2 o'clock, 17 02.10?</p> <p>18 A. I would say after about 10 or 15 minutes of arriving. 19 There were a lot of firefighters that were kind of 20 arriving at that particular pinch point. Because 21 obviously we'd made pumps 25, the message possibly 22 outside was to send everyone up to the bridgehead, which 23 everyone thought was on the 4th or 5th floor, so 24 everyone was heading up there and it just became rather 25 congested.</p> <p style="text-align: center;">Page 5</p>	<p>1 sounded, I arrived, it was dark, and the next thing 2 I know, I went outside and it was light. Any time 3 frames in between then, I was on autopilot, dealing with 4 just issue after issue. I had no concept of time.</p> <p>5 So, you know, I can only estimate. I can only 6 estimate.</p> <p>7 Q. What were the conditions in the stairs like so far as 8 the air was concerned?</p> <p>9 A. The air was -- by policy that we, you know, look to 10 apply, I would say that the stairwell wasn't 11 a breathable atmosphere. However, you could go up to -- 12 you did have vision, you could see, you could see quite 13 clearly up to about the 6th floor, but obviously there 14 was a very strong smell of fumes, so even though it 15 might look clear, it might not necessarily be clear. So 16 I think the decision not to take any action to get 17 nearer to the 6th without breathing apparatus would've 18 been the right one.</p> <p>19 So when we moved the bridgehead, or when Richard 20 moved the bridgehead back down onto the mezzanine level, 21 I think that was entirely appropriate because of the 22 hazards and risks in the stairwell to people without 23 breathing apparatus.</p> <p>24 Q. Did you look into any of the lobbies?</p> <p>25 A. Well, Richard was already in the lobby in one of the --</p> <p style="text-align: center;">Page 7</p>
<p>1 So when we were looking to move the bridgehead, one 2 of the tasks that group -- I keep referring to Group 3 Manager Welch, but he's a DAC now. I'm referring to 4 Group Manager Welch because that was obviously his rank 5 at that time. He asked me to go and have a look at what 6 the atmosphere was like up the stairwell to see how far 7 we could get people without breathing apparatus. 8 I think it was evident we were using a lot of air supply 9 to get up to the higher floors, and any kind of way that 10 we could limit that by using the safe air that we could, 11 we should look at that.</p> <p>12 I went up and had a quick look and, as I say, I got 13 as far as the 6th and thought, no, you need breathing 14 apparatus beyond this point, and then came back down. 15 That's at the point where the mayhem of that pinch point 16 needed addressing and I was given that task of kind of 17 being a doorman.</p> <p>18 Q. Can I just ask you one or two follow-up questions about 19 the conditions in the stairwell when you went up. 20 You've put the time at, you say, 10 or 15 minutes 21 after arriving, so would that be between 02.15 or so, or 22 02.20, 02.25, if you arrived at 02.00 or 02.10, as you 23 told us yesterday?</p> <p>24 A. It is extremely difficult for me to give you any times 25 because, as I said, as ridiculous as it might have</p> <p style="text-align: center;">Page 6</p>	<p>1 on the 4th or 5th floor. When I went up and had a quick 2 look where the lift shaft was, there was some space up 3 there, but it was quite -- you could see there was smoke 4 in those particular areas where the flat doors are.</p> <p>5 Q. About this time, are you sure that the bridgehead was 6 where you say it was or was the bridgehead on the 2nd or 7 perhaps by then the 3rd floor?</p> <p>8 A. The layout of the building isn't as clear as it looks, 9 in my opinion. So the small doorway at the top of the 10 mezzanine level, whatever the first flats through 11 a staircase -- well, whatever floor that was, that's 12 where -- I think it was Watch Manager Brown was working 13 there along with a lot of other firefighters.</p> <p>14 Now, whether that was the 4th, the 3rd -- I don't 15 think it was the 2nd, because the mezzanine floor 16 would've been -- you know, if you went in through that 17 top doorway, you would've been higher than the 2nd, 18 I think. So maybe it was the 3rd or 4th, but it was the 19 first floor where residents' flats were, whatever floor 20 that was.</p> <p>21 Q. Now, who did you understand to be giving crews their 22 briefs which reflected the FSG advice that was coming 23 in? Who was giving them their briefs, do you remember?</p> <p>24 A. No, I can't answer that question, because all I can do 25 is assume that it was Richard that was liaising with FSG</p> <p style="text-align: center;">Page 8</p>

<p>1 in order to brief staff to go up. It may have been the</p> <p>2 only other officer I know, who was Gareth Cook. It</p> <p>3 might have been him, but I don't know the correct answer</p> <p>4 to that question.</p> <p>5 Q. The crews being tasked by those organising the FSGs,</p> <p>6 were they on the ground floor or were they at the</p> <p>7 bridgehead when they were being tasked?</p> <p>8 A. Sorry, could you repeat that?</p> <p>9 Q. Were the crews being tasked by those organising FSGs on</p> <p>10 the ground floor or were they at the bridgehead?</p> <p>11 A. Now, again, the clearest memory I've got is probably</p> <p>12 slightly later in the incident, where the FSGs were</p> <p>13 being managed by Pete Wolfenden and crews were being</p> <p>14 briefed -- that was on the ground floor. So I'm aware</p> <p>15 of some actions that might have happened higher up,</p> <p>16 maybe on that top mezzanine deck, but I'm not exactly</p> <p>17 clear as to what was happening there.</p> <p>18 But I definitely know that, on the ground floor,</p> <p>19 Pete Wolfenden and Glynn Williams were managing and</p> <p>20 briefing crews from the ground-floor level using one of</p> <p>21 the upright walls to hang all of their paperwork and</p> <p>22 notes on.</p> <p>23 Q. Did you observe any crews actually being instructed to</p> <p>24 go to a particular floor at any time?</p> <p>25 A. Richard Welch was briefing crews to go up to certain</p> <p style="text-align: center;">Page 9</p>	<p>1 we had to move the bridgehead, move BA entry control,</p> <p>2 and start maybe getting some more organisation and</p> <p>3 command and control on the sheer, huge numbers of</p> <p>4 firefighters that were coming into the building that</p> <p>5 needed briefing, and also dealing with the people that</p> <p>6 were coming out that had vital information.</p> <p>7 So collecting information on one hand to use to</p> <p>8 brief other crews to go up was happening, and</p> <p>9 I witnessed Group Manager Welch doing that amongst all</p> <p>10 of the mayhem and -- yeah.</p> <p>11 Q. What was your actual brief at that time? In other</p> <p>12 words, when you first arrived at the bridgehead.</p> <p>13 A. Well, when I first arrived, like I said, it was very</p> <p>14 chaotic around Group Manager Welch, and sometimes it</p> <p>15 takes a few minutes to see what's going on and get</p> <p>16 a feel of what you can do to, you know, be effective as</p> <p>17 an officer arriving and helping in that moment.</p> <p>18 So, you know, at one point, for a few minutes,</p> <p>19 I stood back and watched what Group Manager Welch was</p> <p>20 doing and who he was briefing and getting a feel for</p> <p>21 what was happening. Of course, while that's happening,</p> <p>22 more and more firefighters are arriving that want to go</p> <p>23 up to the floors, the place is getting more congested,</p> <p>24 and I think the natural response of Group Manager Welch</p> <p>25 was to say, "Look, we need to stop this", and that's</p> <p style="text-align: center;">Page 11</p>
<p>1 floors, and I believe Pete Wolfenden or Glynn Williams,</p> <p>2 whoever was managing FSGs at that stage, were briefing</p> <p>3 crews to go up to the floors to deal with those FSGs</p> <p>4 that they had received.</p> <p>5 Q. Did you see or hear any of those briefings?</p> <p>6 A. No, because I'm on the mezzanine floor, which is two</p> <p>7 kind of floors up, looking down over the balcony at the</p> <p>8 crews below, who were at the FSG briefings that were</p> <p>9 below two floors. I wouldn't have heard the detail of</p> <p>10 the briefing.</p> <p>11 Q. Did you notice whether the crews were given pieces of</p> <p>12 paper?</p> <p>13 A. I can't honestly answer that. The only bits of paper</p> <p>14 I knew -- I recall later on Pat Goulbourne holding bits</p> <p>15 of paper that I think he got from the FSG team, but that</p> <p>16 was slightly later.</p> <p>17 Q. Do you recall any discussions, either between you and</p> <p>18 Group Manager Goulbourne or Pete Wolfenden or anybody</p> <p>19 else running the bridgehead, as to how to deploy the BA</p> <p>20 resources so as to maximise their impact and effect?</p> <p>21 A. Yes, later -- slightly later, when then Group Manager</p> <p>22 Goulbourne was in charge of the BA resources that were</p> <p>23 going up to the floors, I definitely witnessed detailed</p> <p>24 briefings then. Prior to that, you have to appreciate</p> <p>25 that we were in a transitional kind of situation, that</p> <p style="text-align: center;">Page 10</p>	<p>1 when I got the brief to go to the doorway that was at</p> <p>2 the top of the 2nd floor, the mezzanine level, and stop</p> <p>3 anyone coming in that didn't have a brief from him or</p> <p>4 a brief from FSG or weren't contributing to the IC's</p> <p>5 plan.</p> <p>6 If you can imagine, someone outside of the -- the</p> <p>7 resourcing that was going on outside of the building</p> <p>8 must have still thought that the bridgehead was on the</p> <p>9 5th or 2nd/3rd floor, and were briefing people to go up</p> <p>10 there. So there were lots of people arriving in</p> <p>11 breathing apparatus sets, not under air, just walking up</p> <p>12 the stairs to get in to want to help. Because, you</p> <p>13 know, the professional attitude of every single</p> <p>14 firefighter they saw that night, they just wanted to get</p> <p>15 in and do the best they could.</p> <p>16 So there comes a point as managers where we have to</p> <p>17 say, well, we all want to go in and do the best we can,</p> <p>18 but we need to do it in a controlled, managed way, and</p> <p>19 while that pinch point was happening at that top</p> <p>20 stairwell, it probably wasn't as effective as it</p> <p>21 could've been.</p> <p>22 So in order to stop that, Group Manager Welch gave</p> <p>23 me the job, like a door person on that door: don't let</p> <p>24 anyone through.</p> <p>25 Q. Did you at any time observe a watch manager,</p> <p style="text-align: center;">Page 12</p>

<p>1 particularly Watch Manager Watson, briefing BA crews on</p> <p>2 the mezzanine, in other words the balcony which</p> <p>3 overlooks the lobby?</p> <p>4 <b>A. If that was the watch manager that was in charge of BA</b></p> <p>5 <b>entry control, or --</b></p> <p>6 Q. No.</p> <p>7 <b>A. Then I'll be honest with you, without seeing a picture</b></p> <p>8 <b>of him, I don't know who Watch Manager Watson is. Me</b></p> <p>9 <b>and names aren't fantastic.</b></p> <p>10 Q. We'll see what we can do about that.</p> <p>11 <b>A. Thank you.</b></p> <p>12 Q. In the meantime, can I ask you about page 12. You say</p> <p>13 at the second paragraph on page 12, two-thirds of the</p> <p>14 way down that paragraph:</p> <p>15 "While managing the doorway to the stairs, I also</p> <p>16 created a pool of BA wearers on the landing level. When</p> <p>17 GM Welch needed people he would shout down 'I need 2 in</p> <p>18 BA' or 'I need 4 in BA', then I would let 4 in who would</p> <p>19 go up to be briefed."</p> <p>20 So, first of all, it looks from that as if their</p> <p>21 briefing would happen after you'd let them through and</p> <p>22 not before you'd let them through; is that right?</p> <p>23 <b>A. So the way that I've worded that probably doesn't take</b></p> <p>24 <b>a time constraint into -- that is what was happening.</b></p> <p>25 <b>I did hoard -- create the staging area for BA wearers.</b></p> <p style="text-align: center;">Page 13</p>	<p>1 <b>A. Well, I think you'd probably have to ask them that.</b></p> <p>2 <b>I can only assume.</b></p> <p>3 Q. You didn't have a discussion with him about it, did you?</p> <p>4 <b>A. No. No. I think I could hazard a guess, but it would</b></p> <p>5 <b>be better for you to hear it from them.</b></p> <p>6 Q. Don't guess.</p> <p>7 Did Group Manager Welch or latterly Goulbourne ever</p> <p>8 ask you to prioritise grouping or gathering EDBA wearers</p> <p>9 as opposed to SDBA wearers?</p> <p>10 <b>A. Well, there were two groups beside each other.</b></p> <p>11 Q. They lined up separately, did they?</p> <p>12 <b>A. Yes.</b></p> <p>13 Q. So you could just call off as you wanted?</p> <p>14 <b>A. It would be a group there, a group there, "I need four</b></p> <p>15 <b>of you and two of you", whatever it might be.</b></p> <p>16 Q. Going back in your statement to paragraph 11, you say in</p> <p>17 the third paragraph on that page, four lines up from the</p> <p>18 bottom, and this is back to communication from the</p> <p>19 balcony:</p> <p>20 "I spent quite a lot of time shouting at them from</p> <p>21 that balcony as I had to communicate with them on</p> <p>22 several occasions so I knew exactly what they were</p> <p>23 doing."</p> <p>24 The "they" there is Pete Wolfenden and he who we now</p> <p>25 know to be Glynn Williams.</p> <p style="text-align: center;">Page 15</p>
<p>1 <b>At one point it was on the 2nd-floor level, but then</b></p> <p>2 <b>that got quite congested, and as we were retreating</b></p> <p>3 <b>more, I took that kind of staging area down to the</b></p> <p>4 <b>ground floor.</b></p> <p>5 <b>So that kind of -- the way I worded that probably</b></p> <p>6 <b>isn't correct, in that initially it was on the same</b></p> <p>7 <b>floor, that top mezzanine floor. So when Group Manager</b></p> <p>8 <b>Welch needed someone, we're on the same level. The</b></p> <p>9 <b>staged area is behind me and I take the next four,</b></p> <p>10 <b>whether we wanted SDBA or EDBA, and then the next four</b></p> <p>11 <b>would go on and then we'd all kind of move up the</b></p> <p>12 <b>stairs.</b></p> <p>13 <b>Again, that started to be probably not that</b></p> <p>14 <b>effective, so we moved everything down to the ground</b></p> <p>15 <b>level, and that's where I could divide, then, the two</b></p> <p>16 <b>groups of BA wearers and non-BA wearers ready to kind of</b></p> <p>17 <b>resource whatever the needs were of the bridgehead.</b></p> <p>18 Q. You say in that last answer that you would take the next</p> <p>19 four whether we wanted SDBA or EDBA. Just focusing on</p> <p>20 that, who made the decision as to whether to call for</p> <p>21 EDBA wearers or SDBA wearers?</p> <p>22 <b>A. It was Group Manager Welch until Group Manager</b></p> <p>23 <b>Goulbourne took over that particular task.</b></p> <p>24 Q. Do you know how he came to his decision as to which to</p> <p>25 choose, EDBA or SDBA?</p> <p style="text-align: center;">Page 14</p>	<p>1 <b>A. Glynn Williams.</b></p> <p>2 Q. My question is: what were you communicating to them?</p> <p>3 <b>A. Finding out what floors they were committing to, because</b></p> <p>4 <b>I think -- again, the memory of what I would've shouted</b></p> <p>5 <b>down, other than one particular occasion, I don't</b></p> <p>6 <b>recall. But I know that they were sending people up to</b></p> <p>7 <b>a variety of floors and so was Richard. So it may have</b></p> <p>8 <b>been that Richard was asking me to find out what floor</b></p> <p>9 <b>they were committing to so that we didn't double attend</b></p> <p>10 <b>the same floor or room, say. Because we were getting</b></p> <p>11 <b>information back from the BA crews that were coming</b></p> <p>12 <b>down, and I think he was constantly trying to tie it up</b></p> <p>13 <b>so that we didn't overlap and to be as efficient as we</b></p> <p>14 <b>can.</b></p> <p>15 Q. So summarising it, it sounds as if -- tell me if this</p> <p>16 isn't right -- Pete Wolfenden and Glynn Williams were</p> <p>17 giving crews their briefings as to which floor to go to,</p> <p>18 you were finding out what those were, but leaving it</p> <p>19 ultimately to Group Managers Welch and then Goulbourne</p> <p>20 actually to make the final decision as to where to</p> <p>21 deploy them?</p> <p>22 <b>A. Yes.</b></p> <p>23 Q. Right.</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. Okay.</p> <p style="text-align: center;">Page 16</p>

<p>1 On pages 12 to 13 of your statement, you say, at the 2 bottom of 12 and the top of 13, that: 3 "GM Welch was getting information back that some 4 floors were so well alight that the probability of 5 anyone being alive was next to zero so he didn't want 6 crews going up there." 7 You go on to say: 8 "GM Welch told me that he wouldn't be sending the 9 crews he was managing above a certain floor as it was 10 too dangerous for our crews to be sent to the top 11 floors." 12 Then you go on to say two lines on from that: 13 "I don't know when he told me that or exactly what 14 floor it was but it was around the 15th floor." 15 Just a couple of questions about that. 16 First of all, did he tell you that in person? 17 <b>A. Yes.</b> 18 Q. Was it your understanding that he thought that there 19 were no active FSG calls from above that floor or those 20 floors? 21 <b>A. Again, I don't know the answer to that question. All 22 I know is that he had made the decision that the 23 15th floor -- above that was too dangerous, if it was 24 the 15th floor, to commit any more crews. Whether he 25 got that information from the crews that were coming</b></p> <p style="text-align: right;">Page 17</p>	<p>1 the 15th floor, they were still being committed to 2 floors above that level." 3 Do you remember when that took place during the 4 night? 5 <b>A. Again, timings for me are, you know ... It would've 6 been obviously prior to Pat Goulbourne taking over the 7 role of, you know, bridgehead staff, BA management. It 8 would've been possibly half an hour into the incident 9 from when I took up my role.</b> 10 Q. That's helpful. 11 Going on then to the next page, page 14 in your 12 statement, just picking that up further, you say, second 13 paragraph: 14 "From that point on, Pete WOLFEDON[sic] didn't send 15 any rescues to FSGs that were above a certain floor. He 16 wouldn't have sent any fire fighters above that level 17 and would have focused on where the most savable life 18 was, which was on the lower floors. That was the first 19 interaction that I had in swaying how things went at the 20 bridgehead. I don't remember how long I had been in 21 position for when this happened. It might have been 22 about 20 to 30 mins or an hour." 23 Is that the same time point that you just referred 24 to a moment ago in your answer saying about half 25 an hour?</p> <p style="text-align: right;">Page 19</p>
<p>1 back down and then using that to make his, you know -- 2 we kind of like to use the information of crews that are 3 coming down to brief crews that are going up, so if the 4 information was so risk critical that he felt we didn't 5 want to commit any more crews above that, then that was 6 what was relayed to me. 7 Whether we were acknowledging FSGs above that 8 particular floor, that would be a question for Group 9 Manager Welch, DAC Welch. 10 Q. Do you know from your knowledge -- yes or no -- whether 11 he checked the position about whether there were FSG 12 calls above, say, the 15th floor with the officers 13 managing the FSGs on CU7 or in the lobby? 14 <b>A. Again, he would have to answer that one. I don't know 15 what his communication links were with the FSG command 16 unit.</b> 17 Q. Okay. 18 <b>A. Again, I can hazard a guess. I'm pretty sure he did, 19 but I didn't witness that, so I can't answer that 20 question.</b> 21 Q. Would the same follow in checking with the control room? 22 <b>A. Correct, yes.</b> 23 Q. On page 13 of your statement, you say: 24 "I had to stop a BA crew going up, as despite GM 25 WELCH telling me that he didn't want anyone going above</p> <p style="text-align: right;">Page 18</p>	<p>1 <b>A. Yes, so previous to that paragraph, I think I've worded 2 it in a way that I've observed the FSG crews are going 3 above the 15th floor, I have already been briefed from 4 Group Manager Welch that he didn't want anyone going 5 above the 15th floor, it's too dangerous, so obviously 6 there may have been -- he hadn't got around to briefing 7 the FSG crews to that effect yet. So I had to take like 8 an immediate action to stop the crews from going up 9 there because it was too dangerous.</b> 10 Q. Do you recall a general withdrawal of the stay-put 11 advice being announced? 12 <b>A. No. I didn't have a command role at this incident, 13 I was there to support, so I wouldn't have been in the 14 information loop or the communication loop for that sort 15 of decision or that sort of information.</b> 16 Q. You say at the bottom of page 13 of your statement, just 17 going back to the question of communication, if I can, 18 in the last paragraph there, "It was a bit of an issue". 19 It should just show you the end of the paragraph before, 20 you say: 21 "I then told Pete WOLFEDON not to commit any crews 22 above the 15th floor. GM WELCH has told me he doesn't 23 want any crews above that level as it's too dangerous." 24 Again, first, is this the same -- 25 <b>A. Time.</b></p> <p style="text-align: right;">Page 20</p>

<p>1 Q. -- discussion?</p> <p>2 <b>A. Yes.</b></p> <p>3 Q. Time, fine. Then you say:</p> <p>4 "It was a bit of an issue for a while as Pete had</p> <p>5 a list of FSGs to manage, which are probably on 15th,</p> <p>6 16th, 17th and higher floors."</p> <p>7 You say "probably"; is that speculation on your part</p> <p>8 or did you know or have reason to say they were on those</p> <p>9 floors?</p> <p>10 <b>A. I'm not sure how to word the reply. It was kind of</b></p> <p>11 <b>obvious that he had.</b></p> <p>12 Q. Okay. Obvious from what?</p> <p>13 <b>A. From the fact that he still wanted to commit above the</b></p> <p>14 <b>15th floor, from the fact that all floors were, you</b></p> <p>15 <b>know, initially involved with FSG -- you know, the</b></p> <p>16 <b>actual detail of how many calls on each floor and where</b></p> <p>17 <b>we were of dealing with each one, you know, I wasn't</b></p> <p>18 <b>privy to that information. So I can say it's an</b></p> <p>19 <b>assumption that he wanted to go above the 15th floor.</b></p> <p>20 Q. I see.</p> <p>21 <b>A. Because he was so passionate when I stopped it.</b></p> <p>22 Q. I understand.</p> <p>23 You then say that Pete Wolfenden -- this is three</p> <p>24 lines up from the bottom:</p> <p>25 "... also had an issue with me stopping those crews</p> <p style="text-align: right;">Page 21</p>	<p>1 Welch was thinking wasn't communicated to the command</p> <p>2 unit, which wasn't fed to the FSG team. It wasn't</p> <p>3 flowing like you would expect it to."</p> <p>4 How would you expect the information to flow between</p> <p>5 group Welch and Station Manager Wolfenden?</p> <p>6 <b>A. Well, again, the environment was completely</b></p> <p>7 <b>unprecedented. We had more radio traffic, we had more</b></p> <p>8 <b>people, more work loads than we've ever experienced</b></p> <p>9 <b>before. Now, if we would go to one room alight in the</b></p> <p>10 <b>same building, then you would expect a really fluid</b></p> <p>11 <b>exchange of information between the incident commander,</b></p> <p>12 <b>the person working at the bridgehead and the FSG</b></p> <p>13 <b>command. It's all triangulated. The channel 2 that we</b></p> <p>14 <b>can implement for command and control -- sometimes even</b></p> <p>15 <b>channel 1 on the radios is quiet enough for us to be</b></p> <p>16 <b>able to communicate effectively from a command and</b></p> <p>17 <b>control perspective.</b></p> <p>18 On that night, there was so much radio traffic, you</p> <p>19 know, it wasn't as easy as it could've been.</p> <p>20 Q. Was that affecting the search and rescue process, did</p> <p>21 you think at the time?</p> <p>22 <b>A. No, because the search and rescue process was about</b></p> <p>23 <b>getting as many people up to the floors as we can as</b></p> <p>24 <b>quickly as possible. Now, we had the right amount of</b></p> <p>25 <b>resources there. You know, the staging area was always</b></p> <p style="text-align: right;">Page 23</p>
<p>1 going up to those floors."</p> <p>2 What did he say to you, do you remember?</p> <p>3 <b>A. Well, he just wanted to enquire why I was stopping</b></p> <p>4 <b>people. Obviously in a support role, you're not in</b></p> <p>5 <b>a command decision-making position, so with I suppose</b></p> <p>6 <b>the emotions of the night, the attitude of every single</b></p> <p>7 <b>person that wanted to get into the incident and get up</b></p> <p>8 <b>and save life, to suddenly kind of say, "Well, no, we're</b></p> <p>9 <b>not going to do that", is going to be a very emotional</b></p> <p>10 <b>decision. I could see that Pete was so kind of</b></p> <p>11 <b>dedicated in what he wanted to do, to get people up to</b></p> <p>12 <b>start rescuing people, and wasn't aware that Group</b></p> <p>13 <b>Manager Welch didn't want anyone to go above the 15th.</b></p> <p>14 It was very obvious that there was an issue and we,</p> <p>15 you know, exchanged words for a few moments, and then,</p> <p>16 again, it was obvious that the only way that we were</p> <p>17 going to resolve this in a quick and efficient way was</p> <p>18 for me to advise Pete to go and speak to Group Manager</p> <p>19 Welch, which he did, and that was a matter of seconds,</p> <p>20 maybe a minute. When he came back, everything was clear</p> <p>21 and we moved forward.</p> <p>22 Q. Going back to where we were at the second line of the</p> <p>23 last paragraph on page 13, you say:</p> <p>24 "He's been tasked to do that by the FSG Command Unit</p> <p>25 yet communication was so difficult that whatever GM</p> <p style="text-align: right;">Page 22</p>	<p>1 kept up to -- I must have had about 20 to 30</p> <p>2 firefighters waiting to get in. We had guys that we</p> <p>3 were committing to the -- teams that were committed to</p> <p>4 the floors that we knew were safe enough to commit to,</p> <p>5 and we were doing the best that we could to effect as</p> <p>6 many rescues as we could using the resources that we</p> <p>7 had.</p> <p>8 The communication of it was very simple, very brief,</p> <p>9 and I think was the best that we could do under those</p> <p>10 circumstances.</p> <p>11 Q. Did you yourself consider the need to report Group</p> <p>12 Manager Welch's decision about not committing BA crews</p> <p>13 above the 15th floor in response to FSG calls back to</p> <p>14 the command unit, which by that stage was CU7?</p> <p>15 <b>A. That's not my role to do that.</b></p> <p>16 Q. Were you actually in the command structure yourself?</p> <p>17 <b>A. As I said earlier, I was there as support to the</b></p> <p>18 <b>bridgehead. I wasn't in a command role.</b></p> <p>19 Q. Did you think at the time, even though you weren't in</p> <p>20 the command structure, that that decision should have</p> <p>21 been communicated back to CU7?</p> <p>22 <b>A. It would be normal, if we had good lines of</b></p> <p>23 <b>communication and were working under the normal</b></p> <p>24 <b>conditions, that would naturally happen.</b></p> <p>25 Q. Can I ask you to look at page 15 of your statement, in</p> <p style="text-align: right;">Page 24</p>

<p>1 the middle paragraph there, where you say at the start:</p> <p>2 "Around the time that the bridgehead was being moved</p> <p>3 down, another Group Manager, GM Pat GOLDBOURNE[sic],</p> <p>4 then arrived. It was quite comforting to see someone</p> <p>5 I know turn up and knowing how they perform."</p> <p>6 You go on to say -- I'm summarising it -- that he</p> <p>7 was given a brief by Group Manager Welch, and you go on</p> <p>8 to describe it as:</p> <p>9 "... to assess each floor and then start committing</p> <p>10 crews to each floor, which is probably what we should</p> <p>11 have been doing for the last hour."</p> <p>12 Do you see that?</p> <p>13 <b>A. Yes.</b></p> <p>14 <b>Q.</b> Was that right, that Group Manager Welch briefed Group</p> <p>15 Manager Goulbourne?</p> <p>16 <b>A. I mean, when Pat Goulbourne arrived, we work under span</b></p> <p>17 <b>of control of five things, you know, you can manage</b></p> <p>18 <b>quite comfortably. Group Manager Welch had -- well,</b></p> <p>19 <b>probably in excess of 20, 30 things to manage. So when</b></p> <p>20 <b>Group Manager Goulbourne arrived and could take over</b></p> <p>21 <b>a large section of Group Manager Welch's work, which is</b></p> <p>22 <b>normal practice for us, it became easier and more</b></p> <p>23 <b>focused.</b></p> <p>24 <b>The problem is that I didn't have all the</b></p> <p>25 <b>information from Group Manager Welch about everything</b></p> <p style="text-align: center;">Page 25</p>	<p>1 <b>So Group Manager Goulbourne would've been liaising</b></p> <p>2 <b>with the FSG team, would've been liaising with any</b></p> <p>3 <b>source of information he could get before committing</b></p> <p>4 <b>crews then to the floors in order to prioritise them.</b></p> <p>5 <b>We both kind of agreed that we should work from the most</b></p> <p>6 <b>dangerous point in that building where we can't go</b></p> <p>7 <b>beyond. We should start from there and work backwards.</b></p> <p>8 <b>Q.</b> Just focusing on my question a little bit more perhaps,</p> <p>9 when you say "needed to assess each floor and then start</p> <p>10 committing crews to each floor", do you mean by that</p> <p>11 that you would take information from crews that had been</p> <p>12 in the building and were arriving back at the</p> <p>13 bridgehead --</p> <p>14 <b>A. Yes.</b></p> <p>15 <b>Q.</b> -- and use that as the basis of your assessment as to</p> <p>16 where to send people next?</p> <p>17 <b>A. Maybe not a basis, but a contributing factor.</b></p> <p>18 <b>Q.</b> A contributing factor?</p> <p>19 <b>A. Yes.</b></p> <p>20 <b>Q.</b> You say "which is probably what we should have been</p> <p>21 doing for the last hour". Was it your view at the time</p> <p>22 that there was inadequate assessment of information</p> <p>23 coming from crews arriving back at the bridgehead?</p> <p>24 <b>A. No. As I said earlier, I wasn't aware of the detail of</b></p> <p>25 <b>what Group Manager Welch was doing. He may well have</b></p> <p style="text-align: center;">Page 27</p>
<p>1 that was going on that he was doing because I didn't</p> <p>2 need to know that. So when I say we should've been</p> <p>3 doing that from the start, we may well have been doing</p> <p>4 that from the start, but it wasn't the bit of detail</p> <p>5 that Group Manager Welch had given me.</p> <p>6 So he may well have been committing to each floor</p> <p>7 and he may well have just handed that over to</p> <p>8 Pat Goulbourne, but the actual information and the</p> <p>9 detail wasn't shared with me.</p> <p>10 When Group Manager Goulbourne arrives, I'm involved,</p> <p>11 I can hear the briefing and Group Manager Goulbourne</p> <p>12 gave me quite a detailed thing that he wanted, and from</p> <p>13 that point on we went on in a more focused way.</p> <p>14 <b>Q.</b> I see.</p> <p>15 When you say in your statement that you needed to</p> <p>16 assess each floor and then start committing crews to</p> <p>17 each floor, what exercise was involved in that, in that</p> <p>18 assessment --</p> <p>19 <b>A. Well, that --</b></p> <p>20 <b>Q.</b> -- which wasn't happening before?</p> <p>21 <b>A. Well, it might have been happening before, that's my</b></p> <p>22 <b>point. So crews coming down, getting information from</b></p> <p>23 <b>the BA crews that are coming down, getting as much</b></p> <p>24 <b>information as we can from the sources that we have,</b></p> <p>25 <b>that's what we do to make decisions to go forward.</b></p> <p style="text-align: center;">Page 26</p>	<p>1 been doing that and then getting exactly the same</p> <p>2 information from the crews coming down that Group</p> <p>3 Manager Goulbourne was getting.</p> <p>4 <b>Q.</b> That's why I ask you, why do you say "which is probably</p> <p>5 what we should have been doing for the last hour"?</p> <p>6 <b>A. It's probably poorly written by me.</b></p> <p>7 <b>Q.</b> Because the suggestion there is that this was a change</p> <p>8 and that there hadn't been enough assessment before.</p> <p>9 <b>A. The change is that Group Manager Welch didn't --</b></p> <p>10 <b>I wasn't aware of how he was doing what he was doing,</b></p> <p>11 <b>because I didn't need to know at that particular time.</b></p> <p>12 <b>When Group Manager Goulbourne came along, I was involved</b></p> <p>13 <b>and knew the detail of how he was going to move from</b></p> <p>14 <b>that point forward. So what I've written there doesn't</b></p> <p>15 <b>really reflect -- doesn't describe well what</b></p> <p>16 <b>I experienced.</b></p> <p>17 <b>Q.</b> Just moving ahead, on page 16 of your statement, in the</p> <p>18 middle paragraph, or third paragraph down, you say at</p> <p>19 the start:</p> <p>20 "GM Goldbourne asked me to get two pools of BA</p> <p>21 wearers together."</p> <p>22 My question is: is that something that happened only</p> <p>23 once he arrived or had there been two pools or two</p> <p>24 parallel lines, as I think you described earlier, before</p> <p>25 Group Manager Goulbourne's arrival?</p> <p style="text-align: center;">Page 28</p>

<p>1 <b>A. The thing is, initially there weren't as many EDBA</b>  2 <b>wearers as there were later on in the incident. So</b>  3 <b>there would've been -- each particular BA wearer has got</b>  4 <b>a different colour cover on their breathing apparatus,</b>  5 <b>so there would've been some orange, and standard BA</b>  6 <b>would've been a different colour and would've been</b>  7 <b>probably a lot more of them. Because we needed the EDBA</b>  8 <b>wearers to go up to the more further points of the</b>  9 <b>building, it was just that we didn't have as many as we</b>  10 <b>wanted initially.</b></p> <p>11 When they started arriving, I was then able to make  12 dedicated, separate pools, rather than just a corridor  13 with a few different colours.</p> <p>14 Q. Just on these pools, first of all, was this creation of  15 these separate pools before or after the bridgehead had  16 moved down to the ground floor, do you remember?</p> <p>17 <b>A. I was pooling the teams before we moved down to the</b>  18 <b>ground floor, yes.</b></p> <p>19 Q. You started before you moved down?</p> <p>20 <b>A. Yes.</b></p> <p>21 Q. Did that continue after you moved down to the --</p> <p>22 <b>A. Yes.</b></p> <p>23 Q. If I can ask you to look at your contemporaneous notes  24 and go to page 2, in answer to question 13, "What did  25 you actually do?", you say:</p> <p style="text-align: right;">Page 29</p>	<p>1 "When GM Goulbourne requested a team I would  2 despatch the required number and BA type to the ECO  3 ready for briefing."</p> <p>4 Going back to the point we were on earlier on, that  5 briefing I think was, you said earlier, being done  6 actually by Glynn Williams and Pete Wolfenden, and then  7 by Group Manager Welch or later Goulbourne as opposed to  8 the entry control.</p> <p>9 <b>A. So FSG rescues would've been briefed by Wolfenden and</b>  10 <b>Williams, and crews that were going up dealing with</b>  11 <b>a more systematic approach of checking each floor and</b>  12 <b>making sure that each floor was systematically searched</b>  13 <b>would've been conducted by Group Manager Welch, which</b>  14 <b>then was taken over by Group Manager Goulbourne. The BA</b>  15 <b>entry control officer would've been briefed as to some</b>  16 <b>of the detail of how we achieve that.</b></p> <p>17 Now, again, you'd have to speak to Group Manager  18 Goulbourne and Welch to see what they were advising the  19 BA entry control officer, how to detail them. Again,  20 I can hazard a rough guess what they might have said --</p> <p>21 Q. But I think the point I get out of this -- is this  22 right? -- is that the briefing was also contributed to  23 by the entry control officer?</p> <p>24 <b>A. Yes, it's a team thing on the bridgehead. You know,</b>  25 <b>there's separate jobs that we are all involved in</b></p> <p style="text-align: right;">Page 31</p>
<p>1 "I created two pools of BA wearers -- EDBA and SDBA --  2 I ensured I had a healthy number maintained in each pool  3 and liaised with SM Walton in order to maintain  4 numbers."</p> <p>5 You said just now that at the beginning there  6 weren't as many EDBA wearers as there were later on.</p> <p>7 Did you always have a healthy number in each pool or  8 at the start were there not enough EDBA wearers?</p> <p>9 <b>A. I don't recall searching around for EDBA wearers. There</b>  10 <b>was always enough to commit. But to be really kind of,</b>  11 <b>I suppose, comfortable, you always want to have a lot</b>  12 <b>more resources standing by than you actually need, and</b>  13 <b>that was a position I wanted to get to.</b></p> <p>14 So, yes, I never had to say to Group Manager Welch  15 or Goulbourne, "We haven't got those crews", there was  16 always enough resources, but a more comfortable position  17 to be in is to have a lot more ready and available.</p> <p>18 So one of my tasks that I was given was to estimate  19 how many we'd been using up to that point, in the last  20 I think it was 30 minutes I might have done, how many  21 we're using so we can estimate how many we're going to  22 need going forward, and using those rough figures make  23 sure that I had enough reserve to support that.</p> <p>24 Q. Continuing with this text in your contemporaneous note  25 you say:</p> <p style="text-align: right;">Page 30</p>	<p>1 <b>supporting and controlling and maintaining the safety of</b>  2 <b>all the staff that get entered in BA. So we all had</b>  3 <b>a little bit to play in committing a crew up to an upper</b>  4 <b>floor.</b></p> <p>5 <b>But the overall responsibility and direction, the</b>  6 <b>kind of strategy of how we were going to do it, would've</b>  7 <b>been done by the bridgehead commander, which is Welch at</b>  8 <b>one point and then delegated to Goulbourne for the</b>  9 <b>latter part.</b></p> <p>10 Q. You say in the same paragraph there that you liaised  11 with Station Manager Walton in order to maintain  12 numbers, that's numbers of EDBA wearers.</p> <p>13 <b>A. Yes.</b></p> <p>14 Q. How did you communicate with Station Manager Walton?</p> <p>15 <b>A. By radio until -- there were points where the radio</b>  16 <b>traffic was too busy. Because he was regularly coming</b>  17 <b>into the foyer to check what my needs were, I was able</b>  18 <b>to use both, radio and face-to-face, giving him</b>  19 <b>a request about what I needed.</b></p> <p>20 It wasn't just BA wearers; it was all bits of  21 equipment that I needed. I would ask him to get it and  22 then he would go outside and arrange that and have it  23 brought in. Whether it was people, equipment, that was  24 what he was doing. Kind of a support role to me as well  25 as everyone else that was asking him to do things.</p> <p style="text-align: right;">Page 32</p>



<p>1 Q. Did you experience any communication difficulties by 2 radio with Station Manager Walton?</p> <p>3 <b>A. Only -- nothing that affected what we were doing. So if 4 I couldn't get through to him, it was only a matter of 5 a minute or so before he was back in the foyer anyway 6 and I could speak to him face-to-face.</b></p> <p>7 Q. Was there a time when you ever became aware that there 8 were or might have been long queues of EDBA wearers who 9 had unplugged their sets from their vehicles but were 10 waiting for deployment for some time?</p> <p>11 <b>A. So in the staging area for my EDBA wearers, I made the 12 lift shaft on the ground floor -- I put everyone in 13 there, so I knew where they were. When I need them, 14 I would come and request another four, another two. So 15 I used the lift entry on the ground floor as my staging 16 area.</b></p> <p>17 <b>I believe outside there were also more EDBA wearers 18 waiting to come in and top up my staging area, which 19 Station Manager Walton would've been helping me with, 20 with maintaining a really healthy amount of resources, 21 ready to commit to the upper floors.</b></p> <p>22 Q. On page 19 of your statement, just moving to a different 23 topic, if I can, you say in the fourth paragraph that 24 you went out to do a 360 of the building -- I'm 25 summarising what you say there -- and update Group</p> <p style="text-align: right;">Page 33</p>	<p>1 <b>many people needed to talk to each other.</b></p> <p>2 <b>Group Manager Goulbourne might have been on 3 channel 2, but I'm not aware of that. He may have had 4 a really good communication link, but I just wasn't 5 aware of that.</b></p> <p>6 <b>So to get me to go around and do the 360, it just 7 felt like we would -- because we were so committed and 8 passionate and knowing what we wanted to do to get as 9 many people in as we could, rather than relying on 10 an external opinion, because that opinion would only be 11 one-dimensional, what you could see from the outside, it 12 would be better for me to go and get that opinion.</b></p> <p>13 <b>So I did a very quick 360, looked at the fire 14 damage, came back in with I suppose some supporting 15 information for Pat to decide what he wanted to do from 16 that point onwards.</b></p> <p>17 Q. When you say "command structure", I think from that last 18 answer you mean the command unit?</p> <p>19 <b>A. Yes.</b></p> <p>20 Q. Which command unit? Would that be the FSG command unit 21 or the incident command unit?</p> <p>22 <b>A. The incident command unit.</b></p> <p>23 Q. Who at that time, when you decided to do the 360 for 24 these reasons, was running the incident command unit, do 25 you remember?</p> <p style="text-align: right;">Page 35</p>
<p>1 Manager Goulbourne as to what you've seen and to 2 continue with the resource management exercise.</p> <p>3 Did you brief Group Manager Goulbourne as a result 4 of what you found?</p> <p>5 <b>A. Yes.</b></p> <p>6 Q. What did you tell him?</p> <p>7 <b>A. Again, the exact detail, I don't remember. But the 8 rough message was: carry on with what we're doing, 9 because it's still evident from outside the building 10 that fire hasn't taken over the whole of the floors 11 below the 15th.</b></p> <p>12 Q. Now, in that paragraph, which, as I say, is the fourth 13 one on page 19, you say:</p> <p>14 "We decided together that I should do this [that's 15 the 360], as we thought it would be beneficial due to 16 the poor communication link with the command structure."</p> <p>17 Can I just ask you about what you mean by "poor 18 communication link with the command structure"? Could 19 you just elaborate?</p> <p>20 <b>A. Again, I think the actual -- what communication was 21 going on between Group Manager Goulbourne and the 22 command unit, he would be better placed to answer that. 23 My impression was that -- bearing in mind I'm tuned into 24 channel 1, which was a very busy channel which wouldn't 25 really have supported effective communication because so</b></p> <p style="text-align: right;">Page 34</p>	<p>1 <b>A. No, the factual answer is no, but I'm pretty sure it was 2 AC Roe by then.</b></p> <p>3 Q. You say in the same paragraph, just continuing:</p> <p>4 "We were doing the best we could but we were not 5 getting anything back about whether what we were doing 6 was a good job, whether to carry on as we were doing or 7 not. On two occasions I returned and said 'yes it's 8 good, carry on.'"</p> <p>9 First of all, getting anything back, again, would 10 that be feedback from AC Roe in the command unit, is 11 that what you're talking about?</p> <p>12 <b>A. Yeah, general feedback from -- I mean, we had an ORT -- 13 I mean, this is at a particular phase of the incident, 14 and later on we get some good information because more 15 officers are there, more officers have arrived and we're 16 getting more opinions and more structure is starting to 17 kind of evolve around the incident.</b></p> <p>18 <b>So I'm talking about probably a window whereby we 19 weren't getting every bit of information that we would 20 probably have liked, but that did improve as the 21 incident went on.</b></p> <p>22 Q. When you say:</p> <p>23 "On two occasions I returned and said 'yes it's 24 good, carry on.'"</p> <p>25 Does that mean you went to the command unit?</p> <p style="text-align: right;">Page 36</p>

<p>1 <b>A. No. No, I went and did a 360 to get a better picture</b>  2 <b>about the fire and the fire damage and the fire -- you</b>  3 <b>know, what was alight, what wasn't alight.</b>  4 Q. So in general terms, were you satisfied that AC Roe knew  5 what was going on at the bridgehead in terms of  6 deployment, or did you think that he might think there  7 were gaps in his information?  8 <b>A. Again, you'd have to speak to Group Manager Goulbourne</b>  9 <b>about what information AC Roe had, because I'm not</b>  10 <b>involved in that chain of command or that chain of</b>  11 <b>communication.</b>  12 Q. On the next page, page 20, you say that -- I'm  13 summarising -- after doing one of the 360s and seeing  14 the top ten floors being 100 per cent engulfed in flame  15 and the sun was starting to come up, this is a quarter  16 of the way down that page.  17 You say, going on:  18 "I told GM GOLDBOURNE about what I had seen and  19 advised him not to commit any more crews to these  20 floors. I said that if the fire hasn't got the people  21 up there, the heat's got them, and if the heat hasn't  22 got them, with the fumes there wouldn't be no oxygen up  23 there."  24 Now, how did you make that assessment? Was it  25 simply just by looking?</p> <p style="text-align: center;">Page 37</p>	<p>1 not to commit crews above the 10th floor?  2 <b>A. From what I recall, yes.</b>  3 Q. Yes.  4 <b>A. Yes.</b>  5 Q. You say the sun was starting to come up now. Would that  6 be about the time that decision was made?  7 <b>A. Yes, because when I went out and did that 360, I noticed</b>  8 <b>that it was slightly brighter than my previous one, so</b>  9 <b>that kind of let me know that the sun was imminent, so</b>  10 <b>it may have been about 4 o'clock.</b>  11 Q. Final set of questions.  12 On page 30 of your statement, you tell us that there  13 were difficulties with the communications. If I can  14 just show you the second main paragraph on that page.  15 Well, actually I'll show you the first paragraph first  16 of all:  17 "There were communications issues at Grenfell  18 because of the sheer amount of people that needed to  19 talk to each other."  20 You go on and explain that.  21 Then in the next paragraph you say, in the third  22 line:  23 "There may have been some signal problems on the  24 night as we set up the repeaters. These are a special  25 bit of kit on the fire and rescue unit that helps to you</p> <p style="text-align: center;">Page 39</p>
<p>1 <b>A. Yes.</b>  2 Q. Was a decision made by Group Manager Goulbourne as  3 a result of that, as a result of --  4 <b>A. I believe so. When I did that 360, what I saw was</b>  5 <b>flames at every single window on the top ten floors.</b>  6 <b>I saw a situation that I didn't think was compatible</b>  7 <b>with life, and because of that, and because of the</b>  8 <b>information that we were getting back from the crews</b>  9 <b>that were going up there, together with the fact that we</b>  10 <b>asked to -- I think Pat got in contact with FSG or even</b>  11 <b>Merton control to see if we were still communicating</b>  12 <b>with anyone above the 15th floor, and when you put those</b>  13 <b>three things together, that's what made us, or made Pat</b>  14 <b>and myself agree that going above -- going to the top</b>  15 <b>ten floors was not safe, because we've got</b>  16 <b>a responsibility to our staff as well, to ensure their</b>  17 <b>safety. So that was one of the difficult decisions that</b>  18 <b>we had to make that night.</b>  19 Q. Was a decision made as a result of what you saw not to  20 commit any crews above the 10th floor?  21 <b>A. Not purely on just what I saw, it was those three</b>  22 <b>factors. We agreed before I went out that --</b>  23 Q. I'm sorry, you're quite right. I'll interrupt you and  24 just put the question again.  25 Was a decision made on those three factors actually</p> <p style="text-align: center;">Page 38</p>	<p>1 take the strength of the radio signal further into the  2 incident. We had those placed at certain places around  3 the incident but whether it helped or not I don't know.  4 I don't know who set these up, I must have been involved  5 as I remembered the crews carrying them."  6 You go on.  7 Now, just a few questions about that.  8 First of all, when you talk about signal problems,  9 can you tell us what type of signal problems you  10 encountered?  11 <b>A. I didn't encounter signal problems, but the BA</b>  12 <b>communications, the BA entry control and the officer</b>  13 <b>that was communicating with the crews that were going up</b>  14 <b>to the floors may have.</b>  15 <b>My only contribution to that was to suggest that we</b>  16 <b>get the repeaters set up because, as I said earlier, I'd</b>  17 <b>been to the Shepherd's Bush fire where communication was</b>  18 <b>quite difficult, so it just seemed right to get the</b>  19 <b>repeaters set up.</b>  20 <b>So, again, I asked Andy Walton to get me some</b>  21 <b>repeaters and then briefed one of the EDBA crews to go</b>  22 <b>up and put them in the appropriate positions.</b>  23 Q. Apart from the volume or sheer amount of people that  24 needed to talk, as you put it, were there any other  25 signal problems that you knew about?</p> <p style="text-align: center;">Page 40</p>

<p>1 <b>A. Not that I'm aware of.</b></p> <p>2 Q. What were the repeaters that you described?</p> <p>3 <b>A. They just allow our communications to extend beyond what</b></p> <p>4 <b>they currently might be. So if you wanted -- let's say</b></p> <p>5 <b>you were in a concrete box and you wanted to speak to</b></p> <p>6 <b>someone that was around one of the corners, if you put</b></p> <p>7 <b>a repeater on that corner then it will carry on your</b></p> <p>8 <b>signal and carry on the strength of your signal so that</b></p> <p>9 <b>you have better communication, it's clear and not broken</b></p> <p>10 <b>up.</b></p> <p>11 Q. Do you remember where those repeaters were set up in the</p> <p>12 building?</p> <p>13 <b>A. Exactly where, no, but I would've briefed the crew where</b></p> <p>14 <b>they were best being placed and it would've been --</b></p> <p>15 <b>yeah, you know, it would've been so that they were</b></p> <p>16 <b>effective in communicating to all of the floors where we</b></p> <p>17 <b>were still committing crews to.</b></p> <p>18 Q. Yes. Thank you.</p> <p>19 If you just give me one second.</p> <p>20 (Pause)</p> <p>21 On page 19 of your statement, if I can just ask you</p> <p>22 to go back to it, you say in the first paragraph:</p> <p>23 "The lifts weren't being used anymore so this</p> <p>24 created a big space outside them for me to use as a</p> <p>25 holding area to put firefighters, which I filled up with</p> <p style="text-align: center;">Page 41</p>	<p>1 lift was a firefighting lift, in the strict sense, or</p> <p>2 a fireman's lift or had no firefighting functionality?</p> <p>3 What assumptions are you making?</p> <p>4 <b>A. A fire lift, yeah.</b></p> <p>5 Q. A fire lift?</p> <p>6 <b>A. Which we staff with a firefighter who runs up and down</b></p> <p>7 <b>the lift to the bridgehead. So if the bridgehead's</b></p> <p>8 <b>moved down to the lower floors because it's, you know --</b></p> <p>9 <b>we're on the ground floor anyway, then it would suggest</b></p> <p>10 <b>that it was too smoky above there to use the fire lift.</b></p> <p>11 Q. So you're saying, are you -- just summarising what</p> <p>12 I think your evidence is -- if these lifts had been</p> <p>13 functioning as firefighting lifts, they couldn't have</p> <p>14 been used safely anyway?</p> <p>15 <b>A. Yes. It was an old-style building. I wasn't aware if</b></p> <p>16 <b>it was an old-style fire lift or whether it was</b></p> <p>17 <b>a firefighting compartment or a newer style fire lift.</b></p> <p>18 <b>I wasn't aware of that detail. I'm just assuming it was</b></p> <p>19 <b>too smoky and that's why we didn't use it, or it was</b></p> <p>20 <b>defective.</b></p> <p>21 Q. Just to press the question once more, even if it had</p> <p>22 been a functioning firefighter lift up to the mark --</p> <p>23 let's assume that -- are you saying that it couldn't</p> <p>24 have been used safely anyway?</p> <p>25 <b>A. If it's smoky, yeah, you can't use it.</b></p> <p style="text-align: center;">Page 43</p>
<p>1 EDBA wearers."</p> <p>2 You described that a little bit more in your</p> <p>3 evidence this morning.</p> <p>4 Just focusing on the use of the lifts, you go on to</p> <p>5 say in the next paragraph:</p> <p>6 "I don't know why we weren't using the lifts. In a</p> <p>7 high rise block you will have one lift designated as a</p> <p>8 fire lift."</p> <p>9 Then you go on to describe what that is, and in the</p> <p>10 last sentence, you say:</p> <p>11 "I think I was under the impression that it wasn't</p> <p>12 working or broken as it wasn't being used It might have</p> <p>13 been fine."</p> <p>14 Did you ask anybody about whether the lifts were</p> <p>15 capable of being used?</p> <p>16 <b>A. Well, again, in hindsight, we wouldn't have used the</b></p> <p>17 <b>lift because of the smoke that was in the whole of the</b></p> <p>18 <b>building. So you couldn't use that lift in a safe</b></p> <p>19 <b>manner, so whether the decision to not use the lifts was</b></p> <p>20 <b>taken earlier on because of the smoke encroachment that</b></p> <p>21 <b>would've been in the lift shaft -- yeah, I mean, that's</b></p> <p>22 <b>one piece of information that I didn't have that night</b></p> <p>23 <b>which other officers may well have.</b></p> <p>24 Q. When you say you couldn't use that lift in a safe</p> <p>25 manner, are you making any assumptions about whether the</p> <p style="text-align: center;">Page 42</p>	<p>1 MR MILLETT: Right, thank you.</p> <p>2 Mr Myatt, thank you very much. You'll be glad to</p> <p>3 hear that I've come to the end of my questions, and</p> <p>4 I just want to say thank you very much for your patience</p> <p>5 in answering them and for your contribution to our</p> <p>6 investigations. Thank you very much.</p> <p>7 SIR MARTIN MOORE-BICK: Mr Millett, it's obviously going to</p> <p>8 be convenient to have a short break at this point.</p> <p>9 MR MILLETT: Yes.</p> <p>10 SIR MARTIN MOORE-BICK: Do you need me to ask Mr Myatt to</p> <p>11 come back --</p> <p>12 MR MILLETT: No.</p> <p>13 SIR MARTIN MOORE-BICK: -- in case there are further</p> <p>14 questions?</p> <p>15 MR MILLETT: Mr Chairman, I don't believe I do. But perhaps</p> <p>16 the right way of approaching this, rather than invite</p> <p>17 anything, is not to release Mr Myatt formally, but to</p> <p>18 let him go out of the room and not have him come back</p> <p>19 when we do resume and a message can be got to him.</p> <p>20 SIR MARTIN MOORE-BICK: Yes.</p> <p>21 Well, Mr Myatt, I think the upshot of all that is</p> <p>22 you probably have finished giving us all the evidence</p> <p>23 that you can and for which we are of course very</p> <p>24 grateful. It will be very helpful to us.</p> <p>25 We're going to have a break now anyway. Can I ask</p> <p style="text-align: center;">Page 44</p>

<p>1 you, please, not to leave the witness room until you get</p> <p>2 a message from the usher saying that you are certainly</p> <p>3 free to go. It's just possible that something may arise</p> <p>4 on which we might need you further for. All right?</p> <p>5 THE WITNESS: Yes.</p> <p>6 SIR MARTIN MOORE-BICK: Thank you very much for coming.</p> <p>7 (The witness withdrew)</p> <p>8 SIR MARTIN MOORE-BICK: Now, we need a brief break for</p> <p>9 a changeover time, don't we?</p> <p>10 MR MILLETT: Changeover time for witness, changeover time</p> <p>11 for counsel.</p> <p>12 SIR MARTIN MOORE-BICK: Would 10.40 be all right? Does that</p> <p>13 give us enough time?</p> <p>14 MR MILLETT: I believe it would, thank you.</p> <p>15 SIR MARTIN MOORE-BICK: Thank you very much.</p> <p>16 Well, I will rise until 10.40.</p> <p>17 (10.35 am)</p> <p>18 (A short break)</p> <p>19 (10.40 am)</p> <p>20 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>21 Now, we're going to have the next witness, are we?</p> <p>22 MR KINNIER: Yes.</p> <p>23 First of all, I should confirm that Mr Myatt is free</p> <p>24 to go. There were no further questions.</p> <p>25 SIR MARTIN MOORE-BICK: Thank you very much.</p> <p style="text-align: center;">Page 45</p>	<p>1 Q. Do you confirm their contents are true?</p> <p>2 <b>A. Yes.</b></p> <p>3 Q. You're content for those documents to stand as your</p> <p>4 evidence to the inquiry?</p> <p>5 <b>A. I am.</b></p> <p>6 Q. Thank you.</p> <p>7 Mr Moore, before we start, if at any time you need</p> <p>8 a break, please say so. That's not a problem.</p> <p>9 <b>A. Thank you.</b></p> <p>10 Q. Secondly, if I put a question to you that's unclear,</p> <p>11 please say that's unclear and I'll do my best to make it</p> <p>12 clear.</p> <p>13 <b>A. Thank you.</b></p> <p>14 Q. Now, very helpfully you've provided a statement.</p> <p>15 I don't intend to go through all of it with you. The</p> <p>16 particular point I'm concerned to discuss with you today</p> <p>17 is FSGs and your role in the handling of FSGs.</p> <p>18 Now, if I can just establish some basic details</p> <p>19 before we start.</p> <p>20 First of all, you joined the LFB in 1987; is that</p> <p>21 right?</p> <p>22 <b>A. Yes.</b></p> <p>23 Q. You're recently retired?</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. So, in total, you had 30 years' service or so?</p> <p style="text-align: center;">Page 47</p>
<p>1 MR KINNIER: Yes, might I call Alan Moore.</p> <p>2 ALAN MOORE (sworn)</p> <p>3 Questions by MR KINNIER</p> <p>4 SIR MARTIN MOORE-BICK: Thank you very much, Mr Moore. Sit</p> <p>5 down and make yourself comfortable.</p> <p>6 Yes, Mr Kinnier.</p> <p>7 MR KINNIER: First of all, would you please confirm your</p> <p>8 name for the record?</p> <p>9 <b>A. Alan Moore.</b></p> <p>10 Q. Hopefully in front of you, you have a blue file, and if</p> <p>11 you turn to the first tab in that file, hopefully you'll</p> <p>12 find a statement you prepared for the police. Is that</p> <p>13 right?</p> <p>14 <b>A. That's correct.</b></p> <p>15 Q. If you turn further into that file, hopefully you'll</p> <p>16 find contemporaneous notes behind the next tab.</p> <p>17 <b>A. Yes.</b></p> <p>18 Q. If you turn on again, hopefully you'll find</p> <p>19 exhibit AJM/2, which is a map you drew.</p> <p>20 <b>A. That's correct.</b></p> <p>21 Q. Finally, AJM/3 behind the next tab, which is a plan of</p> <p>22 the tower. Is that right?</p> <p>23 <b>A. That's correct.</b></p> <p>24 Q. Have you read each of those documents recently?</p> <p>25 <b>A. I have.</b></p> <p style="text-align: center;">Page 46</p>	<p>1 <b>A. Yes.</b></p> <p>2 Q. At the time of the fire, you were a watch manager at</p> <p>3 Chiswick assigned to Red Watch; is that right?</p> <p>4 <b>A. That's correct.</b></p> <p>5 Q. On the night, you were mobilised at 01.26, you were</p> <p>6 mobile at 01.30 and at the scene at 01.39. Does that</p> <p>7 sound about right to you?</p> <p>8 <b>A. I thought it was a bit earlier but ...</b></p> <p>9 Q. But if you take that from the data provided by the LFB,</p> <p>10 that sounds about right?</p> <p>11 <b>A. Yes.</b></p> <p>12 Q. First of all, could I ask you just by way of background</p> <p>13 about your arrival at the tower.</p> <p>14 If I ask you to turn to page 5 of your witness</p> <p>15 statement and the third paragraph, fourth line. That</p> <p>16 will also come up on the screen as well, Mr Moore, so</p> <p>17 it's up to you which you find more convenient. It's on</p> <p>18 the screen or on paper in front of you.</p> <p>19 At the third paragraph, fourth line, you say:</p> <p>20 "I remember asking Mike [Dowden], 'WHAT DO YOU</p> <p>21 WANT' ..."</p> <p>22 In your contemporaneous notes, you stated that you</p> <p>23 were asked to supply as much hose as possible.</p> <p>24 Looking back now, can you remember whether you</p> <p>25 suggested the provision of more hoses to Watch Manager</p> <p style="text-align: center;">Page 48</p>

<p>1 Dowden or did he order you to provide more hoses?</p> <p>2 <b>A. On arrival, I told my crew to remain on the appliance,</b></p> <p>3 <b>radios on, and I would approach the tower and find out</b></p> <p>4 <b>what we wanted in means of equipment or personnel.</b></p> <p>5 <b>I saw Mike Dowden, who I already knew because he used to</b></p> <p>6 <b>be at Chiswick fire station. I said to Mike, "What do</b></p> <p>7 <b>you want?" and he said, "I don't know, I've done</b></p> <p>8 <b>everything", and before he could continue, I said,</b></p> <p>9 <b>"Well, let's get" -- I do apologise -- "let's get</b></p> <p>10 <b>a shitload of hose up here and branches because we're</b></p> <p>11 <b>going to need it". He was going to say, but</b></p> <p>12 <b>I interrupted him -- he built -- he was doing building</b></p> <p>13 <b>blocks to put a procedure into place.</b></p> <p>14 Q. What plan did you have in mind? What purpose were you</p> <p>15 going to put the hoses to?</p> <p>16 <b>A. On my arrival, because I could see that we were going to</b></p> <p>17 <b>need hoses, a lot more hoses -- there were no hoses</b></p> <p>18 <b>outside, no hoses in, and there were people running up</b></p> <p>19 <b>with hoses up the road as I walked up, so I ordered my</b></p> <p>20 <b>crew to bring all the hose, all the branches, and if</b></p> <p>21 <b>they saw anyone else coming towards the tower without a</b></p> <p>22 <b>hose or branch, to send them back to get BA.</b></p> <p>23 Q. That was for internal and external firefighting; is that</p> <p>24 right?</p> <p>25 <b>A. Yes, yes.</b></p> <p style="text-align: center;">Page 49</p>	<p>1 thoughts at the time as to what the implications might</p> <p>2 be for likelihood of fire re-entering or entering the</p> <p>3 building again?</p> <p>4 <b>A. Sorry?</b></p> <p>5 Q. Given that the windows were falling out, what thoughts</p> <p>6 did you have as to what the best means was of</p> <p>7 firefighting, given that fire would be able to get back</p> <p>8 into the tower from the outside?</p> <p>9 <b>A. I remember thinking that if the windows were breaking</b></p> <p>10 <b>and falling, it's going to make it much more difficult</b></p> <p>11 <b>for us to ingress and egress the building and we'd have</b></p> <p>12 <b>to re-evaluate and reassess our entry to the building.</b></p> <p>13 Q. Did you discuss that with Watch Manager Dowden at any</p> <p>14 time?</p> <p>15 <b>A. No, I didn't see Mike after that.</b></p> <p>16 Q. Did you discuss those issues with any other senior</p> <p>17 officer?</p> <p>18 <b>A. No.</b></p> <p>19 Q. Did you discuss the possibility of full or partial</p> <p>20 evacuation of the tower with any other senior officer?</p> <p>21 <b>A. No.</b></p> <p>22 Q. Staying on page 6, looking at the penultimate paragraph</p> <p>23 on that page, and lines 3 to 5, you refer to checking on</p> <p>24 the ALP and the TL ladders.</p> <p>25 Looking back now, how would you assess the</p> <p style="text-align: center;">Page 51</p>
<p>1 Q. At page 5 of your witness statement, three lines from</p> <p>2 the bottom of that page, you refer to burning plastic</p> <p>3 like a spider web material falling onto your helmet.</p> <p>4 Do you know what that material was?</p> <p>5 <b>A. At the time, I didn't. It was just like a spider's web.</b></p> <p>6 <b>It was covering everything, the visor, the tunic. You</b></p> <p>7 <b>could just pull it off. It was just a very flimsy</b></p> <p>8 <b>material and it was coming down from above.</b></p> <p>9 Q. Turning over the page to page 6 of your witness</p> <p>10 statement and the third paragraph on that page, you</p> <p>11 refer to smashing glass falling from quite a height.</p> <p>12 Put bluntly, did you assume at the time that the</p> <p>13 windows were falling out of many flats?</p> <p>14 <b>A. At the point when I heard the shattering glass, I was in</b></p> <p>15 <b>the foyer area with an adult female casualty. We were</b></p> <p>16 <b>about to egress the building and I heard like</b></p> <p>17 <b>a waterfall of glass coming down. I stopped the lady</b></p> <p>18 <b>from leaving, held onto her, and I thought that the</b></p> <p>19 <b>building was coming down. As soon as it stopped, I saw</b></p> <p>20 <b>the exit and I said to her, "Run, run". We ran together</b></p> <p>21 <b>and we ran onto the green at the side elevation,</b></p> <p>22 <b>sector 2.</b></p> <p>23 Q. Did you think the glass was falling windows, basically?</p> <p>24 <b>A. Yes, yes.</b></p> <p>25 Q. Given it was windows falling out, did you have any</p> <p style="text-align: center;">Page 50</p>	<p>1 effectiveness of the ALP in fighting the fire on the</p> <p>2 evening?</p> <p>3 <b>A. I was asked to supply a sole water supply to an aerial</b></p> <p>4 <b>platform which was positioned on the grass area at</b></p> <p>5 <b>sector -- or where the fire had started. I managed to</b></p> <p>6 <b>secure a machine, ordered a crew to find an alternative</b></p> <p>7 <b>supply, because they were over on the supply we were</b></p> <p>8 <b>originally on. That was set in position.</b></p> <p>9 <b>There was another TL to the left of the building as</b></p> <p>10 <b>you look from the original fire point. That machine was</b></p> <p>11 <b>attempting to get up, but due to the amount of debris</b></p> <p>12 <b>coming down, it was deemed it was not going to be</b></p> <p>13 <b>possible for that to stay in that position. It was</b></p> <p>14 <b>housed again and, by that time, it would've been</b></p> <p>15 <b>impossible to back the machine out, so it was</b></p> <p>16 <b>half-backed under the mezzanine floor to the left of the</b></p> <p>17 <b>tower and left in situ, and that remained inoperative</b></p> <p>18 <b>because we couldn't get it up due to the debris.</b></p> <p>19 Q. Could I now ask you about fire survival guidance calls.</p> <p>20 You really start to deal with this at page 7 of your</p> <p>21 witness statement. If I can ask you some general</p> <p>22 questions first.</p> <p>23 Did you at any time report to the command unit, CU8?</p> <p>24 <b>A. No.</b></p> <p>25 Q. Did you receive any briefing regarding the number of</p> <p style="text-align: center;">Page 52</p>

<p>1 FSGs?</p> <p>2 <b>A. No.</b></p> <p>3 Q. Did you receive any briefing regarding the system for</p> <p>4 communicating FSGs from the command unit to the</p> <p>5 bridgehead?</p> <p>6 <b>A. No.</b></p> <p>7 Q. First of all, if I can ask you about your assessment of</p> <p>8 the seriousness of the situation.</p> <p>9 At page 7 of your witness statement, the final</p> <p>10 paragraph, two lines up from the bottom, you say this:</p> <p>11 "In my mind I was thinking to myself, I know we</p> <p>12 aren't going to be able to get fire fighters very high</p> <p>13 up in this building, looking at it you could see where</p> <p>14 it was going, you cannot put a crew up the tower twenty</p> <p>15 floors above the fire."</p> <p>16 My first question is this: did you consider whether</p> <p>17 evacuation, given that assessment, was a sensible step</p> <p>18 to take?</p> <p>19 <b>A. That wasn't in my remit. I was a watch manager and my</b></p> <p>20 <b>duty was outside. There were other officers, incident</b></p> <p>21 <b>commanders in charge, and that's the decision they would</b></p> <p>22 <b>make.</b></p> <p>23 Q. Given your view and the advice you gave to Watch Manager</p> <p>24 Dowden to get more hoses available both for internal and</p> <p>25 external firefighting, can you explain what risks are</p> <p style="text-align: right;">Page 53</p>	<p>1 leaning on the car bonnet.</p> <p>2 Now, you'll see, is that the car you were referring</p> <p>3 to there, Mr Moore?</p> <p>4 <b>A. No, it was not.</b></p> <p>5 Q. Can you remember, first of all, what make of car --</p> <p>6 <b>A. I can't.</b></p> <p>7 Q. Do either of the figures leaning on that bonnet look</p> <p>8 familiar to you?</p> <p>9 <b>A. No.</b></p> <p>10 Q. Can you recognise whether any of those two individuals</p> <p>11 is the man that you say was the guy dealing with the FSG</p> <p>12 calls?</p> <p>13 <b>A. I can't be sure. I thought the car was further back</b></p> <p>14 <b>than that.</b></p> <p>15 Q. There is another photo which I might ask Paul to put up</p> <p>16 to see whether this assists. It may not.</p> <p>17 Now, you'll see in the foreground is Firefighter</p> <p>18 Charlie Batterbee. You'll see a head. Is that the head</p> <p>19 of the gentleman who you recognise leaning on the</p> <p>20 bonnet?</p> <p>21 <b>A. Possibly. From the angle of this photograph, it looks</b></p> <p>22 <b>like that could be the car now because it's seemed</b></p> <p>23 <b>further back from the fire when I passed it.</b></p> <p>24 Q. Did you know the guy's name?</p> <p>25 <b>A. No.</b></p> <p style="text-align: right;">Page 55</p>
<p>1 posed by having hoses on stairwells in the interior of</p> <p>2 the tower?</p> <p>3 <b>A. The hoses were never on the stairwells; they were</b></p> <p>4 <b>stacked outside the main entrance for crews that were</b></p> <p>5 <b>being committed in to take with them.</b></p> <p>6 Q. Were you aware of the availability of EDDBA at the time</p> <p>7 when you first attended the scene?</p> <p>8 <b>A. I didn't know what the availability was at the time when</b></p> <p>9 <b>I first attended, but I assume it would've been ordered</b></p> <p>10 <b>on due to the severity of the fire.</b></p> <p>11 Q. It follows from that that you weren't aware of any</p> <p>12 system for prioritising EDDBA to particular --</p> <p>13 <b>A. No, I wasn't.</b></p> <p>14 Q. Thank you.</p> <p>15 The next matter I'd like to discuss is the handling</p> <p>16 of FSGs. Going back to page 7, the second paragraph,</p> <p>17 line 13 onwards -- apologies, it's very difficult to</p> <p>18 count down -- you say this:</p> <p>19 "There wasn't a dedicated appliance and crew dealing</p> <p>20 with the FSG calls, it was just one guy on his own, he</p> <p>21 didn't even have a vehicle, he was leaning on a parked</p> <p>22 car receiving all the FSG information from a phone and</p> <p>23 writing it down onto a pad, the pad consisted of plain</p> <p>24 A4 white sheets of paper."</p> <p>25 If I could ask Paul to put up a photo of the man</p> <p style="text-align: right;">Page 54</p>	<p>1 Q. Have you heard the name Paul Sadler?</p> <p>2 <b>A. No.</b></p> <p>3 Q. In terms of the system that was then operating for the</p> <p>4 management of FSGs, you said in your statement, second</p> <p>5 paragraph, line 16 onwards:</p> <p>6 "I said to the CM taking these calls, 'ARE YOU</p> <p>7 ALRIGHT?', he said, 'I DON'T HAVE A FUCKING CLUE', I</p> <p>8 said, 'WOULD YOU LIKE A HAND', he replied, 'YEH',</p> <p>9 I said, 'YOU WRITE IT DOWN I'LL TAKE IT'."</p> <p>10 Beyond that exchange, was there any other discussion</p> <p>11 of the system for handling FSG calls?</p> <p>12 <b>A. No, it would be inappropriate to interrupt the guy</b></p> <p>13 <b>because he was on the phone and he was writing things</b></p> <p>14 <b>down. The only thing I told him was to write the flat</b></p> <p>15 <b>number and then the floor number as well. In my mind,</b></p> <p>16 <b>it was a developing fire and we needed to know which</b></p> <p>17 <b>floor they were on. Generally, FSGs are dealt with as</b></p> <p>18 <b>and when received and crews would be deployed to that --</b></p> <p>19 Q. Just to be clear, he gave you no explanation as to how</p> <p>20 he was communicating the FSG calls to the bridgehead?</p> <p>21 <b>A. No.</b></p> <p>22 Q. Do you remember whether -- if I can call him "the guy",</p> <p>23 simply because that's the term you used in your</p> <p>24 statement -- the guy was taking the FSG messages via</p> <p>25 a mobile phone or was it by handheld radio?</p> <p style="text-align: right;">Page 56</p>

<p>1 <b>A. I believe it was a mobile phone.</b></p> <p>2 Q. Is that normal in these situations?</p> <p>3 <b>A. No, but it would've been more on the radio on the fire</b></p> <p>4 <b>ground, I would've assumed it would've been the radio,</b></p> <p>5 <b>but if it had been on the command unit, it would've been</b></p> <p>6 <b>the appliance -- or the appliance, it would have been</b></p> <p>7 <b>that telephone.</b></p> <p>8 Q. Do you know where the calls were coming from, from</p> <p>9 control or the command unit?</p> <p>10 <b>A. I don't know.</b></p> <p>11 Q. Were you standing close to the guy so you could hear</p> <p>12 what was the subject of the message that was being</p> <p>13 passed on?</p> <p>14 <b>A. I couldn't hear what was being said on the phone, but</b></p> <p>15 <b>I could hear -- I could see him writing down and I was</b></p> <p>16 <b>just pointing the flat number, floor.</b></p> <p>17 Q. I realise it's difficult more than a year after the</p> <p>18 event and time can play tricks, but can you remember how</p> <p>19 long after you arrived at the scene that you went up to</p> <p>20 the guy and started to assist with the handling of FSG</p> <p>21 calls?</p> <p>22 <b>A. Within a half an hour of arriving, I believe,</b></p> <p>23 <b>45 minutes.</b></p> <p>24 Q. So if you arrived, say, for the sake of -- at 01.40, it</p> <p>25 would be some time after 2 o'clock?</p> <p style="text-align: right;">Page 57</p>	<p>1 <b>A. That's correct, yes.</b></p> <p>2 Q. Did you know Brien O'Keeffe before the night?</p> <p>3 <b>A. I did, yes.</b></p> <p>4 Q. Do you remember whether there was a female watch manager</p> <p>5 also there at the bridgehead?</p> <p>6 <b>A. I believe there was, yes.</b></p> <p>7 Q. Would you know her name, for example?</p> <p>8 <b>A. Not off hand now. I can't remember.</b></p> <p>9 Q. When you were at the bridgehead handing over the FSG</p> <p>10 slips, did you see what system was in place for</p> <p>11 deploying search and rescue teams?</p> <p>12 <b>A. I saw the firefighters waiting to be committed and</b></p> <p>13 <b>being -- and further on being briefed, so I assume they</b></p> <p>14 <b>were being held in one position, moving forward to be</b></p> <p>15 <b>briefed and then being committed to the incident.</b></p> <p>16 Q. Can you remember whether there were any EDBA wearers at</p> <p>17 the time waiting to be deployed?</p> <p>18 <b>A. I can't remember if there were then.</b></p> <p>19 Q. Did you get any sense that there was a prioritisation of</p> <p>20 deployments, for example to the higher floors?</p> <p>21 <b>A. Not that I was aware of.</b></p> <p>22 Q. Did you have any sense as to the system for recording</p> <p>23 the results of search and rescue missions?</p> <p>24 <b>A. Sorry, could you repeat the question?</b></p> <p>25 Q. When you were at the bridgehead, did you have any sense,</p> <p style="text-align: right;">Page 59</p>
<p>1 <b>A. About then, I would say, yes.</b></p> <p>2 Q. Thank you.</p> <p>3 You agreed that you would take pieces of paper to</p> <p>4 the bridgehead for him and, in particular, you advised</p> <p>5 him to write down the flat numbers on those sheets of</p> <p>6 paper; is that right?</p> <p>7 <b>A. Yes.</b></p> <p>8 Q. If I might ask Paul to bring up LFB00001922_33.</p> <p>9 First of all, have you seen that document before?</p> <p>10 <b>A. It's not my writing, but it would've been one of the --</b></p> <p>11 <b>possibly is one of the ones that I took to the</b></p> <p>12 <b>bridgehead.</b></p> <p>13 Q. When you say "possibly", is it possible or is it likely?</p> <p>14 Are you able to give us a steer on that?</p> <p>15 <b>A. I would say more than likely, yes.</b></p> <p>16 Q. Is it right that you took the messages to the bridgehead</p> <p>17 on the 2nd floor?</p> <p>18 <b>A. I believe it was the 2nd floor, yes.</b></p> <p>19 Q. At that time, were any other people involved as runners</p> <p>20 taking FSG calls from the guy at the bonnet into the</p> <p>21 bridgehead?</p> <p>22 <b>A. Not that I was aware of. I returned back to the guy.</b></p> <p>23 Q. You say, over the page -- you don't necessarily have to</p> <p>24 go to this -- that you think when you handed over the</p> <p>25 slips, you handed them over to Brien O'Keeffe.</p> <p style="text-align: right;">Page 58</p>	<p>1 did you witness, overhear, any system for the recording</p> <p>2 of results of search and rescue missions that had been</p> <p>3 deployed in response to FSG calls?</p> <p>4 <b>A. No, I did not.</b></p> <p>5 Q. I'm now going to go to a separate topic. There's been</p> <p>6 a piece of paper described as an envelope that has</p> <p>7 attracted a degree of interest. I just want to see</p> <p>8 whether you've seen it before.</p> <p>9 If I could ask Paul to put up this document which</p> <p>10 has been variously described as an envelope or a piece</p> <p>11 of paper.</p> <p>12 First of all, have you seen this before?</p> <p>13 <b>A. No.</b></p> <p>14 Q. You'll see roughly at the top the words "Brett Loft IC".</p> <p>15 At the time you were assisting with the running of</p> <p>16 FSG calls, who did you understand to be the incident</p> <p>17 commander?</p> <p>18 <b>A. The incident commander? I wasn't aware who was the</b></p> <p>19 <b>incident commander.</b></p> <p>20 Q. Thank you.</p> <p>21 Do you remember whether the other FSGs you took to</p> <p>22 the fire ground could've been written on control</p> <p>23 information forms or not, rather than the white sheet</p> <p>24 we've just seen?</p> <p>25 <b>A. I wasn't -- I can't recall at this time, no.</b></p> <p style="text-align: right;">Page 60</p>

<p>1 Q. What detail do you now remember of any of the FSGs you 2 took from the car bonnet to the bridgehead?</p> <p>3 <b>A. Er ... the actual details on there or flat numbers or 4 casualties, I didn't know. I didn't really look at 5 those. I took those -- we collated them in lower floors 6 to higher floors, handed them to the bridgehead and 7 explained that these were lower to higher.</b></p> <p>8 Q. We'll come on to that later, but do you remember, 9 for example, any FSGs in relation to flat 205 on the 10 23rd floor?</p> <p>11 <b>A. No, not that I was aware of.</b></p> <p>12 Q. Did you yourself receive any FSG calls, whether by 13 mobile phone or handheld radio?</p> <p>14 <b>A. No, not myself.</b></p> <p>15 Q. The topic you referred to earlier on, the prioritisation 16 of FSGs, I would like to discuss with you. It would be 17 most useful if you turn to page 8 of your witness 18 statement and the third paragraph on that page. It's 19 five lines, I think, from the bottom of that paragraph. 20 You say that on first entry to the tower, you 21 explained to the firefighters at entry control that: 22 "... the paperwork I was given[sic] them was FSG 23 calls for the lower floors of the tower ..."</p> <p>24 Now, in ordering them --</p> <p>25 SIR MARTIN MOORE-BICK: Can I just interrupt.</p> <p style="text-align: right;">Page 61</p>	<p>1 <b>calls had come in first and they would collate them, 2 I assume, there.</b></p> <p>3 Q. Did you say that to Watch Manager O'Keeffe or -- yes.</p> <p>4 <b>A. Yes, I told Watch Manager Brien O'Keeffe that these were 5 lower to higher floors as we were unsure which -- the 6 guy was unsure which call had come in first, and given 7 the circumstances the crews were experiencing on the 8 higher floors, the bridgehead would know where the crews 9 were and they could make a judgement which -- if someone 10 was near that floor, it would've been easier for them to 11 go rather than sending another crew past them to go to 12 the other floor.</b></p> <p>13 Q. Once you explained that, did Mr O'Keeffe say anything in 14 response to you?</p> <p>15 <b>A. He thanked me and said, "Good idea" and that was ...</b></p> <p>16 Q. Turning to page 9 of your witness statement, the second 17 paragraph -- again, it's probably helpful if you look at 18 the expanded bit on the screen, it's probably easier -- 19 you say:</p> <p>20 "I made my way back towards the fire fighter taking 21 FSG calls who I had previously spoken to and assisted 22 before. He had collated more FSG calls onto a pad that 23 had been put into floor order, lower to higher ..."</p> <p>24 If I might ask Paul to put up MET00015731_1.</p> <p>25 Is that the list of calls that you're describing</p> <p style="text-align: right;">Page 63</p>
<p>1 You might find, Mr Moore, that it's easier to spot 2 the passage on the screen because they are highlighted 3 and blown up for you.</p> <p>4 <b>A. Oh, thank you.</b></p> <p>5 <b>SIR MARTIN MOORE-BICK: Sorry, Mr Kinnier.</b></p> <p>6 MR KINNIER: Thank you, sir.</p> <p>7 Providing the lower floors, had you decided a system 8 of prioritisation for the bridgehead?</p> <p>9 <b>A. It wasn't a decision I made that was going to be put 10 into place, it was -- seeing the developing fire and 11 hearing the radio messages coming back saying they're 12 having difficulty getting from I believe it was the 11th 13 to the 12th floor, the crews are having great difficulty 14 in going any higher, the FSG guy didn't know which calls 15 were coming in first, was unsure, so I said, well, let's 16 just do the lower to higher and we'll let the bridgehead 17 sort out where they've got people and they can make 18 their own decision through the officer in charge, the 19 incident commander.</b></p> <p>20 Q. Do you know what happened to the slips that concerned 21 FSG calls from the higher floors? Were they simply put 22 at the bottom of the pile of slips that you handed over 23 to the bridgehead?</p> <p>24 <b>A. No. When I handed over the slips, I said, "These are in 25 lower to higher floor level". They were unsure of which</b></p> <p style="text-align: right;">Page 62</p>	<p>1 there in your statement?</p> <p>2 <b>A. I've never seen this sheet. I've no recollection of 3 seeing that sheet.</b></p> <p>4 Q. Do you recognise the handwriting?</p> <p>5 <b>A. No.</b></p> <p>6 Q. Could I turn again to page 9 of your witness statement 7 and the second substantive paragraph, four lines down. 8 You say this, that on your return from the first entry 9 to the tower:</p> <p>10 "... a black guy who came up to me as I was doing 11 this and said he was on the phone to his brother who was 12 in the fire, there was a fire brigade borough commander, 13 or deputy assistant commissioner (DAC) who came up to 14 where we were standing, I said to the black guy 'CAN HE 15 GET OUT?' to which the DAC said, 'ARE YOU TALKING TO 16 YOUR BROTHER?', the guy on the phone said 'YES', the DAC 17 replied 'TELL HIM TO FUCKING GET OUT AND GET OUT NOW.'"</p> <p>18 First of all, do you know the identity of the 19 borough commander or DAC you spoke to?</p> <p>20 <b>A. No, I don't.</b></p> <p>21 Q. Could I ask Paul to put up a photo of a DAC.</p> <p>22 Is that the gentleman?</p> <p>23 <b>A. Not that I recall.</b></p> <p>24 Q. No.</p> <p>25 <b>A. The senior officer that approached whilst I was doing</b></p> <p style="text-align: right;">Page 64</p>



<p>1 the FSGs with the crew manager was in full fire gear</p> <p>2 with a helmet and was literally listening to the phone</p> <p>3 call and said, "If you speak to your brother, tell him</p> <p>4 to get out and get out now".</p> <p>5 Q. Okay.</p> <p>6 If I can now change topic and turn to your second</p> <p>7 and final entry into the tower.</p> <p>8 Staying at page 9 of your witness statement and the</p> <p>9 third paragraph, you say this:</p> <p>10 "I then made my way back to Grenfell Tower to</p> <p>11 deliver the FSG paperwork to the entry control officers</p> <p>12 on the bridgehead. I went back into the tower for the</p> <p>13 second time via the main entrance on the SOUTH ELEVATION</p> <p>14 to deliver the FSG calls, there must have been around</p> <p>15 six (6) or seven (7) separate sheets of paper with FSG</p> <p>16 calls on. Upon entering I noticed that the Bridgehead</p> <p>17 had moved, on the first occasion that I went it the</p> <p>18 Bridgehead was located on the 2nd floor, it had now been</p> <p>19 relocated to the ground floor on the mezzanine level</p> <p>20 inside of the tower. The time was approximately 0200</p> <p>21 hours."</p> <p>22 Now, we know that the bridgehead was moved to the</p> <p>23 ground floor at or after 03.09. You said that you</p> <p>24 started helping out with the FSGs around about 02.10,</p> <p>25 02.20.</p> <p style="text-align: center;">Page 65</p>	<p>1 car and was approached by the black gentleman, he'd</p> <p>2 already had another pile ready for me to go. After we</p> <p>3 told him to, like, get his brother out and get out now,</p> <p>4 I took the next -- straight away I took the next lot of</p> <p>5 paperwork up.</p> <p>6 Q. Going back to your second trip to the bridgehead, at</p> <p>7 that stage, did you receive any information regarding</p> <p>8 the results of the search and rescue missions that had</p> <p>9 been deployed in response to the first clip of FSG calls</p> <p>10 you had sent?</p> <p>11 A. None at all.</p> <p>12 Q. Did you ask for any update on the position?</p> <p>13 A. No, I had no need to.</p> <p>14 Q. Why did you have no need to?</p> <p>15 A. It wasn't in my remit. My remit was to supply the</p> <p>16 information to enable the crews to carry out the rescues</p> <p>17 and I'd completed my ...</p> <p>18 Q. Could I ask you now to turn to page 15 of your witness</p> <p>19 statement, and it's the first substantive paragraph on</p> <p>20 that page. You say at line 6:</p> <p>21 "Looking back, I also think that the FSG method that</p> <p>22 was used wasn't right, if there is a small fire in a</p> <p>23 block of flats there wouldn't be that many fire</p> <p>24 appliances, the dedicated fire appliance dealing with</p> <p>25 FSG would have been really close to the building. This</p> <p style="text-align: center;">Page 67</p>
<p>1 A. Mm-hm.</p> <p>2 Q. In light of that, do you think your approximation of the</p> <p>3 time there as 0200 hours is right or not?</p> <p>4 A. No. Given that evidence, no. At the time, time just</p> <p>5 flew.</p> <p>6 Q. When you came in the second time to the tower, the</p> <p>7 second and final time, to whom did you deliver the FSG</p> <p>8 slips on that occasion?</p> <p>9 A. There were assistants there. I now remember it was</p> <p>10 Louisa De Silvo was the entry control officer. There</p> <p>11 were assistants to her, quite a few people around her.</p> <p>12 There was some senior officers standing with her, and</p> <p>13 I handed it to -- may have been Brien O'Keefe, may have</p> <p>14 been another officer, and explained to them exactly the</p> <p>15 same what I'd done before.</p> <p>16 Q. Again, prioritisation.</p> <p>17 A. Yes.</p> <p>18 Q. Lower first.</p> <p>19 A. Yes.</p> <p>20 Q. At that stage, when you were taking the second clip of</p> <p>21 FSG calls, had the guy on the bonnet been able to make</p> <p>22 any effort ordering them according to the time they'd</p> <p>23 been received, given that he obviously had been dealing</p> <p>24 with them for a long period of time by then?</p> <p>25 A. Not that I was aware of, because when I went back to the</p> <p style="text-align: center;">Page 66</p>	<p>1 couldn't happen at Grenfell Tower as it was so congested</p> <p>2 with vehicles. Saying that I do think that we done the</p> <p>3 best we could with the FSG calls."</p> <p>4 Just to help us understand your evidence there, what</p> <p>5 is your essential concern regarding the operation of the</p> <p>6 FSG system on the night?</p> <p>7 A. I think that my mode of thought then was that we</p> <p>8 would've been closer, would've had more a structured</p> <p>9 plan, but given the actual fire, totally unprecedented,</p> <p>10 we were ad-libbing, and we had to ad-lib, because if we</p> <p>11 hadn't ad-libbed we would've lost more lives.</p> <p>12 Q. Can I now turn to your role as the sector safety</p> <p>13 officer, which you deal with at pages 11 to 12 of your</p> <p>14 witness statement.</p> <p>15 First of all, just to get basics right, am I right</p> <p>16 in assuming that sector 1 was the south face of the</p> <p>17 tower?</p> <p>18 A. Yes.</p> <p>19 Q. Do you remember the rank of the officer who designated</p> <p>20 you as the sector safety officer?</p> <p>21 A. Yes.</p> <p>22 Q. What was that rank?</p> <p>23 A. AC Andy Roe.</p> <p>24 Q. Again, apologies for the difficult question, can you</p> <p>25 remember the time of the evening when you were ordered</p> <p style="text-align: center;">Page 68</p>

<p>1 to assume that role?</p> <p>2 <b>A. It would have been shortly after I took the last of the</b></p> <p>3 <b>FSGs to the bridgehead.</b></p> <p>4 Q. Okay. So some time after 03.10 or thereabouts?</p> <p>5 <b>A. Yes. I was approached by Andy Roe and he said, "I need</b></p> <p>6 <b>you as a safety officer here".</b></p> <p>7 Q. Were you taking that role over from anyone?</p> <p>8 <b>A. No, I was safety officer -- I was the initial safety</b></p> <p>9 <b>officer.</b></p> <p>10 Q. What briefing, if any, did Mr Roe give to you?</p> <p>11 <b>A. The ingress to the building was through the main</b></p> <p>12 <b>entrance. That was the only entrance and ingress we had</b></p> <p>13 <b>at the time. Crews needed to be deployed across what</b></p> <p>14 <b>was an ever-building mound of debris and hose. I was</b></p> <p>15 <b>standing under a walkway and the entrance to the flats</b></p> <p>16 <b>were here, literally the distance from myself to you.</b></p> <p>17 <b>I was protected by the concrete stairwell.</b></p> <p>18 <b>Initially -- crews were building up, being sent to</b></p> <p>19 <b>me. I was putting crews of four across. Looking out,</b></p> <p>20 <b>looking up from under the walkway, holding four, making</b></p> <p>21 <b>sure there was no debris or clear enough to get across</b></p> <p>22 <b>and go, and they went across, and the next lot would get</b></p> <p>23 <b>ready.</b></p> <p>24 Q. So were you tracking and reporting on fire spread, in</p> <p>25 summary, as one of your functions?</p> <p style="text-align: center;">Page 69</p>	<p>1 Q. Who else did you report to?</p> <p>2 <b>A. There were people standing in the doorway at the</b></p> <p>3 <b>entrance to the building, and if I saw anything</b></p> <p>4 <b>unprecedented -- like I saw the gentleman that was</b></p> <p>5 <b>eventually rescued waving the white piece of cloth --</b></p> <p>6 <b>that was reported across to the bridgehead and to</b></p> <p>7 <b>Andy Roe as well. On numerous occasions Andy Roe came</b></p> <p>8 <b>back and asked whether we got this guy yet, but we</b></p> <p>9 <b>hadn't, but we were protecting him with a monitor from</b></p> <p>10 <b>the above mezzanine.</b></p> <p>11 Q. Who was your point of contact at the bridgehead?</p> <p>12 <b>A. It was literally whoever I could get hold of, because</b></p> <p>13 <b>there were so many firefighters standing in the actual</b></p> <p>14 <b>mezzanine area and I could only shout across what's</b></p> <p>15 <b>coming and what's not.</b></p> <p>16 Q. So it was basically you shouting it? You weren't</p> <p>17 relying on radio, you were just shouting across?</p> <p>18 <b>A. No. There was too much radio traffic. If you stayed on</b></p> <p>19 <b>the radio, you would've been blocking the airwaves, so</b></p> <p>20 <b>it was much easier to shout across.</b></p> <p>21 Q. I now turn to a very different topic, and that's vents</p> <p>22 under the mezzanine. If I could ask you to turn to</p> <p>23 page 12 of your witness statement, the fourth paragraph,</p> <p>24 and fourth line. That will be expanded for you.</p> <p>25 You discuss the conditions at or near the main</p> <p style="text-align: center;">Page 71</p>
<p>1 <b>A. My main role as safety officer was the safety of the</b></p> <p>2 <b>crews and residents of the building. I deployed people</b></p> <p>3 <b>across into the actual building and they were designated</b></p> <p>4 <b>further tasks from the officers inside.</b></p> <p>5 Q. In order to discharge that function, I'm assuming that</p> <p>6 you'd have to keep an eye on fire spread because you'd</p> <p>7 have to keep an eye on where the fire was so as not to</p> <p>8 put the crews in danger.</p> <p>9 <b>A. Yes. So if I saw anything on the outside, I was</b></p> <p>10 <b>radioing across to the actual building to tell them that</b></p> <p>11 <b>it's coming down. Because I remember looking -- when</b></p> <p>12 <b>I first took that role, the fire started to come -- was</b></p> <p>13 <b>coming down the building, rather than go up. And</b></p> <p>14 <b>I remember looking and thinking: why are you coming</b></p> <p>15 <b>down? Because you go up. You're a fire, you go up.</b></p> <p>16 <b>You don't come down. But it was continually coming</b></p> <p>17 <b>down.</b></p> <p>18 <b>Andy Roe on several occasions came back to me and</b></p> <p>19 <b>I reported what I was seeing to him and told him I had</b></p> <p>20 <b>been reporting it across.</b></p> <p>21 Q. If I can ask you questions about that, did you report</p> <p>22 solely to Mr Roe in respect --</p> <p>23 <b>A. No.</b></p> <p>24 Q. -- to fire spread?</p> <p>25 <b>A. No.</b></p> <p style="text-align: center;">Page 70</p>	<p>1 entrance to Grenfell Tower at about 03.30, 03.40, and</p> <p>2 you say this:</p> <p>3 "I remember around this time there was a lot of</p> <p>4 wispy grey smoke ... one ... second there was smoke, the</p> <p>5 next it would be clear, now and again there would be a</p> <p>6 thick black smoke that would come out of the vents under</p> <p>7 the mezzanine."</p> <p>8 If I could ask Paul to put up BLA00004531.</p> <p>9 If you see in the middle of that photo, are those</p> <p>10 the vents you were referring to?</p> <p>11 <b>A. Those are the vents, yes.</b></p> <p>12 Q. Can you describe for us how the smoke was coming out of</p> <p>13 the vents?</p> <p>14 <b>A. It was noticeable. I first noticed it because when</b></p> <p>15 <b>I looked before, there were no smoke issues there, and</b></p> <p>16 <b>quite randomly it would just puff out with smoke,</b></p> <p>17 <b>sometimes just a wisp and then sometimes a lot of thick,</b></p> <p>18 <b>black smoke would come out. Then it seemed to go away</b></p> <p>19 <b>and then it would come back again.</b></p> <p>20 Q. Was there any sound associated with the emanation of</p> <p>21 smoke?</p> <p>22 <b>A. I wouldn't hear that because there was so much noise</b></p> <p>23 <b>around me.</b></p> <p>24 Q. Was there any regularity to the smoke coming out?</p> <p>25 <b>A. No. As I say, it was random. One minute it was there,</b></p> <p style="text-align: center;">Page 72</p>

<p>1 <b>the next minute it wasn't.</b></p> <p>2 Q. Do you remember any active ventilation system working on</p> <p>3 the night?</p> <p>4 <b>A. No.</b></p> <p>5 Q. Again, apologies, going to a very different topic now,</p> <p>6 at page 11 of your witness statement, first paragraph,</p> <p>7 you described a man climbing out of a window by a sheet.</p> <p>8 Just for your reference, it's page 11 in the first</p> <p>9 paragraph on that page.</p> <p>10 First of all, timing.</p> <p>11 Are you able to give for us, in a rough and ready</p> <p>12 basis, the time in the evening which you saw the man?</p> <p>13 <b>A. This would've been whilst I was safety officer, so</b></p> <p>14 <b>sometime after that.</b></p> <p>15 Q. Sometime after 03.10, 03.20 or thereabouts?</p> <p>16 <b>A. Yes.</b></p> <p>17 Q. Okay.</p> <p>18 Are you sure it was the 12th floor he was on?</p> <p>19 <b>A. As I explained to the police officer who took my</b></p> <p>20 <b>statement, it was one of the higher floors. It was</b></p> <p>21 <b>I assumed higher than the guy that I'd seen with the</b></p> <p>22 <b>piece of cloth waving. Yeah, so it was 12th. 11th,</b></p> <p>23 <b>12th.</b></p> <p>24 Q. Higher up?</p> <p>25 <b>A. It was a higher floor, not a lower floor.</b></p> <p style="text-align: center;">Page 73</p>	<p>1 <b>I assumed he was falling. I turned away. When I looked</b></p> <p>2 <b>back, he wasn't there, so I assumed he'd fallen, but</b></p> <p>3 <b>I wasn't sure.</b></p> <p>4 Q. Did you report what you'd seen to anyone?</p> <p>5 <b>A. Yes. I told the -- shouted across to the mezzanine</b></p> <p>6 <b>floor, the bridgehead, that I'd seen this guy, about the</b></p> <p>7 <b>11th or 12th floor, and that he got into that flat, and</b></p> <p>8 <b>within seconds of me telling them that, making them</b></p> <p>9 <b>aware of it, there was a big rush of fire come out of</b></p> <p>10 <b>that window that he'd gone into. In my experience,</b></p> <p>11 <b>I assume that he'd opened the front door and given</b></p> <p>12 <b>oxygen to a fire which was either in that flat or</b></p> <p>13 <b>outside that flat and it came out, and I assumed he had</b></p> <p>14 <b>perished.</b></p> <p>15 Q. Could I turn to a different topic again, and that's the</p> <p>16 question of the helicopter. Could I ask you to turn to</p> <p>17 page 14 of your witness statement, and it's the first</p> <p>18 substantive paragraph on that page, six lines down.</p> <p>19 You say this:</p> <p>20 "This lead[sic] us onto talking about the helicopter</p> <p>21 that was circling Grenfell Tower ..."</p> <p>22 And you go on to say:</p> <p>23 "I think this helicopter gave false hope to people,</p> <p>24 I think that people in the tower thought that they were</p> <p>25 going to be rescued from the building by the helicopter</p> <p style="text-align: center;">Page 75</p>
<p>1 Q. How did you count the floors up when you were trying to</p> <p>2 estimate where the gentleman was?</p> <p>3 <b>A. It was very difficult because initially people were</b></p> <p>4 <b>saying it was a 22-storey building and then saying it</b></p> <p>5 <b>was a 24-storey building. There were other rumours it</b></p> <p>6 <b>was 20 storeys. But counting from the ground floor or</b></p> <p>7 <b>the mezzanine area, if you counted up, it didn't seem to</b></p> <p>8 <b>ring true because it was like one, two -- coming down,</b></p> <p>9 <b>it was giving a different figure. So we assume the</b></p> <p>10 <b>ground floor would originally be two floors, so then we</b></p> <p>11 <b>counted up, and that's where we found the guy, 9th, so</b></p> <p>12 <b>he was higher, this guy.</b></p> <p>13 Q. It was definitely higher than the other gentleman --</p> <p>14 <b>A. Yes.</b></p> <p>15 Q. -- that you discuss in your statement and we'll come on</p> <p>16 to next?</p> <p>17 <b>A. So far as I recall.</b></p> <p>18 Q. Did the man climbing down by the sheet definitely make</p> <p>19 it into the floor below?</p> <p>20 <b>A. There was -- he came down and I remember saying to</b></p> <p>21 <b>myself, and I said out loud, "Don't do it, just don't do</b></p> <p>22 <b>it". He came down and the window below him he managed</b></p> <p>23 <b>to put himself so he sat inside the window and got in.</b></p> <p>24 <b>There was a second person got on to the blanket or</b></p> <p>25 <b>sheet, whatever it was, and I saw him move down quickly.</b></p> <p style="text-align: center;">Page 74</p>	<p>1 like what happens in films ..."</p> <p>2 First of all, could you see anything in the way</p> <p>3 people were responding at windows or otherwise that led</p> <p>4 you to the view that false hope was being generated?</p> <p>5 <b>A. There were a lot of members of the public where I was as</b></p> <p>6 <b>safety officer and they were all shouting, "The</b></p> <p>7 <b>helicopters are coming, they're going to get them out by</b></p> <p>8 <b>helicopter, they're going to get them off the roof".</b></p> <p>9 <b>And from where I was, I couldn't see people looking out</b></p> <p>10 <b>the windows now, but the other side, there could've</b></p> <p>11 <b>been -- you could hear people and see people shouting</b></p> <p>12 <b>and pointing to the helicopter, behind me and to my</b></p> <p>13 <b>right, which was the initial fire point.</b></p> <p>14 Q. Just for the sake of clarity, is your view that the</p> <p>15 helicopter was insufficiently close to affect how the</p> <p>16 fire behaved?</p> <p>17 <b>A. You'd have seen that if it got closer, it wouldn't have</b></p> <p>18 <b>helped the situation, but it stayed a distance. But in</b></p> <p>19 <b>my mind, it gave false hope that there were going to be</b></p> <p>20 <b>rescues from the building's roof.</b></p> <p>21 Q. Turning to a different topic now, and that's the</p> <p>22 question of exposed hoses. If I go to page 13 of your</p> <p>23 witness statement, the first substantive paragraph, you</p> <p>24 describe hoses being heavily exposed to debris and</p> <p>25 resorting to laying bits of debris and rubble over the</p> <p style="text-align: center;">Page 76</p>

<p>1 new hoses to try and protect them.</p> <p>2 Does the LFB have measures, equipment, that are</p> <p>3 designed to protect hoses so that you don't have to rely</p> <p>4 on putting rubble, et cetera, over the top of --</p> <p>5 <b>A. No, we have --</b></p> <p>6 <b>Q. -- media?</b></p> <p>7 <b>A. We have -- well, I'm retired, but we had hose ramps</b></p> <p>8 <b>which just protect -- if vehicles are driving hoses if</b></p> <p>9 <b>they're exposed to road traffic. We carry nothing on</b></p> <p>10 <b>the appliance, so it was more of a make do and protect.</b></p> <p>11 <b>Once we laid the new hoses, I said, "Just throw the</b></p> <p>12 <b>debris on top and stop any more debris coming down from</b></p> <p>13 <b>hitting the hoses direct", and that seemed to have</b></p> <p>14 <b>a good outcome.</b></p> <p>15 <b>Q. A couple of questions have arisen just in respect of FSG</b></p> <p>16 <b>calls themselves. I note what you say, that you can't</b></p> <p>17 <b>remember the detail. But do you recall being given any</b></p> <p>18 <b>information regarding flat 175?</b></p> <p>19 <b>A. No.</b></p> <p>20 <b>Q. Do you remember any information regarding flat 142?</b></p> <p>21 <b>A. No.</b></p> <p>22 <b>Q. The final questions for you, Mr Moore, I would like to</b></p> <p>23 <b>ask relate to your early assessment of the seriousness</b></p> <p>24 <b>of the situation.</b></p> <p>25 <b>Now, given your assessment that we discussed</b></p> <p style="text-align: center;">Page 77</p>	<p>1 telling residents that they were being told they were</p> <p>2 going to be rescued?</p> <p>3 <b>A. Could you repeat?</b></p> <p>4 <b>Q. What assumptions were you making about what was being</b></p> <p>5 <b>told by the control room to callers? Were you assuming</b></p> <p>6 <b>those callers were told that they were going to be</b></p> <p>7 <b>rescued?</b></p> <p>8 <b>A. I would assume that the control officers' job is to</b></p> <p>9 <b>reassure people and tell them help was on the way, and</b></p> <p>10 <b>it was on the way. We were doing our best and we did</b></p> <p>11 <b>more than our best.</b></p> <p>12 <b>Q. What would've been the advantages and disadvantages of</b></p> <p>13 <b>telling those on the higher floors simply to get out?</b></p> <p>14 <b>A. In hindsight, there would've been I think a lot more</b></p> <p>15 <b>casualties.</b></p> <p>16 <b>Q. Why do you think that?</b></p> <p>17 <b>A. The stairs would've become -- people would've been</b></p> <p>18 <b>overcome with smoke much more quickly and that</b></p> <p>19 <b>would've -- there was one stairwell. It would've</b></p> <p>20 <b>blocked the stairwell and it would've made rescues more</b></p> <p>21 <b>difficult.</b></p> <p>22 <b>MR KINNIER: Mr Moore, thank you very much for your help</b></p> <p>23 <b>today. Those are all the questions I have.</b></p> <p>24 <b>Sir, might I ask for a brief break for 5 minutes</b></p> <p>25 <b>just to see if there are any other matters which arise</b></p> <p style="text-align: center;">Page 79</p>
<p>1 earlier, would you agree that there would've been</p> <p>2 difficulty getting people down from the higher floors?</p> <p>3 <b>A. Yes.</b></p> <p>4 <b>Q. Did you make that observation to anyone, whether to</b></p> <p>5 <b>a senior officer or to anyone at the bridgehead, when</b></p> <p>6 <b>you handed over the FSG slips?</b></p> <p>7 <b>A. I think that had already been assumed by people that</b></p> <p>8 <b>were in the building, because of the severity of the</b></p> <p>9 <b>smoke travel.</b></p> <p>10 <b>Q. Would there have been a better system to one that</b></p> <p>11 <b>prioritised FSG calls on lower to higher floors that</b></p> <p>12 <b>could've been used on the night, do you think?</b></p> <p>13 <b>A. My opinion, my own personal opinion, the crews were</b></p> <p>14 <b>having extreme difficulties and they tried their best,</b></p> <p>15 <b>but to get to the higher floors was becoming more and</b></p> <p>16 <b>more difficult due to smoke travel and the heat. So,</b></p> <p>17 <b>no, I think we tried to rescue, and we did, as many</b></p> <p>18 <b>people as we could, and I think going to the lower</b></p> <p>19 <b>floors -- or not -- when you say lower floors, I'm</b></p> <p>20 <b>talking 9, 10 upwards, that was easier to -- not</b></p> <p>21 <b>easier -- it had been more beneficial to rescue those</b></p> <p>22 <b>people rather than go past those people and then risk</b></p> <p>23 <b>coming down and those people would not be there no more.</b></p> <p>24 <b>Q. If you were handing the FSG slips over at the</b></p> <p>25 <b>bridgehead, did you assume that the control room were</b></p> <p style="text-align: center;">Page 78</p>	<p>1 and then --</p> <p>2 <b>SIR MARTIN MOORE-BICK: Yes, well, it seems to me that we've</b></p> <p>3 <b>reached the point where we might have a slightly more</b></p> <p>4 <b>generous break, unless you tell me we can't afford the</b></p> <p>5 <b>time.</b></p> <p>6 <b>MR KINNIER: Sir, we have a number of witnesses to crack</b></p> <p>7 <b>through, and if we could have a 5-minute break or, say,</b></p> <p>8 <b>a 10-minute break --</b></p> <p>9 <b>SIR MARTIN MOORE-BICK: I think we should say 10 minutes.</b></p> <p>10 <b>I think everybody would like that.</b></p> <p>11 <b>MR KINNIER: I'm grateful.</b></p> <p>12 <b>SIR MARTIN MOORE-BICK: I don't think that would disrupt</b></p> <p>13 <b>things too much.</b></p> <p>14 <b>MR KINNIER: Not too much.</b></p> <p>15 <b>SIR MARTIN MOORE-BICK: Mr Moore, thank you very much. It's</b></p> <p>16 <b>just possible there may be some more questions for you.</b></p> <p>17 <b>We're going to have a 10-minute break in any event now,</b></p> <p>18 <b>so perhaps you would hang on to see whether we need to</b></p> <p>19 <b>ask you back.</b></p> <p>20 <b>THE WITNESS: Yes.</b></p> <p>21 <b>SIR MARTIN MOORE-BICK: But if we don't, I would like to say</b></p> <p>22 <b>thank you very much on my on behalf for coming to give</b></p> <p>23 <b>us your evidence. It's always very helpful.</b></p> <p>24 <b>THE WITNESS: Thank you, sir.</b></p> <p>25 <b>SIR MARTIN MOORE-BICK: Thank you very much. If you would</b></p> <p style="text-align: center;">Page 80</p>

1 like to go with the usher, please.  
 2 (The witness withdrew)  
 3 SIR MARTIN MOORE-BICK: Right. Well, we'll break for  
 4 10 minutes until 11.40, please. Thank you.  
 5 (11.30 am)  
 6 (A short break)  
 7 (11.40 am)  
 8 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.  
 9 MR KINNIER: Sir, thank you for that. I have no further  
 10 questions. There are no further questions for  
 11 Mr Alan Moore, and so may I ask for him to be released.  
 12 SIR MARTIN MOORE-BICK: Yes, of course, thank you.  
 13 MR KINNIER: With that, might I call Firefighter Gary Moore.  
 14 SIR MARTIN MOORE-BICK: Yes, thank you.  
 15 GARY MOORE (affirmed)  
 16 Questions by MR KINNIER  
 17 SIR MARTIN MOORE-BICK: Thank you very much, Mr Moore. Do  
 18 sit down and make yourself comfortable.  
 19 THE WITNESS: Thank you.  
 20 MR KINNIER: Morning.  
 21 **A. Morning.**  
 22 Q. Thank you for coming along to give evidence today. It  
 23 is much appreciated.  
 24 Would you please confirm your name for the record?  
 25 **A. It's Gary Moore.**

Page 81

1 Q. Hopefully in front of you, you have a blue folder which  
 2 is open, and hopefully open at your statement you  
 3 provided to the police dated 2 November 2017.  
 4 **A. This one is Alan's.**  
 5 Q. Sorry?  
 6 **A. This is not mine.**  
 7 Q. Do you want to move further on in the file.  
 8 **A. Okay.**  
 9 **SIR MARTIN MOORE-BICK: Try another section of the file.**  
 10 MR KINNIER: I don't know whether your name is written on  
 11 the tab at the side.  
 12 SIR MARTIN MOORE-BICK: Keep going.  
 13 MR KINNIER: Don't worry, Mr Moore, help is on its way.  
 14 **A. It's up on the screen.**  
 15 **SIR MARTIN MOORE-BICK: I was going to say, you might find**  
 16 **it more convenient to use what is shown on the screen**  
 17 **because it can be blown up to make it easier to read.**  
 18 **Shall we work on that?**  
 19 **A. Yes.**  
 20 MR KINNIER: Thank you, Mr Moore, sorry about that.  
 21 **A. That's okay.**  
 22 MR KINNIER: Do you confirm that that's your statement?  
 23 **A. Yes.**  
 24 Q. Have you read it recently?  
 25 **A. Yes.**

Page 82

1 Q. Are the contents true?  
 2 **A. Other than a few typos, but yeah.**  
 3 Q. Are you content for the statement to stand as your  
 4 evidence to the inquiry?  
 5 **A. I am.**  
 6 Q. Thank you.  
 7 Now, if at any time you want a break, just shout.  
 8 There's not a problem with that. If at any time my  
 9 questions are unclear, please say so and I'll try and  
 10 rephrase them. The fault is mine, not yours.  
 11 **A. Okay.**  
 12 Q. What I would like to do today is focus on your role in  
 13 the operation of the BA main control arrangements and  
 14 the issues arising from that.  
 15 First of all, may I ask some basic questions just to  
 16 establish some background.  
 17 First of all, it's right that you were a firefighter  
 18 employed by the LFB before retiring in November 2017?  
 19 **A. Yes.**  
 20 Q. How long had you been a firefighter for?  
 21 **A. 30 years.**  
 22 Q. At the time of the fire, you were based at Park Royal;  
 23 is that right?  
 24 **A. That's correct.**  
 25 Q. You held the rank of firefighter at that time?

Page 83

1 **A. Yes.**  
 2 Q. On the night, you were assigned to Red Watch?  
 3 **A. Yes.**  
 4 Q. And you were the driver of Golf 291, a standard fire  
 5 appliance?  
 6 **A. Yes.**  
 7 Q. Your crew consisted of temporary Watch Manager Phillip  
 8 Turcsy, Firefighters Power, Grant and Worley; is that  
 9 right?  
 10 **A. That's correct.**  
 11 Q. It's always difficult with timings, but does it sound  
 12 right that you were mobilised at 01.30 and arrived at  
 13 Grenfell Tower at 01.49? Does that sound about right?  
 14 **A. Sounds about right, yes.**  
 15 Q. The first topic I'd like to discuss with you is your  
 16 first contact with Station Manager Kipling.  
 17 If I might ask you to look at page 3 of your witness  
 18 statement, and through the wonders of technology, this  
 19 will be amplified for you. It's the second substantive  
 20 paragraph on that page. You say this:  
 21 "As soon as I was in kit I began to make my way  
 22 towards the scene and was met by Station Manager (SM)  
 23 KIPLING at one of the command units ... He immediately  
 24 asked me for help. He told me that he needed help with  
 25 setting up BA Main control. This would normally be run

Page 84

21 (Pages 81 to 84)

<p>1 off one of the command units. He tasked me with</p> <p>2 grabbing two colleagues to assist, to go to the</p> <p>3 Bridgehead to gather information on how many BA units we</p> <p>4 had, how many were in the building, how many involved in</p> <p>5 the incident, how many persons available to commit, who</p> <p>6 in control etc."</p> <p>7 Now, first of all, Mr Moore, can you remember now</p> <p>8 how soon after arriving you were grabbed by Station</p> <p>9 Manager Kipling?</p> <p>10 <b>A. I pulled up in the appliance. The rest of the crew went</b></p> <p>11 <b>off. Obviously as I was driving, I didn't have my fire</b></p> <p>12 <b>kit on, so I put my fire kit on. So within about</b></p> <p>13 <b>5 minutes of arriving I was walking down the road and</b></p> <p>14 <b>was met by Station Manager Kipling.</b></p> <p>15 Q. So about 01.55 or thereabouts?</p> <p>16 <b>A. Yeah.</b></p> <p>17 Q. Thank you.</p> <p>18 Had you at that stage been expressly directed to</p> <p>19 report to the command unit to report?</p> <p>20 <b>A. No, but normally you would. Normally the OIC of the</b></p> <p>21 <b>machine would -- you'd pull up, he would go and hand in</b></p> <p>22 <b>the nominal roll board and then come back and give you</b></p> <p>23 <b>your jobs or your task or whatever they want to do.</b></p> <p>24 <b>Obviously, that night it was a bit -- the machine just</b></p> <p>25 <b>(inaudible), we pulled up everyone was off and running.</b></p> <p style="text-align: right;">Page 85</p>	<p>1 <b>of the building and obviously the condition that it was</b></p> <p>2 <b>in at the time, and obviously going upstairs wearing BA</b></p> <p>3 <b>will seriously knock down your set if you are wearing</b></p> <p>4 <b>standard breathing apparatus.</b></p> <p>5 Q. Did you raise that point with Station Manager Kipling on</p> <p>6 your return from the tower?</p> <p>7 <b>A. I may have done. I'm not sure. I can't remember.</b></p> <p>8 Q. Can you remember whether Firefighter Barker raised it</p> <p>9 with Mr Kipling in your hearing?</p> <p>10 <b>A. I don't know.</b></p> <p>11 Q. From your witness statement, it appears that that was</p> <p>12 your first and only time inside the tower; is that</p> <p>13 right?</p> <p>14 <b>A. That's correct.</b></p> <p>15 Q. Now, the next topic I'd like to discuss is the setting</p> <p>16 up of the BA main control.</p> <p>17 First, when you left the tower, you found that</p> <p>18 Station Manager Kipling had set up the main control on</p> <p>19 the grass outside the sports centre; is that right?</p> <p>20 <b>A. Initially, we was in a command unit. When I first met</b></p> <p>21 <b>him, he took me to a command unit and we was going to</b></p> <p>22 <b>set it up in there. So then he asked me to go and find</b></p> <p>23 <b>two colleagues to help, which I did, and when I come</b></p> <p>24 <b>back, he'd gone. So then it was a task of trying to</b></p> <p>25 <b>find out where he had gone to, and then I found him on</b></p> <p style="text-align: right;">Page 87</p>
<p>1 Q. Staying on page 3, looking at the final paragraph, you</p> <p>2 there describe going to the tower with</p> <p>3 Firefighter Barker, and you stayed in the foyer whilst</p> <p>4 Firefighter Barker went to the bridgehead.</p> <p>5 Now, on Firefighter Barker's return, did you ask him</p> <p>6 what he had been told at the bridgehead regarding the</p> <p>7 information sought by Mr Kipling?</p> <p>8 <b>A. Yes, he'd written it all down.</b></p> <p>9 Q. Did you discuss the information he had been provided</p> <p>10 with?</p> <p>11 <b>A. I didn't discuss it with him, he just give it to me and</b></p> <p>12 <b>we went back and found Station Manager Kipling.</b></p> <p>13 Q. What had he written it down on? Was it a pad, a single</p> <p>14 piece of paper, what?</p> <p>15 <b>A. I don't know, but one of those two things, yeah.</b></p> <p>16 Q. Did Firefighter Barker refer to any requests for EDDBA</p> <p>17 wearers coming from those in charge at the bridgehead?</p> <p>18 <b>A. No.</b></p> <p>19 Q. Did you discuss with him on the way back from the</p> <p>20 bridgehead the need for EDDBA?</p> <p>21 <b>A. No.</b></p> <p>22 Q. Given you could see the tower from outside, did the need</p> <p>23 for EDDBA cross your mind as a sort of possibility that</p> <p>24 might be needed in due course?</p> <p>25 <b>A. I would've thought -- yes, it did, because of the size</b></p> <p style="text-align: right;">Page 86</p>	<p>1 <b>the grass area outside the sports centre.</b></p> <p>2 Q. If, Paul, you could turn up MET00016854, and if you</p> <p>3 could magnify the area in the immediate vicinity of the</p> <p>4 tower.</p> <p>5 You'll see, Mr Moore, there's a big screen above</p> <p>6 your head. Are you able to identify for us where you</p> <p>7 found Station Manager Kipling setting up the BA main</p> <p>8 control?</p> <p>9 <b>A. Is there anywhere on there where the sports centre is?</b></p> <p>10 <b>Or the leisure centre? Because it was in front of that</b></p> <p>11 <b>on the grass area, wherever that is.</b></p> <p>12 Q. If you could zoom out slightly, it's probably going to</p> <p>13 be more helpful. You'll see Kensington Leisure Centre</p> <p>14 there on the right-hand side.</p> <p>15 <b>A. Yes, you see the word "east" or the east of the tower.</b></p> <p>16 Q. Yes.</p> <p>17 <b>A. It was on the grassy area there.</b></p> <p>18 Q. Thank you.</p> <p>19 Turning to page 4 of your witness statement, third</p> <p>20 substantive paragraph, you say there that you had never</p> <p>21 previously been responsible for operation of the main</p> <p>22 control and this wasn't a job usually done by</p> <p>23 a firefighter.</p> <p>24 <b>A. It's not usually, no.</b></p> <p>25 Q. Why isn't it a role usually carried out by</p> <p style="text-align: right;">Page 88</p>

<p>1 a firefighter?</p> <p>2 <b>A. It's normally done by the command unit staff, because</b></p> <p>3 <b>obviously they got -- at a normal incident, they've</b></p> <p>4 <b>obviously got a lot more time to do it and a lot more</b></p> <p>5 <b>resources to do it, but not that night.</b></p> <p>6 Q. Was your understanding that the more senior officers who</p> <p>7 would usually do the task were otherwise engaged?</p> <p>8 <b>A. Yeah. It wouldn't have been normally a senior officer,</b></p> <p>9 <b>but just the command unit staff would do it.</b></p> <p>10 Q. Had you received any training at any stage as to how to</p> <p>11 carry out this role?</p> <p>12 <b>A. About 30 years ago.</b></p> <p>13 Q. Did you remember that training, I suppose is the</p> <p>14 question?</p> <p>15 <b>A. Well, yes and no. Some of it was quite</b></p> <p>16 <b>self-explanatory, it was just fill in the boxes.</b></p> <p>17 Q. You say that Station Manager Kipling had obtained some</p> <p>18 resource boards. In your witness statement, when you</p> <p>19 refer to control boards, are these the same things as</p> <p>20 the resource boards?</p> <p>21 <b>A. Yeah.</b></p> <p>22 Q. The information you first wrote on the control boards,</p> <p>23 was this the information that Firefighter Barker had</p> <p>24 been provided with at the bridgehead?</p> <p>25 <b>A. Some of it was, yes, and some of it was what I gathered</b></p> <p style="text-align: right;">Page 89</p>	<p>1 <b>A. Different colour.</b></p> <p>2 Q. What is that colour?</p> <p>3 <b>A. They are orange. They have an orange cover.</b></p> <p>4 Q. SDBA are what colour?</p> <p>5 <b>A. Yellow.</b></p> <p>6 Q. Was Station Manager Loft involved at any stage in the</p> <p>7 setting up or operation of the BA control boards?</p> <p>8 <b>A. No.</b></p> <p>9 Q. Did you come across Station Manager Loft at any stage</p> <p>10 during the night?</p> <p>11 <b>A. No.</b></p> <p>12 Q. The next topic I would like to discuss is the fine</p> <p>13 detail of your role on the evening, if that's all right.</p> <p>14 Station Manager Kipling says that he deployed you to</p> <p>15 ascertain names, numbers of crew and a rough plan of the</p> <p>16 tower. Does that sound about right to you?</p> <p>17 <b>A. Yes.</b></p> <p>18 Q. How did you go about finding crews?</p> <p>19 <b>A. They were all out in front of me in various states of</b></p> <p>20 <b>dress. Sort of all over the grass.</b></p> <p>21 Q. They congregated on that grass frontage between the</p> <p>22 leisure centre and the tower?</p> <p>23 <b>A. Yes.</b></p> <p>24 Q. Had you divided them up into SDBA wearers or EDBA</p> <p>25 wearers?</p> <p style="text-align: right;">Page 91</p>
<p>1 myself.</p> <p>2 Q. What information did you gather yourself?</p> <p>3 <b>A. Basically how many wearers we had there in standard BA,</b></p> <p>4 <b>how many wearers we had in EDBA, and how many spare</b></p> <p>5 <b>cylinders we had of both, and how many times so far that</b></p> <p>6 <b>the firefighters had worn into the tower, which we take</b></p> <p>7 <b>into account.</b></p> <p>8 Q. So from the very outset, you had in mind EDBA wearers as</p> <p>9 being necessary?</p> <p>10 <b>A. I think they was already being used.</b></p> <p>11 Q. At the outset, what information did you have as to</p> <p>12 whether and, if so, how many FRUs were on site at the</p> <p>13 time?</p> <p>14 <b>A. I don't know how many FRUs were there.</b></p> <p>15 Q. Is there a means of finding out how many FRUs were on</p> <p>16 the scene?</p> <p>17 <b>A. I imagine there would've been, yes.</b></p> <p>18 Q. Would you have contacted the command unit, for example?</p> <p>19 <b>A. I didn't have any direct contact with the command unit.</b></p> <p>20 <b>Station Manager Kipling might have done and asked how</b></p> <p>21 <b>much, because I know later on in the incident he did</b></p> <p>22 <b>request more EDBA.</b></p> <p>23 Q. Are EDBA cylinders readily identifiable?</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. How?</p> <p style="text-align: right;">Page 90</p>	<p>1 <b>A. No, they was just all scattered.</b></p> <p>2 Q. How did you go about ensuring that BA crews reported to</p> <p>3 you so that you knew what resources you had to deploy in</p> <p>4 response --</p> <p>5 <b>A. It was very difficult. They just wanted to get in.</b></p> <p>6 <b>Every single one of them was desperate to get into that</b></p> <p>7 <b>tower. So it was quite hard keeping hold of them,</b></p> <p>8 <b>keeping them in one place and keeping your resources</b></p> <p>9 <b>together.</b></p> <p>10 Q. How did you manage the allocation of crews to calls for</p> <p>11 assistance from the bridgehead?</p> <p>12 <b>A. So the call would come through from the bridgehead to</b></p> <p>13 <b>Dan Kipling. He would then give me, "I need X amount of</b></p> <p>14 <b>X, Y, Z". I would go away and find them, bring them</b></p> <p>15 <b>back, Dan would brief them and then they would depart to</b></p> <p>16 <b>the bridgehead.</b></p> <p>17 Q. Was that the same process you identified for locating</p> <p>18 EDBA crews?</p> <p>19 <b>A. Yes, exactly the same.</b></p> <p>20 Q. Did you try and coral EDBA crews separately from the</p> <p>21 others in the grass area in front of the tower?</p> <p>22 <b>A. No, because when they was obviously being committed and</b></p> <p>23 <b>they come out again, you couldn't -- you'll turn round</b></p> <p>24 <b>and there will be some here, some there. It was just</b></p> <p>25 <b>easier to let them get on. They'd had a hard enough</b></p> <p style="text-align: right;">Page 92</p>

<p>1 <b>time as it is.</b></p> <p>2 Q. Did you find a rough plan of the tower to assist your</p> <p>3 operations?</p> <p>4 <b>A. I didn't, no.</b></p> <p>5 Q. What did you use then?</p> <p>6 <b>A. I just basically drew a very -- with a chinagraph pencil</b></p> <p>7 <b>just a tower and entrance in where we was in relation to</b></p> <p>8 <b>that.</b></p> <p>9 Q. That was based simply on what you'd observed since your</p> <p>10 attendance at the scene?</p> <p>11 <b>A. Yes, what I could see, yeah.</b></p> <p>12 Q. Did Firefighter Barker assist with any further detail he</p> <p>13 had elicited from the bridgehead?</p> <p>14 <b>A. Firefighter Barker and Firefighter Power, they were</b></p> <p>15 <b>helping servicing BA sets. So when the crews come out</b></p> <p>16 <b>from the tower, their sets would need servicing. They</b></p> <p>17 <b>would go over to them, where they would give them</b></p> <p>18 <b>a fresh cylinder and anything else they needed.</b></p> <p>19 Q. Were you required to give any form of briefing to the</p> <p>20 crews waiting to be deployed?</p> <p>21 <b>A. No.</b></p> <p>22 Q. Were you responsible for taking any form of debriefing</p> <p>23 from the crews once they'd returned from any deployment</p> <p>24 within the tower?</p> <p>25 <b>A. No.</b></p> <p style="text-align: center;">Page 93</p>	<p>1 wearers they needed and would then ask me to get the</p> <p>2 numbers of FF required together and ready to go and</p> <p>3 advise when they were ready to deploy."</p> <p>4 Was there a particular individual tasked with</p> <p>5 radioing/phoning Station Manager Kipling at the</p> <p>6 bridgehead that you were aware of?</p> <p>7 <b>A. I don't know.</b></p> <p>8 Q. Is it usual to use mobile phones as opposed to handheld</p> <p>9 radios in circumstances such as this?</p> <p>10 <b>A. Not normally. But, as I say, the communications was</b></p> <p>11 <b>playing up that night.</b></p> <p>12 Q. What are the advantages of using a mobile phone as</p> <p>13 opposed to handheld radios?</p> <p>14 <b>A. I suppose there must be a stronger signal, better</b></p> <p>15 <b>signal.</b></p> <p>16 Q. Based on your experience, what use is made of mobile</p> <p>17 phones within fighting fires in high-rise towers,</p> <p>18 for example, or situations where the radio reception</p> <p>19 isn't ideal?</p> <p>20 <b>A. Well, policy, we're not supposed to carry them as</b></p> <p>21 <b>firefighters. Senior managers are allowed their phones,</b></p> <p>22 <b>but under policy we're not supposed to carry mobile</b></p> <p>23 <b>phones. People do.</b></p> <p>24 Q. Can you remember what time the bridgehead first asked</p> <p>25 for EDDBA to be obtained? Had it been done before or</p> <p style="text-align: center;">Page 95</p>
<p>1 Q. Mr Kipling describes Station Manager Loft relaying</p> <p>2 information to him and Station Manager Saunders, and</p> <p>3 then running between the command unit and the point you</p> <p>4 were at.</p> <p>5 Were you also, as part of the process, taking notes</p> <p>6 of information that had been passed to Station Manager</p> <p>7 Kipling?</p> <p>8 <b>A. No.</b></p> <p>9 Q. Were you taking any notes of any purpose during the</p> <p>10 course of the night?</p> <p>11 <b>A. No, other than the ones -- only sort of getting BA</b></p> <p>12 <b>numbers, getting wearers together. That's all I was</b></p> <p>13 <b>recording, resources.</b></p> <p>14 Q. Were you involved in providing any rescue briefings to</p> <p>15 BA crews at the entry control board point?</p> <p>16 <b>A. No.</b></p> <p>17 Q. Do you know who was?</p> <p>18 <b>A. No, I don't know.</b></p> <p>19 Q. The next topic I'd like to discuss with you is</p> <p>20 communication of BA requirements from the bridgehead to</p> <p>21 you.</p> <p>22 At page 5 of your witness statement, the first line,</p> <p>23 you say:</p> <p>24 "SM KIPLING was receiving requirement orders by</p> <p>25 phone and radio from the bridgehead saying how many</p> <p style="text-align: center;">Page 94</p>	<p>1 after you were tasked with your role at the main control</p> <p>2 centre?</p> <p>3 <b>A. I don't know. I don't know.</b></p> <p>4 Q. Can you remember whether Station Manager Kipling</p> <p>5 suggested to the bridgehead whether EDDBA was necessary?</p> <p>6 <b>A. I'd imagine he got the information back from the</b></p> <p>7 <b>bridgehead, then requested EDDBA.</b></p> <p>8 Q. Thereafter?</p> <p>9 <b>A. Yeah, thereafter, yeah.</b></p> <p>10 Q. Staying at page 5 of your witness statement, the first</p> <p>11 paragraph, four lines from the top, you say:</p> <p>12 "... SM KIPLING went through two radios and mobile</p> <p>13 phone batteries. I have never known anything like it.</p> <p>14 My radio ran out during my deployment but I just</p> <p>15 continued on working off word of mouth from that point</p> <p>16 to receive information of what was happening and being</p> <p>17 directed by SM Kipling."</p> <p>18 When you refer to word of mouth there, do you mean</p> <p>19 that firefighters were updating you face-to-face on BA</p> <p>20 requirements, firefighters coming from the bridgehead?</p> <p>21 What do you mean there?</p> <p>22 <b>A. No, I mean sort of Dan Kipling communicating with me.</b></p> <p>23 <b>If he wasn't around, then he'll come back and see me</b></p> <p>24 <b>rather than trying to get hold of me via radio, because</b></p> <p>25 <b>neither of our radios were working.</b></p> <p style="text-align: center;">Page 96</p>



<p>1 Q. Presumably Mr Kipling was moving around --</p> <p>2 <b>A. Yes.</b></p> <p>3 Q. -- the front area, so he wasn't in one fixed point.</p> <p>4 <b>A. No, not all the time, no.</b></p> <p>5 Q. Did you receive any updates or orders from the command</p> <p>6 unit at any stage during the night regarding, say, the</p> <p>7 need for EDBA wearers more of them?</p> <p>8 <b>A. No, as far as I'm aware, we didn't have any contact with</b></p> <p>9 <b>the command unit.</b></p> <p>10 Q. Certainly you didn't receive --</p> <p>11 <b>A. I didn't, no.</b></p> <p>12 Q. Can I now turn to the question of the initial deployment</p> <p>13 of crews.</p> <p>14 The first EDBA deployment was the Paddington FRU</p> <p>15 team and they were deployed to go to the roof. Were you</p> <p>16 aware of that?</p> <p>17 <b>A. No.</b></p> <p>18 Q. I think the second EDBA team was from Chelsea, and I'll</p> <p>19 just take you through some facts so you understand the</p> <p>20 context.</p> <p>21 Golf 346 had been status 3 since 01.36, but its</p> <p>22 members tallied in at 02.44.</p> <p>23 Were you aware of the Chelsea team being on site?</p> <p>24 <b>A. I was later on in the incident. I don't know at that</b></p> <p>25 <b>time I was. They might have been at the bridgehead,</b></p> <p style="text-align: right;">Page 97</p>	<p>1 standing there after his second trip into the tower.</p> <p>2 Did Mr Mulholland take this point up with you or</p> <p>3 anyone within your earshot?</p> <p>4 <b>A. No.</b></p> <p>5 Q. Are you aware of any other incidents where there were</p> <p>6 unused numbers of EDBA wearers?</p> <p>7 <b>A. No, not at all.</b></p> <p>8 Q. Could I now turn on to the question of the adequacy of</p> <p>9 SDBA in the circumstance. At page 5 of your witness</p> <p>10 statement, the third substantive paragraph, you say</p> <p>11 this:</p> <p>12 "Quite quickly it became apparent that standard BAs</p> <p>13 were just not enough. I think it was about</p> <p>14 02:30/02:45am that we stopped using them. The sets were</p> <p>15 running out too early. As soon as the FF were getting</p> <p>16 up the floors they were having to come straight back</p> <p>17 down unable to carry out any rescues or firefighting.</p> <p>18 We desperately needed EDBAs and were waiting for</p> <p>19 qualified area units and kit to arrive."</p> <p>20 Apologies for asking an obvious question first, but</p> <p>21 how did the insufficiency become apparent to you?</p> <p>22 <b>A. Because they was -- it's just say a crew was tasked to</b></p> <p>23 <b>go to whatever floor, they just wasn't getting to that</b></p> <p>24 <b>floor. They was getting so far and the whistle was</b></p> <p>25 <b>telling them to turn around and come back out again.</b></p> <p style="text-align: right;">Page 99</p>
<p>1 <b>I don't know.</b></p> <p>2 Q. Presumably, therefore, you're unaware that between</p> <p>3 arrival and then presenting themselves to you, they'd</p> <p>4 been put on other duties. Were you aware of that?</p> <p>5 <b>A. No.</b></p> <p>6 Q. Given the apparent lapse of time between 01.36 and</p> <p>7 02.44, how did you ensure that EDBA crews were</p> <p>8 identified and deployed as efficiently and swiftly as</p> <p>9 possible?</p> <p>10 <b>A. Basically, we were just like a resource point. So we</b></p> <p>11 <b>would get -- the bridgehead would ask for X amount of</b></p> <p>12 <b>standard duration BA wearers, X amount of EDBA wearers,</b></p> <p>13 <b>we would just deploy them to the bridgehead. It would</b></p> <p>14 <b>be down to the bridgehead on how they are deployed from</b></p> <p>15 <b>that point on.</b></p> <p>16 Q. So there was no point of contact liaising with you and</p> <p>17 that point of contact identifying EDBA as they arrived</p> <p>18 to notify you of their arrival on the scene?</p> <p>19 <b>A. No. Everyone sort of congregated together, because</b></p> <p>20 <b>normally it's run from a control unit, so you'd all be</b></p> <p>21 <b>outside of the control unit, but obviously this was</b></p> <p>22 <b>slightly different.</b></p> <p>23 Q. Okay.</p> <p>24 Group Manager Mulholland said in evidence that he</p> <p>25 found eight EDBA wearers not in use, he says, simply</p> <p style="text-align: right;">Page 98</p>	<p>1 <b>Although most were going past that and ignoring it,</b></p> <p>2 <b>yeah, they still couldn't reach the floors because of</b></p> <p>3 <b>the conditions and how far they had to travel.</b></p> <p>4 Q. This is what they were telling you on their return from</p> <p>5 the tower?</p> <p>6 <b>A. Yes.</b></p> <p>7 Q. Should it have been obvious that SDBA wouldn't be</p> <p>8 sufficient given the tower had 24 floors and the nature</p> <p>9 and extent of the fire spread?</p> <p>10 <b>A. Yes.</b></p> <p>11 Q. You say you stopped using SDBAs at 02.30 or thereabouts.</p> <p>12 Just to clarify, are you saying from 02.30 or</p> <p>13 thereabouts you solely deployed EDBA units?</p> <p>14 <b>A. I believe it did for a while, but then I think they</b></p> <p>15 <b>carried on using it, SDBA, but at what time that was,</b></p> <p>16 <b>I don't know.</b></p> <p>17 Q. What was done with the SDBA crews then? Were they just</p> <p>18 rested?</p> <p>19 <b>A. Resting, yeah.</b></p> <p>20 Q. Were you deploying EDBAs only to those firefighters who</p> <p>21 had been trained in their use?</p> <p>22 <b>A. Oh, yeah, you've got to be trained in EDBA to use it,</b></p> <p>23 <b>yeah.</b></p> <p>24 Q. We heard some evidence in July that the differences</p> <p>25 between SDBA and EDBA weren't so great.</p> <p style="text-align: right;">Page 100</p>

<p>1 <b>A. It's not massive, but you have to do the course.</b></p> <p>2 Q. But you didn't deploy anyone who hadn't had the training</p> <p>3 is the key point?</p> <p>4 <b>A. No.</b></p> <p>5 Q. Did you ask whether --</p> <p>6 <b>A. There were people willing to do it.</b></p> <p>7 Q. That's what I was coming to. Given people were</p> <p>8 volunteering, what did you do?</p> <p>9 <b>A. There were firefighters willing to put an EDBA set on,</b></p> <p>10 <b>yeah, not trained in it, yeah.</b></p> <p>11 Q. Was it a pattern that you asked each crew who wanted to</p> <p>12 be deployed, "Are you trained?" or how did you do it?</p> <p>13 <b>A. No, I wasn't asking that, no.</b></p> <p>14 Q. So how did you verify --</p> <p>15 <b>A. Oh, they have a sticker on the side of their</b></p> <p>16 <b>firefighter's helmet to identify them as EDBA wearers.</b></p> <p>17 Q. One point which has arisen is the question: to the best</p> <p>18 of your knowledge, do EDBAs provide more protection</p> <p>19 against heat than SDBAs? Are you able to help us with</p> <p>20 that?</p> <p>21 <b>A. No, no.</b></p> <p>22 Q. You don't know or --</p> <p>23 <b>A. No, they don't. It's the same firefighting kit, just a</b></p> <p>24 <b>different set.</b></p> <p>25 Q. Turning to the next question of redeployment of EDBA</p> <p style="text-align: center;">Page 101</p>	<p>1 <b>but Dan Kipling ordered on some extra sets because there</b></p> <p>2 <b>was qualified people there that could wear it, they just</b></p> <p>3 <b>needed a set to wear, and when the sets arrived, the</b></p> <p>4 <b>batteries were flat on the sets. But apparently that is</b></p> <p>5 <b>how they should be.</b></p> <p>6 Q. You're not --</p> <p>7 <b>A. Apparently -- no, that's what Dan was telling me this</b></p> <p>8 <b>morning.</b></p> <p>9 Q. Did the problem of the flat batteries cause any</p> <p>10 problems?</p> <p>11 <b>A. Yes, it was delayed, because then we had to get some</b></p> <p>12 <b>charged batteries.</b></p> <p>13 Q. How much time did it take you to get the charged</p> <p>14 batteries?</p> <p>15 <b>A. About half an hour, 40 minutes maybe.</b></p> <p>16 Q. Apologies, this is another obvious question: what kit do</p> <p>17 you have that enables you to charge? Are they on the</p> <p>18 appliance or FRUs, what?</p> <p>19 <b>A. Yeah, normally the set is on the appliance, so it's</b></p> <p>20 <b>plugged in, so the minute you take it out, it's ready to</b></p> <p>21 <b>go. But these were new, fresh sets that needed putting</b></p> <p>22 <b>together. So you had to put the set together, put the</b></p> <p>23 <b>battery in, put the cylinder on, put the cylinder cover</b></p> <p>24 <b>on, then you're ready to go. But obviously the</b></p> <p>25 <b>batteries they supplied were flat.</b></p> <p style="text-align: center;">Page 103</p>
<p>1 crews.</p> <p>2 At page 6 of your witness statement, the third</p> <p>3 substantive paragraph, you say EDBA crews were going in</p> <p>4 two or three times.</p> <p>5 Are you able to summarise for us the risks that are</p> <p>6 caused from repeated deployment?</p> <p>7 <b>A. Yes. Obviously heat stress, massively.</b></p> <p>8 Q. What are the problems that are caused from heat stress</p> <p>9 just for people --</p> <p>10 <b>A. Confusion. You would get in there, you could -- you</b></p> <p>11 <b>don't know what you're doing, you lose all bearings, you</b></p> <p>12 <b>get yourself lost. So, yeah, it's a big thing.</b></p> <p>13 Q. Did you see any evidence of that in terms of crews</p> <p>14 returning from the tower?</p> <p>15 <b>A. I didn't see any actual evidence of it, but there was</b></p> <p>16 <b>crews there that had been working very, very hard.</b></p> <p>17 <b>Extremely hard.</b></p> <p>18 Q. If I can now turn to the question of batteries.</p> <p>19 Do you recall a problem with the telemetry batteries</p> <p>20 being flat on the EDBA supplied cylinders?</p> <p>21 <b>A. Yes.</b></p> <p>22 Q. Did --</p> <p>23 <b>A. Sets, sorry, that is.</b></p> <p>24 Q. Sets, sorry.</p> <p>25 <b>A. Yeah, on the sets, yeah. I don't know what time it was,</b></p> <p style="text-align: center;">Page 102</p>	<p>1 Q. When you came across the issue regarding the flat</p> <p>2 batteries, was that at the time where there had been the</p> <p>3 order only to deploy EDBA crews or was it the time --</p> <p>4 <b>A. I believe it was, yes.</b></p> <p>5 Q. During that time, was the simple reality that no EDBA</p> <p>6 crews were deployed at all?</p> <p>7 <b>A. No, because we did have the ones there that were there</b></p> <p>8 <b>already, where their sets were working fine. It was</b></p> <p>9 <b>just the new sets that had turned up on the OSU.</b></p> <p>10 Q. In your view, therefore, did the problem with the flat</p> <p>11 batteries cause any delay in deployment of EDBA crews?</p> <p>12 <b>A. Yeah, it did, yeah.</b></p> <p>13 Q. Do you recall any similar problems with BA covers not</p> <p>14 being available on some cylinders?</p> <p>15 <b>A. Yes. The sets turned up -- the new sets that turned up</b></p> <p>16 <b>on the OSU didn't have any covers.</b></p> <p>17 Q. What's the consequence of that?</p> <p>18 <b>A. Basically -- so they then, the crews that were deployed,</b></p> <p>19 <b>that were inside the tower, when they came out, we then</b></p> <p>20 <b>had to take their cylinder cover off and give it to the</b></p> <p>21 <b>fresh crew or a different crew for them to be able to</b></p> <p>22 <b>progress into the bridgehead.</b></p> <p>23 Q. Did that cause any delay?</p> <p>24 <b>A. Yeah.</b></p> <p>25 Q. Are you able to estimate for us now the extent of the</p> <p style="text-align: center;">Page 104</p>

<p>1 delay that caused?</p> <p>2 <b>A. You're only talking a couple of minutes each time they</b></p> <p>3 <b>come out, but it's still a delay.</b></p> <p>4 Q. At page 8 of your witness statement, three lines from</p> <p>5 the bottom, you say there were only 16 units in the</p> <p>6 Brigade that have the EDBA units and only 10 were at the</p> <p>7 fire.</p> <p>8 How do you know that there were only 16 units in the</p> <p>9 Brigade with EDBAs?</p> <p>10 <b>A. I think I've been told that -- I was told that when</b></p> <p>11 <b>I was making my statement.</b></p> <p>12 Q. It's not something you knew at the time?</p> <p>13 <b>A. I knew roughly how many there was, but I wouldn't</b></p> <p>14 <b>have ...</b></p> <p>15 Q. Again, staying on page 8, the third substantive</p> <p>16 paragraph, you say:</p> <p>17 "EDBA systems give extended breathing time and would</p> <p>18 have made a difference."</p> <p>19 Again, could you explain to us the precise nature of</p> <p>20 the difference you think would've been achieved by</p> <p>21 having wider availability of EDBA?</p> <p>22 <b>A. An EDBA set just lasts a lot longer than a standard</b></p> <p>23 <b>duration set, so obviously giving you longer time to</b></p> <p>24 <b>work in it.</b></p> <p>25 Q. I now want to turn to a separate topic, and that is the</p> <p style="text-align: center;">Page 105</p>	<p>1 more people out if we had said early on to get out."</p> <p>2 My first question is this: when would you have given</p> <p>3 that advice?</p> <p>4 <b>A. So as far as policy goes, it's control that give the</b></p> <p>5 <b>advice to change, and my sort of personal opinion of</b></p> <p>6 <b>that, it should be the incident commander who makes that</b></p> <p>7 <b>decision early doors. So whenever the incident</b></p> <p>8 <b>commander feels that we should change this. But whether</b></p> <p>9 <b>it would have made any difference or not, I don't know.</b></p> <p>10 <b>Hindsight is a wonderful thing.</b></p> <p>11 Q. Given your 30 years' experience, would you have</p> <p>12 considered evacuation, total or partial --</p> <p>13 <b>A. At the time -- yeah, I suppose at the time I did. But</b></p> <p>14 <b>now thinking back, now sort of watching the inquiry and</b></p> <p>15 <b>stuff like that, finding out that it was only one</b></p> <p>16 <b>staircase, it could've created a whole more lot of</b></p> <p>17 <b>problems. So I think it was damned if you do, damned if</b></p> <p>18 <b>you don't.</b></p> <p>19 Q. Is the fact that there was only one staircase a piece of</p> <p>20 information you only learnt after the --</p> <p>21 <b>A. I did, yeah.</b></p> <p>22 Q. You referred to the fact that on the night you thought</p> <p>23 about evacuation.</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. What was your precise thought on the night?</p> <p style="text-align: center;">Page 107</p>
<p>1 operational support unit.</p> <p>2 Now, just by way of background, Golf 25 Alpha,</p> <p>3 Ealing's operational support unit, arrived on scene at</p> <p>4 01.42.</p> <p>5 Were you aware of the location of that OSU when it</p> <p>6 arrived at scene?</p> <p>7 <b>A. No.</b></p> <p>8 Q. Is it right that the OSU carries a variety of additional</p> <p>9 equipment, consumable resource packs, fuel, water, BA</p> <p>10 cylinders, et cetera?</p> <p>11 <b>A. It does.</b></p> <p>12 Q. Did you know whether the OSU was carrying anything else</p> <p>13 on the night?</p> <p>14 <b>A. I don't know, no.</b></p> <p>15 Q. Would it have carried EDBA?</p> <p>16 <b>A. I'm not sure.</b></p> <p>17 Q. Did you have any contact with any OSU during the course</p> <p>18 of the night?</p> <p>19 <b>A. No.</b></p> <p>20 Q. The next topic I'd like to discuss with you, indeed the</p> <p>21 final one, is the question of stay put.</p> <p>22 If I could ask you to turn to page 10 of your</p> <p>23 statement and the final line of the final paragraph.</p> <p>24 You say:</p> <p>25 "I personally think that we would have got a lot</p> <p style="text-align: center;">Page 106</p>	<p>1 <b>A. Just that the way that the tower was behaving, the way</b></p> <p>2 <b>the fire had gone up, it's that these people need to get</b></p> <p>3 <b>out, they need to get out now.</b></p> <p>4 Q. When did you have that thought? Was it on turning up or</p> <p>5 later on in the evening?</p> <p>6 <b>A. Pretty much -- yeah, on turning up. So, yeah.</b></p> <p>7 Q. Did you raise any concerns regarding the application of</p> <p>8 stay put with any senior officer at any stage during the</p> <p>9 course of the evening?</p> <p>10 <b>A. No.</b></p> <p>11 MR KINNIER: Mr Moore, thank you very much for your help.</p> <p>12 If, sir, I could have the possibility of 5 minutes</p> <p>13 to see if there are any further questions.</p> <p>14 SIR MARTIN MOORE-BICK: Yes.</p> <p>15 MR KINNIER: Apologies for that, and then --</p> <p>16 SIR MARTIN MOORE-BICK: Well, Mr Moore, it sounds as though</p> <p>17 that could well be all the questions we need to ask you,</p> <p>18 but there's always a possibility, when people check,</p> <p>19 that there might be a few more.</p> <p>20 So we'll have a 5-minute break and let you know</p> <p>21 whether we need to ask you to help us any further.</p> <p>22 Would that be all right?</p> <p>23 THE WITNESS: Okay, thank you.</p> <p>24 SIR MARTIN MOORE-BICK: If we don't, let me just say thank</p> <p>25 you very much for coming along to help us, and your</p> <p style="text-align: center;">Page 108</p>

<p>1 evidence has been very helpful.</p> <p>2 THE WITNESS: You're welcome.</p> <p>3 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>4 usher, then, please.</p> <p>5 (The witness withdrew)</p> <p>6 SIR MARTIN MOORE-BICK: Do you happen to know whether the</p> <p>7 next witness is standing or sitting?</p> <p>8 MR KINNIER: Sitting.</p> <p>9 SIR MARTIN MOORE-BICK: He's sitting.</p> <p>10 If I say 12.20, it's helpful to work to a definite</p> <p>11 time.</p> <p>12 I'll rise until 12.20 and then we'll see whether we</p> <p>13 need Mr Moore back or whether we can start another</p> <p>14 witness. All right? Thank you.</p> <p>15 (12.13 pm)</p> <p>16 (A short break)</p> <p>17 (12.20 pm)</p> <p>18 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>19 Now, I understand that there are no further</p> <p>20 questions for Mr Moore.</p> <p>21 MR KINNIER: That's right, so he can be released.</p> <p>22 SIR MARTIN MOORE-BICK: He can be released.</p> <p>23 Who is our next witness?</p> <p>24 MR KINNIER: Sir, the next witness I'll be calling is</p> <p>25 Firefighter Jason King. I'm taking him slightly out of</p> <p style="text-align: center;">Page 109</p>	<p>1 grateful for you coming down so swiftly, and also very</p> <p>2 grateful for the help you are going to give the inquiry.</p> <p>3 First of all, hopefully there's a blue file in front</p> <p>4 of you. Behind the first tab hopefully is your witness</p> <p>5 statement dated 10 November 2017. Is that right?</p> <p>6 <b>A. That's correct.</b></p> <p>7 Q. Then if you turn the next tab, hopefully you'll find</p> <p>8 your contemporaneous note.</p> <p>9 <b>A. That's correct.</b></p> <p>10 Q. Thereafter, turning to the next tabs, you'll find six</p> <p>11 further exhibits that you completed for the purposes of</p> <p>12 your statement; is that right?</p> <p>13 <b>A. That's correct.</b></p> <p>14 Q. Have you read those documents recently?</p> <p>15 <b>A. Yes.</b></p> <p>16 Q. Do you confirm the contents are true?</p> <p>17 <b>A. Answer: yes.</b></p> <p>18 Q. Are you content for those documents to stand as your</p> <p>19 evidence to the inquiry?</p> <p>20 <b>A. I am.</b></p> <p>21 Q. Now, Mr King, you'll be aware that we've heard evidence</p> <p>22 from Watch Manager Beale, and I don't intend to go over</p> <p>23 the matters we raised with him. Really I'd like to</p> <p>24 focus on three things with you today: first of all, the</p> <p>25 operation of Soho's ALP; secondly, your involvement with</p> <p style="text-align: center;">Page 111</p>
<p>1 order for this reason. This morning, when Mr Kipling</p> <p>2 attended, his referred to his contemporaneous notes,</p> <p>3 upon which he had made his own manuscript notes. They</p> <p>4 haven't been disclosed. Those notes don't, in our view,</p> <p>5 materially alter matters. But for the sake of</p> <p>6 completeness, I have asked that those notes to which</p> <p>7 Mr Kipling has added his own manuscript notes should be</p> <p>8 disclosed to the CPs as soon as possible today so they</p> <p>9 can have an opportunity to consider themselves and, if</p> <p>10 necessary, raise any further questions they may have</p> <p>11 arising out of that. So that is the reason for the</p> <p>12 quick swap of witnesses.</p> <p>13 So, in those circumstances, I'm grateful to Mr King.</p> <p>14 If I could call him.</p> <p>15 JASON KING (sworn)</p> <p>16 Questions by MR KINNIER</p> <p>17 SIR MARTIN MOORE-BICK: Thank you very much, Mr King. Sit</p> <p>18 down and make yourself comfortable.</p> <p>19 I'm sorry we've taken you out of order. I am</p> <p>20 grateful to you for agreeing to that.</p> <p>21 THE WITNESS: No problem.</p> <p>22 MR KINNIER: Please confirm your name for the record?</p> <p>23 <b>A. Jason Mark King.</b></p> <p>24 Q. Mr King, you have the rare value of being a witness</p> <p>25 called before he was due to be programmed. I am very</p> <p style="text-align: center;">Page 110</p>	<p>1 residents; and, thirdly, your own entry into the tower</p> <p>2 later on in the night.</p> <p>3 Now, if at any time you require a break, please</p> <p>4 shout. That's not a problem. If any question I ask you</p> <p>5 is unclear, please shout. That's my fault and I'll</p> <p>6 rephrase it so it's clear?</p> <p>7 <b>A. Okay, thank you.</b></p> <p>8 Q. First of all, may I establish just certain basics.</p> <p>9 How long have you been a firefighter?</p> <p>10 <b>A. For eight years.</b></p> <p>11 Q. Have you always worked for the LFB as a firefighter?</p> <p>12 <b>A. Answer: yes.</b></p> <p>13 Q. In June 2017, you held the same rank as today, namely</p> <p>14 firefighter?</p> <p>15 <b>A. That's correct.</b></p> <p>16 Q. You were based at Soho?</p> <p>17 <b>A. That's right.</b></p> <p>18 Q. You've been trained to operate aerial appliances for two</p> <p>19 years?</p> <p>20 <b>A. That's correct.</b></p> <p>21 Q. So by now you've acquired three years' experience in</p> <p>22 their operation?</p> <p>23 <b>A. Yes, that's correct.</b></p> <p>24 Q. We have your mobilisation time on the night as 01.31, on</p> <p>25 the road at 01.33 and, from the LFB's GPS data, arrival</p> <p style="text-align: center;">Page 112</p>

<p>1 at 01.52. Does that sound right to you?</p> <p>2 <b>A. Yes. Answer: yes.</b></p> <p>3 Q. Am I right in thinking you were driving the Soho's ALP</p> <p>4 on the night?</p> <p>5 <b>A. That's correct.</b></p> <p>6 Q. In terms of the operation of an ALP, what are the duties</p> <p>7 of the driver?</p> <p>8 <b>A. Well, initially, get to the correct place, the scene of</b></p> <p>9 <b>operations, and then once at the scene of operations to</b></p> <p>10 <b>pitch and deploy the aerial ladder in the most</b></p> <p>11 <b>appropriate position.</b></p> <p>12 Q. Thank you.</p> <p>13 I'd like to talk with you first of all about your</p> <p>14 arrival at the tower. If I could ask you to turn to</p> <p>15 page 2 of your statement and the second paragraph on</p> <p>16 that page, fifth line down, you say this --</p> <p>17 SIR MARTIN MOORE-BICK: Sorry, excuse me. Mr King, you may</p> <p>18 find it helpful to look at the display on the screen</p> <p>19 because it's possible to blow that up, so it's easier to</p> <p>20 read.</p> <p>21 <b>A. Thank you, sir.</b></p> <p>22 MR KINNIER: There you say:</p> <p>23 "We made our way in via LANCASTER GATE into a road</p> <p>24 called SILCHESTER ROAD. This was actually more by luck</p> <p>25 than judgement as we ended up being at the only access</p> <p style="text-align: center;">Page 113</p>	<p>1 rather?</p> <p>2 <b>A. I believe where it says "post".</b></p> <p>3 Q. Okay.</p> <p>4 When you say this was the only access point you</p> <p>5 could've used, can you explain why you couldn't have</p> <p>6 accessed the tower from any of the other sides?</p> <p>7 <b>A. That's more in hindsight, I should say, but having had</b></p> <p>8 <b>the benefit of hindsight, I think you'll find that</b></p> <p>9 <b>Grenfell Walk, the road at the bottom there, was lined</b></p> <p>10 <b>up with normal pumping appliances, and Paddington's</b></p> <p>11 <b>turntable ladder was blocking access on one side because</b></p> <p>12 <b>it was already sited, and there was no access to the</b></p> <p>13 <b>other two sites of the building via roadway, so that was</b></p> <p>14 <b>pretty much the only place we were left with.</b></p> <p>15 Q. The first topic really I'd like to discuss with you is</p> <p>16 the setting up of the ALP itself. On page 3 of your</p> <p>17 witness statement, looking at the first substantive</p> <p>18 paragraph, you say that you parked and Crew Manager</p> <p>19 Frost went to book in with the CU whilst you looked for</p> <p>20 somewhere to pitch the aerial.</p> <p>21 Do you remember which command unit he went to?</p> <p>22 <b>A. I'm afraid I didn't see which command unit he went to.</b></p> <p>23 Q. Paddington's aerial, Alpha 213, was already parked up;</p> <p>24 is that right?</p> <p>25 <b>A. That's correct.</b></p> <p style="text-align: center;">Page 115</p>
<p>1 point that we could have used for our appliance.</p> <p>2 I remember we arrived at a police cordon and they were</p> <p>3 able to point us in the right direction and helped to</p> <p>4 remove a bollard to allow us access. Then we were sort</p> <p>5 of there by the leisure centre."</p> <p>6 First of all, could I ask Paul to bring up the map,</p> <p>7 which is at MET00016854.</p> <p>8 Now, Silchester Road is marked on that map. Can you</p> <p>9 show us, first of all, where you brought the ALP in?</p> <p>10 <b>A. Yeah. You see Silchester Road at the top of the screen</b></p> <p>11 <b>there. Over on the right-hand side of that screen where</b></p> <p>12 <b>it says 8.7, I'm assuming metres, we came down past the</b></p> <p>13 <b>Methodist church there and -- sorry, no, not from there,</b></p> <p>14 <b>ignore that arrow. So in the very top-right of the</b></p> <p>15 <b>screen there is the Methodist church.</b></p> <p>16 Q. Yes.</p> <p>17 <b>A. So we came down that road and then turned left. There's</b></p> <p>18 <b>a road just on the corner there, so we turned left,</b></p> <p>19 <b>which is facing down.</b></p> <p>20 Q. Yes.</p> <p>21 <b>A. We drove through there, and then we came in alongside</b></p> <p>22 <b>the academy there into where it says "east".</b></p> <p>23 Q. So some way down that road?</p> <p>24 <b>A. That's correct.</b></p> <p>25 Q. Where were the bollards that you removed, or the bollard</p> <p style="text-align: center;">Page 114</p>	<p>1 Q. You indicate where Alpha 213 was parked on your</p> <p>2 exhibited map, which is at MET00015802.</p> <p>3 Paul, I'd be grateful if you could bring that up, if</p> <p>4 possible.</p> <p>5 Is it right that Alpha 213 was parked on the east</p> <p>6 side?</p> <p>7 <b>A. Yes, I believe so.</b></p> <p>8 Q. Is it parked some 3 metres from the tower itself?</p> <p>9 <b>A. Answer: yes.</b></p> <p>10 Q. Thank you.</p> <p>11 Turning back to page 3 of your witness statement,</p> <p>12 the second substantive paragraph, four lines down, you</p> <p>13 say:</p> <p>14 "We had no other option other than to pitch on</p> <p>15 grass."</p> <p>16 Again, can you explain for us why that was your only</p> <p>17 option at the time?</p> <p>18 <b>A. Yeah, because having -- so whilst temporary Crew Manager</b></p> <p>19 <b>Frost was dropping our nominal roll board to the command</b></p> <p>20 <b>unit, it's my job to decide -- well, not decide, but</b></p> <p>21 <b>have a look around the building to see where the best</b></p> <p>22 <b>pitch was. Normally we'd hope to pitch on the corner of</b></p> <p>23 <b>a building so that we could access two different sides</b></p> <p>24 <b>to it. On this occasion, around Grenfell Tower, there</b></p> <p>25 <b>was a playground running round two sides of it with</b></p> <p style="text-align: center;">Page 116</p>

<p>1 a 6-foot metal fence which stopped access. It stopped</p> <p>2 us being able to get close to the tower. There was</p> <p>3 a walkway with which Paddington's aerial was already in</p> <p>4 use, and so the only other side that was left was where</p> <p>5 the Kensington Academy was. So the actual side we were</p> <p>6 left with, even though that was behind three trees, was</p> <p>7 on the unmade ground, on the grass on the east side of</p> <p>8 the building.</p> <p>9 Q. What are the risks and problems that flow from setting</p> <p>10 up on grass for the ALP?</p> <p>11 A. Well, we're taught and trained not to set up on unmade</p> <p>12 ground, purely because of the weight of the jacks and of</p> <p>13 the entire appliance. With any unmade ground, also with</p> <p>14 the risk of water softening the ground, obviously</p> <p>15 that's -- I suspect that's probably why the main reason</p> <p>16 is that you shouldn't pitch on unmade ground.</p> <p>17 Q. How close would you say you need to be in a building in</p> <p>18 order to achieve optimal height?</p> <p>19 A. Sorry, could you rephrase that question for me?</p> <p>20 Q. How close to a building do you have to get in order to</p> <p>21 get the highest reach of the ladder?</p> <p>22 A. Well, the ladder can reach almost directly above the</p> <p>23 turntable below it, but it does project about 24 metres</p> <p>24 outwardly.</p> <p>25 Q. If you are able to achieve optimal height, how high</p> <p style="text-align: center;">Page 117</p>	<p>1 probably normally done is set up and ensure that it was</p> <p>2 a fully functioning aerial ladder platform, make sure we</p> <p>3 had enough water to get the machine working properly.</p> <p>4 As it happened, due to the issues that we had on the</p> <p>5 night, it never quite came to us needing to implement</p> <p>6 that safe system of work and that dynamic risk</p> <p>7 assessment. But throughout the process of setting the</p> <p>8 machine up, we would've been constantly dynamic risk</p> <p>9 assessing the situation.</p> <p>10 Q. Would you agree with the statement that aerial</p> <p>11 appliances would not normally be used for external</p> <p>12 firefighting in high-rise buildings until it's been</p> <p>13 confirmed that there's no longer any life risk in the</p> <p>14 building?</p> <p>15 A. Yes, that's correct.</p> <p>16 Q. To ask, I'm afraid, an obvious question, why is that so?</p> <p>17 A. Yeah -- no, essentially what happens when you put water</p> <p>18 onto an external -- essentially when you use the --</p> <p>19 well, any aerial appliance, but the aerial ladder</p> <p>20 platform on that night, you create a water curtain which</p> <p>21 essentially could push the products of combustion</p> <p>22 through a building and therefore affect areas within</p> <p>23 that building that weren't previously affected.</p> <p>24 Q. Was that a consideration that you had regard to before</p> <p>25 starting to operate the ALP on the night?</p> <p style="text-align: center;">Page 119</p>
<p>1 could you reach with the monitor, assuming you also had</p> <p>2 optimal water pressure?</p> <p>3 A. So with optimal pressure and given the maximum amount of</p> <p>4 literage through the ground monitor, we'd expect about</p> <p>5 75 metres projection.</p> <p>6 Q. I think in your witness statement you say that you</p> <p>7 thought you were about 7 metres from the tower. Does</p> <p>8 that remain your estimate?</p> <p>9 A. Yes.</p> <p>10 Q. Paul, would you mind bringing up LFB000000189, which</p> <p>11 should be the LFB policy 822 on operational use of</p> <p>12 appliances.</p> <p>13 First of all, are you familiar with this policy?</p> <p>14 A. Answer: yes.</p> <p>15 Q. Paul, could I ask you to turn to paragraph 4.19 at</p> <p>16 page 6.</p> <p>17 If I could let you read para 4.19 to yourself,</p> <p>18 Mr King.</p> <p>19 (Pause)</p> <p>20 A. Yes, I've read that.</p> <p>21 Q. On the night, were you able to carry out a risk</p> <p>22 assessment before operating the ALP?</p> <p>23 A. Answer: yes.</p> <p>24 Q. What did that risk assessment involve?</p> <p>25 A. Well, within the risk assessment, what we would've</p> <p style="text-align: center;">Page 118</p>	<p>1 A. Answer: yes.</p> <p>2 Q. How do you assess whether there is any risk to life</p> <p>3 within the building on the aspect of the building you</p> <p>4 intend to direct the water jet at?</p> <p>5 A. Answer: yes.</p> <p>6 Q. But where do you get your information from to ensure</p> <p>7 whether there's anyone in the flats behind the exterior</p> <p>8 you are trying to aim the jet at?</p> <p>9 A. Given the vantage point we had, we could very obviously</p> <p>10 see that there were persons involved and that were in --</p> <p>11 if we were to put water in there, then we would need to</p> <p>12 make sure everyone was aware that we were about to do</p> <p>13 so.</p> <p>14 That's not to say as well that we can't use the ALP</p> <p>15 as a covering jet. So we can apply water without</p> <p>16 directly affecting people, but that would be done on the</p> <p>17 instruction and after confirming with the incident</p> <p>18 commander.</p> <p>19 Q. How long did it take you after arriving at the scene to</p> <p>20 secure the water supply, set up the ALP and start to</p> <p>21 operate it?</p> <p>22 A. Approximately 7 minutes.</p> <p>23 Q. Once you'd connected the hose in the cage to water, you</p> <p>24 set out at page 4 of your witness statement -- and it's</p> <p>25 the 13th line from the top -- you describe Crew Manager</p> <p style="text-align: center;">Page 120</p>

<p>1 Frost getting into the cage. We don't necessarily need</p> <p>2 to go to it unless you want to.</p> <p>3 In your contemporaneous note, you also say that</p> <p>4 Firefighter Alan Sime was also in the cage with him. Is</p> <p>5 that right?</p> <p>6 <b>A. Answer: yes.</b></p> <p>7 Q. What was Firefighter Sime doing in the cage?</p> <p>8 <b>A. At the time, sometimes it's just that cage can hold up</b></p> <p>9 <b>to four people, so I believe he got in there just to</b></p> <p>10 <b>assist temporary Crew Manager Frost.</b></p> <p>11 Q. Can you explain how far up the tower the cage had</p> <p>12 reached when you became aware that there was a problem</p> <p>13 with water pressure?</p> <p>14 <b>A. So we tested the water at the bottom and it seemed to be</b></p> <p>15 <b>of sufficient pressure in order to lift him. It was</b></p> <p>16 <b>pretty much a gradual assessment that as the higher the</b></p> <p>17 <b>cage went up, the less the water pressure was there, so</b></p> <p>18 <b>it was almost like a continual process, but --</b></p> <p>19 Q. Did you go up sufficiently high so that there was no</p> <p>20 water at all? Did it get that severe, the problem?</p> <p>21 <b>A. Answer: yes.</b></p> <p>22 Q. At what height, by reference to floor or metres, did it</p> <p>23 get so that no water was coming out at all?</p> <p>24 <b>A. I would say approximately 15 metres.</b></p> <p>25 Q. You say at paragraph 5 of your statement, and we don't</p> <p style="text-align: center;">Page 121</p>	<p>1 <b>A. Yes, I do.</b></p> <p>2 Q. Who was it?</p> <p>3 <b>A. Firefighter Chris Reynolds and Crew Manager Daniel</b></p> <p>4 <b>Harriman.</b></p> <p>5 Q. Did you speak to either of them about water pressure</p> <p>6 problems?</p> <p>7 <b>A. Only later on in the incident, when I was wearing</b></p> <p>8 <b>breathing apparatus inside the tower and I saw</b></p> <p>9 <b>Firefighter Reynolds and we had a brief discussion about</b></p> <p>10 <b>that.</b></p> <p>11 Q. Did you discuss any water pressure problems with</p> <p>12 Raymond Keane? Did you know him at Paddington?</p> <p>13 <b>A. I do know Firefighter Keane and, to the best of my</b></p> <p>14 <b>knowledge, no.</b></p> <p>15 Q. Did you ask which hydrant Paddington's turntable ladder</p> <p>16 had been attached to?</p> <p>17 <b>A. Answer: no.</b></p> <p>18 Q. Turning to page 4 of your witness statement, the last</p> <p>19 paragraph, fifth line down, you say that the ladder was</p> <p>20 stuck in the slower mode out of the two available</p> <p>21 speeds.</p> <p>22 Was this the case as soon as Crew Manager Frost</p> <p>23 started to operate the ladder?</p> <p>24 <b>A. As far as I'm aware, yes.</b></p> <p>25 Q. Was this a problem that you'd come across before with</p> <p style="text-align: center;">Page 123</p>
<p>1 necessarily need to go to it, that the aerial can take</p> <p>2 up to 2,400 litres at 11.5 bars of pressure, but you</p> <p>3 were getting about 381 litres.</p> <p>4 What would you say is the flow required to reach the</p> <p>5 optimal height of water supply?</p> <p>6 Sorry, that sounds like an exam question.</p> <p>7 <b>A. Can you rephrase it for me? I'll do my best.</b></p> <p>8 Q. What flow is required to get to the optimal height?</p> <p>9 What pressure do you need?</p> <p>10 <b>A. So if you have the optimum litres per minute going</b></p> <p>11 <b>through the ground monitor, then at the base you need</b></p> <p>12 <b>11.5 bar, and at the top of the 32-metre ladder, it</b></p> <p>13 <b>would be 5.8-bar pressure.</b></p> <p>14 Q. What flow of water would you get at the 5.8-bar point?</p> <p>15 <b>A. Sorry, that's the --</b></p> <p>16 Q. What flow of water?</p> <p>17 <b>A. So the 2,450 litres per minute.</b></p> <p>18 Q. Thank you.</p> <p>19 Watch Manager Beale in his statement says that your</p> <p>20 aerial wasn't close enough to that required pressure</p> <p>21 level for the water to reach the building. Is that</p> <p>22 consistent with your recollection?</p> <p>23 <b>A. Answer: yes.</b></p> <p>24 Q. Do you recall who was operating Paddington's turntable</p> <p>25 ladder?</p> <p style="text-align: center;">Page 122</p>	<p>1 this particular ALP?</p> <p>2 <b>A. I wouldn't be able to specify that it was this specific</b></p> <p>3 <b>ALP, but in previous aerial ladder platforms that I've</b></p> <p>4 <b>used, this has become an issue.</b></p> <p>5 Q. At what point did you realise you were unable to</p> <p>6 communicate with Crew Manager Frost via the inbuilt</p> <p>7 comms system?</p> <p>8 <b>A. Very early on in its deployment. So as soon as he got</b></p> <p>9 <b>into the cage and started to move up, we normally do</b></p> <p>10 <b>a little comms check before he heads up and he wasn't</b></p> <p>11 <b>responding at that point.</b></p> <p>12 Q. What's the workaround that you devised to get around the</p> <p>13 fact the inbuilt comms system wasn't working?</p> <p>14 <b>A. Normally we would revert to the fire ground radios but,</b></p> <p>15 <b>as you can imagine, the fire ground radios were quite</b></p> <p>16 <b>busy, so we just reverted to shouting at one another.</b></p> <p>17 Q. Did you have a loudhailer or anything like that to</p> <p>18 magnify?</p> <p>19 <b>A. I could have accessed one, but didn't need one.</b></p> <p>20 Q. Was the problem with the comms system something you'd</p> <p>21 come across previously?</p> <p>22 <b>A. Answer: no.</b></p> <p>23 Q. Turning back to page 5 of your witness statement, eight</p> <p>24 lines down, you explained the problems with water</p> <p>25 pressure to Watch Manager Beale and he gave you a note</p> <p style="text-align: center;">Page 124</p>

<p>1 to take to the command unit. Is that right?</p> <p>2 <b>A. That's correct.</b></p> <p>3 Q. Which command unit did you take this to? Was it CU8 on</p> <p>4 Bomore Road?</p> <p>5 <b>A. To be honest, I don't recollect, but it was the one that</b></p> <p>6 <b>was nearest the pump that Firefighter Keane was pump</b></p> <p>7 <b>operating on, I believe.</b></p> <p>8 Q. Who did you speak to when you got there?</p> <p>9 <b>A. For want of a better description, a white helmet, but</b></p> <p>10 <b>I don't know.</b></p> <p>11 Q. What did you say to him or her?</p> <p>12 <b>A. I think -- there was one of two notes that I physically</b></p> <p>13 <b>took to the command unit that night, so depending on</b></p> <p>14 <b>which note you're referring to --</b></p> <p>15 Q. Well, the first one.</p> <p>16 <b>A. Regarding the water pressure?</b></p> <p>17 Q. Yes.</p> <p>18 <b>A. I don't know who I spoke to, but I spoke to somebody on</b></p> <p>19 <b>there.</b></p> <p>20 Q. Male, female?</p> <p>21 <b>A. I believe male.</b></p> <p>22 Q. What response did you get from the white helmet?</p> <p>23 <b>A. We had several discussions with several different people</b></p> <p>24 <b>at the time, because obviously the lack of water</b></p> <p>25 <b>pressure was becoming an issue, so I think given my sort</b></p> <p style="text-align: center;">Page 125</p>	<p>1 statement, the first big paragraph, nine lines from the</p> <p>2 bottom.</p> <p>3 You described a solution you came up with, which</p> <p>4 was, to summarise, to fix Alpha 241's high pressure hose</p> <p>5 reel onto the ALP's cage and to operate it remotely from</p> <p>6 the bottom of the ladder.</p> <p>7 I know it's difficult, can you remember what time in</p> <p>8 the evening you came up with this device?</p> <p>9 <b>A. I'm afraid I don't know.</b></p> <p>10 Q. Can you remember how long after you'd first tried to</p> <p>11 operate the aerial in the normal manner you successfully</p> <p>12 achieved this workaround?</p> <p>13 <b>A. It would be an estimate, but I would say approximately</b></p> <p>14 <b>half an hour after we realised that the normal ground</b></p> <p>15 <b>monitor wasn't going to work.</b></p> <p>16 Q. You say using your improvised system, the aerial could</p> <p>17 reach 10 floors up the building. In your</p> <p>18 contemporaneous note you say that you are able to</p> <p>19 control the fire from below the 9th floor.</p> <p>20 Which one of those recollections do you think is the</p> <p>21 more accurate?</p> <p>22 <b>A. As in between the 9th or the 10th? Well, originally it</b></p> <p>23 <b>was the 9th and then, through further adjustment of our</b></p> <p>24 <b>new process, we added a ceiling hook to it which gave us</b></p> <p>25 <b>approximately another 1.5 metres/2 metres of throw,</b></p> <p style="text-align: center;">Page 127</p>
<p>1 <b>of vague recollection, I think that we were told that</b></p> <p>2 <b>a water officer would be over to our sector soon and</b></p> <p>3 <b>that we would be able to discuss that further with them.</b></p> <p>4 Q. Were you given any form of proactive advice as to</p> <p>5 workarounds that could be tried in order to increase</p> <p>6 water pressure?</p> <p>7 <b>A. No. To be honest, we'd already exhausted all practical</b></p> <p>8 <b>advice that collectively we could've hoped to achieve</b></p> <p>9 <b>and now we were relying really on better water pressure</b></p> <p>10 <b>coming from an external agency or the redirection of</b></p> <p>11 <b>other water supplies.</b></p> <p>12 Q. Flowing on from that answer, I think Watch Manager Beale</p> <p>13 in his evidence said that you tried to find</p> <p>14 an alternative hydrant. He thought the one you found</p> <p>15 was on Verity Close. Does that accord with your memory?</p> <p>16 <b>A. Answer: yes. It's normal practice that if one</b></p> <p>17 <b>particular hydrant isn't being sufficient enough then</b></p> <p>18 <b>we'd try and find one a bit more of a distance away in</b></p> <p>19 <b>the hope it's not on the same main.</b></p> <p>20 Q. Was that before or after Mr Frost went in the cage, can</p> <p>21 you remember?</p> <p>22 <b>A. That would've been after because at the ground level we</b></p> <p>23 <b>had a reasonable water supply.</b></p> <p>24 Q. Can I now deal with the question of setting up the hose</p> <p>25 reel on the cage. Again, page 5 of your witness</p> <p style="text-align: center;">Page 126</p>	<p>1 <b>which probably took it up to the 10th.</b></p> <p>2 Q. You refer there to "throw". Can you explain what that</p> <p>3 is?</p> <p>4 <b>A. It's just the projection of water from the hose reel</b></p> <p>5 <b>branch onto the building.</b></p> <p>6 Q. Was the 10th floor the highest extent of the throw you</p> <p>7 thought you could achieve on the night?</p> <p>8 <b>A. It was the -- well, I would say we possibly got to the</b></p> <p>9 <b>11th at one point, I think. I think I make note in my</b></p> <p>10 <b>statement.</b></p> <p>11 Q. Can I ask Paul to put up on the screen an extract from</p> <p>12 Dr Lane's report, BLAR000000002 at page 63. It's</p> <p>13 figures 5.67 and 5.70.</p> <p>14 You said in your witness statement that you can see</p> <p>15 the two sides that you managed to apply water to using</p> <p>16 the high pressure hose. It may assist if you look at</p> <p>17 the very big screen above your head.</p> <p>18 Can you indicate which parts of the tower they are</p> <p>19 on the photos?</p> <p>20 <b>A. So I think that may be more of a collective "we".</b></p> <p>21 <b>I think if you look at Paddington's turntable ladder --</b></p> <p>22 <b>I wouldn't want to comment on what exactly they hit, but</b></p> <p>23 <b>they look like, on the left-hand side of the building,</b></p> <p>24 <b>on this bottom left-hand corner --</b></p> <p>25 Q. So looking at figure 5.68, can you identify for us just</p> <p style="text-align: center;">Page 128</p>



<p>1 on this photograph -- if you need to, stand up and just</p> <p>2 point -- where is the turntable ladder?</p> <p>3 <b>A. I believe it's -- do you want me to point?</b></p> <p>4 Q. Do stand up and point. It's probably easier.</p> <p>5 <b>A. I believe their turntable ladder is about here</b></p> <p>6 <b>(Indicates).</b></p> <p>7 Q. So just under the legend which says "Flat 16"?</p> <p>8 <b>A. Sorry, to the left-hand side, so here, whereas our ALP</b></p> <p>9 <b>was probably here (Indicates).</b></p> <p>10 Q. Okay.</p> <p>11 <b>A. So we were able to put water on this side (Indicates).</b></p> <p>12 Q. Going back to your statement, page 5, and it's again the</p> <p>13 first long paragraph, four lines from the bottom, you</p> <p>14 say that you remained in position for the next two or</p> <p>15 three hours and that during this time you would ask</p> <p>16 anyone in command who walked by to get you more water</p> <p>17 pressure so you could use your bigger hose.</p> <p>18 Did any of the people you spoke to get back to you</p> <p>19 with solutions to your problem?</p> <p>20 <b>A. Not solutions, but answers to. So we spoke to several</b></p> <p>21 <b>people about water supplies, included within them</b></p> <p>22 <b>representatives from a water company, and they told us</b></p> <p>23 <b>that that was the best we were going to be getting.</b></p> <p>24 Q. If I can stop you there, just dealing with the LFB</p> <p>25 officers you asked, can you remember which officers came</p> <p style="text-align: center;">Page 129</p>	<p>1 <b>A. Only via my sector commander. So I would report to my</b></p> <p>2 <b>sector commander, who would pass that on to the incident</b></p> <p>3 <b>commander.</b></p> <p>4 Q. Who was your sector commander you were dealing with?</p> <p>5 <b>A. Watch Manager Beale.</b></p> <p>6 Q. Generally, how effective do you feel the system was that</p> <p>7 you adopted for controlling the fire on the part of the</p> <p>8 building you were focused on?</p> <p>9 <b>A. I think, given the limited water supplies, it was as</b></p> <p>10 <b>effective as we could've hoped for.</b></p> <p>11 Q. One point that's been raised, a question that's arisen,</p> <p>12 is: do you think that operating the ALP in the way you</p> <p>13 did, with the reduced water pressure, was that the most</p> <p>14 effective use of that resource?</p> <p>15 <b>A. Yes, I do believe it was, because given the amount of</b></p> <p>16 <b>litres per minute we were getting out of the hydrant and</b></p> <p>17 <b>through the fire engine, that was the best application</b></p> <p>18 <b>of the water onto the building.</b></p> <p>19 Q. I'd now like to turn on to a different topic, and that's</p> <p>20 your involvement with residents within the tower.</p> <p>21 Again, going back to page 5 of your witness</p> <p>22 statement and the bottom paragraph, you describe there</p> <p>23 looking up at the tower as you were operating the aerial</p> <p>24 and seeing several people in flats waving their mobile</p> <p>25 phones.</p> <p style="text-align: center;">Page 131</p>
<p>1 back to you to give you a response?</p> <p>2 <b>A. I can't remember the specifics, but I know we spoke to</b></p> <p>3 <b>senior officers with water officer tabards, operations</b></p> <p>4 <b>commander tabards, pretty much anyone that would be able</b></p> <p>5 <b>to assist us with getting more water on that aerial.</b></p> <p>6 Q. Did they give the same advice or did different officers</p> <p>7 give different advice as to what the possible solutions</p> <p>8 could be or the position was?</p> <p>9 <b>A. There was no further advice.</b></p> <p>10 Q. Okay.</p> <p>11 You referred to advice from the water company, which</p> <p>12 was this was as good as it was going to get, in summary;</p> <p>13 is that right?</p> <p>14 <b>A. That's correct, yeah.</b></p> <p>15 Q. Did you try and get back to the command unit to raise</p> <p>16 your concerns regarding water pressure again after your</p> <p>17 first visit?</p> <p>18 <b>A. So after our first visit, we were told that a water</b></p> <p>19 <b>officer would come and see us. Having spoken to that</b></p> <p>20 <b>water officer, that was the answer we got, so I felt no</b></p> <p>21 <b>need to go back to the command unit.</b></p> <p>22 Q. As you were applying water to the building, were you in</p> <p>23 communication with the incident commander or with the</p> <p>24 bridgehead to check whether there were crews inside the</p> <p>25 areas you were focusing on?</p> <p style="text-align: center;">Page 130</p>	<p>1 Did you pass on information regarding the location</p> <p>2 of those residents to the incident commander?</p> <p>3 <b>A. Again, via the sector commander, yes.</b></p> <p>4 Q. Did you pass any information directly to the bridgehead?</p> <p>5 <b>A. Answer: no.</b></p> <p>6 Q. Did you have any dealings during the course of the night</p> <p>7 with the bridgehead whilst you were operating the ALP?</p> <p>8 <b>A. Answer: no.</b></p> <p>9 Q. You also describe -- again, turning over the page to</p> <p>10 page 6 of your witness statement, the first substantive</p> <p>11 paragraph -- using water to protect a resident you could</p> <p>12 see at his window on the 11th floor. You explained that</p> <p>13 in order to gain the extra height, you used a ceiling</p> <p>14 hook as an extension. You referred to it in an answer</p> <p>15 earlier on.</p> <p>16 Starting with basics, what's a ceiling hook?</p> <p>17 <b>A. It's a piece of equipment that all front-line fire</b></p> <p>18 <b>engines carry, or pumping appliances carry. It's</b></p> <p>19 <b>essentially just a long metal pole with a slight</b></p> <p>20 <b>right-angle piece of metal right at the end of it which</b></p> <p>21 <b>we use normally for pulling down ceilings. So I believe</b></p> <p>22 <b>it was made primarily to force through, rotate through</b></p> <p>23 <b>90 degrees and then pull a ceiling down.</b></p> <p>24 Q. Can you explain for us briefly what you did in order to</p> <p>25 enable you to reach up to the 11th floor using the</p> <p style="text-align: center;">Page 132</p>

<p>1 ceiling hook?</p> <p>2 <b>A. So my colleagues lashed off using their personal lines.</b></p> <p>3 <b>They tied – physically tied their ceiling hook to the</b></p> <p>4 <b>cage of the aerial and then tied the hose reel branch</b></p> <p>5 <b>onto the end of the ceiling hook just purely to gain the</b></p> <p>6 <b>advantage of the extra meterage of the ceiling hook.</b></p> <p>7 Q. What steps did you take before applying water around the</p> <p>8 man on the 11th floor to ensure that he wouldn't be</p> <p>9 injured by the application of water?</p> <p>10 <b>A. I believe that was referred to the incident commander,</b></p> <p>11 <b>via the sector commander.</b></p> <p>12 Q. So you had no direct dealings with the incident</p> <p>13 commander?</p> <p>14 <b>A. Answer: no.</b></p> <p>15 Q. Okay.</p> <p>16 The penultimate topic I'd like to deal with you is</p> <p>17 your entry into the tower itself.</p> <p>18 If I could ask you to turn to page 7 of your witness</p> <p>19 statement, there at the first line you describe</p> <p>20 reporting to the BA holding area with Crew Manager Frost</p> <p>21 having heard calls on your radio for BA wearers. You</p> <p>22 say you did this three times before you were allowed in</p> <p>23 because they were only wanting to commit EDBA wearers.</p> <p>24 Is that a fair summary?</p> <p>25 <b>A. Yes.</b></p> <p style="text-align: right;">Page 133</p>	<p>1 committing EDBA wearers had been stopped, were you aware</p> <p>2 of that?</p> <p>3 <b>A. I assume it must have been because I was wearing SDBA.</b></p> <p>4 <b>I was surrounded by SDBA wearers.</b></p> <p>5 Q. Turning to page 7 of your witness statement again, 13</p> <p>6 lines down, you describe entering the lobby on the</p> <p>7 ground floor and you say you waited there quite a while.</p> <p>8 Do you know what time it was when you entered the</p> <p>9 lobby? Apologies for asking the question.</p> <p>10 <b>A. No, unfortunately I don't have a recollection. The only</b></p> <p>11 <b>thing I would say is it was daylight.</b></p> <p>12 Q. Can you remember now how long you were waiting there?</p> <p>13 <b>A. In total I think we were held at three different staging</b></p> <p>14 <b>points before it was our turn to go in, so it would've</b></p> <p>15 <b>been a vague time, but I don't actually have a time to</b></p> <p>16 <b>give you.</b></p> <p>17 Q. Do you know who tasked you with replacing burst hoses</p> <p>18 from the LPP?</p> <p>19 <b>A. No.</b></p> <p>20 Q. Was the initial task with or without breathing</p> <p>21 apparatus?</p> <p>22 <b>A. To replace the burst hose? Without.</b></p> <p>23 Q. As I understand it, next you were sent up to the</p> <p>24 bridgehead, and it was then on the 5th floor; is that</p> <p>25 right?</p> <p style="text-align: right;">Page 135</p>
<p>1 Q. The first two times, is it right that you went to the BA</p> <p>2 holding area by the leisure centre?</p> <p>3 <b>A. That would be correct.</b></p> <p>4 Q. Do you remember what time this was? Apologies, it's</p> <p>5 a difficult question, I know, but doing the best you</p> <p>6 can.</p> <p>7 <b>A. No, I don't remember what time.</b></p> <p>8 Q. The third and final time you went to a holding area,</p> <p>9 that was near the entrance to the tower itself; is that</p> <p>10 right?</p> <p>11 <b>A. Yeah. On the third time, we bypassed the main holding</b></p> <p>12 <b>area and made our way direct to the secondary staging</b></p> <p>13 <b>point, which was near the base of the tower underneath</b></p> <p>14 <b>the walkway.</b></p> <p>15 Q. Put bluntly, you avoided the main holding area and went</p> <p>16 to the entrance to enhance your prospects of getting in;</p> <p>17 is that fair?</p> <p>18 <b>A. That's fair.</b></p> <p>19 Q. Again, just for the sake of completeness, can you</p> <p>20 remember now what time it was you gained entrance to the</p> <p>21 tower from the more direct holding area?</p> <p>22 <b>A. No, I don't.</b></p> <p>23 Q. Okay.</p> <p>24 You say it was Crew Manager Meyrick who called you</p> <p>25 in. Do you know if by this point the policy of only</p> <p style="text-align: right;">Page 134</p>	<p>1 <b>A. To the best of my recollection, yes.</b></p> <p>2 Q. If I could ask you to turn to the top of page 8 of your</p> <p>3 statement, you say there your crew was tasked with</p> <p>4 searching floors 6, 7, 8 and 9. We don't need to go to</p> <p>5 it unless you want to.</p> <p>6 Your contemporaneous note, page 2, about 10 lines</p> <p>7 from the bottom, states you were tasked with</p> <p>8 firefighting as well as searching.</p> <p>9 Looking back now, what's the more accurate summary</p> <p>10 of the tasks you were ordered to complete?</p> <p>11 <b>A. Well, I think a more accurate summary would be to just</b></p> <p>12 <b>confirm some of the information that – so we arrived at</b></p> <p>13 <b>the bridgehead, and whilst we got briefed, we were – it</b></p> <p>14 <b>was just after the handover to a new station manager,</b></p> <p>15 <b>and so I think the station manager just wanted to</b></p> <p>16 <b>confirm the information that he'd received, and so he</b></p> <p>17 <b>used the first two crews that he had to just double</b></p> <p>18 <b>check what he'd already been told. So we were told to</b></p> <p>19 <b>firefight but essentially double-check that all rooms on</b></p> <p>20 <b>the floors we were briefed had been searched.</b></p> <p>21 Q. Was this Station Manager Kazmanli who gave you the</p> <p>22 briefing?</p> <p>23 <b>A. Yes, that's correct.</b></p> <p>24 Q. Okay.</p> <p>25 Apologies for jumping ahead in your witness</p> <p style="text-align: right;">Page 136</p>

<p>1 statement, going ahead to page 9, the second line, you</p> <p>2 say that something had gone very wrong for there to be</p> <p>3 no organised search procedures and no internal</p> <p>4 firefighting on the 6th to 8th floors at that stage in</p> <p>5 the incident.</p> <p>6 Can you explain for us what kind of system you would</p> <p>7 expect to be in place at this stage?</p> <p>8 <b>A. Yeah. With hindsight, I think that this -- I would</b></p> <p>9 <b>rather have reworded that statement. I think that what</b></p> <p>10 <b>we were actually doing is confirming, as I just said,</b></p> <p>11 <b>for the benefit of Station Manager Kazmanli that in fact</b></p> <p>12 <b>there had been organised search procedures, but the fact</b></p> <p>13 <b>that the bridgehead had been moved several times and</b></p> <p>14 <b>that there was various information on different places</b></p> <p>15 <b>within the incident, including the forward information</b></p> <p>16 <b>boards, I just think that we were really double checking</b></p> <p>17 <b>that the information that he had been given was correct.</b></p> <p>18 <b>And there was so many crews there, it was a pretty</b></p> <p>19 <b>reasonable thing to do, to just use the two crews just</b></p> <p>20 <b>to give him clarity.</b></p> <p>21 Q. When you were committed, is it right you were committed</p> <p>22 with Firefighter Reynolds and Crew Managers Percy and</p> <p>23 Harriman? Does that sound right?</p> <p>24 <b>A. In two separate crews of two. So I was committed with</b></p> <p>25 <b>Crew Manager Percy, and Crew Manager Harriman and</b></p> <p style="text-align: center;">Page 137</p>	<p>1 <b>A. Yeah, they pitched directly adjacent to us.</b></p> <p>2 Q. Was it applying water at that point?</p> <p>3 <b>A. They were using the same extinguishing media as us in</b></p> <p>4 <b>the high pressure hose reel from a Mercedes mark 3.</b></p> <p>5 Q. Were you able to make an assessment as to how effective</p> <p>6 the application of water from the Surrey ladder was at</p> <p>7 that stage?</p> <p>8 <b>A. I think at that time, to be honest, I was more pleased</b></p> <p>9 <b>that they hadn't found a different position to pitch or</b></p> <p>10 <b>a different system with which to apply water. That</b></p> <p>11 <b>sounds selfish, but it was more of a confirmation that</b></p> <p>12 <b>where we pitched and what we'd used was the best</b></p> <p>13 <b>available.</b></p> <p>14 Q. Had you thought earlier on in the evening whether it was</p> <p>15 possible to get a ladder of the extent of the Surrey</p> <p>16 ladder at all?</p> <p>17 <b>A. Answer: no. To my knowledge, I didn't know that there</b></p> <p>18 <b>was a taller ladder in Surrey.</b></p> <p>19 Q. There's one final question. We don't need to go to it,</p> <p>20 but at page 8, in the second paragraph, you mention</p> <p>21 a body on the stairs.</p> <p>22 Did you move that body at all?</p> <p>23 <b>A. No, I did not.</b></p> <p>24 MR KINNIER: Thank you.</p> <p>25 Mr King, I have no further questions for you.</p> <p style="text-align: center;">Page 139</p>
<p>1 <b>Firefighter Reynolds were committed separately.</b></p> <p>2 Q. Looking at the first paragraph on page 8, you describe</p> <p>3 getting to the 7th floor. If I may summarise your</p> <p>4 evidence, you see pockets of fire that you needed water</p> <p>5 to extinguish. There was a hose on the floor next to</p> <p>6 the dry riser but no branch.</p> <p>7 Can you explain how you were able to operate the</p> <p>8 hose without a branch to put the fire out?</p> <p>9 <b>A. Yeah, again, not within policy, but there were fairly</b></p> <p>10 <b>small pockets of fire, so we just held the female</b></p> <p>11 <b>couplings at the end of the hose and just turned the</b></p> <p>12 <b>water on from the riser main and pretty much just</b></p> <p>13 <b>painted it out.</b></p> <p>14 Q. You say that you radioed down for a branch but none was</p> <p>15 available. Does that mean that you were able to make</p> <p>16 contact with the bridgehead for them to tell you no</p> <p>17 branch was available?</p> <p>18 <b>A. To the best of my recollection, I don't think</b></p> <p>19 <b>I contacted the bridgehead at that point, but I tried</b></p> <p>20 <b>to, didn't get a response and then continued.</b></p> <p>21 Q. Looking at page 9 of your witness statement, the second</p> <p>22 paragraph, you describe seeing Surrey's taller aerial</p> <p>23 ladder as you left the tower.</p> <p>24 Can you remember now what side of the tower the</p> <p>25 Surrey ladder was on?</p> <p style="text-align: center;">Page 138</p>	<p>1 Sir, given the time we are at, I don't know whether</p> <p>2 Mr King would prefer to have lunch whilst under oath or</p> <p>3 not under oath.</p> <p>4 SIR MARTIN MOORE-BICK: I expect Mr King would like to</p> <p>5 finish giving his evidence as soon as possible, wouldn't</p> <p>6 you?</p> <p>7 THE WITNESS: That would be preferable, sir.</p> <p>8 SIR MARTIN MOORE-BICK: Do you think there might be some</p> <p>9 more questions?</p> <p>10 MR FRIEDMAN: Could we have two minutes?</p> <p>11 SIR MARTIN MOORE-BICK: I'll raise for a few minutes.</p> <p>12 People can then consider whether there are further</p> <p>13 questions for you and then we'll try and get you through</p> <p>14 before we break for lunch. Is that all right?</p> <p>15 THE WITNESS: Yes.</p> <p>16 SIR MARTIN MOORE-BICK: Would you like to go with the usher</p> <p>17 now, then, please.</p> <p>18 Well, rather than say precisely when I'll come back,</p> <p>19 I'll invite you to send the usher to fetch me as soon as</p> <p>20 you're ready. Is that all right?</p> <p>21 MR KINNIER: Thank you.</p> <p>22 (1.01 pm)</p> <p>23 (A short break)</p> <p>24 (1.02 pm)</p> <p>25 MR KINNIER: Thank you, sir. Just some brief supplemental</p> <p style="text-align: center;">Page 140</p>

<p>1 questions which will take no longer than two or 2 three minutes. 3 SIR MARTIN MOORE-BICK: That's all right. Yes. 4 (Pause) 5 I think there may be a couple more questions, 6 Mr King. 7 MR KINNIER: Mr King, thank you for your patience. 8 First of all, can you remember what the reach was of 9 the Surrey ladder by reference to floors or metres? 10 <b>A. I think in hindsight, I think it had an extra 10 metres,</b> 11 <b>but I'm not sure of that, I'm afraid.</b> 12 Q. Final set of questions dealing with gas. 13 You'd heard the gas had been turned off, who told 14 you that, and can you remember when? 15 <b>A. I don't think I made reference to being told that.</b> 16 Q. You say you're absolutely convinced that a number of 17 hours into the fire there was what looked like 18 a self-propagating flame, clear yellow in colour burning 19 in the centre of the 8th floor. Why were you so 20 convinced? 21 <b>A. It was more -- it should've been blue but I was</b> 22 <b>concerned that after that amount of time -- and by that</b> 23 <b>point I think we'd been there about 10 hours -- that</b> 24 <b>there was still things -- sounds a bit morbid --</b> 25 <b>catching fire. And because normally you would've</b></p> <p style="text-align: center;">Page 141</p>	<p>1 don't get the review done. 2 Does anybody need more than the usual one hour for 3 lunch? 4 MR KINNIER: If it assists, the notes aren't lengthy and 5 I suspect lunch will be sufficient for people to form 6 a view, which is possibly unhelpful. 7 MR FRIEDMAN: We will do our best and thank you for asking. 8 If there's a problem, we'll let you know. 9 SIR MARTIN MOORE-BICK: I'll say 2.05, then. Thank you. 10 (1.06 pm) 11 (The short adjournment) 12 (2.05 pm) 13 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier. 14 MR KINNIER: Sir, good afternoon. May I now call Station 15 Manager Daniel Kipling. 16 SIR MARTIN MOORE-BICK: Right, thank you. 17 DANIEL KIPLING (affirmed) 18 Questions by MR KINNIER 19 SIR MARTIN MOORE-BICK: Thank you very much, Mr Kipling. 20 Sit down and make yourself comfortable. 21 MR KINNIER: Would you please confirm your name for the 22 record? 23 <b>A. Daniel Kipling.</b> 24 Q. Thank you, Mr Kipling. 25 First of all, many thanks for coming along to give</p> <p style="text-align: center;">Page 143</p>
<p>1 <b>expected it to have burnt out by then, so the fact that</b> 2 <b>there was still visible flames still keep coming out of</b> 3 <b>that particular area of the building led me to believe</b> 4 <b>perhaps it was gas alight.</b> 5 MR KINNIER: I have no further questions. 6 SIR MARTIN MOORE-BICK: Well, Mr King, thank you very much 7 indeed. I'm glad we've been able to finish your 8 evidence before we break for lunch. We don't have any 9 more questions for you. 10 Thank you very much indeed for coming to give us 11 your evidence and filling in your little part of the 12 jigsaw. We're very grateful. 13 THE WITNESS: Thank you very much. 14 SIR MARTIN MOORE-BICK: Now you are free to go. Thank you 15 very much. 16 MR KINNIER: Sir, just before you rise, earlier -- 17 SIR MARTIN MOORE-BICK: You go with the usher, that's fine. 18 (The witness was released) 19 MR KINNIER: Earlier I advised that Mr Kipling's 20 contemporaneous notes, the one he added his own notes 21 to, had been disclosed. We have hard copies available 22 should CPs wish to have those and we can provide them 23 now so they can review them over lunch. 24 SIR MARTIN MOORE-BICK: My experience is when people have to 25 review things over lunch, they don't get lunch or they</p> <p style="text-align: center;">Page 142</p>	<p>1 evidence today. It's much appreciated. 2 In front of you, you have a blue folder, which 3 should contain the following: your statement of 4 22 February of this year, and then behind that ought to 5 be an exhibit to that statement, which is an annotated 6 map of the area surrounding the tower. 7 <b>A. Sorry, what was the second one?</b> 8 Q. The second tab, or the final tab. 9 <b>A. Yes.</b> 10 Q. In tab B, hopefully you'll find your contemporaneous 11 notes. 12 <b>A. Yes.</b> 13 Q. In particular, at the back of tab B, you'll find the 14 contemporaneous notes which you annotated; is that 15 right? 16 <b>A. Yes.</b> 17 Q. Have you read those documents recently? 18 <b>A. I have, yes.</b> 19 Q. You confirm their contents are true? 20 <b>A. Yes.</b> 21 Q. You are content for them to stand as your evidence to 22 the inquiry? 23 <b>A. Yes.</b> 24 Q. Thank you. 25 Now, in respect of the contemporaneous note which</p> <p style="text-align: center;">Page 144</p>

<p>1 you've annotated, first of all, when did you add those</p> <p>2 notes?</p> <p>3 <b>A. That would've been -- I would've -- I think I gave my</b></p> <p>4 <b>police interview in January or February, maybe, so it</b></p> <p>5 <b>would've probably been December, I would say, before the</b></p> <p>6 <b>police interview.</b></p> <p>7 Q. What was the purpose of making those notes?</p> <p>8 <b>A. It was preparation for my police interview. I'm just</b></p> <p>9 <b>adding other memories to what I'd written on the night.</b></p> <p>10 Q. That's useful, thank you.</p> <p>11 Now, because you've given your statement, I'm not</p> <p>12 going to go through each and every aspect of your</p> <p>13 statement or, indeed, other matters that have been</p> <p>14 covered by other witnesses. I'd like to focus on the</p> <p>15 setting up of the BA main control arrangements on the</p> <p>16 night.</p> <p>17 If any of my questions are unclear, please say so</p> <p>18 and I'll rephrase. Also, if at any time you require</p> <p>19 a break, please shout.</p> <p>20 If I could just deal with some basics, is it right</p> <p>21 that you joined the LFB in 2010?</p> <p>22 <b>A. Yes.</b></p> <p>23 Q. And that in June 2017, you held the same rank you do</p> <p>24 today, namely station manager?</p> <p>25 <b>A. Yes.</b></p> <p style="text-align: center;">Page 145</p>	<p>1 fifth paragraph, three lines from the bottom, there you</p> <p>2 describe the command unit and that there was loads going</p> <p>3 on. There were senior officers there, perhaps three or</p> <p>4 four station managers and two group managers.</p> <p>5 Are you able to identify the particular individuals</p> <p>6 within the CU?</p> <p>7 <b>A. The only one I can remember is Group Manager</b></p> <p>8 <b>Richard Welch.</b></p> <p>9 Q. Do you remember -- apologies for pressing this --</p> <p>10 whether Station Manager Loft was in the CU?</p> <p>11 <b>A. Station Manager Brett Loft was stood outside the command</b></p> <p>12 <b>unit.</b></p> <p>13 Q. Who did you understand the IC to be at the point you</p> <p>14 arrived?</p> <p>15 <b>A. Richard Welch.</b></p> <p>16 Q. Do you remember when you were at the CU hearing any</p> <p>17 discussion between officers about the continued</p> <p>18 application of the stay-put policy?</p> <p>19 <b>A. No.</b></p> <p>20 Q. Did you overhear any conversation regarding the need to</p> <p>21 evacuate, whether that be total or partial evacuation?</p> <p>22 <b>A. No.</b></p> <p>23 Q. I would now like to talk to you about your tasking in</p> <p>24 relation to the BA main control, and you say at page 5</p> <p>25 of your statement, the sixth paragraph, that Group</p> <p style="text-align: center;">Page 147</p>
<p>1 Q. In 2017, what was your particular role and function?</p> <p>2 <b>A. Sorry, on the day? Or --</b></p> <p>3 Q. As at June 2017, what was your role and functioning,</p> <p>4 ignoring on the night. What job did you do?</p> <p>5 <b>A. Station manager in operational policy, the fire team.</b></p> <p>6 Q. In terms of your arrival at the tower, we have your</p> <p>7 mobilisation time as 01.26, on the road at 01.28, and</p> <p>8 your arrival at 02.00; does that sound accurate?</p> <p>9 <b>A. Yes.</b></p> <p>10 Q. On arrival, you located the ICP; is that right?</p> <p>11 <b>A. Yes.</b></p> <p>12 Q. This was the command unit on Bomore Road; is that right?</p> <p>13 <b>A. I'm not sure what road.</b></p> <p>14 Q. Refresh your memory from the map.</p> <p>15 <b>A. Yes.</b></p> <p>16 <b>(Pause)</b></p> <p>17 <b>Do you know what, I can't actually read this map.</b></p> <p>18 <b>If you go to my map, it's the command unit which I've</b></p> <p>19 <b>done "CU (ICP)".</b></p> <p>20 Q. If Paul could bring up the exhibit to the statement,</p> <p>21 which is MET00015750.</p> <p>22 <b>A. Yes, so "CU (ICP)".</b></p> <p>23 Q. Thank you. And it's in the bottom right.</p> <p>24 <b>A. Bomore Road, yes.</b></p> <p>25 Q. If I could turn to your witness statement, page 5, the</p> <p style="text-align: center;">Page 146</p>	<p>1 Manager Welch asked you to do BA main control.</p> <p>2 Do you remember the exact form of words or the gist</p> <p>3 of the words that Mr Welch said to you?</p> <p>4 <b>A. I don't remember the exact form of words, but he</b></p> <p>5 <b>requested that I did BA main control. It was brief.</b></p> <p>6 Q. Did he direct you where to set up the main control?</p> <p>7 <b>A. He asked me to get a command unit and set it up.</b></p> <p>8 Q. Did he give you any briefing as to how much BA was at</p> <p>9 that stage being used as part of search and rescue</p> <p>10 missions?</p> <p>11 <b>A. No.</b></p> <p>12 Q. Did you discuss at all the need for any EDDBA wearers?</p> <p>13 <b>A. No.</b></p> <p>14 Q. Did you consider raising the need for EDDBA wearers with</p> <p>15 Mr Welch at the time you arrived?</p> <p>16 <b>A. I didn't -- at that stage of the incident, because of</b></p> <p>17 <b>the messages that I'd heard en route, I knew that there</b></p> <p>18 <b>would be EDDBA wearers in attendance, or certainly</b></p> <p>19 <b>en route, and it was clear to me that EDDBA was going to</b></p> <p>20 <b>be a consideration.</b></p> <p>21 Q. In relation to the FSG calls you heard whilst you were</p> <p>22 en route, were you able to register whilst you were</p> <p>23 driving whether these were on the higher floors of the</p> <p>24 tower or not?</p> <p>25 <b>A. Sorry, the FSG calls?</b></p> <p style="text-align: center;">Page 148</p>

<p>1 Q. Yes. Were you able to hear those calls?</p> <p>2 <b>A. No, I was concentrating on driving. The only</b></p> <p>3 <b>information that I was taking in en route that I can</b></p> <p>4 <b>remember is the resourcing information, so the make</b></p> <p>5 <b>pumps 20, make pumps 40.</b></p> <p>6 Q. Were you given any briefing as to the number of FSG</p> <p>7 calls and where those FSG calls were coming from within</p> <p>8 the tower?</p> <p>9 <b>A. No, it wouldn't have been relevant to the role that he</b></p> <p>10 <b>asked me to do.</b></p> <p>11 Q. Why do you say it's not relevant?</p> <p>12 <b>A. BA main control is a logistical function and resourcing</b></p> <p>13 <b>function that sits behind entry control, so it's not</b></p> <p>14 <b>involved in fire survival guidance. It's involved with</b></p> <p>15 <b>supplying the bridgehead with the resources that they</b></p> <p>16 <b>need to carry out the tasks that they are required to</b></p> <p>17 <b>do.</b></p> <p>18 Q. As you arrived at 02.00 or thereabouts and you were able</p> <p>19 to see the tower and you saw the extent of the fire</p> <p>20 spread at that stage, did you have any thoughts as to</p> <p>21 whether SDBA was going to be sufficient in order to get</p> <p>22 higher up the tower?</p> <p>23 <b>A. I don't recall having those thoughts at the time when</b></p> <p>24 <b>I was walking up to the command unit. I wasn't in</b></p> <p>25 <b>receipt of all of the incident information, so it</b></p> <p style="text-align: center;">Page 149</p>	<p>1 <b>A. Yes.</b></p> <p>2 Q. To be clear, would your role as officer in charge of the</p> <p>3 BA main control include you making decisions as to</p> <p>4 committing firefighters under air or not?</p> <p>5 <b>A. No.</b></p> <p>6 Q. That would be done presumably by the entry control</p> <p>7 officer at the bridgehead?</p> <p>8 <b>A. Yes.</b></p> <p>9 Q. Would your role include giving BA wearers any briefing</p> <p>10 of any nature as to what would be awaiting them once</p> <p>11 they were deployed within the tower?</p> <p>12 <b>A. No. When I talk about briefing, the extent of my</b></p> <p>13 <b>briefing would be to ask the BA wearers to report to</b></p> <p>14 <b>wherever they are required to report to, and then</b></p> <p>15 <b>request that they come back into my staging area so they</b></p> <p>16 <b>can be appropriately rested.</b></p> <p>17 Q. When they were coming back from the tower, did you have</p> <p>18 any system whereby you were able to debrief those who</p> <p>19 had been deployed within the tower so you got an idea of</p> <p>20 what the conditions were like to inform your decision</p> <p>21 whether EDBA was required, for example?</p> <p>22 <b>A. It wouldn't have been my decision about whether EDBA was</b></p> <p>23 <b>required. The decision for committing EDBA crews into</b></p> <p>24 <b>the tower would've been made at the bridgehead or from</b></p> <p>25 <b>the incident commander. My responsibility was to</b></p> <p style="text-align: center;">Page 151</p>
<p>1 <b>wouldn't have been appropriate for me to have those</b></p> <p>2 <b>thoughts without receiving further information.</b></p> <p>3 Q. At the bottom of page 5 of your statement, at the top of</p> <p>4 page 6, you discuss there the three stages of BA</p> <p>5 control.</p> <p>6 Could I ask you, before we come on to the next</p> <p>7 questions, to look at policy number 466. Paul, would</p> <p>8 you be able to bring this up. The reference is</p> <p>9 LFB000000173.</p> <p>10 First of all, Mr Kipling, are you familiar with this</p> <p>11 policy?</p> <p>12 <b>A. Yes, I am.</b></p> <p>13 Q. If I could ask Paul to go to the bottom of page 32,</p> <p>14 internal 32, within that policy, and in particular might</p> <p>15 I invite you to refresh your memory of points 32.1, 32.2</p> <p>16 and 32.3.</p> <p>17 Paul, would you like to turn over the page to 32.3.</p> <p>18 Thank you.</p> <p>19 (Pause)</p> <p>20 You've read that?</p> <p>21 <b>A. Yes.</b></p> <p>22 Q. Thank you.</p> <p>23 Looking in particular at 32.1, is it fair to say</p> <p>24 that the BA main control is essentially about the</p> <p>25 management and control of BA resources at an incident?</p> <p style="text-align: center;">Page 150</p>	<p>1 <b>provide the bridgehead with what they required.</b></p> <p>2 Q. If I could ask you to turn to page 6 of the statement</p> <p>3 and the fourth paragraph on that page, the last line,</p> <p>4 you there discuss the equipment that you need and you</p> <p>5 refer to taking two forward information boards and a</p> <p>6 telemetry board from a nearby appliance with you.</p> <p>7 When you refer to a telemetry board, just so</p> <p>8 I understand your evidence, do you mean there an entry</p> <p>9 control board?</p> <p>10 <b>A. Yes.</b></p> <p>11 Q. Apologies for asking a dumb question, but given the</p> <p>12 nature of your role as being in charge of the BA main</p> <p>13 control, why would you need a telemetry board as well?</p> <p>14 <b>A. So it just seemed like a good idea for me to have</b></p> <p>15 <b>additional BA resources in the staging area where all</b></p> <p>16 <b>the BA resources were going to be. And knowing that</b></p> <p>17 <b>I didn't want to be in a position where there was</b></p> <p>18 <b>a request coming in for a telemetry board and I wasn't</b></p> <p>19 <b>able to provide that, it's just a good bit of equipment</b></p> <p>20 <b>which would potentially have some in useful.</b></p> <p>21 <b>Sorry, the other thing about that is it's got the</b></p> <p>22 <b>aide-memoires in it, which needed to perform my</b></p> <p>23 <b>function.</b></p> <p>24 Q. Can you help us with the aide-memoires, what are you</p> <p>25 referring to there?</p> <p style="text-align: center;">Page 152</p>

<p>1 <b>A. So in the back of the telemetry boards, there's a range</b>  2 <b>of prompts or notes that are prompts to assist in</b>  3 <b>various different functions of BA entry control, BA, and</b>  4 <b>one of them that's particularly relevant to main control</b>  5 <b>is a main control aide-memoire.</b>  6 Q. Do they prompt you as to what the requirements are of  7 policy, et cetera, is that's the type of information?  8 <b>A. Yes, it's a prompt sheet which says: these are your</b>  9 <b>responsibilities as the officer in charge of BA main</b>  10 <b>control.</b>  11 Q. Going back briefly to policy 466.  12 Paul, if I could ask you to turn up page 33 and  13 paragraph 33.7.  14 Now, that refers there to the BA main control board,  15 which it states that the station manager in charge of  16 a BA main control must use to record and update  17 information.  18 If we could turn to page 37 within the policy, did  19 you have one of those boards with you on the night?  20 <b>A. I did, yes.</b>  21 Q. Thank you.  22 Can you briefly explain to us how you work with  23 these boards?  24 <b>A. So this board is essentially an overall -- it's</b>  25 <b>an overall record of where your wearers are and how many</b></p> <p style="text-align: center;">Page 153</p>	<p>1 person at any stage?  2 <b>A. No. This is not an element of my statement of the</b>  3 <b>evening that I remember very well. But I do write in my</b>  4 <b>contemporaneous notes that I wrote that day that</b>  5 <b>I requested Station Manager Loft as a resource, probably</b>  6 <b>because he was there and I know him, and it was given to</b>  7 <b>me.</b>  8 Q. Thank you.  9 I'm now going to turn to a separate topic, which is  10 the initial setting up in CU7. You explain in  11 paragraph 6, the sixth paragraph, third line, that you  12 found a command unit and you were intending to use that  13 for the BA main control.  14 Just for the sake of clarity, that's the command  15 unit that was parked on Grenfell Road; is that right?  16 If you would like to refer back to your map, which it  17 may be useful for Paul to bring up.  18 <b>A. Yes. The other one -- it's easier to read on here.</b>  19 Q. MET00015750.  20 <b>A. Yes. (Pause)</b>  21 <b>Yes, that's the one next to where it says</b>  22 <b>"Grenfell Road".</b>  23 Q. And marked "CU"?  24 <b>A. Yes.</b>  25 Q. Thank you.</p> <p style="text-align: center;">Page 155</p>
<p>1 <b>of them you've got. So as I mentioned earlier, it's</b>  2 <b>primarily a resourcing function, BA main control, so</b>  3 <b>this board is designed to assist in keeping a handle on</b>  4 <b>how many resources you've got and where they are. And</b>  5 <b>also, as you can see, there's various other parts in it,</b>  6 <b>such as the clock is a good example, where you can match</b>  7 <b>up the information that is on the bridgehead, or the</b>  8 <b>important -- the relevant information that's on the</b>  9 <b>bridgehead to the information that you have where your</b>  10 <b>staging area is.</b>  11 Q. Thank you.  12 If we can go back to page 6 of your statement, and  13 it's the third paragraph, last line. We don't  14 necessarily need to go to it, but so you have  15 a reference point.  16 You say you saw Station Manager Loft and you grabbed  17 him for your team.  18 Where were you when you saw Station Manager Loft?  19 <b>A. At the incident command pump.</b>  20 Q. Were you aware at that stage that Mr Loft had been  21 tasked with managing FSGs when he'd first arrived on the  22 scene?  23 <b>A. No, I wasn't.</b>  24 Q. Were you aware whether Station Manager Loft had ever  25 formally handed over that role, the FSG role, to any</p> <p style="text-align: center;">Page 154</p>	<p>1 Turning over the page, at page 7 you describe  2 tasking Firefighters Gary Moore and James Power with  3 going into the tower and getting as much information as  4 possible about what was going on there.  5 Do you remember exactly the information you asked  6 them to obtain?  7 <b>A. I can only refer back to my statement.</b>  8 <b>Yes, I can only refer back to my statement, which</b>  9 <b>I believe says ... yeah, so who was in charge of the</b>  10 <b>bridgehead, the names of the people doing entry control,</b>  11 <b>how many crews were being committed and how quickly they</b>  12 <b>were going through resources.</b>  13 Q. Turning to the next topic, you went into the tower with  14 Station Manager Loft; that's right, isn't it?  15 <b>A. I never entered the tower at any point.</b>  16 Q. You approached the vicinity of the tower, I should put  17 it.  18 <b>A. Near to where there were the two people over the car</b>  19 <b>bonnet, yes.</b>  20 Q. You got to the covered walkway on the south side of the  21 tower, to be precise.  22 <b>A. Yes.</b>  23 Q. You say, looking at page 8 --  24 <b>A. Sorry, this is after I'd been taken off the command</b>  25 <b>unit.</b></p> <p style="text-align: center;">Page 156</p>

<p>1 Q. Yes.</p> <p>2 A. Yes.</p> <p>3 Q. To give you some context, if I can ask you to turn to</p> <p>4 page 8 of your statement in the second paragraph, you'd</p> <p>5 left the command unit:</p> <p>6 "I knew that I needed communications between the</p> <p>7 bridgehead and myself and told Brett to stay there under</p> <p>8 the covered area which I thought was near to the</p> <p>9 entrance of the tower."</p> <p>10 Then you go on in the next paragraph to say:</p> <p>11 "My plan was to find a place or CU [so this is</p> <p>12 before you were ejected, as it were, from the CU] to</p> <p>13 organise crews and send them to him. He could then in</p> <p>14 turn send them into the tower when they were needed."</p> <p>15 Looking at what you say in the statement there, is</p> <p>16 it accurate to say that at this stage you were</p> <p>17 envisaging having main control split in two stages, the</p> <p>18 first with you at a command unit, once you'd found one,</p> <p>19 and the second with Loft under the walkway? Is that</p> <p>20 a fair summary?</p> <p>21 A. Yes, I suppose so. My intention was to have main</p> <p>22 control operating where I had the space and we were away</p> <p>23 from the danger of the falling debris and ideally with</p> <p>24 a command unit. Now, recognising that that is going to</p> <p>25 be a distance from the entrance to the tower, I needed</p> <p style="text-align: center;">Page 157</p>	<p>1 gets performed. So when a set gets used or if you run</p> <p>2 out of sets, spare sets are available, so you need to</p> <p>3 service those sets, and you need to be careful about how</p> <p>4 you service those sets because they need to stay clean.</p> <p>5 There's also a responsibility on BA main control to</p> <p>6 ensure that your firefighters are well rested. So to do</p> <p>7 that under the covered walkway, with all of the falling</p> <p>8 debris and activity that was going on, it would not have</p> <p>9 been an appropriate place to carry out that function.</p> <p>10 Q. Thank you.</p> <p>11 Looking at the role of Mr Loft, how were you</p> <p>12 intending for him to communicate with the bridgehead?</p> <p>13 Was it by radio, by mobile, by runner? How?</p> <p>14 A. Yes, by runner, if radios weren't feasible.</p> <p>15 Q. At that stage, had you established how practicable it</p> <p>16 was to communicate with the bridgehead by radio?</p> <p>17 A. I had my radio on the command channel. I knew that</p> <p>18 there was a lot of radio traffic going on in the command</p> <p>19 channel. However, my request to Brett when I left him</p> <p>20 there was to make contact with the bridgehead.</p> <p>21 So given the distance between the inside of the</p> <p>22 tower and where I left Brett, that would've been</p> <p>23 a feasible thing for him to do.</p> <p>24 This is also happening at the same time as I sent</p> <p>25 two firefighters to actually go to the bridgehead and</p> <p style="text-align: center;">Page 159</p>
<p>1 to have eyes and ears at the entrance to the tower so</p> <p>2 that I could have a physical person making that</p> <p>3 communication with the bridgehead.</p> <p>4 The other intention was to have a second, I suppose,</p> <p>5 forward command stage where I could make sure that they</p> <p>6 would -- I would run out of BA wearers before that</p> <p>7 forward command area ran out of BA wearers, which meant</p> <p>8 that the bridgehead would always be able to get BA</p> <p>9 wearers.</p> <p>10 Q. Would it have been preferable, looking at the system,</p> <p>11 what you were envisaging at the time, to have set up the</p> <p>12 main control under the walkway so as to only have one</p> <p>13 location?</p> <p>14 A. No, I don't believe it was. There was an awful lot of</p> <p>15 activity going on under that walkway, as well as a lot</p> <p>16 of falling debris. I knew that this was going to be</p> <p>17 a significant BA deployment. At times, up to 40 BA</p> <p>18 wearers in one place.</p> <p>19 It might be helpful if I explain a little bit about</p> <p>20 what's involved physically with BA main control.</p> <p>21 Q. Please do.</p> <p>22 A. So BA main control is responsible for marshalling</p> <p>23 resources, as I mentioned earlier, so you're talking</p> <p>24 about all the BA wearers you're going to need for the</p> <p>25 deployment, but also there's a servicing function that</p> <p style="text-align: center;">Page 158</p>	<p>1 establish more information about it, so I'm still very</p> <p>2 much in the information-gathering stage at this point.</p> <p>3 Q. That's useful, because we don't necessarily need to turn</p> <p>4 to it, but in the annotated contemporaneous note at the</p> <p>5 top of page 5, you refer to later on using Mr Saunders</p> <p>6 as a runner and you say he played a pivotal role.</p> <p>7 A. Yes.</p> <p>8 Q. Again, it may be a question of the obvious, but what are</p> <p>9 the advantages of using runners over and above using</p> <p>10 radios or indeed mobile phones that we've heard about</p> <p>11 this morning?</p> <p>12 A. Yeah, calling Nick a runner is underestimating the</p> <p>13 valuable job that he did for me.</p> <p>14 Q. I apologise, it is probably disrespectful to his rank,</p> <p>15 but it is the most useful word.</p> <p>16 A. Not at all, but it's important for me to say that</p> <p>17 because Nick performed a very valuable role for me.</p> <p>18 There is -- for me, having a physical link for very</p> <p>19 important roles, where I've got a trusted officer who</p> <p>20 can go and physically talk to the people who I need to</p> <p>21 get important messages to, I know those messages then</p> <p>22 get delivered, and then I have that person come back to</p> <p>23 me and say -- so sometimes, if you have a face-to-face</p> <p>24 communication with someone, it's just a much more -- for</p> <p>25 a very important job such as BA, it's a much more robust</p> <p style="text-align: center;">Page 160</p>



<p>1 <b>way of communicating a message when there is an awful</b></p> <p>2 <b>lot of communications going on at that incident.</b></p> <p>3 Q. As you were part of the information-gathering stage,</p> <p>4 what efforts did you make to identify who was in charge</p> <p>5 at the bridgehead of the BA staging area, first of all?</p> <p>6 <b>A. Sorry, the BA staging area at the bridgehead?</b></p> <p>7 Q. Yes.</p> <p>8 <b>A. That was in my brief to Firefighter Moore and</b></p> <p>9 <b>Firefighter Power, and I think that they took another</b></p> <p>10 <b>firefighter with them as well. I can't remember.</b></p> <p>11 Q. Were you aware Watch Manager Watson was in charge of the</p> <p>12 staging area at that stage?</p> <p>13 <b>A. I can't remember the names, but when they came back we</b></p> <p>14 <b>wrote that information down on probably the forward</b></p> <p>15 <b>information board.</b></p> <p>16 Q. Did you have cause to liaise with Watch Manager Watson</p> <p>17 at any stage during the course of the evening?</p> <p>18 <b>A. No, because I was getting the information on resources</b></p> <p>19 <b>directly from Brett, who had that communication with the</b></p> <p>20 <b>bridgehead.</b></p> <p>21 Q. Did you have, for the sake of clarity, any direct</p> <p>22 communications with the bridgehead, first of all any</p> <p>23 officer in charge of the bridgehead?</p> <p>24 <b>A. Not me directly, personally, no.</b></p> <p>25 Q. The next topic I'd like to discuss is the setting up of</p> <p style="text-align: center;">Page 161</p>	<p>1 Can you explain precisely what you would've been</p> <p>2 able to do had you had the benefit of an orthodox CU?</p> <p>3 <b>A. So a command unit has various systems on it which may</b></p> <p>4 <b>have assisted, I think, so for instance CSS,</b></p> <p>5 <b>whiteboards. It's an indoor space, it's well lit and</b></p> <p>6 <b>you can organise your team that is assisting you just</b></p> <p>7 <b>because you've got a room.</b></p> <p>8 Q. Everyone's in the same place?</p> <p>9 <b>A. Yes. But it does also have disadvantages. You are in</b></p> <p>10 <b>a room, so you can't see what's going on, so sometimes</b></p> <p>11 <b>that can limit your situational awareness. So there</b></p> <p>12 <b>were many advantages to being out the front. Personally</b></p> <p>13 <b>I think that it was a blessing in disguise that we never</b></p> <p>14 <b>moved it onto a command unit.</b></p> <p>15 Q. Situational awareness is one of those matters you refer</p> <p>16 to in the notes on your contemporaneous note, and we</p> <p>17 don't need to go it, but it's at page 3.</p> <p>18 Again, this may be a question of the obvious, but</p> <p>19 what are the advantages of having full situational</p> <p>20 awareness when you are in charge of the BA main control?</p> <p>21 <b>A. When you are performing a sector, which I suppose is</b></p> <p>22 <b>a function of an incident structure, it's very important</b></p> <p>23 <b>that you maintain a broader view of what's going on at</b></p> <p>24 <b>the incident and you don't become tunnel-visioned. So</b></p> <p>25 <b>that is what we mean by situational awareness. It's my</b></p> <p style="text-align: center;">Page 163</p>
<p>1 the main control by the leisure centre. You ended up at</p> <p>2 a spot you marked on the exhibited map, and if Paul</p> <p>3 could bring that up again, it is MET00015750.</p> <p>4 (Pause)</p> <p>5 I think you've marked it with the word "benches".</p> <p>6 <b>A. Yes.</b></p> <p>7 Q. To the left of Kensington Leisure Centre; is that right?</p> <p>8 <b>A. Yes.</b></p> <p>9 Q. You explained that there was a large area to hold crews</p> <p>10 and you made the decision to set up there.</p> <p>11 How far away were you from Station Manager Loft?</p> <p>12 <b>A. Within eyesight.</b></p> <p>13 Q. Were you within shouting distance?</p> <p>14 <b>A. If it was necessary I probably could have, but my</b></p> <p>15 <b>understanding is that there was a lot of noise. I don't</b></p> <p>16 <b>remember any noise, but I know that there must have</b></p> <p>17 <b>been.</b></p> <p>18 Q. Apologies for jumping around your statement. If I could</p> <p>19 ask you to go to page 9, and it's the second paragraph</p> <p>20 there, the final sentence. You refer there to locating</p> <p>21 a spare CU that you could've used that was just too far</p> <p>22 away. And you say:</p> <p>23 "I was in an ideal spot and although a CU would have</p> <p>24 been useful, I felt that having one so far away would</p> <p>25 not have been practical."</p> <p style="text-align: center;">Page 162</p>	<p>1 <b>responsibility to have an eye on the bigger picture,</b></p> <p>2 <b>rather than individual details which I will then</b></p> <p>3 <b>allocate to people to carry out tasks for me.</b></p> <p>4 Q. Presumably situational awareness is a relevant factor</p> <p>5 when you're having to conduct dynamic risk assessments,</p> <p>6 for example?</p> <p>7 <b>A. Yes.</b></p> <p>8 Q. Apologies again for asking the question about timing,</p> <p>9 but it's to try and get some fix.</p> <p>10 Are you able to assist us with the time at which you</p> <p>11 set up by the leisure centre?</p> <p>12 <b>A. I can only provide you with an estimate based on my</b></p> <p>13 <b>actions. So if I arrived at 02.00, it would've taken me</b></p> <p>14 <b>at least 5 minutes to put my PPE on and arrive at the</b></p> <p>15 <b>command unit. It would've taken me at least another</b></p> <p>16 <b>5 minutes to get onto the first command unit, so 02.10,</b></p> <p>17 <b>and then I would say I was probably, at an early</b></p> <p>18 <b>estimate, standing in front of the leisure centre,</b></p> <p>19 <b>starting to get up and get all my resources to me at</b></p> <p>20 <b>about 02.20 to 02.30.</b></p> <p>21 <b>But that would be a guess based on the activity</b></p> <p>22 <b>I carried out, and time always goes much quicker than</b></p> <p>23 <b>you think.</b></p> <p>24 Q. How did you communicate to BA crews that BA main control</p> <p>25 was located where you were located?</p> <p style="text-align: center;">Page 164</p>

<p>1 <b>A. So when I arrived at -- so there were BA wearers around,</b>  2 <b>and that was absolutely one of my first tasks once</b>  3 <b>I decided where I was going to do it, and there was</b>  4 <b>a Watch Manager Helen Christmas, who I know from working</b>  5 <b>with her in the past, and I asked her to go round the</b>  6 <b>incident ground and get every single BA wearer that she</b>  7 <b>saw who wasn't engaged in a task and send them to me,</b>  8 <b>because this is where main control was. I think</b>  9 <b>Firefighter Moore probably helped me with that as well.</b>  10 Q. Did you send a message to the ICP that you'd set up BA  11 main control by the leisure centre?  12 <b>A. Yes, I did.</b>  13 Q. Turning back to page 8 in your witness statement and the  14 final paragraph on that page, you describe Firefighters  15 Moore and Power coming back with a report about what was  16 going on in the tower.  17 Can you remember now how long it took for them to go  18 to the tower and return back with the information you'd  19 asked them to collate?  20 <b>A. Sorry, can you repeat that question?</b>  21 Q. How long did it take Firefighters Moore and Power to go  22 to the tower and come back and provide you with the  23 information you directed that they collate?  24 <b>A. It didn't seem like it took them a long time at all.</b>  25 Q. Do you remember in detail what they were able to tell</p> <p style="text-align: center;">Page 165</p>	<p>1 before they were deployed.  2 Were you aware of the state of communications within  3 the tower?  4 <b>A. What do you mean by the state of communications?</b>  5 Q. More particularly whether radio communications were  6 effective or whether they were limited in their extent,  7 so for example couldn't reach the higher levels of the  8 tower?  9 <b>A. That information did eventually come back to me through</b>  10 <b>the BA crews talking about it when they came out of the</b>  11 <b>tower.</b>  12 Q. How long into the night, can you remember? After you  13 set up, say, at 02.30, can you remember?  14 <b>A. No, I can't remember, I'm sorry. It would've presumably</b>  15 <b>been when the first BA crews started coming back.</b>  16 Q. Looking at page 9 of your statement, the third paragraph  17 on that page, if I may summarise your evidence, you  18 communicated with Mr Loft by mobile phone every  19 5 minutes. He was getting demand for crews from the  20 bridgehead, and your role was to ensure Mr Loft didn't  21 run out of BA crews to send in.  22 First of all, do you agree that's a fair summary of  23 what's set out there?  24 <b>A. Sorry, I'm just looking for the bit that you just read</b>  25 <b>out.</b></p> <p style="text-align: center;">Page 167</p>
<p>1 you?  2 <b>A. I don't remember the detail, I'm afraid.</b>  3 Q. Were you handed any piece of paper by --  4 <b>A. No.</b>  5 Q. If I can ask you to turn to page 9 in your witness  6 statement and the first paragraph on that page, you say  7 that Firefighters Moore and Power were able to draw  8 a sketch of the internal layout of the tower that you  9 thought would be useful in briefing firefighters before  10 they went in.  11 Just to get some clarity over this point, are you  12 talking about a sketch of the floor layout here or  13 something broader than that?  14 <b>A. No. This is a common technique that we use,</b>  15 <b>particularly in multiple-floor blocks. I knew that in</b>  16 <b>order to get to the bridgehead, they would've looked</b>  17 <b>at -- they would've seen a safe floor, so I asked them</b>  18 <b>to sketch out -- because often the floor layouts are</b>  19 <b>replicated, and it was purely so we could provide the</b>  20 <b>firefighters a little bit of background in terms of what</b>  21 <b>they were going into so they had something in their mind</b>  22 <b>before they went to the bridgehead to be properly</b>  23 <b>briefed for their tasks.</b>  24 Q. You explained earlier on in your evidence the nature and  25 limitations of the "briefing" that you gave to BA crews</p> <p style="text-align: center;">Page 166</p>	<p>1 Q. Let's just look at it. If you look at page 9, the third  2 paragraph on that page starts:  3 "I called Brett on my mobile phone."  4 <b>A. Yes.</b>  5 Q. I'm suggesting to you a fair summary is that --  6 <b>A. Yes. Sorry, I didn't hear your summary, I was looking</b>  7 <b>for what you were reading out on there.</b>  8 Q. Sorry.  9 You communicated with Mr Loft by mobile phone every  10 5 minutes.  11 <b>A. Yes.</b>  12 Q. He was getting demand for crews from the bridgehead and  13 your role was to ensure that he didn't run out of BA  14 crews?  15 <b>A. Yes.</b>  16 Q. Looking at each element of that, do you know whether  17 Mr Loft was receiving the request for BA wearers by  18 radio from the bridgehead?  19 <b>A. I don't know.</b>  20 Q. Do you know how he was getting his information from the  21 bridgehead at all?  22 <b>A. I can't remember, I'm sorry. But I know that he was</b>  23 <b>getting information. I was getting fairly accurate</b>  24 <b>regular updates from him.</b>  25 Q. When he called you, would he give you a request for</p> <p style="text-align: center;">Page 168</p>

<p>1 a specific number of BA wearers?</p> <p>2 <b>A. Yes.</b></p> <p>3 Q. Would he specify that those BA crews should be SDBA or</p> <p>4 EDBA?</p> <p>5 <b>A. Yes.</b></p> <p>6 Q. Did you then have a system for recording which BA</p> <p>7 wearers or how many BA wearers you were sending in?</p> <p>8 <b>A. A system for how many we were sending in? I knew how</b></p> <p>9 <b>many we were sending in, I knew how quickly we were</b></p> <p>10 <b>going through BA wearers.</b></p> <p>11 Q. So you were monitoring it?</p> <p>12 <b>A. Yes, and I knew whether they were SDBA or EDBA.</b></p> <p>13 Q. Flowing from that, at page 10 of your statement, the</p> <p>14 third paragraph, you say that you felt you had an</p> <p>15 accurate record of who you were committing.</p> <p>16 Would that have been a written record or was it just</p> <p>17 your assessment of the situation?</p> <p>18 <b>A. Yes, it was a written record, but it wasn't a written</b></p> <p>19 <b>record of individuals; it was a written record of</b></p> <p>20 <b>numbers and types of set.</b></p> <p>21 Q. Okay.</p> <p>22 <b>A. So I wouldn't have had the accuracy of the names of the</b></p> <p>23 <b>people. That would've taken place at the bridgehead.</b></p> <p>24 Q. When the BA wearers returned from their deployment, did</p> <p>25 they report back to you at the main control so you knew</p> <p style="text-align: center;">Page 169</p>	<p>1 <b>A. It would've been wearers, because you get an operational</b></p> <p>2 <b>support unit that turns up and they have spare sets with</b></p> <p>3 <b>them. So, yeah, it would've been I needed BA wearers.</b></p> <p>4 <b>They were the finite resource at the incident.</b></p> <p>5 Q. Did you specify that you needed EDBA or --</p> <p>6 <b>A. Yes.</b></p> <p>7 Q. When you specified that, would you give numbers or just</p> <p>8 say "As many as you've got"?</p> <p>9 <b>A. We would give an exact time when we believed we were</b></p> <p>10 <b>going to run out of BA wearers, EDBA or SDBA, we would</b></p> <p>11 <b>tell them how quickly we were going through them, and we</b></p> <p>12 <b>would tell them how many we would need when that time</b></p> <p>13 <b>arrived.</b></p> <p>14 Q. Again, with apologies for asking you a question about</p> <p>15 timing, can you give us a rough estimate as to what time</p> <p>16 you asked Mr Saunders to take that message or that</p> <p>17 request to the ICU?</p> <p>18 <b>A. I think I write in one of my -- either my</b></p> <p>19 <b>contemporaneous notes or my police statement, I write</b></p> <p>20 <b>a time when we get low on EDBA wearers in my area, not</b></p> <p>21 <b>at the incident, I think I get down to four, and then</b></p> <p>22 <b>a large number turn up.</b></p> <p>23 <b>Now, that time is the time that we anticipated</b></p> <p>24 <b>running out, and so it would've been about two to two</b></p> <p>25 <b>and a half hours before then.</b></p> <p style="text-align: center;">Page 171</p>
<p>1 who'd come back or would that be again something managed</p> <p>2 at the bridgehead?</p> <p>3 <b>A. They would go through the bridgehead because they would</b></p> <p>4 <b>have to give their tallies in. They would presumably do</b></p> <p>5 <b>a debrief at the bridgehead, and then they would come to</b></p> <p>6 <b>my area, where they would rest.</b></p> <p>7 <b>Because of the severity of the incident, and</b></p> <p>8 <b>certainly there were occasions when firefighters were,</b></p> <p>9 <b>you know, in a very distressed state, I couldn't say</b></p> <p>10 <b>that every single one came back to my area, but the</b></p> <p>11 <b>majority did.</b></p> <p>12 Q. Thank you.</p> <p>13 Could I ask you to turn to page 9 of your statement</p> <p>14 and the final paragraph. I'll let you read it this time</p> <p>15 instead of racing on.</p> <p>16 (Pause)</p> <p>17 <b>A. Okay.</b></p> <p>18 Q. We discussed Mr Saunders's role as a runner earlier on.</p> <p>19 You say here that you obviously had a line of</p> <p>20 communication with the ICU, and you say in the next</p> <p>21 sentence that your first message was that you needed as</p> <p>22 many BA resources as they could send.</p> <p>23 Now, to be clear, when you're referring to BA</p> <p>24 resources here, do you mean BA wearers or spare BA sets</p> <p>25 or what?</p> <p style="text-align: center;">Page 170</p>	<p>1 Q. Okay.</p> <p>2 Do you remember getting any response back from the</p> <p>3 ICU in response to your request?</p> <p>4 <b>A. Yes. Yes, we got replies.</b></p> <p>5 Q. Going back to page 10, the second paragraph on that page</p> <p>6 and the first sentence, you explain that Mr Saunders</p> <p>7 handled communication between you and the ICU throughout</p> <p>8 the night.</p> <p>9 Are you able to say generally whether you had a good</p> <p>10 line of communication with the ICU?</p> <p>11 <b>A. It worked, yes.</b></p> <p>12 Q. Did you feel that the messages that were being sent</p> <p>13 through were being received and you were getting</p> <p>14 meaningful responses back?</p> <p>15 <b>A. Yes. The best sign of that is that when we knew we were</b></p> <p>16 <b>going to run out of BA wearers, we got a load more BA</b></p> <p>17 <b>wearers. At no point did we run out of the resources we</b></p> <p>18 <b>needed.</b></p> <p>19 Q. It may be useful if you could turn to page 12 of your</p> <p>20 statement, the second paragraph, third line. You say</p> <p>21 that after you set up the system, Mr Saunders came and</p> <p>22 told you that there was an airwave channel sorted out</p> <p>23 for you.</p> <p>24 Did you use that channel to communicate with the CU?</p> <p>25 <b>A. I believe at this stage that function was being carried</b></p> <p style="text-align: center;">Page 172</p>

<p>1 out by sector commander and command support, who I think</p> <p>2 was Lee Drawbridge on the day. So I suppose, yes, it</p> <p>3 was communicating with the CU, but that function had</p> <p>4 been delegated to another officer.</p> <p>5 Q. Again, apologies for jumping around your statement, but</p> <p>6 if I could ask you to turn to page 14, and the second</p> <p>7 paragraph from the bottom, the second line there, you</p> <p>8 say that a resourcing CU had been set up at the same</p> <p>9 time that the airwave channel was established. We have</p> <p>10 that resourcing CU as CU1. Does that sound right?</p> <p>11 A. I knew it was on a command unit but I don't know what</p> <p>12 command unit it was.</p> <p>13 Q. We have an arrival time for 02.59. Does that sound</p> <p>14 about right?</p> <p>15 A. Yes.</p> <p>16 Q. Okay.</p> <p>17 Did you make any specific requests for resources to</p> <p>18 the resourcing CU?</p> <p>19 A. Well, once the resourcing CU had been set up and that</p> <p>20 function was working, our resourcing request went to</p> <p>21 that CU.</p> <p>22 Q. Okay.</p> <p>23 The next topic I'd like to discuss with you is the</p> <p>24 arrival of the Protective Equipment Group. Again,</p> <p>25 apologies for jumping around. If I could ask you to</p> <p style="text-align: center;">Page 173</p>	<p>1 referring to.</p> <p>2 Q. Okay, thank you.</p> <p>3 Now, Paul, I don't know whether you're able to set</p> <p>4 up the short incident log, which I think is at tab 23 of</p> <p>5 the documents bundle. If you go to page 24, on the top</p> <p>6 of page 24, at 03.05.51.</p> <p>7 First of all, apologies, Mr Kipling, you've probably</p> <p>8 seen these before but this is the short incident log for</p> <p>9 the evening. You'll see there is a service request</p> <p>10 indicating it was a message that was then sent by</p> <p>11 control to the incident ground, which states:</p> <p>12 "CU8 RPE UNIT WITH SDBA ETA 30 MINS RPE UNIT WITH</p> <p>13 EDDBA APPROX 1 HOUR THESE ARE BEING ORDERED AS THE BA</p> <p>14 SUPPORT UNITS."</p> <p>15 First of all, just so we understand the terms that</p> <p>16 have been used, RPE stands for respiratory protection</p> <p>17 equipment; is that right?</p> <p>18 A. Yes.</p> <p>19 Q. So is that the same as the BA support unit?</p> <p>20 A. Yes.</p> <p>21 Q. Does this message trigger any memory with you?</p> <p>22 A. These messages can be difficult to -- in this format can</p> <p>23 be a bit difficult to understand, but my understanding</p> <p>24 from that would be -- so what you do end up getting when</p> <p>25 the respiratory protective equipment comes to us, is</p> <p style="text-align: center;">Page 175</p>
<p>1 turn to page 12 of your statement, where you deal with</p> <p>2 this in the final two lines on that page.</p> <p>3 First of all, just to deal with basics, PEG stands</p> <p>4 for Protective Equipment Group; is that right?</p> <p>5 A. Yes.</p> <p>6 Q. They were bringing additional BA sets; is that right?</p> <p>7 A. Yes. So that sentence, the way that's worded, I suppose</p> <p>8 I should explain that a little bit better.</p> <p>9 So operational support units carry BA main control</p> <p>10 packs with them. Those are on a PDA for -- when you</p> <p>11 request a certain number of fire engines, you start to</p> <p>12 get the operational support units, and they all carry</p> <p>13 the main control packs. So you'll get those delivered,</p> <p>14 and it's basically a lorry that delivers them.</p> <p>15 But alongside that, you also have a respiratory</p> <p>16 protection equipment logistics officer that will get</p> <p>17 informed of -- when it goes to a major incident, they</p> <p>18 will get informed that a major incident has been</p> <p>19 declared, and they will also then make decisions to</p> <p>20 provide those resources to the incident.</p> <p>21 So combined, those two functions provided equipment</p> <p>22 to me at my main control point.</p> <p>23 Q. Elsewhere in the documents there's reference to a BA</p> <p>24 support unit. Have you heard that phrase before?</p> <p>25 A. I think that's one of those two functions that that's</p> <p style="text-align: center;">Page 174</p>	<p>1 vans which have got cylinders in them and I would've</p> <p>2 thought spare sets as well, but we already had lots of</p> <p>3 spare sets from the OSUs, so -- yeah.</p> <p>4 The spare cylinders and sets certainly turned up at</p> <p>5 around this time, so I would've thought that that is</p> <p>6 probably what that's referring to.</p> <p>7 Q. Paul, if we could turn over the page to page 25, and</p> <p>8 look at an entry for 03.54.05. This appears to be</p> <p>9 a record of a request from CU8 in respect of EDDBA</p> <p>10 cylinders arrival.</p> <p>11 Do you have any memory of that message?</p> <p>12 A. I don't remember that message, no. But that may have</p> <p>13 happened because of the resourcing information that we</p> <p>14 were giving them about how quickly we were going through</p> <p>15 BA and they then made a decision that they needed more</p> <p>16 cylinders.</p> <p>17 Q. Do you remember being kept waiting for additional</p> <p>18 cylinders that you were expecting?</p> <p>19 A. No, at no point did we run out of BA wearers that we</p> <p>20 needed.</p> <p>21 Q. If you go slightly further down that page to an entry at</p> <p>22 04.03.01, hopefully we can see a message to attend with</p> <p>23 all EDDBA sets available.</p> <p>24 Then if you can expand that, "TO ATTEND WITH ALL</p> <p>25 EDDBA SETS AVAILABLE".</p> <p style="text-align: center;">Page 176</p>

<p>1 Can you help us with what that message means, in 2 particular the last two lines?</p> <p>3 <b>A. I expect that this message has probably been sent as 4 a result of the times and the information that we gave 5 the resourcing function about how quickly we were going 6 through BA wearers. So because of the speed with which 7 we were going through BA wearers, I expect they probably 8 sent that message to get as much BA resources down to 9 the incident as possible so that we would have the BA 10 when we needed it.</b></p> <p>11 Q. Does that message go to all of the attending appliances?</p> <p>12 <b>A. That to me looks like a message that -- yeah, that to me 13 looks like a message that's either gone on the call-out 14 slip to the appliances that that's gone to, and it's 15 also presumably gone over on the main scheme radio as 16 a request into control to request that that gets put on 17 the call slip.</b></p> <p>18 Q. Would you have made the request for that message to be 19 sent, do you think?</p> <p>20 <b>A. No, I would've sent -- I would've told -- whether this 21 was the incident -- at this point, whether it was the 22 incident command pump or the resourcing command unit, 23 I'm not sure at what point that changed over, but 24 whoever was performing that function, I would've sent 25 a message to the command unit saying: this is the time</b></p> <p style="text-align: center;">Page 177</p>	<p>1 <b>are prioritising getting as much EDBA or BA resource to 2 the incident so that it could meet our deadline that 3 we'd given them.</b></p> <p>4 Q. Could I now turn to the question of problems with the BA 5 sets that were encountered on the evening, and if 6 I could ask you at this point to turn to page 13 in your 7 witness statement. It's really the second substantive 8 paragraph on that page, which starts with the words:</p> <p>9 "Someone from PEG then spoke to me and said the BA 10 sets which had been delivered weren't working. At this 11 stage we were going through 40 BA wearers every 60 12 minutes which was at the peak of our volume. He told me 13 that they needed to be plugged into a computer to reset 14 them and that it would take some time to do. I have 15 since learned that this may have been a misunderstanding 16 and the issue was flat batteries."</p> <p>17 Do you now have any more understanding of what the 18 cause of the problem was? Was it flat batteries? Was 19 it something else?</p> <p>20 <b>A. Yes. So when spare sets get delivered to an incident 21 that aren't on the back of a fire engine -- sets on the 22 back of a fire engine are plugged in and they are on 23 a trickle charge so that the charge always remains 24 adequate. Every firefighter that arrives at an incident 25 on a fire engine has a set. These sets that I'm talking</b></p> <p style="text-align: center;">Page 179</p>
<p>1 <b>that we need this many BA wearers, and they would've 2 then made a decision to get that many BA wearers to me.</b></p> <p>3 Q. Thank you.</p> <p>4 <b>A. That's what they did to achieve that.</b></p> <p>5 Q. If we can turn, Paul, to page 31 in the short incident 6 log and the time at 04.38.01. Thank you.</p> <p>7 The message passed to control:</p> <p>8 "60 EDBA CYLINDERS LEAVING E43 ON THE BELL 9 "36 WILL BE COLLECTED NEXT FROM PARK ROYAL 10 "51 ARE AT BARKING BUT CURRENTLY NO TRANSPORT."</p> <p>11 Do you remember that message?</p> <p>12 <b>A. I wouldn't have seen that message.</b></p> <p>13 Q. DAC Fenton notes in his witness statement there was 14 a request made for all EDBA wearers made at 03.50. Do 15 you have any recollection of that?</p> <p>16 <b>A. What exactly was the request?</b></p> <p>17 Q. He said there was a request made for all EDBA wearers.</p> <p>18 <b>A. Well, again, I wouldn't have seen that request, but it 19 doesn't surprise me that that message went because of 20 the requirement for EDBA.</b></p> <p>21 <b>The reason why we needed to get as many EDBA wearers 22 to that incident as possible very quickly at this stage 23 is because we had calculated when we were going to run 24 out of existing resources at the incident, based on the 25 rate we were going through them at its height. So they</b></p> <p style="text-align: center;">Page 178</p>	<p>1 <b>about here are the spare sets that arrive without -- 2 they're not set up, but they're in sealed bags and so 3 they're not on a trickle charge. So when they turned 4 up, my understanding is that the batteries were flat.</b></p> <p>5 <b>It's worth noting that because of the system that we 6 set up where Brett was holding resources before they 7 were sent in and we had resources further back at my 8 marshalling area, we actually did have the BA sets to 9 commit into the tower. This, when I was told in the 10 midst of everything going on that the spare sets had 11 flat batteries, was a bit of a surprise, but actually, 12 it's cylinders that we need, not spare sets, because 13 firefighters all have sets. So they go through their 14 cylinders and they can then just replace their cylinders 15 and use the same set again.</b></p> <p>16 Q. Now, flowing on from that, looking at page 13, the final 17 paragraph on that page, you say, second sentence:</p> <p>18 "Somehow by using the two batteries, the problem was 19 solved. If it was the batteries that had run out, and 20 by using these two we were able to get an additional two 21 sets, then that at the time was enough to take 22 resourcing pressure off."</p> <p>23 Are you able to say whether this issue had any 24 impact on your ability to supply resources to the 25 bridgehead or not?</p> <p style="text-align: center;">Page 180</p>

<p>1 <b>A. No, it didn't.</b></p> <p>2 Q. Put more bluntly, did it mean that you were not able to</p> <p>3 meet the demand at any period during the night?</p> <p>4 <b>A. Sorry?</b></p> <p>5 Q. Did the problem regarding batteries mean that you</p> <p>6 couldn't supply --</p> <p>7 <b>A. No.</b></p> <p>8 Q. -- the bridgehead -- no.</p> <p>9 <b>A. No. When the battery problem happened -- so the system</b></p> <p>10 <b>we had in place was that my area, where all of the</b></p> <p>11 <b>resources -- where all of the people were, where they</b></p> <p>12 <b>were resting and where we had fresh people, that was the</b></p> <p>13 <b>last fallback. That was -- if we had run out of the</b></p> <p>14 <b>forward mobilising area, my area was the last fallback.</b></p> <p>15 <b>I desperately wanted to avoid that because we had</b></p> <p>16 <b>firefighters in this building.</b></p> <p>17 <b>So when I say resourcing pressure, I didn't want to</b></p> <p>18 <b>run out of wearers to send if -- if the request came in</b></p> <p>19 <b>for me to send wearers, I did not want to run out.</b></p> <p>20 <b>Having said that, if my area had run out, we still had</b></p> <p>21 <b>the forward mobilising area which wasn't being used</b></p> <p>22 <b>until it was requested from the bridgehead. So we had</b></p> <p>23 <b>a number of fallbacks in place.</b></p> <p>24 Q. Could I now turn to the issue of demand for EDBA, and if</p> <p>25 I could ask you to turn to page 14 in your witness</p> <p style="text-align: right;">Page 181</p>	<p>1 Q. What process do you go through to determine whether it</p> <p>2 was safe to deploy an EDBA crew for a second time?</p> <p>3 <b>A. EDBA wearers, we will to the best of our ability enforce</b></p> <p>4 <b>a rest on them for a period of an hour at least, and</b></p> <p>5 <b>absolutely not use EDBA wearers on a second wear unless</b></p> <p>6 <b>we really had to.</b></p> <p>7 <b>Every single one of those firefighters desperately</b></p> <p>8 <b>wanted to get into that building to save people. So in</b></p> <p>9 <b>terms of second wears, we were using them -- we were</b></p> <p>10 <b>trying not to use them as much as possible, but it was</b></p> <p>11 <b>very difficult to not use them because they desperately</b></p> <p>12 <b>wanted to get back in. I would say that we achieved</b></p> <p>13 <b>largely giving -- at least giving them a rest before we</b></p> <p>14 <b>used them again.</b></p> <p>15 Q. That was the mechanism you used to determine it was</p> <p>16 reasonably safe for them to do so?</p> <p>17 <b>A. Yeah, within -- safe -- reasonably safe, I suppose,</b></p> <p>18 <b>yeah.</b></p> <p>19 Q. What system did you have for recording who had been</p> <p>20 committed twice?</p> <p>21 <b>A. Gary Moore was writing it all down for me and we also</b></p> <p>22 <b>separated people who had already worn from people who we</b></p> <p>23 <b>knew were fresh.</b></p> <p>24 Q. Do you remember an instruction that the bridgehead was</p> <p>25 only committing EDBA above the 10th floor? Do you</p> <p style="text-align: right;">Page 183</p>
<p>1 statement. Really it's the first sentence at the top of</p> <p>2 that page, where you say:</p> <p>3 "By now, I'd received a message saying that we were</p> <p>4 using EDBA only."</p> <p>5 Do you remember who this message was sent from?</p> <p>6 <b>A. I don't, I'm sorry. I would guess probably Brett</b></p> <p>7 <b>because that was where I was getting most of the</b></p> <p>8 <b>information from.</b></p> <p>9 Q. Apologies again for asking you a timing question: are</p> <p>10 you able to estimate at what time you received that</p> <p>11 message?</p> <p>12 <b>A. It would be a guess.</b></p> <p>13 Q. Well, I don't want to ask you to guess, but if you're</p> <p>14 able to sort of use maybe 02.20 or 02.30 as your setting</p> <p>15 up time at the leisure centre --</p> <p>16 <b>A. 03.30.</b></p> <p>17 Q. How long did the position that only EDBA were to be</p> <p>18 committed last for, can you remember?</p> <p>19 <b>A. My memory of it is that it was for a few hours.</b></p> <p>20 Q. You say that, as a result of that, you started</p> <p>21 committing people for a second time in EDBA, and that's</p> <p>22 the second sentence of that first paragraph.</p> <p>23 Do you have any idea how many firefighters were</p> <p>24 committed twice in EDBA?</p> <p>25 <b>A. At the time I did, but I can't remember now.</b></p> <p style="text-align: right;">Page 182</p>	<p>1 remember an instruction to that effect?</p> <p>2 <b>A. Do I remember -- so I heard -- I think in my statement</b></p> <p>3 <b>I write the 11th, but that may be wrong. I definitely</b></p> <p>4 <b>at one point heard that they weren't going above</b></p> <p>5 <b>a certain point.</b></p> <p>6 Q. Were you aware, or rather were you made aware, of any</p> <p>7 other decisions being taken by the bridgehead about</p> <p>8 where to commit BA crews?</p> <p>9 <b>A. Sorry, can you repeat that question?</b></p> <p>10 Q. Of course.</p> <p>11 Were you made aware, by Brett Loft or otherwise, of</p> <p>12 other decisions being taken at the bridgehead about</p> <p>13 where to commit BA wearers?</p> <p>14 <b>A. No, it really wasn't relevant to my role. As I said</b></p> <p>15 <b>before, I was -- it was resourcing, resourcing the BA</b></p> <p>16 <b>wearers. That was what I was concerned with. So the</b></p> <p>17 <b>specific details of where people were going and what</b></p> <p>18 <b>their briefs were, that wasn't my area of</b></p> <p>19 <b>responsibility.</b></p> <p>20 Q. For the period of a few hours where it was EDBA crews</p> <p>21 only, what were you doing with the SDBA crews?</p> <p>22 <b>A. Resting them. Sometimes a request -- because of the</b></p> <p>23 <b>nature of the incident, it was a significant BA</b></p> <p>24 <b>deployment, I had all of the personnel resources that,</b></p> <p>25 <b>you know -- so if other functions on the incident</b></p> <p style="text-align: right;">Page 184</p>

<p>1 ground, such as pumps and pumping, were required,  2 sometimes a request came to me because I had all of the  3 personnel, and I also had a lot of SDBA wearers who were  4 being rested and not used. So sometimes a request like  5 that came in to me and I released someone for that  6 function.</p> <p>7 Q. Was there any point during the course of the incident  8 that you were receiving requests for BA via Mr Loft or  9 otherwise that you simply couldn't supply?</p> <p>10 A. No.</p> <p>11 Q. Turning back to page 13 in your statement and the first  12 substantive paragraph, seven lines down, you say:  13 "I had over 40 people and needed to keep them in one  14 place."</p> <p>15 Can you explain, was this the number of firefighters  16 that you had waiting by the leisure centre throughout  17 the incident? Did that number remain constant? I'll  18 let you re-read it.</p> <p>19 (Pause)</p> <p>20 A. Can you repeat the question?</p> <p>21 Q. Of course.</p> <p>22 You say you had over 40 people and needed to keep  23 them in one place. Did you have a constant constituency  24 of 40 or did that number vary during the course of the  25 night?</p> <p style="text-align: right;">Page 185</p>	<p>1 A. We always had -- from the point when BA main control was  2 set up, we always had at least ten EDBA wearers waiting  3 outside the tower to go in as and when they were  4 required. So as additional ones turned up, they came  5 into my resting area, but -- so it would not have been  6 necessary for people to turn up at the incident and go  7 straight into the tower, that would've been -- it needed  8 to be controlled, and there was always a pool of BA  9 wearers who could go into the tower at a moment's  10 notice. More than anything because we have to have  11 emergency crews in case we have a firefighter emergency,  12 which at this incident was extremely likely.</p> <p>13 Q. Looking at a particular example -- I can take you to the  14 telemetry sheet, but I don't think it's necessary -- the  15 second EDBA team to arrive at the scene was Chelsea and  16 it was Golf 346. They were status 3 I think at 01.47.  17 Its members didn't tally out until some time later, and  18 to give you an idea, there was Upton and Reddington at  19 02.44, Codd and Joseph at 03.03 and Sime at 03.27.</p> <p>20 Now, to the lay eye there appears to be a delay  21 between EDBA crews turning up and then being deployed.  22 What would be your answer to that lay concern?</p> <p>23 A. Well, when you say tally out, do you mean tally out of  24 their bodyguard and into the entry control board?</p> <p>25 Q. Yes.</p> <p style="text-align: right;">Page 187</p>
<p>1 A. That number varied.</p> <p>2 Q. I apologise, this is probably a difficult question to  3 answer now, but what was the lowest number you had, can  4 you remember?</p> <p>5 A. Of people or of certain types of wearers?</p> <p>6 Q. Well, people, let's start with that.</p> <p>7 A. I would say once main control was set up, I probably  8 never went below 20, I would say.</p> <p>9 Q. Of that 20, can you apportion those between SDBA and  10 EDBA?</p> <p>11 A. Would you like to know how low on EDBA I got?</p> <p>12 Q. Yes.</p> <p>13 A. So bearing in mind that at all points Brett had at least  14 ten EDBA wearers, I at one point got down to four, but  15 as I got down to four, another 20 turned up, and that  16 was at that 05.30 point, which is when we calculated we  17 would get down to zero in my area. Or not down to zero,  18 but down to minimum.</p> <p>19 Q. One of the questions that arises from the evidence  20 that's been heard thus far is whether EDBA crews were  21 being deployed as swiftly as they could once they'd  22 arrived.</p> <p>23 What system did you have in place for ensuring that  24 EDBA crews were identified and then deployed as swiftly  25 and efficiently as possible?</p> <p style="text-align: right;">Page 186</p>	<p>1 A. So, it doesn't surprise me that a crew could turn up  2 early and not get used for EDBA until later. They may  3 have been used for other tasks and then, once that task  4 was completed, they reported to my area in their sets to  5 be sent into the building. So just because they were  6 one of the first crews to turn up but they didn't use  7 their BA sets until another hour into the incident, that  8 doesn't necessarily mean that there weren't BA wearers  9 in the building. But because I don't know the full  10 picture of the information you're talking about, it's  11 difficult to --</p> <p>12 Q. Well, just looking at the basic time frame there, the  13 concern is that you have crews attending, taking Chelsea  14 as the example, at 01.47 and not being deployed until,  15 at the latest, 03.27. Given the urgency of search and  16 rescue, given the number of FSG calls, there appears to  17 be a concerning delay between arrival and deployment,  18 and I suppose a number of questions arise out of it.</p> <p>19 The first one is: were you aware of that time gap  20 between arrival and deployment first of all?</p> <p>21 A. No. I mean, there was hundreds of firefighters there.  22 For me to know when they arrived and when they went into  23 the tower as individuals, I don't know.</p> <p>24 But it doesn't surprise me that that happened.  25 I know that I was routinely sending BA wearers to the</p> <p style="text-align: right;">Page 188</p>

<p>1 building, but in terms of what they did once they got</p> <p>2 into the building, I really don't know about that</p> <p>3 detail.</p> <p>4 MR KINNIER: Mr Kipling, thank you very much. Those are all</p> <p>5 the questions I have for you now.</p> <p>6 Sir, it might be convenient to take a 5-minute break</p> <p>7 to see if there are any other final issues arising.</p> <p>8 SIR MARTIN MOORE-BICK: We'll do that in just a moment.</p> <p>9 Can I just ask one thing. I think the thrust of</p> <p>10 Mr Kinnier's questions is that on one reading of the</p> <p>11 data, it might be thought that there was a failure to</p> <p>12 use EDBA resources as swiftly and effectively as they</p> <p>13 were actually available to be used. Would you have</p> <p>14 anything to say about that?</p> <p>15 That would arise from the fact that they appear to</p> <p>16 have been waiting for the best part of an hour in some</p> <p>17 cases to be deployed.</p> <p>18 A. Is the data that you're talking about -- are you saying</p> <p>19 that it shows that at one point there were no EDBA</p> <p>20 wearers in the tower?</p> <p>21 SIR MARTIN MOORE-BICK: No, that's not the suggestion. The</p> <p>22 suggestion could be that EDBA wearers -- take the</p> <p>23 Chelsea group -- arrived at the site, apparently ready</p> <p>24 to go into action, if I can put it like that, but didn't</p> <p>25 go into action for perhaps half an hour, 45 minutes or</p> <p style="text-align: center;">Page 189</p>	<p>1 would've had getting up into that tower, you are limited</p> <p>2 to the amount of people that you can send in safely --</p> <p>3 or none of it was safe, but, you know, sensibly.</p> <p>4 SIR MARTIN MOORE-BICK: Yes, all right, thank you very much.</p> <p>5 I think the sensible thing would be for us to have</p> <p>6 a short break now. It may be that after the break there</p> <p>7 will be some additional questions that counsel wants to</p> <p>8 put to you, or maybe not. We'll see how we go.</p> <p>9 So I am going to rise now and we'll resume at 3.15,</p> <p>10 and at that point we will know where we stand.</p> <p>11 Could I ask you please not to talk about your</p> <p>12 evidence while you're out of the room.</p> <p>13 THE WITNESS: Of course.</p> <p>14 SIR MARTIN MOORE-BICK: We'll let you know if we need any</p> <p>15 further help. All right?</p> <p>16 THE WITNESS: Thank you very much.</p> <p>17 SIR MARTIN MOORE-BICK: If you would like to go with the</p> <p>18 usher and then we'll rise.</p> <p>19 (The witness withdrew)</p> <p>20 SIR MARTIN MOORE-BICK: Right, 3.15, then, please.</p> <p>21 (3.07 pm)</p> <p>22 (A short break)</p> <p>23 (3.15 pm)</p> <p>24 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier, I think Mr Kipling</p> <p>25 is going to come back in any event and then you can tell</p> <p style="text-align: center;">Page 191</p>
<p>1 whatever. It might be suggested that there was</p> <p>2 a failure to use that resource as quickly and</p> <p>3 effectively as could have been done.</p> <p>4 Now, I don't think that would be your responsibility</p> <p>5 particularly because you've explained that you were</p> <p>6 resourcing, but is there anything you would want to say</p> <p>7 about a suggestion of that kind?</p> <p>8 A. Just purely that I can only assume that they were taken</p> <p>9 up doing one of the many other tasks at a fire that is</p> <p>10 required, that is carried out. Just because they've</p> <p>11 arrived, it doesn't mean they're necessarily going to</p> <p>12 get used for BA.</p> <p>13 SIR MARTIN MOORE-BICK: Yes.</p> <p>14 A. A better reflection of the EDBA resources in the tower</p> <p>15 would be how many BA resources were in the tower,</p> <p>16 whether BA resources were in the tower or not. But</p> <p>17 certainly from the point when I set up my main control,</p> <p>18 we had BA resources. We never had a problem with</p> <p>19 sending BA resources into that tower when it was</p> <p>20 requested.</p> <p>21 SIR MARTIN MOORE-BICK: So it would really be a matter for</p> <p>22 the bridgehead, would it, to decide what resources they</p> <p>23 wanted and when?</p> <p>24 A. Absolutely, and particularly given the size of that</p> <p>25 staircase and the difficulty that they presumably</p> <p style="text-align: center;">Page 190</p>	<p>1 us whether there are more questions for him.</p> <p>2 (The witness returned)</p> <p>3 SIR MARTIN MOORE-BICK: Right, thank you, Mr Kipling.</p> <p>4 I don't know whether there are more questions or not at</p> <p>5 the moment.</p> <p>6 MR KINNIER: Mr Kipling, I am pleased to say there are no</p> <p>7 further questions. Sorry to have raised your</p> <p>8 expectations. Thank you very much for the assistance</p> <p>9 you've provided today. It's been invaluable. So thank</p> <p>10 you very much.</p> <p>11 SIR MARTIN MOORE-BICK: I would like to add my thanks to</p> <p>12 that. I must say, you've given your evidence in a very</p> <p>13 clear way and it's very helpful, so thank you very much</p> <p>14 for coming.</p> <p>15 THE WITNESS: Thank you.</p> <p>16 SIR MARTIN MOORE-BICK: And now you are free to go.</p> <p>17 (The witness was released)</p> <p>18 SIR MARTIN MOORE-BICK: Yes, Mr Kinnier.</p> <p>19 MR KINNIER: Apologies, there's not only going to be</p> <p>20 a change of witness but of counsel. Mr Peter Johnson</p> <p>21 will be giving evidence next, examined by Mr Millett.</p> <p>22 There are the necessary domestic arrangements to be</p> <p>23 made, so might I ask for a break of 10 minutes to allow</p> <p>24 those arrangements to be effected and for Mr Johnson to</p> <p>25 give evidence.</p> <p style="text-align: center;">Page 192</p>



<p>1 SIR MARTIN MOORE-BICK: We need another 10 minutes, do we?</p> <p>2 MR KINNIER: Yes.</p> <p>3 SIR MARTIN MOORE-BICK: Put as attractively as that, what</p> <p>4 can I say?</p> <p>5 Shall I say I'll sit again at 3.30?</p> <p>6 MR KINNIER: Thank you, sir.</p> <p>7 (3.18 pm)</p> <p>8 (A short break)</p> <p>9 (3.30 pm)</p> <p>10 SIR MARTIN MOORE-BICK: Yes, Mr Millett.</p> <p>11 MR MILLETT: Mr Chairman, I'm back, and our next witness is</p> <p>12 Peter Johnson.</p> <p>13 SIR MARTIN MOORE-BICK: Yes, thank you.</p> <p>14 MR MILLETT: Now Station Manager Johnson.</p> <p>15 PETER JOHNSON (affirmed)</p> <p>16 Questions by COUNSEL TO THE INQUIRY</p> <p>17 SIR MARTIN MOORE-BICK: Thank you very much, Mr Johnson.</p> <p>18 Sit down and make yourself comfortable there.</p> <p>19 Yes, Mr Millett.</p> <p>20 MR MILLETT: Thank you, Mr Chairman.</p> <p>21 Mr Johnson, good afternoon.</p> <p>22 <b>A. Good afternoon.</b></p> <p>23 Q. Could I please ask you first of all to give the chairman</p> <p>24 your full name?</p> <p>25 <b>A. It's Peter Johnson.</b></p> <p style="text-align: right;">Page 193</p>	<p>1 Now, we've also got some exhibits which run from</p> <p>2 PMJ/1 through to PMJ/8, with a number of different MET</p> <p>3 references. I'll try and take these quickly, I have to</p> <p>4 read them into the record:</p> <p>5 MET00016975, MET00016974, MET00016972, MET00016971,</p> <p>6 MET00017598, MET00016997, MET00016998, MET00016999,</p> <p>7 MET00017000, MET00017001, MET00017002, MET00017004,</p> <p>8 MET00017005, MET00017006, MET00017007, MET00017008 and</p> <p>9 MET16970.</p> <p>10 Before I turn to my substantive questions, can I ask</p> <p>11 you this: have you discussed your statement or the</p> <p>12 evidence that you are going to give to us with anybody</p> <p>13 before coming to give evidence today?</p> <p>14 <b>A. No, sir.</b></p> <p>15 Q. Thank you.</p> <p>16 Can I begin now then with the position you hold and</p> <p>17 your training.</p> <p>18 As at the night of the fire in June 2017, you were</p> <p>19 a watch manager at the command unit at Islington, were</p> <p>20 you?</p> <p>21 <b>A. That's correct.</b></p> <p>22 Q. But now you're a station manager at Hammersmith; is that</p> <p>23 right?</p> <p>24 <b>A. I've actually changed positions since the statement was</b></p> <p>25 <b>made. I'm a station manager in the ops assurance team</b></p> <p style="text-align: right;">Page 195</p>
<p>1 Q. Can I begin by thanking you very much for coming to us</p> <p>2 to give evidence in this inquiry and to assist us with</p> <p>3 our investigations. We really do very much appreciate</p> <p>4 it. If at any stage you need a break, just indicate,</p> <p>5 and if at any stage you want me to repeat any question,</p> <p>6 I'm happy to do so.</p> <p>7 <b>A. Okay, thank you.</b></p> <p>8 Q. Can I ask you first then to take your statement, which</p> <p>9 should be in the first tab in the blue file in front of</p> <p>10 you, or else probably more convenient to look at it on</p> <p>11 the screen on the desk in front of you on your right.</p> <p>12 This statement is dated 28 March 2018 and it is</p> <p>13 MET00013235.</p> <p>14 Can I ask you, have you read this statement</p> <p>15 recently?</p> <p>16 <b>A. Yes.</b></p> <p>17 Q. Can you confirm that its contents are true?</p> <p>18 <b>A. Yes, it is.</b></p> <p>19 Q. We've also got your contemporaneous notes, which are at</p> <p>20 MET00005344, which are there also on the screen.</p> <p>21 Have you read those recently?</p> <p>22 <b>A. I have, yes.</b></p> <p>23 Q. Can you confirm that the contents of those are true?</p> <p>24 <b>A. Yes, they are correct.</b></p> <p>25 Q. Thank you.</p> <p style="text-align: right;">Page 194</p>	<p>1 <b>at Union Street.</b></p> <p>2 Q. Right, okay. So are you no longer on a command unit?</p> <p>3 <b>A. No, I have not been on the command unit for one year.</b></p> <p>4 Q. Right.</p> <p>5 You've been in the LFB -- is this right? -- for over</p> <p>6 25 years?</p> <p>7 <b>A. I've been in London for 20 years but I've been within</b></p> <p>8 <b>the Fire Brigade for 25 years.</b></p> <p>9 Q. Right. My mistake. But London for 20 years. I think</p> <p>10 of those 20 years you were on the command unit for</p> <p>11 5 years?</p> <p>12 <b>A. That's correct.</b></p> <p>13 Q. You say on page 2 of your statement that you were given</p> <p>14 a two- to three-week OS course -- this is in the fourth</p> <p>15 paragraph down on that page -- when you started the</p> <p>16 role.</p> <p>17 What is an OS course?</p> <p>18 <b>A. Operational support course. It's as described within</b></p> <p>19 <b>there. It involves IT, incident issues, makes you</b></p> <p>20 <b>understand and give you an appreciation of what the role</b></p> <p>21 <b>is, hopefully to give you support and training so that</b></p> <p>22 <b>you can deliver within the role comfortably.</b></p> <p>23 Q. You do say it involves IT. When did you do this two- to</p> <p>24 three- week OS course, do you remember?</p> <p>25 <b>A. That would be at the beginning of my time within the</b></p> <p style="text-align: right;">Page 196</p>

<p>1 <b>command unit, so that would have been close to six years</b>  2 <b>ago now, so 2012.</b>  3 Q. Where did you do that? Was that in London?  4 <b>A. Yes, that was at Southwark Training Centre at that time.</b>  5 Q. Have you done any refresher courses on OS, particularly  6 focusing on IT issues --  7 <b>A. No.</b>  8 Q. -- since then?  9 <b>A. No.</b>  10 Q. Right.  11 Can I ask you this: have you had training on  12 high-rise firefighting?  13 <b>A. In what respect?</b>  14 Q. Specifically in respect of how to handle fires which  15 breach their compartments and spread through a high-rise  16 block.  17 <b>A. Specifically within the scenario you mention, no.</b>  18 Q. Have you had any training on fire survival guidance?  19 <b>A. Yes.</b>  20 Q. What was that training?  21 <b>A. I initially was given the policy as part of the command</b>  22 <b>units, when I first started on the command units, as it</b>  23 <b>was a new policy and asked for advice upon it.</b>  24 Q. Is that policy 790 as it was in its first draft after  25 Lakanal?</p> <p style="text-align: right;">Page 197</p>	<p>1 Q. What was the fire survival guidance policy group?  2 <b>A. Well, that may have been a convoluted terminology for</b>  3 <b>it, but it was people that would talk about the changes</b>  4 <b>to the policy or potential changes to the policy that</b>  5 <b>would be required. As the policy was relatively</b>  6 <b>convoluted and complex, they wanted different people</b>  7 <b>with different perspectives to be able to give different</b>  8 <b>perspectives and feed into any potential changes that</b>  9 <b>would be required. It was a number of people, group</b>  10 <b>managers namely, a few station managers, and we'd sit</b>  11 <b>down and talk about our experience with FSG.</b>  12 Q. When was the fire survival guidance policy group first  13 established, do you know?  14 <b>A. Again, regretting the term "policy group", it was just</b>  15 <b>people that had a vested interest in it. I don't know</b>  16 <b>when it was established, but I was asked to join by</b>  17 <b>Group Manager Harrington because I had previous</b>  18 <b>experience with FSGs and training and command unit</b>  19 <b>experience.</b>  20 <b>It would've been regularly reviewed. Every policy</b>  21 <b>that the Fire Brigade has is regularly reviewed and</b>  22 <b>given a review date. So as such of that, that would be</b>  23 <b>something you can reference within the original policy,</b>  24 <b>when the next review date would be.</b>  25 Q. When you joined it, who chaired or who ran that group?</p> <p style="text-align: right;">Page 199</p>
<p>1 <b>A. Yes, that's correct. I was asked for information upon</b>  2 <b>that, which I gave information and feedback from</b>  3 <b>a standpoint from the command units. I devised</b>  4 <b>a training package for them, for the command units and</b>  5 <b>also for the wider Brigade, and I also had some training</b>  6 <b>also at control that was delivered by control concerning</b>  7 <b>specifically FSGs.</b>  8 Q. Did you ever have any training on how to handle multiple  9 FSGs within a command unit?  10 <b>A. I devised a training package for specifically dealing</b>  11 <b>with multiple FSGs.</b>  12 Q. Is that the package you refer to in your statement?  13 <b>A. Yes.</b>  14 Q. We're going to come to that in some detail in a moment.  15 Can I just ask you to look at page 5 of your  16 statement before we do.  17 On page 5 of your statement, you mention in the  18 first paragraph -- this is seven lines down -- you say:  19 "I also sat on the Fire Survival Guidance policy  20 group and was there to provide feedback and suggestions  21 from a Command Unit perspective."  22 Now, first of all, just breaking that up, when did  23 you join what you call the fire survival guidance policy  24 group?  25 <b>A. That would've been around about 2014.</b></p> <p style="text-align: right;">Page 198</p>	<p>1 <b>A. My understanding is that it was jointly chaired by Terry</b>  2 <b>Harrington and also Neil Withers had input within that.</b>  3 Q. Neil Woods?  4 <b>A. Withers.</b>  5 Q. Withers, right. What rank was Neil Withers?  6 <b>A. They were both group managers, both since retired from</b>  7 <b>London Fire Brigade.</b>  8 Q. How many other people sat within that group?  9 <b>A. I can only remember myself. There may have been other</b>  10 <b>people in the room, but at the time it was just four of</b>  11 <b>us, I believe.</b>  12 Q. How often did you meet?  13 <b>A. We met a couple of times at Union Street, plus the draft</b>  14 <b>policy was sent out for review, and then feedback was</b>  15 <b>given about any recommendations that we would have. So</b>  16 <b>on a more formal basis, tracked changes were made within</b>  17 <b>the policy and then feedback from myself was given and</b>  18 <b>from everybody else about how we felt it was progressing</b>  19 <b>as a policy.</b>  20 Q. You say you met a couple of times at Union Street and  21 then drafting changes were made. It sounds as if -- is  22 this right? -- in fact it was an ad hoc group designed  23 to amend or study policy 790, but didn't meet regularly  24 every year?  25 <b>A. No, that is correct. So it was specifically set up for</b></p> <p style="text-align: right;">Page 200</p>

50 (Pages 197 to 200)

<p>1 <b>the purpose of trying to improve the policy as was first</b></p> <p>2 <b>delivered.</b></p> <p>3 Q. Right.</p> <p>4 Policy 790, as it stood as at the time of the</p> <p>5 Grenfell fire, was reviewed as current as at</p> <p>6 17 April 2014.</p> <p>7 Was that version the version that emerged as</p> <p>8 a result of your input that you've just described, which</p> <p>9 you looked at Union Street and then sent out for review?</p> <p>10 <b>A. Sorry, what was the date again, please?</b></p> <p>11 Q. April 2014.</p> <p>12 <b>A. Yes, very possibly, yes.</b></p> <p>13 Q. I see, okay.</p> <p>14 Can you remember the date of the version of 790</p> <p>15 before that?</p> <p>16 <b>A. Sorry, no.</b></p> <p>17 Q. Was there anything that prompted the need or perceived</p> <p>18 need to review and revise policy 790 which led to its</p> <p>19 revision in April 2014?</p> <p>20 <b>A. No. All policies have a review period upon them when</b></p> <p>21 <b>they are due to be looked at, and then it's up to the</b></p> <p>22 <b>policyholder or the policyholder group to review, and so</b></p> <p>23 <b>that would've just been the natural timescales for the</b></p> <p>24 <b>review for that specific policy.</b></p> <p>25 Q. Do you know whether there are any minutes or records of</p> <p style="text-align: center;">Page 201</p>	<p>1 <b>to see the implementation of those changes.</b></p> <p>2 Q. What were the changes that you wanted to be made at the</p> <p>3 time but were not implemented?</p> <p>4 <b>A. I wanted greater clarity into the roles and</b></p> <p>5 <b>responsibilities for each individual at the incident.</b></p> <p>6 <b>I wanted greater clarity on what was to be done with the</b></p> <p>7 <b>information that was passed from control to the incident</b></p> <p>8 <b>ground. I wanted a greater understanding that the</b></p> <p>9 <b>amount of information coming in was potentially going to</b></p> <p>10 <b>be too great for an individual or a group of individuals</b></p> <p>11 <b>to adequately deal with. I wanted an understanding that</b></p> <p>12 <b>the policy as it stood adequately could cope with what</b></p> <p>13 <b>we dealt with in the past but didn't ultimately look</b></p> <p>14 <b>forward enough to anticipate a large-scale high-rise</b></p> <p>15 <b>incident that involved multiple calls with potentially</b></p> <p>16 <b>multiple casualties.</b></p> <p>17 Q. You've given us a very useful list of things that you</p> <p>18 wanted.</p> <p>19 What led you to want those things to be reflected in</p> <p>20 the policy which wasn't reflected in the policy as it</p> <p>21 stood at that time?</p> <p>22 <b>A. So my understanding is that the FSG policy was initially</b></p> <p>23 <b>brought about because of Lakanal, the Lakanal House</b></p> <p>24 <b>fire, and recommendations that came out from that. The</b></p> <p>25 <b>Lakanal House fire itself, although a great tragedy,</b></p> <p style="text-align: center;">Page 203</p>
<p>1 the meetings of this policy group?</p> <p>2 <b>A. I don't know that answer, sorry.</b></p> <p>3 Q. I'm only asking you because, having attended the</p> <p>4 meetings, did you observe people taking notes?</p> <p>5 <b>A. People would've made notes, yes, absolutely, to try and</b></p> <p>6 <b>get the best policy moving forward.</b></p> <p>7 Q. Was there a formal minute-taker or loggist at the</p> <p>8 meetings?</p> <p>9 <b>A. I'm sorry, it was a long time ago. I don't remember</b></p> <p>10 <b>that specific meeting.</b></p> <p>11 Q. Fair enough.</p> <p>12 At those meetings, did you express any particular</p> <p>13 views on any particular subject?</p> <p>14 <b>A. The entire subject was fire survival guidance, so my</b></p> <p>15 <b>only views would've specifically been concerning FSGs</b></p> <p>16 <b>and the complexity of the FSGs.</b></p> <p>17 Q. Let me ask the question in a slightly different way.</p> <p>18 Do you recall having any specific input into the</p> <p>19 changes that came about as a result of those meetings?</p> <p>20 <b>A. The changes that I suggested and the changes that are</b></p> <p>21 <b>ongoing, because I'm also now currently sitting on the</b></p> <p>22 <b>FSG -- it's within my department, so I'm currently</b></p> <p>23 <b>feeding back, the changes that I wanted to be made at</b></p> <p>24 <b>the time were not implemented and are hopefully going to</b></p> <p>25 <b>be implemented soon, as I again hopefully will be able</b></p> <p style="text-align: center;">Page 202</p>	<p>1 <b>could have been significantly worse. It was horizontal</b></p> <p>2 <b>fire spread to a relatively low-rise incident. If it</b></p> <p>3 <b>had been a high-rise incident, then looking at the way</b></p> <p>4 <b>that the fire spread and the fire developed, my</b></p> <p>5 <b>anticipation would be that it could be significantly</b></p> <p>6 <b>worse and I don't feel that the policy at the time</b></p> <p>7 <b>adequately took this into account. As such, we were not</b></p> <p>8 <b>forward thinking enough and we weren't able to</b></p> <p>9 <b>anticipate that we could have multiple calls, multiple</b></p> <p>10 <b>FSGs, greater than what was provided within the policy,</b></p> <p>11 <b>which was greater than provided within the casualty</b></p> <p>12 <b>information sheets alone.</b></p> <p>13 Q. Do you know why the changes that you wanted to be made</p> <p>14 to this policy in 2014 weren't implemented?</p> <p>15 <b>A. I don't know the answer to that, no.</b></p> <p>16 Q. Who did you make the recommendations to?</p> <p>17 <b>A. That would be to Terry Harrington and to Neil Withers.</b></p> <p>18 <b>Ultimately it would've been Terry Harrington that</b></p> <p>19 <b>would've moved forward, but, again, you would have to</b></p> <p>20 <b>check with who he would be feeding that back to, so that</b></p> <p>21 <b>would ultimately go to the policyholder, the person in</b></p> <p>22 <b>control of that specific policy in 2014.</b></p> <p>23 Q. You don't know who that was?</p> <p>24 <b>A. No, sorry.</b></p> <p>25 Q. Just related to that, did you have any views at the time</p> <p style="text-align: center;">Page 204</p>

<p>1 of these meetings about the adequacy of the training</p> <p>2 delivered or training packages designed in the light of</p> <p>3 the Lakanal House fire in relation to FSG?</p> <p>4 <b>A. There were none.</b></p> <p>5 Q. There were no training or there were no changes to the</p> <p>6 training?</p> <p>7 <b>A. There were no training packages at that time that</b></p> <p>8 <b>specifically dealt with the delivery or implementation</b></p> <p>9 <b>of FSG incidents.</b></p> <p>10 Q. Did there come to be training later?</p> <p>11 <b>A. Sorry?</b></p> <p>12 Q. Did there come to be training later?</p> <p>13 <b>A. There come to be training later specifically for some</b></p> <p>14 <b>officers and command unit staff, but in 2014, or when</b></p> <p>15 <b>I joined the command units, there wasn't any specific</b></p> <p>16 <b>training, which was specifically why I was asked to</b></p> <p>17 <b>devise a training package that could be used.</b></p> <p>18 Q. I see. As I say, we'll come to that shortly.</p> <p>19 Can I just turn, then, to the next topic, which is</p> <p>20 the role of a command unit.</p> <p>21 <b>A. Certainly.</b></p> <p>22 Q. In terms of the role of the command unit, you say on</p> <p>23 page 2 of your statement, and this is at the end of the</p> <p>24 second-last paragraph, the last sentence:</p> <p>25 "The main role is to support the officer in charge."</p> <p style="text-align: center;">Page 205</p>	<p>1 Q. Yes.</p> <p>2 Just a couple of short points just for</p> <p>3 clarification, a LALO, I think, is a local authority</p> <p>4 liaison officer?</p> <p>5 <b>A. That's correct.</b></p> <p>6 Q. LALO.</p> <p>7 <b>A. (Nodded assent).</b></p> <p>8 Q. More substantively, everything you've just described, it</p> <p>9 sounds as if -- is this right? -- it would require very</p> <p>10 close communication between the CU and the officer in</p> <p>11 charge of the incident, the incident commander.</p> <p>12 <b>A. It depends on the individual. So that would be the role</b></p> <p>13 <b>of the team leader, somebody with experience. You know,</b></p> <p>14 <b>there are very experienced, good people out there and</b></p> <p>15 <b>people who are a little bit newer, a little bit greener,</b></p> <p>16 <b>and the anticipation is that the officer in charge would</b></p> <p>17 <b>have confidence in the team leader. But you are working</b></p> <p>18 <b>closely and you are the right-hand man, so to speak.</b></p> <p>19 Q. So we understand the hierarchy you're describing, the</p> <p>20 team leader would be the team leader of the command</p> <p>21 unit?</p> <p>22 <b>A. That's correct.</b></p> <p>23 Q. If there is more than one command unit in attendance at</p> <p>24 an incident, would there be one team leader with</p> <p>25 responsibility for all the command units or one team</p> <p style="text-align: center;">Page 207</p>
<p>1 Now, can you just elaborate on that? When you say</p> <p>2 "support the officer in charge" what does that</p> <p>3 functionally involve?</p> <p>4 <b>A. The best way to describe it would be they would be</b></p> <p>5 <b>staffing the officer in charge to ensure that you can</b></p> <p>6 <b>help anticipate and support the officer in charge at</b></p> <p>7 <b>an incident, to ensure that as we move forward,</b></p> <p>8 <b>everything is anticipated, that it's a smooth running,</b></p> <p>9 <b>that the anticipation of -- if the incident was to</b></p> <p>10 <b>progress to be larger, that would be anticipated. If we</b></p> <p>11 <b>need to make the incident smaller, that would also be</b></p> <p>12 <b>anticipated.</b></p> <p>13 <b>It would be to provide messages for the officer in</b></p> <p>14 <b>charge and to prompt the individual officer in charge to</b></p> <p>15 <b>send a message, and there is many different types of</b></p> <p>16 <b>messages.</b></p> <p>17 <b>It is also to enable that the mapping of the</b></p> <p>18 <b>incident was correctly done, to ensure that the officer</b></p> <p>19 <b>in charge had a broad understanding of the incident.</b></p> <p>20 <b>Would also be able to answer telephone calls from senior</b></p> <p>21 <b>officers, monitoring officers, specialist officers, from</b></p> <p>22 <b>the council, from LALOs, from other interested parties,</b></p> <p>23 <b>be it the police, ambulance, Mayor's office.</b></p> <p>24 <b>Yeah, so it's a wide-ranging role that takes on</b></p> <p>25 <b>different duties at each individual incident.</b></p> <p style="text-align: center;">Page 206</p>	<p>1 leader per command unit?</p> <p>2 <b>A. To describe the hierarchy in that -- it is one</b></p> <p>3 <b>individual team leader who has ultimate responsibility</b></p> <p>4 <b>over in reality all command units, but not in</b></p> <p>5 <b>a hierarchical manner or senior officer manner, but just</b></p> <p>6 <b>as a designated first person there.</b></p> <p>7 Q. In your statement, also on page 2 but in the last</p> <p>8 paragraph, you say that the role of the command unit</p> <p>9 staff is also to provide Vector training to watch</p> <p>10 managers and crew managers.</p> <p>11 You go on to say:</p> <p>12 "VECTOR is a computer based simulation system to</p> <p>13 simulate an operational incident and assess the</p> <p>14 decisions of incident commanders at incidents."</p> <p>15 As at the night of the fire in June 2017, to your</p> <p>16 recollection, how often was Vector training delivered to</p> <p>17 watch managers and crew managers in London?</p> <p>18 <b>A. If you're a one-appliance station, it would be delivered</b></p> <p>19 <b>once a year for each watch. If you're a two-appliance</b></p> <p>20 <b>station, it would be anticipated it would be delivered</b></p> <p>21 <b>twice a year. But also individual watch managers can</b></p> <p>22 <b>request for you to come down if they need extra Vector</b></p> <p>23 <b>training.</b></p> <p>24 Q. You go on to say that Vector systems were used on</p> <p>25 a command unit but have not worked for the past</p> <p style="text-align: center;">Page 208</p>

<p>1 nine years.</p> <p>2 When you say "have not worked", does that mean</p> <p>3 functionally were not operating or haven't been</p> <p>4 operated, in other words --</p> <p>5 <b>A. Both.</b></p> <p>6 Q. Both, really?</p> <p>7 <b>A. Yes, they have a very poor system with a very poor IT</b></p> <p>8 <b>backup. They were outdated when they came on the run.</b></p> <p>9 <b>Unfortunately the different IT systems had issues</b></p> <p>10 <b>talking to each other. I was formally never trained</b></p> <p>11 <b>within the use of the Vector systems, so as I go on to</b></p> <p>12 <b>later say, we stopped using Vector.</b></p> <p>13 Q. Were the problems with Vector and the non-use of Vector</p> <p>14 something that was reported up the chain in the LFB?</p> <p>15 <b>A. I only personally sent probably 20/25 e-mails concerning</b></p> <p>16 <b>it, but I'm sure other people sent more.</b></p> <p>17 Q. Was it a known problem?</p> <p>18 <b>A. Yes.</b></p> <p>19 Q. Did it cause known difficulties?</p> <p>20 <b>A. In what respect?</b></p> <p>21 Q. Well, did the fact that the Vector systems on command</p> <p>22 units were not working cause particular problems at</p> <p>23 incidents in your experience?</p> <p>24 <b>A. At incidents?</b></p> <p>25 Q. Yes.</p> <p style="text-align: right;">Page 209</p>	<p>1 "The computer system was very poor and did not work,</p> <p>2 so off my own back I created Tactical Decision Exercises</p> <p>3 (TDE) that we would deliver to Watch Managers to provide</p> <p>4 them with a selection of practical exercises for them to</p> <p>5 run through. It is recorded on a diary, but there is no</p> <p>6 outcome on competency or passing/failing."</p> <p>7 First of all, what would those exercises that you've</p> <p>8 just described there contain?</p> <p>9 <b>A. Tactical decision exercises are specifically there to,</b></p> <p>10 <b>again, in a safe environment give the opportunity for an</b></p> <p>11 <b>officer in charge, a watch manager or a crew manager or</b></p> <p>12 <b>someone aspiring to be a crew manager, the opportunity</b></p> <p>13 <b>to be tested or run through an operational scenario. It</b></p> <p>14 <b>can range from a high-rise incident, a car fire, a boat</b></p> <p>15 <b>sinking, grass fire, railway crash. It could take</b></p> <p>16 <b>anything that the individual who designs it comes up</b></p> <p>17 <b>with really.</b></p> <p>18 Q. What did you come up with? When you say "I created</p> <p>19 Tactical Decision Exercises", can you give us a flavour</p> <p>20 of the topics which those exercises covered?</p> <p>21 <b>A. So, again, I created a high-rise incident, I created</b></p> <p>22 <b>a duck boat sinking, I created a train -- I won't give</b></p> <p>23 <b>too many of them away because they're all to be used by</b></p> <p>24 <b>the Brigade in future, but I also used large grass fire,</b></p> <p>25 <b>chemical incident, terrorist incident, a bus into --</b></p> <p style="text-align: right;">Page 211</p>
<p>1 <b>A. Not at all.</b></p> <p>2 Q. Did the fact that vector didn't work on the night of the</p> <p>3 fire -- well, I'm assuming it didn't work on the night</p> <p>4 of the fire at Grenfell -- did that cause any problems?</p> <p>5 <b>A. No. So Vector is a stand-alone program that is used</b></p> <p>6 <b>specifically for simulated -- so to put it in blunt</b></p> <p>7 <b>terms, it's like an Xbox or a PlayStation, but with the</b></p> <p>8 <b>technology from the 1980s, and it would enable you to be</b></p> <p>9 <b>able to run through an operational incident in a safe</b></p> <p>10 <b>scenario, supposedly, that would enable you to, as</b></p> <p>11 <b>I said there, assess the competency of the officer in</b></p> <p>12 <b>charge on the rear of the command unit. It wouldn't</b></p> <p>13 <b>have in any way have fed into the use or required to be</b></p> <p>14 <b>used on the night of Grenfell.</b></p> <p>15 Q. I follow. I understand. My understanding was that this</p> <p>16 was a piece of equipment on a command unit itself, but</p> <p>17 that's wrong, is it?</p> <p>18 <b>A. No, it's not a piece of equipment. It's a program on</b></p> <p>19 <b>a hard drive on a computer.</b></p> <p>20 Q. Where would you normally get the Vector training then?</p> <p>21 <b>A. It would be delivered on station. It would be</b></p> <p>22 <b>pre-booked by the command units and delivered on station</b></p> <p>23 <b>by the command unit staff, hopefully with a station</b></p> <p>24 <b>manager in attendance.</b></p> <p>25 Q. You go on to say in the same paragraph:</p> <p style="text-align: right;">Page 210</p>	<p>1 <b>sorry, a skip lorry into a shopping centre, another</b></p> <p>2 <b>high-rise incident, multiple RTCs.</b></p> <p>3 Q. Had you ever received any training in how to design</p> <p>4 these packages?</p> <p>5 <b>A. No.</b></p> <p>6 Q. What did you draw on in order to do so?</p> <p>7 <b>A. 25 years' experience of operational incidents.</b></p> <p>8 Q. You say you did them off your own back. That's right,</p> <p>9 is it, no one said --</p> <p>10 <b>A. It was through frustration of the fact the Vector didn't</b></p> <p>11 <b>work. It was through the frustration I've never had any</b></p> <p>12 <b>adequate training in Vector. It's also through the</b></p> <p>13 <b>frustration that the Vector training itself was -- if</b></p> <p>14 <b>you've been in the Fire Brigade for a number of years --</b></p> <p>15 <b>bearing in mind, as I say in my statement, Vector has</b></p> <p>16 <b>been for nine years -- and there were limited amount of</b></p> <p>17 <b>incidents, you pretty much are sure you know exactly</b></p> <p>18 <b>what's going to happen. So before the incident</b></p> <p>19 <b>progresses you can say, "Let's send a crew into the back</b></p> <p>20 <b>of the house and save the child we know is in the back</b></p> <p>21 <b>bedroom".</b></p> <p>22 Q. You say, "we would deliver them to Watch Managers to</p> <p>23 provide them with a selection of practical exercises".</p> <p>24 How would they be delivered? Would they be</p> <p>25 delivered on station by you?</p> <p style="text-align: right;">Page 212</p>

<p>1 <b>A. Yes. Myself and my colleagues would turn up at the fire</b>  2 <b>station in the command unit, they'd get on the rear of</b>  3 <b>the command unit, everything would be put in place,</b>  4 <b>pictures, call slips and role players, and then we would</b>  5 <b>progress an incident from there.</b>  6 Q. So it sounds like a kind of roadshow that you take  7 around London. Is that -- or would you do it --  8 <b>A. That sounds very -- a lot grander than it was.</b>  9 Q. Let me ask it this way: was this something that you  10 offered to different station managers and they accepted  11 and you came to their premises --  12 <b>A. It was watch managers, but we also did it for people</b>  13 <b>that were planning to become station managers during the</b>  14 <b>promotion process. It was delivered extensively for</b>  15 <b>people going for station managers and group managers to</b>  16 <b>enable them to be ready for the incident command</b>  17 <b>exercises which were part of the formal assessment.</b>  18 Q. Your packages that you described in your statement and  19 now today to us, were they quality assured by or  20 approved by anybody at LFB responsible for designing and  21 delivering training?  22 <b>A. I never had any feedback on them, no.</b>  23 Q. So is the answer to my question no?  24 <b>A. No.</b>  25 Q. Right.</p> <p style="text-align: center;">Page 213</p>	<p>1 <b>experience, we could be doing two a day.</b>  2 Q. You told us nobody in the LFB had approved the design or  3 delivery and there had been no quality assurance.  4 To your knowledge, were you the only person in the  5 LFB designing off your own back these TDEs, or were  6 there other senior officers doing the same thing?  7 <b>A. No. I wasn't a senior officer, I was only a watch</b>  8 <b>manager at that time. The frustration around Vector, as</b>  9 <b>I said previously, was shared throughout the command</b>  10 <b>units and many different command units would create</b>  11 <b>their own TDE, their own specific training package to be</b>  12 <b>delivered at station in place of the Vector training.</b>  13 Q. Was anybody responsible in the LFB for making sure that  14 those training packages delivered and designed by  15 different people were consistent?  16 <b>A. No. So the last sentence that's on the page there is</b>  17 <b>the station manager was invited to attend but they only</b>  18 <b>attended on 5 per cent of cases. So ultimately the</b>  19 <b>station manager on station that we would be visiting</b>  20 <b>would hopefully be there to assess. As a watch manager,</b>  21 <b>we are not in an adequate role to assess another watch</b>  22 <b>manager or to give feedback. It would be the</b>  23 <b>responsibility of the station manager to provide</b>  24 <b>feedback on the performance.</b>  25 <b>As to the performance of the actual TDE itself, no,</b></p> <p style="text-align: center;">Page 215</p>
<p>1 Can you give us a date range of when you designed  2 and delivered these TDEs?  3 <b>A. The date range was basically from pretty much soon after</b>  4 <b>I started, but I didn't formalise it until, I would</b>  5 <b>guess, January 2016, when I started to make it more in</b>  6 <b>a package. The reason that it would be more informal is</b>  7 <b>because we would turn up at a station with Vector,</b>  8 <b>Vector wouldn't work, it would keep crashing, the</b>  9 <b>computers wouldn't start up, something like that, so</b>  10 <b>we'd have to do something, as you mentioned earlier,</b>  11 <b>ad hoc, do a drawing on the board, create something from</b>  12 <b>that that we would then deliver to the crews there.</b>  13 <b>Sometimes just something as crude as getting a picture</b>  14 <b>on the TV screen, which is something I regularly did and</b>  15 <b>then, say, "What do you see? Where do you want to go</b>  16 <b>from here?"</b>  17 Q. Do you remember when the last training session was prior  18 to June 2017 on these TDEs?  19 <b>A. Well, the area where Grenfell fell wasn't part of my</b>  20 <b>area that we were responsible for training, but</b>  21 <b>I would've done them -- and I can check the station</b>  22 <b>diary to inform the correct date -- but we would do them</b>  23 <b>once a week, once a tour, maybe twice a tour. So we</b>  24 <b>would be doing them regularly, especially during</b>  25 <b>promotional rounds when people wanted to be gaining more</b></p> <p style="text-align: center;">Page 214</p>	<p>1 <b>I had no feedback or formal comments concerning them</b>  2 <b>from anybody.</b>  3 Q. My question was really: was there anybody in the LFB  4 ensuring that there was consistency between your  5 volunteered self-designed package and other packages  6 also being designed by other people in the LFB and  7 delivered?  8 <b>A. There wasn't, but to qualify that, you would say that</b>  9 <b>what I was presenting was an incident, so it was</b>  10 <b>irrelevant whether I was presenting a good incident or</b>  11 <b>a bad incident. So the actual delivery of it itself</b>  12 <b>isn't, in my view, overly important. It would be the</b>  13 <b>performance of the individual during the incident that</b>  14 <b>would be significantly more important and something that</b>  15 <b>would be needed to be assessed.</b>  16 Q. Right.  17 Sorry to harp on, but in terms of ensuring the  18 consistency of the principles being applied and the  19 messages being imparted to watch managers as part of the  20 packages, was anybody in the LFB looking at your  21 package, comparing them with other packages and ensuring  22 consistency of message?  23 <b>A. Not at all, no. The command units themselves were --</b>  24 <b>for a period of time we had two station managers</b>  25 <b>overseeing us, specifically the command units. Those</b></p> <p style="text-align: center;">Page 216</p>

<p>1 roles then got deleted and the responsibility was passed</p> <p>2 on to the on-station station managers, and there was</p> <p>3 quite a lot of slippage between who had overall control</p> <p>4 and command of the command units and who would be</p> <p>5 responsible for delivering any QA at all.</p> <p>6 Q. Right.</p> <p>7 You then go on later in your statement to talk about</p> <p>8 a tactical decision exercise based on fire survival</p> <p>9 guidance.</p> <p>10 Can I ask you to look at page 5 and look at this</p> <p>11 topic, or subtopic.</p> <p>12 You say at the top of that page:</p> <p>13 "When I joined the Command Units, the FSG policy was</p> <p>14 relatively new."</p> <p>15 We've covered that. You then say:</p> <p>16 "... I was asked by my Station Manager at the time</p> <p>17 to devise a Tactical Decision Exercise based around fire</p> <p>18 survival guidance. This was following the Lakanal House</p> <p>19 fire. I created a large exercise that mirrored a fire</p> <p>20 in a high-rise incident to provide a realistic scenario.</p> <p>21 This included numerous FSG calls, 2-3 Command Units, and</p> <p>22 where people were trapped by smoke or heat. I delivered</p> <p>23 this exercise a couple of times."</p> <p>24 Now, I've read all that to you. I just want to ask</p> <p>25 you a few questions about that.</p> <p style="text-align: right;">Page 217</p>	<p>1 Did you have any help or any input from anybody else</p> <p>2 at the LFB in designing that exercise?</p> <p>3 A. No.</p> <p>4 Q. At that point -- so you've said late 2012 -- had you</p> <p>5 received any training on FSG policy 790 as it then</p> <p>6 stood?</p> <p>7 A. In 2012?</p> <p>8 Q. Yes.</p> <p>9 A. No.</p> <p>10 Q. Right.</p> <p>11 Did you use the version of the FSG policy then</p> <p>12 current to design your TDE on FSG?</p> <p>13 A. No. The TDE, as I mentioned previously, was -- it's</p> <p>14 an incident. Following policy is irrelevant. You know,</p> <p>15 I could come out with an alien spaceship crashes into</p> <p>16 Wembley Stadium, it doesn't mean I'm following a policy.</p> <p>17 The FSG exercise I created was to test the policy more,</p> <p>18 but the policy itself was irrelevant. It was to provide</p> <p>19 a realistic incident, the likes of which at that time in</p> <p>20 London we hadn't experienced, and to show that the</p> <p>21 policy may have had some deficiencies.</p> <p>22 Q. Yes.</p> <p>23 Now, the exercise you created -- is this right? --</p> <p>24 is what we see as exhibit 7 to your statement. It's</p> <p>25 something that I think probably requires a bit of</p> <p style="text-align: right;">Page 219</p>
<p>1 Is that another tactical decision exercise that you</p> <p>2 designed essentially off your own back, even though you</p> <p>3 were asked by the station manager to do so?</p> <p>4 A. Yes. So would you like me to give some round -- I've</p> <p>5 forgotten the word. You can carry on with your</p> <p>6 question.</p> <p>7 Q. Who was the station manager, do you remember?</p> <p>8 A. That was Station Manager Tej Ajimal, who has since</p> <p>9 retired.</p> <p>10 Q. Right. Where was he --</p> <p>11 A. He was.</p> <p>12 Q. -- station manager?</p> <p>13 A. He was station manager of the command units along with</p> <p>14 John Barker, whose post was deleted.</p> <p>15 Q. Do you remember when he asked you to devise a tactical</p> <p>16 decision exercise based on FSG?</p> <p>17 A. Yeah, it was just after I joined, I asked for extra work</p> <p>18 and responsibility and approached him and said is there</p> <p>19 anything I can do, I'm pretty keen with a training</p> <p>20 background. I approached him and asked for some extra</p> <p>21 work, and as such I believe that was around</p> <p>22 November/December 2012.</p> <p>23 Q. When you said you went on to the CUs?</p> <p>24 A. Yes.</p> <p>25 Q. Right.</p> <p style="text-align: right;">Page 218</p>	<p>1 explanation, so can you please be shown, first of all,</p> <p>2 the first page of that, which is MET00017001 ... which</p> <p>3 I don't think is what I wanted, actually. Never mind.</p> <p>4 Can we start off with a different page, MET00016997.</p> <p>5 Now, I think that's the first page of your --</p> <p>6 A. Yes.</p> <p>7 Q. Is this part of the TDE you are describing?</p> <p>8 A. Yes, that's correct.</p> <p>9 Q. Could you tell us what that is?</p> <p>10 A. That is a picture showing a pager, which is the way that</p> <p>11 officers, station manager and above, are mobilised to</p> <p>12 incidents, and it details there, as you say, multiple</p> <p>13 calls to a fire in Larner Road, Erith, Kent, which is</p> <p>14 within London.</p> <p>15 Q. We see "FLON-OPS 4". Can you tell us what that is?</p> <p>16 A. Yes. That should in reality read FLON-OPS 2, which is</p> <p>17 for a south radio channel, but it depends on who --</p> <p>18 yeah, that is incorrect, that specific point.</p> <p>19 Q. That was one of my next questions, but that's helpful.</p> <p>20 But the point about FLON-OPS, is that to indicate to the</p> <p>21 recipient of the page message what channel to use?</p> <p>22 A. That is correct, so that the station manager or above</p> <p>23 can turn their airwave radio on and monitor the incident</p> <p>24 remotely if any messages are being sent.</p> <p>25 Q. FLON-OPS 4 would be used -- is this right? -- for FSG</p> <p style="text-align: right;">Page 220</p>

<p>1 calls specifically?</p> <p>2 <b>A. No, that's a north call sign. So you've got 4 and 2; 2</b></p> <p>3 <b>is the south, 4 is the north.</b></p> <p>4 Q. All right then, FLON-OPS, call to it 2 in the south,</p> <p>5 would be used specifically for FSG calls under this</p> <p>6 exercise; is that right?</p> <p>7 <b>A. No. No, that is specifically there -- it should read</b></p> <p>8 <b>2 -- but that is specifically there to say what channel</b></p> <p>9 <b>to be listening to. So this printout is to give you</b></p> <p>10 <b>more of a realistic representation of what an officer in</b></p> <p>11 <b>charge would be receiving prior to being mobilised to</b></p> <p>12 <b>the incident.</b></p> <p>13 Q. Well, the officer receiving this message would use</p> <p>14 FLON-OPS 4 for what, or 2?</p> <p>15 <b>A. As I mentioned, it would be -- they would be turning it</b></p> <p>16 <b>on and listening for any messages, monitoring anything,</b></p> <p>17 <b>but it's not specific for this incident. All calls</b></p> <p>18 <b>within that geographical area would be handled within</b></p> <p>19 <b>that channel.</b></p> <p>20 Q. Basically the main scheme?</p> <p>21 <b>A. Yes, absolutely.</b></p> <p>22 Q. Just turning on to MET00016999, again as part of the</p> <p>23 exercise you designed, we see what looks like a handover</p> <p>24 sheet. We can see it, there's quite a lot of</p> <p>25 information in there.</p> <p style="text-align: right;">Page 221</p>	<p>1 (Pause)</p> <p>2 <b>A. So that would be a printout that would be not in -- not</b></p> <p>3 <b>with all that information upon it, but definitely the</b></p> <p>4 <b>first column would be recreated on an FSG pad and handed</b></p> <p>5 <b>to the individual. So just specifically the number 1,</b></p> <p>6 <b>as is detailed along what is the second line there.</b></p> <p>7 Q. On that page, while we're on it, you have seven slots</p> <p>8 for seven premises; is that right?</p> <p>9 <b>A. That's correct.</b></p> <p>10 Q. So is it right that this package wouldn't cater for a</p> <p>11 number of FSG calls or number of premises, at least, the</p> <p>12 subject of FSG calls greater than seven?</p> <p>13 <b>A. My understanding is that that is the number on the FSG</b></p> <p>14 <b>poster that is provided within the command units.</b></p> <p>15 Q. Did you think that was a sufficient number to be able to</p> <p>16 design a package on FSG for?</p> <p>17 <b>A. Sorry, could you repeat the question.</b></p> <p>18 Q. Do you think that was a sufficient number?</p> <p>19 <b>A. Seven?</b></p> <p>20 Q. Yes.</p> <p>21 <b>A. If you've got less than seven, absolutely; if you've got</b></p> <p>22 <b>more than seven, obviously not at all.</b></p> <p>23 Q. My question is really: when you designed this package,</p> <p>24 did you think using seven as the maximum was appropriate</p> <p>25 in order to train people on FSGs?</p> <p style="text-align: right;">Page 223</p>
<p>1 In the third paragraph from the bottom you say:</p> <p>2 "I am aware that control have received 1 FSG,</p> <p>3 attached sheet details what we have done so far."</p> <p>4 In the exercise, what would the attached sheet be?</p> <p>5 <b>A. It should be within that package, but it would just</b></p> <p>6 <b>detail that they've had one FSG call to the incident.</b></p> <p>7 Q. Right. Let's look at the next page, which I think is</p> <p>8 a map.</p> <p>9 <b>A. Yes.</b></p> <p>10 Q. I'm not sure that the document was attached.</p> <p>11 Were you intending that what would be attached would</p> <p>12 be a formal fire survival guidance --</p> <p>13 <b>A. It's in the package.</b></p> <p>14 Q. Could you direct us to the page?</p> <p>15 <b>A. So the details that would be passed over, if I can just</b></p> <p>16 <b>very quickly flick through ...</b></p> <p>17 Q. Please do.</p> <p>18 (Pause)</p> <p>19 Yes, I'm sorry to say that these have come in</p> <p>20 perhaps not the most helpful order to us. Therefore the</p> <p>21 numbering may not be very easy to follow.</p> <p>22 <b>A. If you look at MET00017002_001.</b></p> <p>23 Q. Yes, that's what we are on.</p> <p>24 <b>A. Okay. Dash-1.</b></p> <p>25 Q. Dash-1. Ah.</p> <p style="text-align: right;">Page 222</p>	<p>1 <b>A. Not at all.</b></p> <p>2 Q. You didn't?</p> <p>3 <b>A. No. The package as it moves forward would demonstrate</b></p> <p>4 <b>the amount of people that would be needed for seven and</b></p> <p>5 <b>how difficult it would be with seven. I didn't want to</b></p> <p>6 <b>do more -- I mean, I could've done 30 if I wanted, but</b></p> <p>7 <b>it would've only shown how significantly worse it was</b></p> <p>8 <b>than seven. The whole point of the exercise was to</b></p> <p>9 <b>demonstrate that seven is a huge number, especially with</b></p> <p>10 <b>the amount of individuals that were in each property.</b></p> <p>11 Q. That's helpful. Can I follow that up and ask you to</p> <p>12 turn to or be shown MET00017002.</p> <p>13 So I think this is where it starts, or the second</p> <p>14 page perhaps. We have the FSG sheets.</p> <p>15 Could you take us through this page and just tell us</p> <p>16 what you are aiming to show or to train the recipients</p> <p>17 of this package about?</p> <p>18 <b>A. Okay. So to do that, it would be best to describe the</b></p> <p>19 <b>way that the TDE would be run. So we would have one,</b></p> <p>20 <b>two or three command units, depending on the amount of</b></p> <p>21 <b>command units that were available, and depending on what</b></p> <p>22 <b>you're trying to demonstrate within the TDE.</b></p> <p>23 <b>So one command unit would be dealing specifically</b></p> <p>24 <b>with command and control, another command unit would be</b></p> <p>25 <b>dealing specifically with FSG and another command unit</b></p> <p style="text-align: right;">Page 224</p>



<p>1 would be dealing specifically with BA main control.</p> <p>2 What I wanted to demonstrate within this exercise was</p> <p>3 how convoluted and difficult the policy was and how</p> <p>4 resource intense it would be and how difficult the</p> <p>5 communication channels would ultimately be demonstrated</p> <p>6 to conflict against each other.</p> <p>7 So to run through the incident, we would have an</p> <p>8 individual playing a control operative that would be</p> <p>9 remote from the incident or remote from the exercise in</p> <p>10 a room. They would be delivering information to the</p> <p>11 main command unit via hopefully the main CU critical FSG</p> <p>12 line and passing the information on. That is I believe</p> <p>13 the first sheet that would be passed from control once</p> <p>14 the officer in charge has taken over. The officer in</p> <p>15 charge turns up, gets the information, would then go</p> <p>16 down to the command unit and it's up to them to make the</p> <p>17 decision there and then: do they continue with incident</p> <p>18 command or do they take over the FSG incident command --</p> <p>19 command unit.</p> <p>20 As I say, it flows as an incident and it's all down</p> <p>21 to -- it's a linear incident, it will always progress in</p> <p>22 a way, depending upon how the officer in charge and the</p> <p>23 support individuals deal with the incident itself. But</p> <p>24 as you can see if you follow the package further on, it</p> <p>25 does get progressively worse with the fire spreading in</p> <p style="text-align: center;">Page 225</p>	<p>1 to adequately demonstrate how the fire was progressing.</p> <p>2 That was the whole purpose of the timescale and the</p> <p>3 information.</p> <p>4 So the rest of it that's below isn't filled in just</p> <p>5 for the simple fact that it would be impossible to pass</p> <p>6 that information on within the timescales of what I felt</p> <p>7 was a realistic progression of a high-rise incident.</p> <p>8 Q. So just sticking on this page and just looking at the</p> <p>9 fact that on this page we've only got four flats --</p> <p>10 A. Yes.</p> <p>11 Q. -- are you saying that even with only four flats,</p> <p>12 communications of all this information becomes</p> <p>13 difficult?</p> <p>14 A. Yes.</p> <p>15 Q. Let's then flow through this document. Just help us as</p> <p>16 we go through it. If you turn to the next page, please.</p> <p>17 (Pause)</p> <p>18 Yes, Mr Documents Director, if we could just go to</p> <p>19 the next page in this document, in other words the next</p> <p>20 page which follows on from this.</p> <p>21 There's nothing there. The one after that.</p> <p>22 (Pause)</p> <p>23 Right. The slight problem is these are out of order</p> <p>24 on our system?</p> <p>25 A. They're in order on mine.</p> <p style="text-align: center;">Page 227</p>
<p>1 an upward trajectory, trapping people by heat, smoke and</p> <p>2 fire.</p> <p>3 Q. We'll look at the pages in a moment just to trace that</p> <p>4 through.</p> <p>5 Before I do, can I ask you some specific questions</p> <p>6 on this page.</p> <p>7 A. Yes.</p> <p>8 Q. Looking at the left-hand column, you've got a set of</p> <p>9 information in that left-hand column, by which I mean</p> <p>10 the one in bold in black, number of persons, location</p> <p>11 within premises, condition within premises, et cetera,</p> <p>12 all the way down to additional information.</p> <p>13 Would you expect, when you designed this programme,</p> <p>14 all that information to be passed on by control to the</p> <p>15 FSG command unit?</p> <p>16 A. Again, this is to demonstrate that the policy itself was</p> <p>17 unrealistic. So if you look at the top of the sheet,</p> <p>18 you've got a time of 12.13. As you progress through the</p> <p>19 incident, it gets later by later, later by later, minute</p> <p>20 by minute at possibly four or six-minute intervals.</p> <p>21 What was demonstrated throughout this exercise is</p> <p>22 that the information, although 70 per cent filled in on</p> <p>23 that sheet, couldn't be adequately passed on in that</p> <p>24 time period and, as such, the information was changing</p> <p>25 so quickly that the information couldn't be passed over</p> <p style="text-align: center;">Page 226</p>	<p>1 Q. Yes, all right.</p> <p>2 Perhaps let's try this one: MET00017005. I thought</p> <p>3 it had been queued up next, but I don't think it has.</p> <p>4 So what does that show us?</p> <p>5 A. That's an Excel spreadsheet that enabled you to</p> <p>6 understand the amount of people that would be deployed.</p> <p>7 It's got a rather crude representation of Firefighter</p> <p>8 Sam, but that was to give you an understanding of</p> <p>9 dragging and dropping crews and how many crews you have</p> <p>10 left available at each incident to be deployed.</p> <p>11 Q. If you could go to MET00017007. That gives us, I think,</p> <p>12 the total timeline from 12.00 until 12.11.</p> <p>13 What does that show us? What would you learn from</p> <p>14 that?</p> <p>15 A. So that specifically is my master schedule. That would</p> <p>16 be for myself or who would ever ultimately be running</p> <p>17 the exercise, and it's to enable, for the three separate</p> <p>18 command units as colour-coded at the top, BA control,</p> <p>19 fire survival guidance calls and bridgehead, and</p> <p>20 understanding, minute by minute, what information would</p> <p>21 be happening to progress as the TDE moves forward.</p> <p>22 But, again, I have to stress that the time slips</p> <p>23 massively because in the delivery of this, we found it</p> <p>24 was unrealistic -- impossible, in fact -- to pass the</p> <p>25 information on within those timescales.</p> <p style="text-align: center;">Page 228</p>

<p>1 Q. Now, just moving on a little bit.</p> <p>2 What information, as a result of this package, would</p> <p>3 you expect to be fed back from the bridgehead to the FSG</p> <p>4 command unit?</p> <p>5 <b>A. I mean, that's an impossible question because it would</b></p> <p>6 <b>be what actions have already been taken place. As</b></p> <p>7 <b>I say, to be grandiose about it, I was the fire. How</b></p> <p>8 <b>they responded is irrelevant; I'm still going to keep</b></p> <p>9 <b>burning. It's whether they put it out or not.</b></p> <p>10 Q. Let me ask it in a slightly different way.</p> <p>11 What assumptions did you make when designing this</p> <p>12 package as to the flow of information from the</p> <p>13 bridgehead about deployments back to the command unit?</p> <p>14 <b>A. As I said, the timings are, I thought, relatively</b></p> <p>15 <b>adequate and relatively realistic. The feedback that</b></p> <p>16 <b>I got from it is that it's impossible.</b></p> <p>17 Q. Even with just that number of flats?</p> <p>18 <b>A. It progresses significantly more from the original four</b></p> <p>19 <b>to fill out the sheet to seven, and, yeah, it just got</b></p> <p>20 <b>harder and harder and harder.</b></p> <p>21 Q. You say on page 5 of your statement -- we may dip back</p> <p>22 into this policy or this training programme later on --</p> <p>23 but you say on page 5 of your statement, in the</p> <p>24 second-last sentence of the first paragraph, just going</p> <p>25 back to page 5 of your statement -- can I show you the</p> <p style="text-align: center;">Page 229</p>	<p>1 Q. So it was actually rolled out?</p> <p>2 <b>A. No, it was tested. It was tested. It had a dry run</b></p> <p>3 <b>a couple of times.</b></p> <p>4 Q. Right. Then what happened next to it?</p> <p>5 <b>A. It didn't happen. It didn't go forward. I had</b></p> <p>6 <b>a meeting with Terry Harrington and Babcocks, I believe</b></p> <p>7 <b>after an FSG policy group meeting. They all agreed it</b></p> <p>8 <b>was a good package, but Babcocks ultimately decided it's</b></p> <p>9 <b>something the London Fire Brigade shouldn't be</b></p> <p>10 <b>delivering because it was training and, as such, we</b></p> <p>11 <b>didn't want to be delivering training. It's the</b></p> <p>12 <b>responsibility of Babcocks to deliver training.</b></p> <p>13 Q. When you say "did not want to step over Babcocks", what</p> <p>14 do you mean by that?</p> <p>15 <b>A. As I just said, we can't deliver training. We can</b></p> <p>16 <b>deliver competency, or affirmation of competency, but we</b></p> <p>17 <b>cannot deliver specific training as a Fire Brigade.</b></p> <p>18 <b>That is what our training provider specifically is there</b></p> <p>19 <b>to do.</b></p> <p>20 Q. Did anybody at the LFB seek to persuade Babcock that</p> <p>21 this training should be adopted?</p> <p>22 <b>A. Yes. Terry Harrington tried to. I believe Paul</b></p> <p>23 <b>Jennings, who is a DAC now, was very positive. He did</b></p> <p>24 <b>the first dry run with me. He found it very</b></p> <p>25 <b>informative.</b></p> <p style="text-align: center;">Page 231</p>
<p>1 last four lines, in fact, on the first paragraph, you</p> <p>2 say:</p> <p>3 "This training never moved forward as was deemed not</p> <p>4 necessary or relevant and did not want to step over</p> <p>5 Babcocks who are an external training provider. Such</p> <p>6 decisions were made by numerous people, but it was Terry</p> <p>7 HARRINGTON who ultimately said it was not going forward.</p> <p>8 He was a Group Manager and has since retired."</p> <p>9 Now, do you know who actually made the decision not</p> <p>10 to move your training package forward?</p> <p>11 <b>A. It was Babcocks.</b></p> <p>12 Q. Babcocks made that decision, did they?</p> <p>13 <b>A. Yes.</b></p> <p>14 Q. Which individual at Babcocks, do you know?</p> <p>15 <b>A. No.</b></p> <p>16 Q. Right.</p> <p>17 <b>A. So specifically, it's that London Fire Brigade don't</b></p> <p>18 <b>deliver training. We've outsourced our training to</b></p> <p>19 <b>Babcocks and, as such, they're responsible for</b></p> <p>20 <b>delivering FSG -- well, any specific training we</b></p> <p>21 <b>require.</b></p> <p>22 Q. So your station manager asked you to devise this</p> <p>23 package. You devised it. We've seen it. Was it ever</p> <p>24 actually delivered?</p> <p>25 <b>A. Twice. At least twice, maybe three times.</b></p> <p style="text-align: center;">Page 230</p>	<p>1 <b>Again, speaking to him, he may have a different</b></p> <p>2 <b>opinion, but it was a realistic scenario that delivered</b></p> <p>3 <b>exactly as I intended to provide that the FSG policy is</b></p> <p>4 <b>a very difficult policy that has many flaws.</b></p> <p>5 Q. I think the answer to my question is no -- or rather the</p> <p>6 answer to my question I think is yes, but it failed, in</p> <p>7 other words --</p> <p>8 <b>A. Lots of people in London Fire Brigade liked it. Quite</b></p> <p>9 <b>a lot of people in London Fire Brigade thought it should</b></p> <p>10 <b>go forward. Babcocks said no .</b></p> <p>11 Q. Right.</p> <p>12 Now, I'm glad to be able to say that we can now find</p> <p>13 the rest of the TDE package, so I wonder if you could be</p> <p>14 shown MET00017002, which I think takes us to the end of</p> <p>15 the slide.</p> <p>16 Now, that takes us to six flats.</p> <p>17 <b>A. Yes.</b></p> <p>18 Q. I think there's a seventh to be filled in.</p> <p>19 <b>A. Yes.</b></p> <p>20 Q. But just show us what that tells us in terms of how the</p> <p>21 FSGs have developed through this training package?</p> <p>22 <b>A. So if I'm correct, the original time was 12.13 and that</b></p> <p>23 <b>was then how it was set as a high-rise incident. So the</b></p> <p>24 <b>first sheet that you saw, the crew manager handover,</b></p> <p>25 <b>you'd turn up, the crew manager would be sketchy to</b></p> <p style="text-align: center;">Page 232</p>

<p>1 prompt the station manager to take over again, as</p> <p>2 I mentioned previously, to make the decisions about</p> <p>3 whether they're going to be on the FSG incident command</p> <p>4 vehicle or whether they would be the BA main control or</p> <p>5 ultimately the incident command.</p> <p>6 Each sheet that you flick through, if you notice</p> <p>7 there are items in red, and that's differences between</p> <p>8 the previous information that's been passed on and, as</p> <p>9 such, it's either getting worse or, in some cases,</p> <p>10 getting better. The blue information is new information</p> <p>11 that was going through. This was to colour code it to</p> <p>12 make sure that the person that was role playing the</p> <p>13 command -- as you were the control individual would be</p> <p>14 able to pass on adequately the information and know,</p> <p>15 just by colour coding, what was new.</p> <p>16 What would be happening was the time, as</p> <p>17 I mentioned, would be slipping, so if we started at</p> <p>18 12.13, at 12.35 we wouldn't be anywhere near being able</p> <p>19 to pass this information over, and that was adequately</p> <p>20 displayed every time I displayed this exercise.</p> <p>21 Q. Right.</p> <p>22 Just in general terms, was the purpose of this TDE</p> <p>23 to demonstrate how challenging and difficult</p> <p>24 communications would be once you had six FSG calls, or</p> <p>25 was it to train people as to how to handle</p> <p style="text-align: center;">Page 233</p>	<p>1 Q. Secondly, from your knowledge and experience, did LFB or</p> <p>2 Babcocks -- I think Babcocks -- deliver FSG training</p> <p>3 which was similar to this programme that you designed,</p> <p>4 or at least --</p> <p>5 A. No.</p> <p>6 Q. -- sought to impart those principles?</p> <p>7 A. No.</p> <p>8 MR MILLETT: Mr Chairman, I'm about to move to a different</p> <p>9 topic. It's now just before 4.30. I'm happy to use the</p> <p>10 two minutes if you want me to.</p> <p>11 SIR MARTIN MOORE-BICK: Two minutes isn't going to finish</p> <p>12 this witness?</p> <p>13 MR MILLETT: Well, it's not going to finish this witness, so</p> <p>14 I'm going to have to ask the witness, through you, if he</p> <p>15 doesn't mind coming back tomorrow morning.</p> <p>16 You'll appreciate, Mr Chairman, we have had some</p> <p>17 slippage in the timetable, which is fixed at a pretty</p> <p>18 steady 90 minutes, and I'm trying to work out behind the</p> <p>19 scenes how to deal with that. But in the meantime I'm</p> <p>20 very keen to finish this witness tomorrow, if I can.</p> <p>21 SIR MARTIN MOORE-BICK: Well, first question, Mr Johnson,</p> <p>22 can you come back tomorrow morning, please?</p> <p>23 THE WITNESS: Of course.</p> <p>24 SIR MARTIN MOORE-BICK: Thank you very much. I'm sorry to</p> <p>25 have to ask you to do that.</p> <p style="text-align: center;">Page 235</p>
<p>1 communications once you got up to that number?</p> <p>2 A. In reality, it was both. In reality, it was to ensure</p> <p>3 that people had an appreciation of how difficult FSG was</p> <p>4 going to be, and also have an appreciation that it would</p> <p>5 be nearly impossible for, you know, a group of people --</p> <p>6 and sometimes we had up to 15 individuals involved</p> <p>7 within this TDE. It would -- to show that it's not easy</p> <p>8 and, as such, potentially that the policy needed to be</p> <p>9 amended and changed dramatically to ensure that if we</p> <p>10 did have anything over three or four, we could</p> <p>11 adequately deal with it.</p> <p>12 Q. Two follow-up questions.</p> <p>13 First of all, you've talked about amending the</p> <p>14 policy and your input into that in 2014, so later than</p> <p>15 this, I think.</p> <p>16 A. Yes.</p> <p>17 Q. Was the policy, policy 790, ever actually amended to</p> <p>18 cater for this kind of volume of FSG calls --</p> <p>19 A. No.</p> <p>20 Q. -- and to ensure this kind of communication?</p> <p>21 A. No. You know, this isn't the only thing that I did</p> <p>22 surrounding FSG. There were other suggestions that came</p> <p>23 out of this about passing of information concerning FSGs</p> <p>24 that were put forward back in 2014 that ultimately did</p> <p>25 not happen.</p> <p style="text-align: center;">Page 234</p>	<p>1 THE WITNESS: That's all right.</p> <p>2 SIR MARTIN MOORE-BICK: That's how it is, I'm afraid.</p> <p>3 MR WALSH: Sir, may I simply ask now, simply because I'm</p> <p>4 being asked about availability of witnesses the</p> <p>5 following day, how much longer you would like to be with</p> <p>6 this witness, because we have Mr Wolfenden and Mr Loft</p> <p>7 tomorrow.</p> <p>8 SIR MARTIN MOORE-BICK: Yes.</p> <p>9 MR WALSH: We may have difficulties getting either one</p> <p>10 coming back the next day.</p> <p>11 SIR MARTIN MOORE-BICK: Well, you have anticipated my</p> <p>12 question. Thank you.</p> <p>13 MR MILLETT: To be blunt and safe, I will say another hour</p> <p>14 and a half, because that would cater for any further</p> <p>15 questions that might come. There are a lot of questions</p> <p>16 which you will appreciate have come from different</p> <p>17 sources which we have reviewed and taken the view have</p> <p>18 to be asked. So, Mr Chairman, I'm sorry if that comes</p> <p>19 as something of a disappointment to you.</p> <p>20 SIR MARTIN MOORE-BICK: Well, it does.</p> <p>21 MR MILLETT: Yes.</p> <p>22 SIR MARTIN MOORE-BICK: I'm rather concerned about the way</p> <p>23 the timetable is now shaping up.</p> <p>24 MR MILLETT: Well --</p> <p>25 SIR MARTIN MOORE-BICK: But we are where we are for the</p> <p style="text-align: center;">Page 236</p>

<p>1 moment, and having started Mr Johnson, obviously we must</p> <p>2 finish him.</p> <p>3 MR MILLETT: Very well.</p> <p>4 SIR MARTIN MOORE-BICK: So I'm afraid, Mr Johnson, I have to</p> <p>5 ask you, as I said, to come back tomorrow. Sorry about</p> <p>6 that.</p> <p>7 MR MILLETT: In the meantime, in order to deal with</p> <p>8 Mr Walsh's and your concerns about the timetable, I will</p> <p>9 do what I can to see if I can shorten the questions</p> <p>10 I have for the next two witnesses, which is Loft and</p> <p>11 Wolfenden, and see if we can finish by the end of the</p> <p>12 day tomorrow.</p> <p>13 But I should say, to be absolutely candid, I think</p> <p>14 that may be a push. They're important witnesses and</p> <p>15 I don't want to rush them.</p> <p>16 SIR MARTIN MOORE-BICK: It may be that we need to review the</p> <p>17 timetable.</p> <p>18 MR MILLETT: Maybe, in which case --</p> <p>19 SIR MARTIN MOORE-BICK: But that is something we will have</p> <p>20 to do not off-the-cuff, so we'll see.</p> <p>21 MR MILLETT: Very good.</p> <p>22 SIR MARTIN MOORE-BICK: Anyway, I'm pausing because I'm</p> <p>23 waiting for the usual application, Mr Millett.</p> <p>24 MR MILLETT: Yes. Well, in a sense --</p> <p>25 SIR MARTIN MOORE-BICK: Maybe it's not going to come!</p> <p style="text-align: right;">Page 237</p>	<p>1 your evidence with anyone overnight. All right?</p> <p>2 THE WITNESS: Thank you.</p> <p>3 SIR MARTIN MOORE-BICK: Would you like to go with the usher</p> <p>4 now. Thank you very much.</p> <p>5 (The witness withdrew)</p> <p>6 SIR MARTIN MOORE-BICK: Right, 9.30 tomorrow, then, please.</p> <p>7 (4.30 pm)</p> <p>8 (The hearing adjourned until Wednesday, 5 September 2018</p> <p>9 at 9.30 am)</p> <p>10 INDEX</p> <p>11 NICHOLAS MYATT (continued) .....3</p> <p>12 Questions by COUNSEL TO THE INQUIRY .....3</p> <p>13 (continued)</p> <p>14 ALAN MOORE (sworn) .....46</p> <p>15 Questions by MR KINNIER .....46</p> <p>16 GARY MOORE (affirmed) .....81</p> <p>17 Questions by MR KINNIER .....81</p> <p>18 JASON KING (sworn) .....110</p> <p>19 Questions by MR KINNIER .....110</p> <p>20 DANIEL KIPLING (affirmed) .....143</p> <p>21 Questions by MR KINNIER .....143</p> <p>22 PETER JOHNSON (affirmed) .....193</p> <p>23 Questions by COUNSEL TO THE INQUIRY .....193</p> <p>24</p> <p>25</p> <p style="text-align: right;">Page 239</p>
<p>1 MR MILLETT: I don't want to push at an open door, but I am</p> <p>2 slightly nervous about asking for a 9.30 start because</p> <p>3 I'm not sure I know what the witness's availability is</p> <p>4 for 9.30, but I think it's okay if he comes at 9.30.</p> <p>5 I just need that confirmed.</p> <p>6 THE WITNESS: I'll be in London from 7.00. If you want to</p> <p>7 start at 7.00, we can start at 7.00!</p> <p>8 MR MILLETT: That's a tempting offer from the witness!</p> <p>9 SIR MARTIN MOORE-BICK: It is tempting, but I'm afraid it's</p> <p>10 not going to suit everybody.</p> <p>11 MR MILLETT: I am going to take my life in my hands and ask</p> <p>12 for a 9.30 start, Mr Chairman. I appreciate it is</p> <p>13 an exception, but we are in an exceptional week.</p> <p>14 SIR MARTIN MOORE-BICK: Well, it's becoming a rule, that's</p> <p>15 the concern, and I don't think it suits everyone to</p> <p>16 start at 9.30 because many people here have other things</p> <p>17 to do and fit them around the working day. But I think</p> <p>18 this week, or at least tomorrow, we will sit at 9.30.</p> <p>19 That obviously does suit you, Mr Johnson, and we'll see</p> <p>20 where we go.</p> <p>21 MR MILLETT: I'm very grateful, Mr Chairman.</p> <p>22 SIR MARTIN MOORE-BICK: All right?</p> <p>23 MR MILLETT: Yes.</p> <p>24 SIR MARTIN MOORE-BICK: So, Mr Johnson, 9.30 tomorrow, if</p> <p>25 you wouldn't mind. I have to ask you not to talk about</p> <p style="text-align: right;">Page 238</p>	

<b>A</b>	136:9,11 146:8	226:23 227:1	<b>agree</b> 38:14 78:1	<b>Alpha</b> 106:2 115:23
<b>A4</b> 54:24	157:16 168:23	233:14,19 234:11	119:10 167:22	116:1,5 127:4
<b>ability</b> 180:24	169:15	<b>adjacent</b> 139:1	<b>agreed</b> 27:5 38:22	<b>ALRIGHT?' 56:7</b>
183:3	<b>achieve</b> 31:16	<b>adjourned</b> 239:8	58:3 231:7	<b>alter</b> 110:5
<b>able</b> 23:16 29:11	117:18,25 126:8	<b>adjournment</b>	<b>agreeing</b> 110:20	<b>alternative</b> 52:6
32:17 51:7 53:12	128:7 178:4	143:11	<b>Ah</b> 222:25	126:14
58:14 66:21 73:11	<b>achieved</b> 105:20	<b>adjustment</b> 127:23	<b>ahead</b> 28:17 136:25	<b>ambulance</b> 206:23
88:6 101:19 102:5	127:12 183:12	<b>adopted</b> 131:7	137:1	<b>amend</b> 200:23
104:21,25 114:3	<b>acknowledging</b>	231:21	<b>aide-memoire</b>	<b>amended</b> 234:9,17
117:2,25 118:21	18:7	<b>adult</b> 50:15	153:5	<b>amending</b> 234:13
124:2 126:3	<b>acquired</b> 112:21	<b>advantage</b> 133:6	<b>aide-memoires</b>	<b>amount</b> 23:24
127:18 129:11	<b>action</b> 7:16 20:8	<b>advantages</b> 79:12	152:22,24	33:20 39:18 40:23
130:4 138:7,15	189:24,25	95:12 160:9	<b>aim</b> 120:8	52:11 92:13 98:11
139:5 142:7 147:5	<b>actions</b> 4:24 9:15	163:12,19	<b>aiming</b> 224:16	98:12 118:3
148:22 149:1,18	164:13 229:6	<b>advice</b> 4:9 8:22	<b>air</b> 6:8,10 7:8,9	131:15 141:22
150:8 151:18	<b>active</b> 17:19 73:2	20:11 53:23 107:3	12:11 151:4	191:2 203:9
152:19 158:8	<b>activity</b> 158:15	107:5 126:4,8	<b>airwave</b> 172:22	212:16 224:4,10
163:2 164:10	159:8 164:21	130:6,7,9,11	173:9 220:23	224:20 228:6
165:25 166:7	<b>actual</b> 3:23 11:11	197:23	<b>airwaves</b> 71:19	<b>amplified</b> 84:19
172:9 175:3	21:16 26:8 34:20	<b>advise</b> 22:18 95:3	<b>Ajimal</b> 218:8	<b>Andy</b> 40:20 68:23
180:20,23 181:2	61:3 68:9 70:3,10	<b>advised</b> 37:19 58:4	<b>AJM/2</b> 46:19	69:5 70:18 71:7,7
182:10,14 199:7	71:13 102:15	142:19	<b>AJM/3</b> 46:21	<b>angle</b> 55:21
202:25 204:8	117:5 215:25	<b>advising</b> 31:18	<b>Alan</b> 46:1,2,9 81:11	<b>annotated</b> 144:5,14
206:20 210:9	216:11	<b>aerial</b> 52:3 112:18	121:4 239:13	145:1 160:4
223:15 232:12	<b>ad</b> 200:22 214:11	113:10 115:20,23	<b>Alan's</b> 82:4	<b>announced</b> 20:11
233:14,18	<b>ad-lib</b> 68:10	117:3 119:2,10,19	<b>alien</b> 219:15	<b>answer</b> 5:14 8:24
<b>absolutely</b> 141:16	<b>ad-libbed</b> 68:11	119:19 122:1,20	<b>alight</b> 17:4 23:9	9:3 10:13 14:18
165:2 183:5	<b>ad-libbing</b> 68:10	124:3 127:11,16	37:3,3 142:4	17:21 18:14,19
190:24 202:5	<b>add</b> 145:1 192:11	130:5 131:23	<b>alive</b> 17:5	19:24 29:24 34:22
221:21 223:21	<b>added</b> 110:7 127:24	133:4 138:22	<b>allocate</b> 164:3	35:18 36:1 111:17
237:13	142:20	<b>affect</b> 76:15 119:22	<b>allocation</b> 92:10	112:12 113:2
<b>AC</b> 36:2,10 37:4,9	<b>adding</b> 145:9	<b>affirmation</b> 231:16	<b>allow</b> 41:3 114:4	116:9 118:14,23
68:23	<b>additional</b> 106:8	<b>affirmed</b> 81:15	192:23	120:1,5 121:6,21
<b>academy</b> 114:22	152:15 174:6	143:17 193:15	<b>allowed</b> 95:21	122:23 123:17
117:5	176:17 180:20	239:14,17,19	133:22	124:22 126:12,16
<b>accepted</b> 213:10	187:4 191:7	<b>afford</b> 80:4	<b>alongside</b> 114:21	130:20 132:5,8,14
<b>access</b> 113:25 114:4	226:12	<b>afraid</b> 115:22	174:15	133:14 139:17
115:4,11,12	<b>addressing</b> 6:16	119:16 127:9	<b>ALP</b> 51:24 52:1	186:3 187:22
116:23 117:1	<b>adequacy</b> 99:8	141:11 166:2	111:25 113:3,6	202:2 204:15
<b>accessed</b> 115:6	205:1	236:2 237:4 238:9	114:9 115:16	206:20 213:23
124:19	<b>adequate</b> 179:24	<b>afternoon</b> 143:14	117:10 118:22	232:5,6
<b>accord</b> 126:15	212:12 215:21	193:21,22	119:25 120:14,20	<b>answering</b> 44:5
<b>account</b> 90:7 204:7	229:15	<b>agency</b> 126:10	124:1,3 129:8	<b>answers</b> 129:20
<b>accuracy</b> 169:22	<b>adequately</b> 203:11	<b>ago</b> 19:24 89:12	131:12 132:7	<b>anticipate</b> 203:14
<b>accurate</b> 127:21	203:12 204:7	197:2 202:9	<b>ALP's</b> 127:5	204:9 206:6

<b>anticipated</b> 171:23 206:8,10,12 208:20 236:11 <b>anticipation</b> 204:5 206:9 207:16 <b>anybody</b> 1:22 10:18 42:14 143:2 195:12 213:20 215:13 216:2,3,20 219:1 231:20 <b>anymore</b> 41:23 <b>anyway</b> 33:5 43:9 43:14,24 44:25 237:22 <b>Apart</b> 40:23 <b>apologies</b> 54:17 68:24 73:5 99:20 103:16 108:15 134:4 135:9 136:25 147:9 152:11 162:18 164:8 171:14 173:5,25 175:7 182:9 192:19 <b>apologise</b> 49:9 160:14 186:2 <b>apparatus</b> 6:7,14 7:17,23 12:11 29:4 87:4 123:8 135:21 <b>apparent</b> 98:6 99:12,21 <b>apparently</b> 103:4,7 189:23 <b>appear</b> 189:15 <b>appears</b> 87:11 176:8 187:20 188:16 <b>appliance</b> 49:2 54:19 57:6,6 67:24 77:10 84:5 85:10 103:18,19 114:1 117:13 119:19 152:6 <b>appliances</b> 67:24	112:18 115:10 118:12 119:11 132:18 177:11,14 <b>application</b> 108:7 131:17 133:9 139:6 147:18 237:23 <b>applied</b> 216:18 <b>apply</b> 7:10 120:15 128:15 139:10 <b>applying</b> 130:22 133:7 139:2 <b>apportion</b> 186:9 <b>appreciate</b> 10:24 194:3 235:16 236:16 238:12 <b>appreciated</b> 81:23 144:1 <b>appreciation</b> 196:20 234:3,4 <b>approach</b> 1:21 31:11 49:3 <b>approached</b> 64:25 67:1 69:5 156:16 218:18,20 <b>approaching</b> 44:16 <b>appropriate</b> 7:21 40:22 113:11 150:1 159:9 223:24 <b>appropriately</b> 151:16 <b>approved</b> 213:20 215:2 <b>APPROX</b> 175:13 <b>approximately</b> 65:20 120:22 121:24 127:13,25 <b>approximation</b> 66:2 <b>April</b> 201:6,11,19 <b>area</b> 3:23 5:9 13:25 14:3,9 23:25 33:11,16,18 41:25 50:15 52:4 71:14	74:7 88:1,3,11,17 92:21 97:3 99:19 133:20 134:2,8,12 134:15,21 142:3 144:6 151:15 152:15 154:10 157:8 158:7 161:5 161:6,12 162:9 170:6,10 171:20 180:8 181:10,14 181:14,20,21 184:18 186:17 187:5 188:4 214:19,20 221:18 <b>areas</b> 8:4 119:22 130:25 <b>arisen</b> 77:15 101:17 131:11 <b>arises</b> 1:15 186:19 <b>arising</b> 83:14 110:11 189:7 <b>arrange</b> 32:22 <b>arrangements</b> 83:13 145:15 192:22,24 <b>arrival</b> 5:16 28:25 48:13 49:2,16 98:3,18 112:25 113:14 146:6,8,10 173:13,24 176:10 188:17,20 <b>arrive</b> 99:19 164:14 180:1 187:15 <b>arrived</b> 6:22 7:1 11:12,13 25:4,16 25:20 28:23 36:15 57:19,24 84:12 98:17 103:3 106:3 106:6 114:2 136:12 147:14 148:15 149:18 154:21 164:13 165:1 171:13 186:22 188:22 189:23 190:11	<b>arrives</b> 26:10 179:24 <b>arriving</b> 4:8 5:18 5:20 6:21 11:17 11:22 12:10 27:12 27:23 29:11 57:22 85:8,13 120:19 <b>arrow</b> 114:14 <b>ascertain</b> 91:15 <b>asked</b> 6:5 28:20 38:10 40:20 48:23 52:3 71:8 84:24 87:22 90:20 95:24 101:11 110:6 129:25 148:1,7 149:10 156:5 165:5,19 166:17 171:16 197:23 198:1 199:16 205:16 217:16 218:3,15,17,20 230:22 236:4,18 <b>asking</b> 4:18 16:8 32:25 48:20 99:20 101:13 135:9 143:7 152:11 164:8 171:14 182:9 202:3 238:2 <b>aspect</b> 120:3 145:12 <b>aspiring</b> 211:12 <b>assent</b> 207:7 <b>assess</b> 5:5 25:9 26:16 27:9 51:25 120:2 208:13 210:11 215:20,21 <b>assessed</b> 216:15 <b>assessing</b> 4:4,12 119:9 <b>assessment</b> 26:18 27:15,22 28:8 37:24 53:7,17 77:23,25 118:22 118:24,25 119:7 121:16 139:5	169:17 213:17 <b>assessments</b> 164:5 <b>assigned</b> 48:3 84:2 <b>assist</b> 57:20 85:2 93:2,12 121:10 128:16 130:5 153:2 154:3 164:10 194:2 <b>assistance</b> 92:11 192:8 <b>assistant</b> 64:13 <b>assistants</b> 66:9,11 <b>assisted</b> 63:21 163:4 <b>assisting</b> 60:15 163:6 <b>assists</b> 55:16 143:4 <b>associated</b> 72:20 <b>assume</b> 8:25 15:2 43:23 50:12 54:9 59:13 63:2 69:1 74:9 75:11 78:25 79:8 135:3 190:8 <b>assumed</b> 57:4 73:21 75:1,2,13 78:7 <b>assuming</b> 43:18 68:16 70:5 79:5 114:12 118:1 210:3 <b>assumption</b> 21:19 <b>assumptions</b> 42:25 43:3 79:4 229:11 <b>assurance</b> 195:25 215:3 <b>assured</b> 213:19 <b>atmosphere</b> 4:15 5:6 6:6 7:11 <b>attached</b> 123:16 222:3,4,10,11 <b>attempting</b> 52:11 <b>attend</b> 16:9 176:22 176:24 215:17 <b>attendance</b> 93:10 148:18 207:23
--	---	--	---	---

210:24 <b>attended</b> 54:7,9 110:2 202:3 215:18 <b>attending</b> 177:11 188:13 <b>attitude</b> 12:13 22:6 <b>attracted</b> 60:7 <b>attractively</b> 193:3 <b>authority</b> 207:3 <b>autopilot</b> 7:3 <b>availability</b> 54:6,8 105:21 236:4 238:3 <b>available</b> 30:17 53:24 85:5 104:14 123:20 138:15,17 139:13 142:21 159:2 176:23,25 189:13 224:21 228:10 <b>avoid</b> 181:15 <b>avoided</b> 134:15 <b>awaiting</b> 151:10 <b>aware</b> 9:14 22:12 27:24 28:10 33:7 35:3,5 41:1 43:15 43:18 54:6,11 58:22 59:21 60:18 61:11 66:25 75:9 95:6 97:8,16,23 98:4 99:5 106:5 111:21 120:12 121:12 123:24 135:1 154:20,24 161:11 167:2 184:6,6,11 188:19 222:2 <b>awareness</b> 163:11 163:15,20,25 164:4 <b>awful</b> 158:14 161:1	<b>BA</b> 3:23 4:20 10:19 10:22 11:1 13:1,4 13:16,25 14:16 16:11 18:24 19:7 24:12 26:23 28:20 29:3,5 30:1 31:2 31:14,19 32:2,20 40:11,12 49:22 83:13 84:25 85:3 87:2,16 88:7 90:3 91:7 92:2 93:15 94:11,15,20 96:19 98:12 104:13 106:9 133:20,21 134:1 145:15 147:24 148:1,5,8 149:12 150:4,24 150:25 151:3,9,13 152:12,15,16 153:3,3,9,14,16 154:2 155:13 158:6,7,8,17,17 158:20,22,24 159:5 160:25 161:5,6 163:20 164:24,24 165:1,6 165:10 166:25 167:10,15,21 168:13,17 169:1,3 169:6,7,10,24 170:22,23,24,24 171:3,10 172:16 172:16 174:6,9,23 175:13,19 176:15 176:19 177:6,7,8 177:9 178:1,2 179:1,4,9,11 180:8 184:8,13,15 184:23 185:8 187:1,8 188:7,8 188:25 190:12,15 190:16,18,19 225:1 228:18 233:4 <b>BA'</b> 13:18,18	<b>Babcock</b> 231:20 <b>Babcocks</b> 230:5,11 230:12,14,19 231:6,8,12,13 232:10 235:2,2 <b>back</b> 3:17 5:9,10 6:14 7:20 11:19 15:16,18 16:11 17:3 18:1 20:17 22:20,22 24:13,21 27:12,23 31:4 33:5 35:14 36:5,9 38:8 41:22 44:11 44:18 48:24 49:22 51:7,25 52:15 54:16 55:13,23 58:22 62:11 63:20 65:10,12 66:25 67:6,21 70:18 71:8 72:19 75:2 80:19 85:22 86:12 86:19 87:24 92:15 96:6,23 99:16,25 107:14 109:13 116:11 124:23 129:12,18 130:1 130:15,21 131:21 136:9 140:18 144:13 151:15,17 153:1,11 154:12 155:16 156:7,8 160:22 161:13 165:13,15,18,22 167:9,15 169:25 170:1,10 172:2,5 172:14 179:21,22 180:7 183:12 185:11 191:25 193:11 202:23 204:20 211:2 212:8,19,20 215:5 218:2 229:3,13,21 229:25 234:24 235:15,22 236:10 237:5	<b>background</b> 48:12 83:16 106:2 166:20 218:20 <b>backup</b> 209:8 <b>backwards</b> 27:7 <b>bad</b> 216:11 <b>bags</b> 180:2 <b>balcony</b> 10:7 13:2 15:19,21 <b>bandied</b> 2:10 <b>bar</b> 122:12 <b>Barker</b> 86:3,4,16 87:8 89:23 93:12 93:14 218:14 <b>Barker's</b> 86:5 <b>BARKING</b> 178:10 <b>bars</b> 122:2 <b>BA's</b> 99:12 <b>base</b> 122:11 134:13 <b>based</b> 83:22 93:9 95:16 112:16 164:12,21 178:24 208:12 217:8,17 218:16 <b>basic</b> 47:18 83:15 188:12 <b>basically</b> 50:23 71:16 90:3 93:6 98:10 104:18 174:14 214:3 221:20 <b>basics</b> 68:15 112:8 132:16 145:20 174:3 <b>basis</b> 3:4 27:15,17 73:12 200:16 <b>Batterbee</b> 55:18 <b>batteries</b> 96:13 102:18,19 103:4,9 103:12,14,25 104:2,11 179:16 179:18 180:4,11 180:18,19 181:5 <b>battery</b> 103:23 181:9	<b>Beale</b> 111:22 122:19 124:25 126:12 131:5 <b>bearing</b> 34:23 186:13 212:15 <b>bearings</b> 102:11 <b>becoming</b> 78:15 125:25 238:14 <b>bedroom</b> 212:21 <b>began</b> 84:21 <b>beginning</b> 30:5 196:25 <b>behalf</b> 80:22 <b>behaved</b> 76:16 <b>behaving</b> 108:1 <b>believe</b> 3:4 5:7 10:1 33:17 38:4 44:15 45:14 57:1,22 58:18 59:6 62:12 100:14 104:4 115:2 116:7 121:9 125:7,21 129:3,5 131:15 132:21 133:10 142:3 156:9 158:14 172:25 200:11 218:21 225:12 231:6,22 <b>believed</b> 171:9 <b>BELL</b> 178:8 <b>benches</b> 162:5 <b>beneficial</b> 34:15 78:21 <b>benefit</b> 115:8 137:11 163:2 <b>best</b> 12:15,17 24:5 24:9 36:4 41:14 47:11 51:6 68:3 78:14 79:10,11 101:17 116:21 122:7 123:13 129:23 131:17 134:5 136:1 138:18 139:12 143:7 172:15
---	---	--	---	--

**B****B** 144:10,13

183:3 189:16 202:6 206:4 224:18 <b>better</b> 15:5 34:22 35:12 37:1 41:9 78:10 95:14 125:9 126:9 174:8 190:14 233:10 <b>beyond</b> 6:14 27:7 41:3 56:10 <b>big</b> 41:24 75:9 88:5 102:12 127:1 128:17 <b>bigger</b> 129:17 164:1 <b>bit</b> 20:18 21:4 26:4 27:8 32:3 36:19 39:25 42:2 48:8 63:18 85:24 126:18 141:24 152:19 158:19 166:20 167:24 174:8 175:23 180:11 207:15,15 219:25 229:1 <b>bits</b> 10:13,14 32:20 76:25 <b>BLA00004531</b> 72:8 <b>black</b> 64:10,14 67:1 72:6,18 226:10 <b>blanket</b> 74:24 <b>BLAR000000002</b> 128:12 <b>blessing</b> 163:13 <b>block</b> 42:7 67:23 197:16 <b>blocked</b> 79:20 <b>blocking</b> 71:19 115:11 <b>blocks</b> 49:13 166:15 <b>blow</b> 113:19 <b>blown</b> 62:3 82:17 <b>blue</b> 46:10 82:1 111:3 141:21	144:2 194:9 233:10 <b>blunt</b> 210:6 236:13 <b>bluntly</b> 50:12 134:15 181:2 <b>board</b> 85:22 94:15 116:19 152:6,7,9 152:13,18 153:14 153:24 154:3 161:15 187:24 214:11 <b>boards</b> 89:18,19,20 89:22 91:7 137:16 152:5 153:1,19,23 <b>boat</b> 211:14,22 <b>body</b> 139:21,22 <b>bodyguard</b> 187:24 <b>bold</b> 226:10 <b>bollard</b> 114:4,25 <b>bollards</b> 114:25 <b>Bomore</b> 125:4 146:12,24 <b>bonnet</b> 55:1,7,20 58:20 61:2 66:21 156:19 <b>book</b> 115:19 <b>borough</b> 64:12,19 <b>bottom</b> 3:19 15:18 17:2 20:16 21:24 50:2 53:10 61:19 62:22 105:5 115:9 121:14 127:2,6 128:24 129:13 131:22 136:7 146:23 147:1 150:3,13 173:7 222:1 <b>box</b> 41:5 <b>boxes</b> 89:16 <b>branch</b> 49:22 128:5 133:4 138:6,8,14 138:17 <b>branches</b> 49:10,20 <b>breach</b> 197:15 <b>break</b> 44:8,25 45:8	45:18 47:8 79:24 80:4,7,8,17 81:3,6 83:7 108:20 109:16 112:3 140:14,23 142:8 145:19 189:6 191:6,6,22 192:23 193:8 194:4 <b>breaking</b> 51:9 198:22 <b>breathable</b> 4:14 7:11 <b>breathing</b> 6:7,13 7:17,23 12:11 29:4 87:4 105:17 123:8 135:20 <b>Brett</b> 60:14 147:11 157:7 159:19,22 161:19 168:3 180:6 182:6 184:11 186:13 <b>bridgehead</b> 3:23 4:5,12,15 5:22 6:1 7:19,20 8:5,6 9:7 9:10 10:19 11:1 11:12 12:8 14:17 19:7,20 23:12 24:18 25:2 27:13 27:23 29:15 31:24 32:7 37:5 43:7 53:5 56:20 58:4 58:12,16,21 59:5 59:9,25 61:2,6 62:8,16,23 63:8 65:12,16,18,22 67:6 69:3 71:6,11 75:6 78:5,25 85:3 86:4,6,17,20 89:24 92:11,12,16 93:13 94:20,25 95:6,24 96:5,7,20 97:25 98:11,13,14 104:22 130:24 132:4,7 135:24 136:13 137:13	138:16,19 149:15 151:7,24 152:1 154:7,9 156:10 157:7 158:3,8 159:12,16,20,25 161:5,6,20,22,23 166:16,22 167:20 168:12,18,21 169:23 170:2,3,5 180:25 181:8,22 183:24 184:7,12 190:22 228:19 229:3,13 <b>bridgehead's</b> 43:7 <b>brief</b> 9:1 11:8,11 12:1,3,4 18:3 24:8 25:7 34:3 45:8 79:24 92:15 123:9 140:25 148:5 161:8 <b>briefed</b> 9:14 13:19 20:3 25:14 31:9 31:15 40:21 41:13 59:13,15 136:13 136:20 166:23 <b>briefing</b> 4:20 9:20 9:25 10:2,10 11:5 11:20 12:9 13:1 13:21 20:6 26:11 31:3,5,22 52:25 53:3 69:10 93:19 136:22 148:8 149:6 151:9,12,13 166:9,25 <b>briefings</b> 10:5,8,24 16:17 94:14 <b>briefly</b> 132:24 153:11,22 <b>briefs</b> 8:22,23 184:18 <b>Brien</b> 58:25 59:2 63:4 66:13 <b>brigade</b> 64:12 105:6,9 196:8 198:5 199:21	200:7 211:24 212:14 230:17 231:9,17 232:8,9 <b>brighter</b> 39:8 <b>bring</b> 49:20 58:8 92:14 114:6 116:3 146:20 150:8 155:17 162:3 <b>bringing</b> 118:10 174:6 <b>broad</b> 206:19 <b>broader</b> 163:23 166:13 <b>broken</b> 41:9 42:12 <b>brother</b> 64:11 65:3 67:3 <b>BROTHER?'</b> 64:16 <b>brought</b> 32:23 114:9 203:23 <b>Brown</b> 8:12 <b>building</b> 5:2 8:8 11:4 12:7 23:10 27:6,12 29:9 33:24 34:9 41:12 42:18 43:15 49:12 50:16,19 51:3,11 51:12 52:9 53:13 67:25 69:11,18 70:2,3,10,13 71:3 74:4,5 75:25 78:8 85:4 87:1 115:13 116:21,23 117:8 117:17,20 119:14 119:22,23 120:3,3 122:21 127:17 128:5,23 130:22 131:8,18 142:3 181:16 183:8 188:5,9 189:1,2 <b>building's</b> 76:20 <b>buildings</b> 119:12 <b>built</b> 49:12 <b>bundle</b> 175:5 <b>burning</b> 50:2
---	--	---	---	---



141:18 229:9 <b>burnt</b> 142:1 <b>burst</b> 135:17,22 <b>bus</b> 211:25 <b>Bush</b> 40:17 <b>busy</b> 32:16 34:24 124:16 <b>bypassed</b> 134:11	223:11,12 228:19 233:24 234:18 <b>candid</b> 237:13 <b>capable</b> 42:15 <b>car</b> 54:22 55:1,2,5 55:13,22 61:2 67:1 156:18 211:14 <b>careful</b> 159:3 <b>carried</b> 88:25 100:15 106:15 164:22 172:25 190:10 <b>carries</b> 106:8 <b>carry</b> 34:8 36:6,8 36:24 41:7,8 67:16 77:9 89:11 95:20,22 99:17 118:21 132:18,18 149:16 159:9 164:3 174:9,12 218:5 <b>carrying</b> 40:5 106:12 <b>case</b> 44:13 123:22 187:11 237:18 <b>cases</b> 189:17 215:18 233:9 <b>casualties</b> 61:4 79:15 203:16 <b>casualty</b> 50:15 204:11 <b>catching</b> 141:25 <b>cater</b> 223:10 234:18 236:14 <b>cause</b> 103:9 104:11 104:23 161:16 179:18 209:19,22 210:4 <b>caused</b> 102:6,8 105:1 <b>ceiling</b> 127:24 132:13,16,23 133:1,3,5,6 <b>ceilings</b> 132:21	<b>cent</b> 2:10 37:14 215:18 226:22 <b>centre</b> 87:19 88:1,9 88:10,13 91:22 96:2 114:5 134:2 141:19 162:1,7 164:11,18 165:11 182:15 185:16 197:4 212:1 <b>certain</b> 9:25 17:9 19:15 40:2 112:8 174:11 184:5 186:5 <b>certainly</b> 45:2 97:10 148:18 170:8 176:4 190:17 205:21 <b>cetera</b> 77:4 106:10 153:7 226:11 <b>chain</b> 37:10,10 209:14 <b>chaired</b> 199:25 200:1 <b>chairman</b> 1:7,14,15 2:14 3:10 44:15 193:11,20,23 235:8,16 236:18 238:12,21 <b>challenging</b> 233:23 <b>change</b> 28:7,9 65:6 107:5,8 192:20 <b>changed</b> 177:23 195:24 234:9 <b>changeover</b> 45:9,10 45:10 <b>changes</b> 199:3,4,8 200:16,21 202:19 202:20,20,23 203:1,2 204:13 205:5 <b>changing</b> 226:24 <b>channel</b> 23:13,15 34:24,24 35:3 159:17,19 172:22 172:24 173:9	220:17,21 221:8 221:19 <b>channels</b> 225:5 <b>chaotic</b> 11:14 <b>charge</b> 10:22 13:4 53:21 62:18 86:17 103:17 151:2 152:12 153:9,15 156:9 161:4,11,23 163:20 179:23,23 180:3 205:25 206:2,5,6,14,14 206:19 207:11,16 210:12 211:11 221:11 225:14,15 225:22 <b>charged</b> 103:12,13 <b>Charlie</b> 55:18 <b>check</b> 3:5 32:17 108:18 124:10 130:24 136:18 204:20 214:21 <b>checked</b> 18:11 <b>checking</b> 18:21 31:11 51:23 137:16 <b>Chelsea</b> 97:18,23 187:15 188:13 189:23 <b>chemical</b> 211:25 <b>child</b> 212:20 <b>chinagraph</b> 93:6 <b>Chiswick</b> 48:3 49:6 <b>choose</b> 14:25 <b>Chris</b> 123:3 <b>Christmas</b> 165:4 <b>church</b> 114:13,15 <b>circling</b> 75:21 <b>circumstance</b> 99:9 <b>circumstances</b> 24:10 63:7 95:9 110:13 <b>clarification</b> 207:3 <b>clarify</b> 100:12 <b>clarity</b> 76:14	137:20 155:14 161:21 166:11 203:4,6 <b>clean</b> 159:4 <b>clear</b> 1:20 7:15,15 8:8 9:17 22:20 41:9 47:12 56:19 69:21 72:5 112:6 141:18 148:19 151:2 170:23 192:13 <b>clearest</b> 9:11 <b>clearly</b> 7:13 <b>climbing</b> 73:7 74:18 <b>clip</b> 66:20 67:9 <b>clock</b> 154:6 <b>close</b> 57:11 67:25 76:15 117:2,17,20 122:20 126:15 197:1 207:10 <b>closely</b> 207:18 <b>closer</b> 68:8 76:17 <b>cloth</b> 71:5 73:22 <b>CLUE'</b> 56:7 <b>CM</b> 56:6 <b>Codd</b> 187:19 <b>code</b> 233:11 <b>coding</b> 233:15 <b>collate</b> 63:1 165:19 165:23 <b>collated</b> 61:5 63:22 <b>colleagues</b> 85:2 87:23 133:2 213:1 <b>COLLECTED</b> 178:9 <b>collecting</b> 11:7 <b>collective</b> 128:20 <b>collectively</b> 126:8 <b>colour</b> 29:4,6 91:1 91:2,4 141:18 233:11,15 <b>colour-coded</b> 228:18 <b>colours</b> 29:13
---	---	---	---	---

<b>column</b> 223:4 226:8,9 <b>combined</b> 174:21 <b>combustion</b> 119:21 <b>come</b> 1:8,11 3:8 33:14,18 37:15 39:5 44:3,11,18 48:16 61:8 63:1,6 70:12,16 72:6,18 72:19 74:15 75:9 85:22 87:23 91:9 92:12,23 93:15 96:23 99:16,25 105:3 123:25 124:21 130:19 140:18 150:6 151:15 160:22 165:22 167:9 170:1,5 191:25 198:14 205:10,12 205:13,18 208:22 211:18 219:15 222:19 235:22 236:15,16 237:5 237:25 <b>comes</b> 12:16 175:25 211:16 236:18 238:4 <b>comfortable</b> 30:11 30:16 46:5 81:18 110:18 143:20 193:18 <b>comfortably</b> 25:18 196:22 <b>comforting</b> 25:4 <b>coming</b> 2:25 3:3,6 4:8 8:22 11:4,6 12:3 16:11 17:25 18:3 26:22,23 27:23 28:2 32:16 45:6 49:21 50:8 50:17,19 52:12 57:8 62:11,15 70:11,13,14,16 71:15 72:12,24	74:8 76:7 77:12 78:23 80:22 81:22 86:17 96:20 101:7 108:25 111:1 121:23 126:10 142:2,10 143:25 149:7 151:17 152:18 165:15 167:15 192:14 194:1 195:13 203:9 235:15 236:10 <b>command</b> 4:10 11:3 18:15 20:12 22:5,24 23:1,13 23:14,16 24:14,16 24:18,20 34:16,18 34:22 35:17,18,20 35:20,21,22,24 36:10,25 37:10 52:23 53:4 57:5,9 84:23 85:1,19 87:20,21 89:2,9 90:18,19 94:3 97:5,9 115:21,22 116:19 125:1,3,13 129:16 130:15,21 146:12,18 147:2 147:11 148:7 149:24 154:19 155:12,14 156:24 157:5,18,24 158:5 158:7 159:17,18 163:3,14 164:15 164:16 173:1,11 173:12 177:22,22 177:25 195:19 196:2,3,10 197:1 197:21,22 198:3,4 198:9,21 199:18 205:14,15,20,22 207:20,23,25 208:1,4,8,25 209:21 210:12,16 210:22,23 213:2,3	213:16 215:9,10 216:23,25 217:4,4 217:13,21 218:13 223:14 224:20,21 224:23,24,24,25 225:11,16,18,18 225:19 226:15 228:18 229:4,13 233:3,5,13 <b>commander</b> 23:11 32:7 60:17,18,19 62:19 64:12,19 107:6,8 120:18 130:4,23 131:1,2 131:3,4 132:2,3 133:10,11,13 151:25 173:1 207:11 <b>commanders</b> 53:21 208:14 <b>commanding</b> 5:11 <b>comment</b> 128:22 <b>comments</b> 216:1 <b>commissioner</b> 64:13 <b>commit</b> 17:24 18:5 20:21 21:13 24:4 30:10 33:21 37:19 38:20 39:1 85:5 133:23 180:9 184:8,13 <b>committed</b> 19:1 24:3 35:7 54:5 59:12,15 92:22 137:21,21,24 138:1 156:11 182:18,24 183:20 <b>committing</b> 16:3,9 24:3,12 25:9 26:6 26:16 27:3,10 32:3 41:17 135:1 151:4,23 169:15 182:21 183:25 <b>common</b> 166:14 <b>comms</b> 124:7,10,13	124:20 <b>communicate</b> 15:21 23:16 32:14 124:6 159:12,16 164:24 172:24 <b>communicated</b> 23:1 24:21 167:18 168:9 <b>communicating</b> 16:2 38:11 40:13 41:16 53:4 56:20 96:22 161:1 173:3 <b>communication</b> 15:18 18:15 20:14 20:17 22:25 24:8 24:23 33:1 34:16 34:18,20,25 35:4 37:11 40:17 41:9 94:20 130:23 158:3 160:24 161:19 170:20 172:7,10 207:10 225:5 234:20 <b>communications</b> 39:13,17 40:12 41:3 95:10 157:6 161:2,22 167:2,4 167:5 227:12 233:24 234:1 <b>company</b> 129:22 130:11 <b>comparing</b> 216:21 <b>compartment</b> 43:17 <b>compartments</b> 197:15 <b>compatible</b> 38:6 <b>competency</b> 210:11 211:6 231:16,16 <b>complete</b> 136:10 <b>completed</b> 67:17 111:11 188:4 <b>completely</b> 23:6 <b>completeness</b> 110:6 134:19	<b>complex</b> 199:6 <b>complexity</b> 202:16 <b>complicated</b> 2:3 <b>computer</b> 179:13 208:12 210:19 211:1 <b>computers</b> 214:9 <b>concentrating</b> 149:2 <b>concept</b> 7:4 <b>concern</b> 68:5 187:22 188:13 238:15 <b>concerned</b> 7:8 47:16 62:20 141:22 184:16 236:22 <b>concerning</b> 188:17 198:6 202:15 209:15 216:1 234:23 <b>concerns</b> 108:7 130:16 237:8 <b>concrete</b> 41:5 69:17 <b>condition</b> 87:1 226:11 <b>conditions</b> 6:19 7:7 24:24 71:25 100:3 151:20 <b>conduct</b> 164:5 <b>conducted</b> 31:13 <b>confidence</b> 207:17 <b>confirm</b> 45:23 46:7 47:1 81:24 82:22 110:22 111:16 136:12,16 143:21 144:19 194:17,23 <b>confirmation</b> 139:11 <b>confirmed</b> 119:13 238:5 <b>confirming</b> 120:17 137:10 <b>conflict</b> 225:6 <b>Confusion</b> 102:10
---	--	---	---	---

<b>congested</b> 5:25 11:23 14:2 68:1	<b>contents</b> 47:1 83:1 111:16 144:19 194:17,23	178:7 186:7 187:1 187:24 190:17 198:6,6 203:7 204:22 217:3 222:2 224:24 225:1,8,13 226:14 228:18 233:4,13	<b>corridor</b> 29:12 <b>could've</b> 12:21 23:19 60:22 76:10 78:12 107:16 115:5 126:8 131:10 162:21 224:6	214:11 215:10 <b>created</b> 13:16 30:1 41:24 107:16 211:2,18,21,21,22 217:19 219:17,23
<b>congregated</b> 91:21 98:19	<b>context</b> 97:20 157:3	<b>controlled</b> 12:18 187:8	<b>council</b> 206:22	<b>creation</b> 29:14
<b>connected</b> 120:23	<b>continual</b> 121:18	<b>controlling</b> 32:1 131:7	<b>counsel</b> 3:10,14 45:11 191:7 192:20 193:16 239:11,19	<b>crew</b> 18:24 32:3 41:13 49:2,20 52:6 53:14 54:19 63:11 65:1 84:7 85:10 91:15 99:22 101:11 104:21,21 115:18 116:18 120:25 121:10 123:3,22 124:6 133:20 134:24 136:3 137:22,25 137:25 183:2 188:1 208:10,17 211:11,12 212:19 232:24,25
<b>consequence</b> 104:17	<b>continually</b> 70:16	<b>convenient</b> 2:15 44:8 48:17 82:16 189:6 194:10	<b>count</b> 54:18 74:1	<b>crews</b> 4:20 8:21 9:5 9:9,13,20,23,25 10:3,8,11 11:8 13:1 16:11,17 17:6,9,10,24,25 18:2,3,5 20:2,7,8 20:21,23 21:25 24:12 25:10 26:16 26:22,23 27:4,10 27:11,23 28:2 30:15 31:10 37:19 38:8,20 39:1 40:5 40:13,21 41:17 54:4 56:18 62:13 63:7,8 67:16 69:13,18,19 70:2 70:8 78:13 91:18 92:2,10,18,20 93:15,20,23 94:15 97:13 98:7 100:17 102:1,3,13,16 104:3,6,11,18 130:24 136:17 137:18,19,24
<b>consider</b> 4:6 24:11 53:16 110:9 140:12 148:14	<b>continue</b> 4:13 29:21 34:2 49:8 225:17	<b>convoluted</b> 199:2,6 225:3	<b>counted</b> 74:7,11	
<b>consideration</b> 119:24 148:20	<b>continued</b> 3:13,14 96:15 138:20 147:17 239:11,12	<b>conversation</b> 147:20	<b>counting</b> 74:6	
<b>considered</b> 107:12	<b>continuing</b> 30:24 36:3	<b>convinced</b> 141:16 141:20	<b>couple</b> 17:15 77:15 105:2 141:5 200:13,20 207:2 217:23 231:3	
<b>consisted</b> 54:23 84:7	<b>contributed</b> 31:22	<b>correct</b> 9:3 14:6 18:22 46:14,20,23 48:4 59:1 83:24 84:10 87:14 111:6 111:9,13 112:15 112:20,23 113:5,8 114:24 115:25 119:15 125:2 130:14 134:3 136:23 137:17 194:24 195:21 196:12 198:1 200:25 207:5,22 214:22 220:8,22 223:9 232:22	<b>couplings</b> 138:11	
<b>consistency</b> 216:4 216:18,22	<b>contributing</b> 12:4 27:17,18	<b>Cook</b> 9:2	<b>course</b> 2:13 11:21 44:23 81:12 86:24 94:10 101:1 106:17 108:9 132:6 161:17 184:10 185:7,21 185:24 191:13 196:14,17,18,24 235:23	
<b>consistent</b> 122:22 215:15	<b>contribution</b> 40:15 44:5	<b>copies</b> 142:21	<b>courses</b> 197:5	
<b>constant</b> 185:17,23	<b>control</b> 3:24 11:1,3 13:5 18:21 23:14 23:17 25:17 31:8 31:15,19,23 38:11 40:12 57:9 60:22 61:21 65:11 66:10 78:25 79:5,8 83:13 84:25 85:6 87:16,18 88:8,22 89:19,22 91:7 94:15 96:1 98:20 98:21 107:4 127:19 145:15 147:24 148:1,5,6 149:12,13 150:5 150:24,25 151:3,6 152:9,13 153:3,4 153:5,10,14,16 154:2 155:13 156:10 157:17,22 158:12,20,22 159:5 162:1 163:20 164:24 165:8,11 169:25 174:9,13,22 175:11 177:16	<b>coral</b> 92:20	<b>cover</b> 29:4 91:3 103:23 104:20	
<b>constantly</b> 16:12 119:8		<b>cordon</b> 114:2	<b>covered</b> 145:14 156:20 157:8 159:7 211:20 217:15	
<b>constituency</b> 185:23		<b>core</b> 2:4,7,12	<b>covering</b> 50:6 120:15	
<b>constraint</b> 13:24		<b>corner</b> 41:7 114:18 116:22 128:24	<b>covers</b> 104:13,16	
<b>consumable</b> 106:9		<b>corners</b> 41:6	<b>CPs</b> 110:8 142:22	
<b>contact</b> 38:10 71:11 84:16 90:19 97:8 98:16,17 106:17 138:16 159:20		<b>correctly</b> 206:18	<b>crack</b> 80:6	
<b>contacted</b> 90:18 138:19			<b>crash</b> 211:15	
<b>contain</b> 144:3 211:8			<b>crashes</b> 219:15	
<b>contemporaneous</b> 29:23 30:24 46:16 48:22 110:2 111:8 121:3 127:18 136:6 142:20 144:10,14,25 155:4 160:4 163:16 171:19 194:19			<b>crashing</b> 214:8	
<b>content</b> 47:3 83:3 111:18 144:21			<b>create</b> 13:25 119:20	

151:23 156:11 157:13 162:9 164:24 166:25 167:10,15,19,21 168:12,14 169:3 184:8,20,21 186:20,24 187:11 187:21 188:6,13 214:12 228:9,9 <b>critical</b> 18:4 225:11 <b>cross</b> 86:23 <b>crude</b> 214:13 228:7 <b>crystal</b> 1:20 <b>CSS</b> 163:4 <b>CU</b> 115:19 146:19 146:22 147:6,10 147:16 155:23 157:11,12 162:21 162:23 163:2 172:24 173:3,8,10 173:18,19,21 207:10 225:11 <b>CU1</b> 173:10 <b>CU7</b> 18:13 24:14 24:21 155:10 <b>CU8</b> 52:23 125:3 175:12 176:9 <b>current</b> 201:5 219:12 <b>currently</b> 41:4 178:10 202:21,22 <b>curtain</b> 119:20 <b>CUs</b> 218:23 <b>cylinder</b> 93:18 103:23,23 104:20 <b>cylinders</b> 90:5,23 102:20 104:14 106:10 176:1,4,10 176:16,18 178:8 180:12,14,14	<b>damage</b> 35:14 37:2 <b>damned</b> 107:17,17 <b>Dan</b> 92:13,15 96:22 103:1,7 <b>danger</b> 70:8 157:23 <b>dangerous</b> 17:10 17:23 20:5,9,23 27:6 <b>Daniel</b> 123:3 143:15,17,23 239:17 <b>dark</b> 2:17 7:1 <b>Dash-1</b> 222:24,25 <b>data</b> 48:9 112:25 189:11,18 <b>date</b> 199:22,24 201:10,14 214:1,3 214:22 <b>dated</b> 82:3 111:5 194:12 <b>day</b> 146:2 155:4 173:2 215:1 236:5 236:10 237:12 238:17 <b>daylight</b> 135:11 <b>De</b> 66:10 <b>deadline</b> 179:2 <b>deal</b> 10:3 52:20 68:13 126:24 133:16 145:20 174:1,3 203:11 225:23 234:11 235:19 237:7 <b>dealing</b> 7:3 11:5 21:17 31:10 54:19 55:11 66:23 67:24 129:24 131:4 141:12 198:10 224:23,25 225:1 <b>dealings</b> 132:6 133:12 <b>dealt</b> 56:17 203:13 205:8 <b>debrief</b> 151:18 170:5	<b>debriefing</b> 93:22 <b>debris</b> 52:11,18 69:14,21 76:24,25 77:12,12 157:23 158:16 159:8 <b>December</b> 145:5 <b>decide</b> 35:15 116:20,20 190:22 <b>decided</b> 34:14 35:23 62:7 165:3 231:8 <b>decision</b> 7:16 14:20 14:24 16:20 17:22 20:15 22:10 24:12 24:20 38:2,19,25 39:6 42:19 53:21 62:9,18 107:7 151:20,22,23 162:10 176:15 178:2 211:2,9,19 217:8,17 218:1,16 225:17 230:9,12 <b>decision-making</b> 22:5 <b>decisions</b> 26:25 38:17 151:3 174:19 184:7,12 208:14 230:6 233:2 <b>deck</b> 9:16 <b>declared</b> 174:19 <b>dedicated</b> 22:11 29:12 54:19 67:24 <b>deemed</b> 52:12 230:3 <b>defective</b> 43:20 <b>deficiencies</b> 219:21 <b>definite</b> 109:10 <b>definitely</b> 9:18 10:23 74:13,18 184:3 223:3 <b>degree</b> 60:7 <b>degrees</b> 132:23 <b>delay</b> 104:11,23 105:1,3 187:20	188:17 <b>delayed</b> 103:11 <b>delegated</b> 32:8 173:4 <b>deleted</b> 217:1 218:14 <b>deliver</b> 65:11,14 66:7 196:22 211:3 212:22 214:12 230:18 231:12,15 231:16,17 235:2 <b>delivered</b> 160:22 174:13 179:10,20 198:6 201:2 205:2 208:16,18,20 210:21,22 212:24 212:25 213:14 214:2 215:12,14 216:7 217:22 230:24 232:2 <b>delivering</b> 213:21 217:5 225:10 230:20 231:10,11 <b>delivers</b> 174:14 <b>delivery</b> 205:8 215:3 216:11 228:23 <b>demand</b> 167:19 168:12 181:3,24 <b>demonstrate</b> 224:3 224:9,22 225:2 226:16 227:1 233:23 <b>demonstrated</b> 225:5 226:21 <b>depart</b> 92:15 <b>department</b> 202:22 <b>depending</b> 125:13 224:20,21 225:22 <b>depends</b> 207:12 220:17 <b>deploy</b> 10:19 16:21 92:3 95:3 98:13 101:2 104:3 113:10 183:2	<b>deployed</b> 4:21 56:18 59:17 60:3 67:9 69:13 70:2 91:14 93:20 97:15 98:8,14 100:13 101:12 104:6,18 151:11,19 167:1 186:21,24 187:21 188:14 189:17 228:6,10 <b>deploying</b> 59:11 100:20 <b>deployment</b> 33:10 37:6 93:23 96:14 97:12,14 102:6 104:11 124:8 158:17,25 169:24 184:24 188:17,20 <b>deployments</b> 59:20 229:13 <b>deputy</b> 64:13 <b>describe</b> 25:8 28:15 42:9 72:12 76:24 86:2 120:25 131:22 132:9 133:19 135:6 138:2,22 147:2 156:1 165:14 206:4 208:2 224:18 <b>described</b> 28:24 41:2 42:2 60:6,10 73:7 127:3 196:18 201:8 207:8 211:8 213:18 <b>describes</b> 94:1 <b>describing</b> 63:25 207:19 220:7 <b>description</b> 125:9 <b>design</b> 212:3 215:2 219:12 223:16 <b>designated</b> 42:7 68:19 70:3 208:6 <b>designed</b> 77:3 154:3 200:22
<b>D</b> <b>DAC</b> 6:3 18:9 64:13,15,16,19,21 178:13 231:23				

205:2 214:1 215:14 216:6 218:2 221:23 223:23 226:13 235:3 <b>designing</b> 213:20 215:5 219:2 229:11 <b>designs</b> 211:16 <b>desk</b> 194:11 <b>despatch</b> 31:2 <b>desperate</b> 92:6 <b>desperately</b> 99:18 181:15 183:7,11 <b>despite</b> 18:24 <b>detail</b> 10:9 21:16 26:4,9 27:24 28:13 31:16,19 34:7 43:18 61:1 77:17 91:13 93:12 165:25 166:2 189:3 198:14 222:6 <b>detailed</b> 10:23 26:12 223:6 <b>details</b> 47:18 61:3 164:2 184:17 220:12 222:3,15 <b>determine</b> 183:1,15 <b>developed</b> 204:4 232:21 <b>developing</b> 56:16 62:10 <b>device</b> 127:8 <b>devise</b> 205:17 217:17 218:15 230:22 <b>devised</b> 124:12 198:3,10 230:23 <b>diary</b> 211:5 214:22 <b>difference</b> 105:18 105:20 107:9 <b>differences</b> 100:24 233:7 <b>different</b> 4:23 29:4	29:6,13 33:22 71:21 73:5 74:9 75:15 76:21 91:1 98:22 101:24 104:21 116:23 125:23 130:6,7 131:19 135:13 137:14 139:9,10 153:3 195:2 199:6 199:7,7 202:17 206:15,25 209:9 213:10 215:10,15 220:4 229:10 232:1 235:8 236:16 <b>difficult</b> 6:24 22:25 38:17 40:18 51:10 54:17 57:17 68:24 74:3 78:16 79:21 84:11 92:5 127:7 134:5 175:22,23 183:11 186:2 188:11 224:5 225:3,4 227:13 232:4 233:23 234:3 <b>difficulties</b> 33:1 39:13 78:14 209:19 236:9 <b>difficulty</b> 62:12,13 78:2 190:25 <b>dip</b> 229:21 <b>direct</b> 77:13 90:19 120:4 133:12 134:12,21 148:6 161:21 222:14 <b>directed</b> 85:18 96:17 165:23 <b>direction</b> 32:5 114:3 <b>directly</b> 117:22 120:16 132:4 139:1 161:19,24 <b>Director</b> 227:18 <b>disadvantages</b>	79:12 163:9 <b>disappointment</b> 236:19 <b>discharge</b> 70:5 <b>disclosed</b> 2:4,12,23 2:23 110:4,8 142:21 <b>disclosure</b> 1:17,23 2:11,16,17,20 <b>discuss</b> 47:16 51:13 51:16,19 54:15 61:16 71:25 74:15 84:15 86:9,11,19 87:15 91:12 94:19 106:20 115:15 126:3 148:12 150:4 152:4 161:25 173:23 <b>discussed</b> 77:25 170:18 195:11 <b>discussion</b> 15:3 21:1 56:10 123:9 123:11 147:17 <b>discussions</b> 10:17 125:23 <b>disguise</b> 163:13 <b>display</b> 113:18 <b>displayed</b> 233:20 233:20 <b>disrespectful</b> 160:14 <b>disrupt</b> 80:12 <b>distance</b> 69:16 76:18 126:18 157:25 159:21 162:13 <b>distressed</b> 170:9 <b>divide</b> 14:15 <b>divided</b> 91:24 <b>document</b> 58:9 60:9 222:10 227:15,19 <b>documents</b> 1:17,22 1:23,24,25 2:12 2:20 46:24 47:3	111:14,18 144:17 174:23 175:5 227:18 <b>doing</b> 4:2,16 11:9 11:20 15:23 24:5 25:11 26:1,3,3 27:21,25 28:1,5 28:10,10 32:24 33:3 34:8 36:4,5,6 37:13 49:12 64:10 64:25 79:10 102:11 121:7 134:5 137:10 156:10 184:21 190:9 214:24 215:1,6 <b>domestic</b> 192:22 <b>door</b> 5:13 12:23,23 75:11 238:1 <b>doorman</b> 6:17 <b>doors</b> 8:4 107:7 <b>doorway</b> 8:9,17 12:1 13:15 71:2 <b>double</b> 16:9 136:17 137:16 <b>double-check</b> 136:19 <b>Dowden</b> 48:20 49:1 49:5 51:13 53:24 <b>Dr</b> 128:12 <b>draft</b> 197:24 200:13 <b>drafting</b> 200:21 <b>dragging</b> 228:9 <b>dramatically</b> 234:9 <b>draw</b> 166:7 212:6 <b>Drawbridge</b> 173:2 <b>drawing</b> 214:11 <b>dress</b> 91:20 <b>drew</b> 46:19 93:6 <b>drive</b> 210:19 <b>driver</b> 84:4 113:7 <b>driving</b> 77:8 85:11 113:3 148:23 149:2	<b>dropping</b> 116:19 228:9 <b>drove</b> 114:21 <b>dry</b> 138:6 231:2,24 <b>duck</b> 211:22 <b>due</b> 2:13 34:15 52:11,18 54:10 78:16 86:24 110:25 119:4 201:21 <b>dumb</b> 152:11 <b>duplication</b> 2:2 <b>duration</b> 98:12 105:23 <b>duties</b> 4:6 98:4 113:6 206:25 <b>duty</b> 53:20 <b>dynamic</b> 119:6,8 164:5
<b>E</b>				
<b>e-mails</b> 209:15 <b>E43</b> 178:8 <b>Ealing's</b> 106:3 <b>earlier</b> 24:17 27:24 28:24 31:4,5 40:16 42:20 48:8 61:15 78:1 132:15 139:14 142:16,19 154:1 158:23 166:24 170:18 214:10 <b>early</b> 5:3 77:23 99:15 107:1,7 124:8 164:17 188:2 <b>ears</b> 158:1 <b>earshot</b> 99:3 <b>easier</b> 25:22 62:1 63:10,18 71:20 78:20,21 82:17 92:25 113:19 129:4 155:18 <b>east</b> 88:15,15 114:22 116:5				

117:7	<b>effectively</b> 23:16	<b>enforce</b> 183:3	<b>equipment</b> 32:21	200:18 238:10
<b>easy</b> 23:19 222:21	189:12 190:3	<b>engaged</b> 89:7 165:7	32:23 49:4 77:2	<b>Everyone's</b> 163:8
234:7	<b>effectiveness</b> 52:1	<b>engine</b> 131:17	106:9 132:17	<b>evidence</b> 1:13 42:3
<b>ECO</b> 31:2	<b>efficient</b> 16:13	179:21,22,25	152:4,19 173:24	43:12 44:22 47:4
<b>EDBA</b> 14:10,19,21	22:17	<b>engines</b> 132:18	174:4,16,21	66:4 68:4 80:23
14:25 15:8 29:1,7	<b>efficiently</b> 98:8	174:11	175:17,25 210:16	81:22 83:4 98:24
30:1,6,8,9 32:12	186:25	<b>engulfed</b> 37:14	210:18	100:24 102:13,15
33:8,11,17 40:21	<b>effort</b> 66:22	<b>enhance</b> 134:16	<b>Er</b> 61:3	109:1 111:19,21
42:1 54:6,12	<b>efforts</b> 161:4	<b>enquire</b> 22:3	<b>Erith</b> 220:13	126:13 138:4
59:16 86:16,20,23	<b>egress</b> 50:16 51:11	<b>ensure</b> 38:16 98:7	<b>especially</b> 214:24	140:5 142:8,11
90:4,8,22,23	<b>eight</b> 98:25 112:10	119:1 120:6 133:8	224:9	144:1,21 152:8
91:24 92:18,20	124:23	159:6 167:20	<b>essential</b> 68:5	166:24 167:17
95:25 96:5,7 97:7	<b>either</b> 10:17 55:7	168:13 206:5,7,18	<b>essentially</b> 119:17	186:19 191:12
97:14,18 98:7,12	75:12 123:5	234:2,9,20	119:18,21 132:19	192:12,21,25
98:17,25 99:6	171:18 177:13	<b>ensured</b> 30:2	136:19 150:24	194:2 195:12,13
100:13,22,25	233:9 236:9	<b>ensuring</b> 92:2	153:24 218:2	239:1
101:9,16,25 102:3	<b>ejected</b> 157:12	186:23 216:4,17	<b>establish</b> 47:18	<b>evident</b> 6:8 34:9
102:20 104:3,5,11	<b>elaborate</b> 34:19	216:21	83:16 112:8 160:1	<b>evolve</b> 36:17
105:6,17,21,22	206:1	<b>entered</b> 32:2 135:8	<b>established</b> 159:15	<b>exact</b> 34:7 148:2,4
106:15 133:23	<b>element</b> 155:2	156:15	173:9 199:13,16	171:9
135:1 148:12,14	168:16	<b>entering</b> 51:2 65:16	<b>estimate</b> 7:5,6	<b>exactly</b> 9:16 15:22
148:18,19 151:21	<b>elevation</b> 50:21	135:6	30:18,21 74:2	17:13 28:1 41:13
151:22,23 169:4	65:13	<b>entire</b> 117:13	104:25 118:8	66:14 92:19
169:12 171:5,10	<b>elicited</b> 93:13	202:14	127:13 164:12,18	128:22 156:5
171:20 175:13	<b>emanation</b> 72:20	<b>entirely</b> 7:21	171:15 182:10	178:16 212:17
176:9,23,25 178:8	<b>emerged</b> 201:7	<b>entrance</b> 54:4	<b>et</b> 77:4 106:10	232:3
178:14,17,20,21	<b>emergency</b> 187:11	65:13 69:12,12,15	153:7 226:11	<b>exam</b> 122:6
179:1 181:24	187:11	71:3 72:1 93:7	<b>ETA</b> 175:12	<b>examined</b> 192:21
182:4,17,21,24	<b>emotional</b> 22:9	134:9,16,20 157:9	<b>evacuate</b> 147:21	<b>example</b> 59:7,20
183:2,3,5,25	<b>emotions</b> 22:6	157:25 158:1	<b>evacuation</b> 51:20	61:9 90:18 95:18
184:20 186:10,11	<b>employed</b> 83:18	<b>entry</b> 3:24 11:1	53:17 107:12,23	151:21 154:6
186:14,20,24	<b>en</b> 148:17,19,22	13:5 31:8,15,19	147:21	164:6 167:7
187:2,15,21 188:2	149:3	31:23 33:15 40:12	<b>evening</b> 52:2 68:25	187:13 188:14
189:12,19,22	<b>enable</b> 67:16	51:12 61:20,21	73:12 91:13 108:5	<b>Excel</b> 228:5
190:14	132:25 206:17	64:8 65:7,11	108:9 127:8	<b>exception</b> 238:13
<b>EDBAs</b> 99:18	210:8,10 213:16	66:10 94:15 112:1	139:14 155:3	<b>exceptional</b> 238:13
100:20 101:18	228:17	133:17 149:13	161:17 175:9	<b>excess</b> 25:19
105:9	<b>enabled</b> 228:5	151:6 152:8 153:3	179:5	<b>exchange</b> 23:11
<b>effect</b> 10:20 20:7	<b>enables</b> 103:17	156:10 176:8,21	<b>event</b> 57:18 80:17	56:10
24:5 184:1	<b>encounter</b> 40:11	187:24	191:25	<b>exchanged</b> 22:15
<b>effected</b> 192:24	<b>encountered</b> 4:2	<b>envelope</b> 60:6,10	<b>eventually</b> 71:5	<b>exclusively</b> 1:25
<b>effective</b> 11:16	40:10 179:5	<b>environment</b> 23:6	167:9	<b>excuse</b> 113:17
12:20 14:14 34:25	<b>encroachment</b>	211:10	<b>ever-building</b>	<b>exercise</b> 26:17 34:2
41:16 131:6,10,14	42:20	<b>envisaging</b> 157:17	69:14	217:8,17,19,23
139:5 167:6	<b>ended</b> 113:25 162:1	158:11	<b>everybody</b> 80:10	218:1,16 219:2,17

219:23 221:6,23 222:4 224:8 225:2 225:9 226:21 228:17 233:20 <b>exercises</b> 211:2,4,7 211:9,19,20 212:23 213:17 <b>exhausted</b> 126:7 <b>exhibit</b> 46:19 144:5 146:20 219:24 <b>exhibited</b> 116:2 162:2 <b>exhibits</b> 3:6 111:11 195:1 <b>existing</b> 178:24 <b>exit</b> 50:20 <b>expand</b> 176:24 <b>expanded</b> 63:18 71:24 <b>expect</b> 23:3,4,10 118:4 137:7 140:4 177:3,7 226:13 229:3 <b>expectations</b> 192:8 <b>expected</b> 142:1 <b>expecting</b> 176:18 <b>experience</b> 33:1 75:10 95:16 107:11 112:21 142:24 199:11,18 199:19 207:13 209:23 212:7 215:1 235:1 <b>experienced</b> 23:8 28:16 207:14 219:20 <b>experiencing</b> 63:7 <b>explain</b> 39:20 53:25 105:19 115:5 116:16 121:11 128:2 132:24 137:6 138:7 153:22 155:10 158:19 163:1 172:6 174:8	185:15 <b>explained</b> 61:7,21 63:13 66:14 73:19 124:24 132:12 162:9 166:24 190:5 <b>explanation</b> 56:19 220:1 <b>exposed</b> 76:22,24 77:9 <b>express</b> 202:12 <b>expressly</b> 85:18 <b>extend</b> 41:3 <b>extended</b> 105:17 <b>extension</b> 132:14 <b>extensively</b> 213:14 <b>extent</b> 2:20 100:9 104:25 128:6 139:15 149:19 151:12 167:6 <b>exterior</b> 120:7 <b>external</b> 35:10 49:23 53:25 119:11,18 126:10 230:5 <b>extinguish</b> 138:5 <b>extinguishing</b> 139:3 <b>extra</b> 103:1 132:13 133:6 141:10 208:22 218:17,20 <b>extract</b> 128:11 <b>extreme</b> 78:14 <b>extremely</b> 6:24 102:17 187:12 <b>eye</b> 70:6,7 164:1 187:20 <b>eyes</b> 158:1 <b>eyesight</b> 162:12  <b>F</b> <b>face</b> 68:16 <b>face-to-face</b> 32:18 33:6 96:19 160:23 <b>facing</b> 114:19	<b>fact</b> 21:13,14 38:9 107:19,22 124:13 137:11,12 142:1 189:15 200:22 209:21 210:2 212:10 227:5,9 228:24 230:1 <b>factor</b> 27:17,18 164:4 <b>factors</b> 38:22,25 <b>facts</b> 97:19 <b>factual</b> 36:1 <b>failed</b> 232:6 <b>failure</b> 189:11 190:2 <b>fair</b> 133:24 134:17 134:18 150:23 157:20 167:22 168:5 202:11 <b>fairly</b> 3:3 138:9 168:23 <b>fallback</b> 181:13,14 <b>fallbacks</b> 181:23 <b>fallen</b> 75:2 <b>falling</b> 50:3,11,13 50:23,25 51:5,10 75:1 157:23 158:16 159:7 <b>false</b> 75:23 76:4,19 <b>familiar</b> 55:8 118:13 150:10 <b>families</b> 2:7 <b>fantastic</b> 13:9 <b>far</b> 2:22 6:6,13 7:7 74:17 90:5 97:8 99:24 100:3 107:4 121:11 123:24 162:11,21,24 186:20 222:3 <b>fault</b> 83:10 112:5 <b>feasible</b> 159:14,23 <b>February</b> 144:4 145:4 <b>fed</b> 23:2 210:13 229:3	<b>feed</b> 199:8 <b>feedback</b> 36:10,12 198:2,20 200:14 200:17 213:22 215:22,24 216:1 229:15 <b>feeding</b> 202:23 204:20 <b>feel</b> 11:16,20 131:6 172:12 204:6 <b>feels</b> 107:8 <b>fell</b> 214:19 <b>felt</b> 18:4 35:7 130:20 162:24 169:14 200:18 227:6 <b>female</b> 50:15 59:4 125:20 138:10 <b>fence</b> 117:1 <b>Fenton</b> 178:13 <b>fetch</b> 140:19 <b>FF</b> 95:2 99:15 <b>fifth</b> 113:16 123:19 147:1 <b>fighter</b> 63:20 <b>fighters</b> 19:16 53:12 <b>fighting</b> 52:1 95:17 <b>figure</b> 1:24 74:9 128:25 <b>figures</b> 2:8 30:22 55:7 128:13 <b>file</b> 46:10,11,15 82:7,9 111:3 194:9 <b>fill</b> 89:16 229:19 <b>filled</b> 41:25 226:22 227:4 232:18 <b>filling</b> 142:11 <b>films</b> 76:1 <b>final</b> 16:20 39:11 53:9 65:7 66:7 77:22 86:1 106:21 106:23,23 134:8 139:19 141:12	144:8 162:20 165:14 170:14 174:2 180:16 189:7 <b>Finally</b> 46:21 <b>find</b> 16:8 46:12,16 46:18 48:17 49:3 52:6 62:1 82:15 87:22,25 92:14 93:2 111:7,10 113:18 115:8 126:13,18 144:10 144:13 157:11 232:12 <b>finding</b> 16:3,18 90:15 91:18 107:15 <b>fine</b> 21:3 42:13 91:12 104:8 142:17 <b>finish</b> 140:5 142:7 235:11,13,20 237:2,11 <b>finished</b> 44:22 <b>finite</b> 171:4 <b>fire</b> 19:16 34:10 35:13 37:2,2,2,20 39:25 40:17 42:8 43:4,5,10,16,17 48:2 49:6 51:2,7 52:1,5,10,19 53:12,15 54:10 55:23 56:16 57:3 60:22 62:10 63:20 64:12,12 65:1 67:22,23,24 68:9 69:24 70:6,7,12 70:15,24 75:9,12 76:13,16 83:22 84:4 85:11,12 100:9 105:7 108:2 124:14,15 127:19 131:7,17 132:17 138:4,8,10 141:17 141:25 146:5
--	--	---	---	---

149:14,19 174:11 179:21,22,25 190:9 195:18 196:8 197:18 198:19,23 199:1 199:12,21 200:7 201:5 202:14 203:24,25 204:2,4 204:4 205:3 208:15 210:3,4 211:14,15,24 212:14 213:1 217:8,17,19,19 220:13 222:12 225:25 226:2 227:1 228:19 229:7 230:17 231:9,17 232:8,9 <b>firefight</b> 136:19 <b>firefighter</b> 12:14 43:6,22 55:17 81:13 83:17,20,25 86:3,4,5,16 87:8 88:23 89:1,23 93:12,14,14 109:25 112:9,11 112:14 121:4,7 123:3,9,13 125:6 137:22 138:1 161:8,9,10 165:9 179:24 187:11 228:7 <b>firefighter's</b> 101:16 <b>firefighters</b> 1:5 4:7 5:19 8:13 11:4,22 24:2 41:25 59:12 61:21 71:13 84:8 90:6 95:21 96:19 96:20 100:20 101:9 151:4 156:2 159:6,25 165:14 165:21 166:7,9,20 170:8 180:13 181:16 182:23 183:7 185:15	188:21 <b>firefighting</b> 43:1,2 43:13,17 49:23 51:7 53:25 99:17 101:23 119:12 136:8 137:4 197:12 <b>fireman's</b> 43:2 <b>fires</b> 95:17 197:14 <b>first</b> 1:4 8:10,19 11:12,13 13:20 17:16 19:18 20:24 29:14 36:9 39:15 39:15 40:8 41:22 45:23 46:7,11 47:20 48:12 52:22 53:7,16 54:7,9 55:5 58:9 60:12 61:20 62:15 63:1 63:6 64:8,18 65:17 66:18 67:9 67:19 68:15 70:12 72:14 73:6,8,10 75:17 76:2,23 83:15,17 84:15,16 85:7 87:12,17,20 89:22 94:22 95:24 96:10 97:14 99:20 107:2 111:3,4,24 112:8 113:13 114:6,9 115:15,17 118:13 125:15 127:1,10 129:13 130:17,18 132:10 133:19 134:1 136:17 138:2 141:8 143:25 145:1 150:10 154:21 157:18 161:5,22 164:16 165:2 166:6 167:15,22 170:21 172:6 174:3 175:7 175:15 182:1,22 185:11 188:6,19	188:20 193:23 194:8,9 197:22,24 198:18,22 199:12 201:1 208:6 211:7 220:1,2,5 223:4 225:13 229:24 230:1 231:24 232:24 234:13 235:21 <b>fit</b> 238:17 <b>five</b> 4:17 25:17 61:19 <b>fix</b> 127:4 164:9 <b>fixed</b> 97:3 235:17 <b>flame</b> 37:14 141:18 <b>flames</b> 38:5 142:2 <b>flat</b> 8:4 56:14 57:16 58:5 61:3,9 75:7 75:12,13 77:18,20 102:20 103:4,9,25 104:1,10 129:7 179:16,18 180:4 180:11 <b>flats</b> 8:10,19 50:13 67:23 69:15 120:7 131:24 227:9,11 229:17 232:16 <b>flavour</b> 211:19 <b>flaws</b> 232:4 <b>flew</b> 66:5 <b>flick</b> 222:16 233:6 <b>flimsy</b> 50:7 <b>FLON-OPS</b> 220:15 220:16,20,25 221:4,14 <b>floor</b> 3:22,24 4:23 4:23 5:5,6,11,13 5:15,23 7:13 8:1,7 8:11,15,19,19 9:6 9:10,14,18,24 10:6 12:2,9 14:4,7 14:7 16:8,10,17 17:9,14,14,19,23 17:24 18:8,12 19:1,15 20:3,5,22	21:14,16,19 24:13 25:9,10 26:6,16 26:17 27:9,10 29:16,18 31:11,12 32:4 33:12,15 38:12,20 39:1 43:9 52:16 56:15 56:17 57:16 58:17 58:18 61:10 62:13 62:25 63:10,12,23 65:18,19,23 73:18 73:25,25 74:6,10 74:19 75:6,7 99:23,24 121:22 127:19 128:6 132:12,25 133:8 135:7,24 138:3,5 141:19 166:12,17 166:18 183:25 <b>floors</b> 4:21,25 6:9 10:1,3,7,9,23 11:23 16:3,7 17:4 17:11,20 19:2,18 21:6,9,14 22:1 23:23 24:4 27:4 33:21 34:10 37:14 37:20 38:5,15 40:14 41:16 43:8 53:15 59:20 61:5 61:6,23 62:7,21 63:5,8 73:20 74:1 74:10 78:2,11,15 78:19,19 79:13 99:16 100:2,8 127:17 136:4,20 137:4 141:9 148:23 <b>flow</b> 23:4 117:9 122:4,8,14,16 227:15 229:12 <b>flowing</b> 23:3 126:12 169:13 180:16 <b>flows</b> 225:20 <b>fluid</b> 23:10	<b>focus</b> 83:12 111:24 145:14 <b>focused</b> 19:17 25:23 26:13 131:8 <b>focusing</b> 14:19 27:8 42:4 130:25 197:6 <b>folder</b> 82:1 144:2 <b>follow</b> 18:21 210:15 222:21 224:11 225:24 <b>follow-up</b> 6:18 234:12 <b>following</b> 5:14 144:3 217:18 219:14,16 236:5 <b>follows</b> 54:11 227:20 <b>force</b> 132:22 <b>foreground</b> 55:17 <b>forgotten</b> 218:5 <b>form</b> 93:19,22 126:4 143:5 148:2 148:4 <b>formal</b> 200:16 202:7 213:17 216:1 222:12 <b>formalise</b> 214:4 <b>formally</b> 44:17 154:25 209:10 <b>format</b> 175:22 <b>forms</b> 60:23 <b>forward</b> 22:21 26:25 28:14 30:22 59:14 137:15 152:5 158:5,7 161:14 181:14,21 202:6 203:14 204:8,19 206:7 224:3 228:21 230:3,7,10 231:5 232:10 234:24 <b>found</b> 3:22 34:4 74:11 86:12 87:17 87:25 88:7 98:25 126:14 139:9
--	---	--	---	---



155:12 157:18 228:23 231:24 <b>four</b> 14:9,10,19 15:14,17 33:14 64:7 69:19,20 96:11 116:12 121:9 129:13 147:4 171:21 186:14,15 200:10 226:20 227:9,11 229:18 230:1 234:10 <b>fourth</b> 33:23 34:12 48:15,19 71:23,24 152:3 196:14 <b>foyer</b> 32:17 33:5 50:15 86:3 <b>frame</b> 188:12 <b>frames</b> 7:3 <b>free</b> 45:3,23 142:14 192:16 <b>fresh</b> 93:18 103:21 104:21 181:12 183:23 <b>FRIEDMAN</b> 140:10 143:7 <b>front</b> 46:10 48:18 75:11 82:1 88:10 91:19 92:21 97:3 111:3 144:2 163:12 164:18 194:9,11 <b>front-line</b> 132:17 <b>frontage</b> 91:21 <b>Frost</b> 115:19 116:19 121:1,10 123:22 124:6 126:20 133:20 <b>FRU</b> 97:14 <b>FRUs</b> 90:12,14,15 103:18 <b>frustration</b> 212:10 212:11,13 215:8 <b>FSG</b> 8:22,25 10:8 10:15 12:4 17:19	18:11,15 20:2,7 21:15 22:24 23:2 23:12 24:13 27:2 31:9 35:20 38:10 54:20,22 55:11 56:11,20,24 57:20 58:20 59:9 60:3 60:16 61:12,22 62:14,21 63:21,22 65:11,14,15 66:7 66:21 67:9,21,25 68:3,6 77:15 78:6 78:11,24 148:21 148:25 149:6,7 154:25 188:16 199:11 202:22 203:22 205:3,9 217:13,21 218:16 219:5,11,12,17 220:25 221:5 222:2,6 223:4,11 223:12,13,16 224:14,25 225:11 225:18 226:15 229:3 230:20 231:7 232:3 233:3 233:24 234:3,18 234:22 235:2 <b>FSGs</b> 9:5,9,12 10:2 10:3 18:7,13 19:15 21:5 47:17 47:17 53:1,4 54:16 56:4,17 60:21 61:1,9,16 65:1,24 69:3 154:21 198:7,9,11 199:18 202:15,16 204:10 223:25 232:21 234:23 <b>FUCKING</b> 56:7 64:17 <b>fuel</b> 106:9 <b>full</b> 51:19 65:1 163:19 188:9 193:24	<b>fully</b> 2:18 119:2 <b>fumes</b> 7:14 37:22 <b>function</b> 70:5 146:1 149:12,13 152:23 154:2 158:25 159:9 163:22 172:25 173:3,20 177:5,24 185:6 <b>functionality</b> 43:2 <b>functionally</b> 206:3 209:3 <b>functioning</b> 43:13 43:22 119:2 146:3 <b>functions</b> 69:25 153:3 174:21,25 184:25 <b>further</b> 19:12 29:8 40:1 44:13 45:4 45:24 46:15 55:13 55:23 59:13 70:4 81:9,10 82:7 93:12 108:13,21 109:19 110:10 111:11 126:3 127:23 130:9 139:25 140:12 142:5 150:2 176:21 180:7 191:15 192:7 225:24 236:14 <b>future</b> 2:15 211:24	<b>gather</b> 85:3 90:2 <b>gathered</b> 89:25 <b>gathering</b> 15:8 <b>gear</b> 65:1 <b>general</b> 20:10 36:12 37:4 52:21 233:22 <b>generally</b> 56:17 131:6 172:9 <b>generated</b> 3:7 76:4 <b>generous</b> 80:4 <b>gentleman</b> 55:19 64:22 67:1 71:4 74:2,13 <b>geographical</b> 221:18 <b>getting</b> 11:2,20,23 16:10 17:3 23:23 26:22,23 28:1,3 36:5,9,16,19 38:8 62:12 78:2 94:11 94:12 99:15,23,24 121:1 122:3 129:23 130:5 131:16 134:16 138:3 156:3 161:18 167:19 168:12,20,23,23 172:2,13 175:24 179:1 182:7 191:1 214:13 233:9,10 236:9 <b>gist</b> 148:2 <b>give</b> 2:19 6:24 41:19 45:13 58:14 69:10 73:11 80:22 81:22 85:22 86:11 92:13 93:17,19 104:20 105:17 107:4 111:2 130:1 130:6,7 135:16 137:20 142:10 143:25 148:8 157:3 168:25 170:4 171:7,9,15	187:18 192:25 193:23 194:2 195:12,13 196:20 196:21 199:7 211:10,19,22 214:1 215:22 218:4 221:9 228:8 <b>given</b> 1:24 3:7 6:16 10:11 25:7 26:5 30:18 50:25 51:5 51:7 53:17,23 63:6 66:4,23 68:9 75:11 77:17,25 86:22 98:6 100:8 101:7 107:2,11 118:3 120:9 125:25 126:4 131:9,15 137:17 140:1 145:11 149:6 152:11 155:6 159:21 179:3 188:15,16 190:24 192:12 196:13 197:21 199:22 200:15,17 203:17 <b>given[sic]</b> 61:22 <b>gives</b> 228:11 <b>giving</b> 8:21,23 16:17 32:18 44:22 74:9 105:23 140:5 151:9 176:14 183:13,13 192:21 <b>glad</b> 44:2 142:7 232:12 <b>glass</b> 50:11,14,17 50:23 <b>Glynn</b> 9:19 10:1 15:25 16:1,16 31:6 <b>GM</b> 13:17 17:3,8 18:24 20:22 22:25 25:3 28:20 31:1 37:18 <b>go</b> 2:2 3:17,19,25
--	--	---	---	--

6:5 7:11 9:1,24,25 10:3 11:8,22 12:1 12:9,17 13:19 14:11 16:17 17:7 17:12 21:19 22:13 22:18 23:9 25:6,7 26:25 27:6 29:8 29:24 32:22 35:6 35:12 39:20 40:6 40:21 41:22 42:4 42:9 44:18 45:3 45:24 47:15 58:24 60:5 63:11,11 67:2 69:22 70:13 70:15,15 72:18 75:22 76:22 78:22 81:1 85:2,21 87:22 91:18 92:2 92:14 93:17 95:2 97:15 99:23 103:21,24 109:3 111:22 121:2,19 122:1 130:21 135:14 136:4 139:19 140:16 142:14,17 145:12 146:18 150:13 154:12,14 157:10 159:25 160:20 162:19 163:17 165:5,17,21 170:3 175:5 176:21 177:11 180:13 183:1 187:3,6,9 189:24,25 191:8 191:17 192:16 204:21 208:11,24 209:11 210:25 214:15 217:7 225:15 227:16,18 228:11 231:5 232:10 238:20 239:3 <b>goes</b> 5:2 107:4 164:22 174:17	<b>going</b> 1:4,9 4:19 5:8 10:23 11:15 12:7 15:16 17:6 18:3 18:24,25 19:11 20:2,4,8,17 22:1,9 22:9,17,22 26:1 28:13 30:21,22 31:4,10 32:6 34:21 37:5,17 38:9,14,14 40:13 44:7,25 45:21 49:11,11,15,16 51:10 52:12 53:12 53:14 54:16 60:5 62:9,14 67:6 73:5 75:25 76:7,8,19 78:18 79:2,6 80:17 82:12,15 86:2 87:2,21 88:12 100:1 102:3 111:2 122:10 127:15 129:12,23 130:12 131:21 137:1 145:12 147:2 148:19 149:21 152:16 153:11 155:9 156:3,4,12 157:24 158:15,16,24 159:8,18 161:2 163:10,23 165:3 165:16 166:21 169:10 171:10,11 172:5,16 176:14 177:5,7 178:23,25 179:11 180:10 184:4,17 190:11 191:9,25 192:19 195:12 198:14 202:24 203:9 212:18 213:15 229:8,24 230:7 233:3,11 234:4 235:11,13,14 237:25 238:10,11	<b>Goldbourne</b> 28:20 37:18 <b>GOLDBOURNE...</b> 25:3 <b>Golf</b> 84:4 97:21 106:2 187:16 <b>good</b> 1:3,7,12 24:22 35:4 36:6,8,14,24 63:15 77:14 130:12 143:14 152:14,19 154:6 172:9 193:21,22 207:14 216:10 231:8 237:21 <b>Goulbourne</b> 10:14 10:18,22 14:23 15:7 16:19 19:6 25:15,16,20 26:8 26:10,11 27:1 28:3,12 30:15 31:1,7,14,18 32:8 34:1,3,21 35:2 37:8 38:2 <b>Goulbourne's</b> 28:25 <b>GPS</b> 112:25 <b>grabbed</b> 85:8 154:16 <b>grabbing</b> 85:2 <b>gradual</b> 121:16 <b>grander</b> 213:8 <b>grandiose</b> 229:7 <b>Grant</b> 84:8 <b>grass</b> 52:4 87:19 88:1,11 91:20,21 92:21 116:15 117:7,10 211:15 211:24 <b>grassy</b> 88:17 <b>grateful</b> 44:24 80:11 110:13,20 111:1,2 116:3 142:12 238:21 <b>great</b> 62:13 100:25 203:10,25	<b>greater</b> 203:4,6,8 204:10,11 223:12 <b>green</b> 50:21 <b>greener</b> 207:15 <b>Grenfell</b> 39:17 65:10 68:1 72:1 75:21 84:13 115:9 116:24 155:15,22 201:5 210:4,14 214:19 <b>grey</b> 72:4 <b>ground</b> 9:6,10,14 9:18 14:4,14 29:16,18 33:12,15 43:9 57:4 60:22 65:19,23 74:6,10 117:7,12,13,14,16 118:4 122:11 124:14,15 126:22 127:14 135:7 165:6 175:11 185:1 203:8 <b>ground-floor</b> 9:20 <b>group</b> 4:1 6:2,2,4 10:18,21 11:9,14 11:19,24 12:22 14:7,22,22 15:7 15:14,14 16:19 18:8 20:4 22:12 22:18 23:5 24:11 25:3,7,14,14,18 25:20,21,25 26:5 26:10,11 27:1,25 28:2,9,12,25 30:14 31:7,13,14 31:17 33:25 34:3 34:21 35:2 37:8 38:2 98:24 147:4 147:7,25 173:24 174:4 189:23 198:20,24 199:1,9 199:12,14,17,25 200:6,8,22 201:22 202:1 203:10 213:15 230:8	231:7 234:5 <b>grouping</b> 15:8 <b>groups</b> 14:16 15:10 <b>guess</b> 15:4,6 18:18 31:20 164:21 182:6,12,13 214:5 <b>guidance</b> 52:19 149:14 197:18 198:19,23 199:1 199:12 202:14 217:9,18 222:12 228:19 <b>guy</b> 54:20 55:11 56:12,22,24 57:11 57:20 58:20,22 62:14 63:6 64:10 64:14,16 66:21 71:8 73:21 74:11 74:12 75:6 <b>guy's</b> 55:24 <b>guys</b> 24:2 <hr/> <b>H</b> <b>half</b> 19:8,24 57:22 103:15 127:14 171:25 189:25 236:14 <b>half-backed</b> 52:16 <b>Hammersmith</b> 195:22 <b>hand</b> 11:7 59:8 85:21 <b>HAND'</b> 56:8 <b>handed</b> 26:7 58:24 58:25 61:6 62:22 62:24 66:13 78:6 154:25 166:3 223:4 <b>handheld</b> 56:25 61:13 95:8,13 <b>handing</b> 59:9 78:24 <b>handle</b> 154:3 197:14 198:8 233:25 <b>handled</b> 172:7
--	---	---	---	---

221:18 <b>handling</b> 47:17 54:15 56:11 57:20 <b>handover</b> 136:14 221:23 232:24 <b>hands</b> 238:11 <b>handwriting</b> 64:4 <b>hang</b> 9:21 80:18 <b>happen</b> 13:21 24:24 68:1 109:6 212:18 231:5 234:25 <b>happened</b> 9:15 19:21 28:22 62:20 119:4 176:13 181:9 188:24 231:4 <b>happening</b> 9:17 11:8,21,21 12:19 13:24 26:20,21 96:16 159:24 228:21 233:16 <b>happens</b> 76:1 119:17 <b>happy</b> 194:6 235:9 <b>hard</b> 92:7,25 102:16,17 142:21 210:19 <b>harder</b> 229:20,20 229:20 <b>harp</b> 216:17 <b>Harriman</b> 123:4 137:23,25 <b>Harrington</b> 199:17 200:2 204:17,18 230:7 231:6,22 <b>hazard</b> 15:4 18:18 31:20 <b>hazards</b> 7:22 <b>he'll</b> 96:23 <b>head</b> 55:18,18 88:6 128:17 <b>heading</b> 5:24 <b>heads</b> 124:10 <b>healthy</b> 30:2,7	33:20 <b>hear</b> 1:4 10:5 15:5 26:11 44:3 57:11 57:14,15 72:22 76:11 149:1 168:6 <b>heard</b> 10:9 50:14 50:16 56:1 100:24 111:21 133:21 141:13 148:17,21 160:10 174:24 184:2,4 186:20 <b>hearing</b> 1:4 62:11 87:9 147:16 239:8 <b>heat</b> 37:21 78:16 101:19 102:7,8 217:22 226:1 <b>heat's</b> 37:21 <b>heavily</b> 76:24 <b>height</b> 50:11 117:18,25 121:22 122:5,8 132:13 178:25 <b>held</b> 50:18 59:14 83:25 112:13 135:13 138:10 145:23 <b>Helen</b> 165:4 <b>helicopter</b> 75:16,20 75:23,25 76:8,12 76:15 <b>helicopters</b> 76:7 <b>helmet</b> 50:3 65:2 101:16 125:9,22 <b>help</b> 12:12 68:4 79:9,22 82:13 84:24,24 87:23 101:19 108:11,21 108:25 111:2 152:24 177:1 191:15 206:6 219:1 227:15 <b>helped</b> 40:3 76:18 114:3 165:9 <b>helpful</b> 19:10 44:24 63:17 80:23 88:13	109:1,10 113:18 158:19 192:13 220:19 222:20 224:11 <b>helpfully</b> 47:14 <b>helping</b> 11:17 33:19 65:24 93:15 <b>helps</b> 39:25 <b>hierarchial</b> 208:5 <b>hierarchy</b> 207:19 208:2 <b>high</b> 42:7 53:12 117:25 121:19 127:4 128:16 139:4 <b>high-rise</b> 95:17 119:12 197:12,15 203:14 204:3 211:14,21 212:2 217:20 227:7 232:23 <b>higher</b> 6:9 8:17 9:15 21:6 59:20 61:6,7 62:14,16 62:21,25 63:5,8 63:23 73:20,21,24 73:25 74:12,13 78:2,11,15 79:13 121:16 148:23 149:22 167:7 <b>highest</b> 117:21 128:6 <b>highlighted</b> 62:2 <b>hindsight</b> 42:16 79:14 107:10 115:7,8 137:8 141:10 <b>hit</b> 128:22 <b>hitting</b> 77:13 <b>hoard</b> 13:25 <b>hoc</b> 200:22 214:11 <b>hold</b> 71:12 92:7 96:24 121:8 162:9 195:16 <b>holding</b> 10:14	41:25 69:20 133:20 134:2,8,11 134:15,21 180:6 <b>honest</b> 13:7 125:5 126:7 139:8 <b>honestly</b> 10:13 <b>hook</b> 127:24 132:14 132:16 133:1,3,5 133:6 <b>hope</b> 75:23 76:4,19 116:22 126:19 <b>hoped</b> 126:8 131:10 <b>hopefully</b> 46:10,11 46:15,18 82:1,2 111:3,4,7 144:10 176:22 196:21 202:24,25 210:23 215:20 225:11 <b>horizontal</b> 204:1 <b>hose</b> 48:23 49:10 49:20,22 69:14 77:7 120:23 126:24 127:4 128:4,16 129:17 133:4 135:22 138:5,8,11 139:4 <b>hoses</b> 48:25 49:1,15 49:17,17,17,18,19 53:24 54:1,3 76:22,24 77:1,3,8 77:11,13 135:17 <b>hour</b> 19:8,22,25 25:11 27:21 28:5 57:22 103:15 127:14 143:2 175:13 183:4 188:7 189:16,25 236:13 <b>hours</b> 65:21 66:3 129:15 141:17,23 171:25 182:19 184:20 <b>house</b> 203:23,25 205:3 212:20 217:18	<b>housed</b> 52:14 <b>huge</b> 11:3 224:9 <b>hundreds</b> 188:21 <b>hydrant</b> 123:15 126:14,17 131:16 <hr/> <b>I</b> <b>IC</b> 60:14 147:13 <b>IC's</b> 12:4 <b>ICP</b> 146:10,19,22 165:10 <b>ICU</b> 170:20 171:17 172:3,7,10 <b>idea</b> 63:15 151:19 152:14 182:23 187:18 <b>ideal</b> 95:19 162:23 <b>ideally</b> 157:23 <b>identifiable</b> 90:23 <b>identified</b> 92:17 98:8 186:24 <b>identify</b> 88:6 101:16 128:25 147:5 161:4 <b>identifying</b> 98:17 <b>identity</b> 64:18 <b>ignore</b> 114:14 <b>ignoring</b> 100:1 146:4 <b>imagine</b> 12:6 90:17 96:6 124:15 <b>immediate</b> 20:8 88:3 <b>immediately</b> 84:23 <b>imminent</b> 39:9 <b>impact</b> 10:20 180:24 <b>impart</b> 235:6 <b>imparted</b> 216:19 <b>implement</b> 23:14 119:5 <b>implementation</b> 203:1 205:8 <b>implemented</b> 202:24,25 203:3
--	--	--	--	---

<p>204:14  <b>implications</b> 51:1  <b>important</b> 154:8  160:16,19,21,25  163:22 216:12,14  237:14  <b>impossible</b> 52:15  227:5 228:24  229:5,16 234:5  <b>impression</b> 34:23  42:11  <b>improve</b> 36:20  201:1  <b>improvised</b> 127:16  <b>inadequate</b> 27:22  <b>inappropriate</b>  56:12  <b>inaudible</b> 85:25  <b>inbuilt</b> 124:6,13  <b>incident</b> 9:12 19:8  20:12 22:7 23:11  29:2 35:21,22,24  36:13,17,21 40:2  40:3 53:20 59:15  60:16,18,19 62:19  85:5 89:3 90:21  97:24 107:6,7  120:17 123:7  130:23 131:2  132:2 133:10,12  137:5,15 148:16  149:25 150:25  151:25 154:19  161:2 163:22,24  165:6 170:7 171:4  171:21 174:17,18  174:20 175:4,8,11  177:9,21,22 178:5  178:22,24 179:2  179:20,24 184:23  184:25 185:7,17  187:6,12 188:7  196:19 203:5,7,15  204:2,3 206:7,9  206:11,18,19,25</p>	<p>207:11,11,24  208:13,14 210:9  211:14,21,25,25  212:2,18 213:5,16  216:9,10,11,13  217:20 219:14,19  220:23 221:12,17  222:6 225:7,9,17  225:18,20,21,23  226:19 227:7  228:10 232:23  233:3,5  <b>incidents</b> 99:5  205:9 208:14  209:23,24 212:7  212:17 220:12  <b>include</b> 151:3,9  <b>included</b> 129:21  217:21  <b>including</b> 2:16  137:15  <b>incorrect</b> 220:18  <b>increase</b> 126:5  <b>INDEX</b> 239:10  <b>indicate</b> 116:1  128:18 194:4  220:20  <b>Indicates</b> 129:6,9  129:11  <b>indicating</b> 175:10  <b>individual</b> 95:4  164:2 203:5,10  206:14,25 207:12  208:3,21 211:16  216:13 223:5  225:8 230:14  233:13  <b>individuals</b> 55:10  147:5 169:19  188:23 203:10  224:10 225:23  234:6  <b>indoor</b> 163:5  <b>inform</b> 151:20  214:22</p>	<p><b>informal</b> 214:6  <b>information</b> 2:19  4:18 11:6,7 16:11  17:3,25 18:2,4  20:14,15 21:18  23:4,11 25:25  26:8,22,24 27:3  27:11,22 28:2  35:15 36:14,19  37:7,9 38:8 42:22  54:22 60:23 67:7  67:16 77:18,20  85:3 86:7,9 89:22  89:23 90:2,11  94:2,6 96:6,16  107:20 120:6  132:1,4 136:12,16  137:14,15,17  149:3,4,25 150:2  152:5 153:7,17  154:7,8,9 156:3,5  160:1 161:14,15  161:18 165:18,23  167:9 168:20,23  176:13 177:4  182:8 188:10  198:1,2 203:7,9  204:12 221:25  223:3 225:10,12  225:15 226:9,12  226:14,22,24,25  227:3,6,12 228:20  228:25 229:2,12  233:8,10,10,14,19  234:23  <b>information-gath...</b>  160:2 161:3  <b>informative</b> 231:25  <b>informed</b> 174:17  174:18  <b>ingress</b> 51:11 69:11  69:12  <b>initial</b> 69:8 76:13  97:12 135:20  155:10</p>	<p><b>initially</b> 14:6 21:15  29:1,10 69:18  74:3 87:20 113:8  197:21 203:22  <b>injured</b> 133:9  <b>inoperative</b> 52:17  <b>input</b> 200:2 201:8  202:18 219:1  234:14  <b>inquiry</b> 1:17,21  3:11,14 47:4 83:4  107:14 111:2,19  144:22 193:16  194:2 239:11,19  <b>inside</b> 5:12 65:20  70:4 74:23 87:12  104:19 123:8  130:24 159:21  <b>Insofar</b> 2:23 3:5  <b>instance</b> 163:4  <b>instructed</b> 9:23  <b>instruction</b> 120:17  183:24 184:1  <b>insufficiency</b> 99:21  <b>insufficiently</b> 76:15  <b>intend</b> 47:15  111:22 120:4  <b>intended</b> 232:3  <b>intending</b> 155:12  159:12 222:11  <b>intense</b> 225:4  <b>intention</b> 157:21  158:4  <b>interaction</b> 19:19  <b>interest</b> 60:7  199:15  <b>interested</b> 206:22  <b>interior</b> 54:1  <b>internal</b> 49:23  53:24 137:3  150:14 166:8  <b>interrupt</b> 38:23  56:12 61:25  <b>interrupted</b> 49:12  <b>intervals</b> 226:20</p>	<p><b>interview</b> 145:4,6,8  <b>invaluable</b> 192:9  <b>investigations</b> 44:6  194:3  <b>invite</b> 44:16 140:19  150:15  <b>invited</b> 215:17  <b>involve</b> 118:24  206:3  <b>involved</b> 21:15  26:10,17 28:12  31:25 37:10 40:4  58:19 85:4 91:6  94:14 120:10  149:14,14 158:20  203:15 234:6  <b>involvement</b>  111:25 131:20  <b>involves</b> 196:19,23  <b>irrelevant</b> 216:10  219:14,18 229:8  <b>Islington</b> 195:19  <b>issue</b> 7:4,4 20:18  21:4,25 22:14  104:1 124:4  125:25 179:16  180:23 181:24  <b>issues</b> 39:17 51:16  72:15 83:14 119:4  189:7 196:19  197:6 209:9  <b>IT'</b> 56:9  <b>items</b> 233:7</p> <hr/> <p style="text-align: center;"><b>J</b></p> <hr/> <p><b>jacks</b> 117:12  <b>James</b> 156:2  <b>January</b> 145:4  214:5  <b>Jason</b> 109:25  110:15,23 239:16  <b>Jennings</b> 231:23  <b>jet</b> 120:4,8,15  <b>jigsaw</b> 142:12  <b>job</b> 12:23 36:6 79:8</p>
--	--	--	---	--

88:22 116:20 146:4 160:13,25 <b>jobs</b> 31:25 85:23 <b>John</b> 218:14 <b>Johnson</b> 192:20,24 193:12,14,15,17 193:21,25 235:21 237:1,4 238:19,24 239:19 <b>join</b> 198:23 199:16 <b>joined</b> 47:20 145:21 199:25 205:15 217:13 218:17 <b>jointly</b> 200:1 <b>Joseph</b> 187:19 <b>judgement</b> 63:9 113:25 <b>July</b> 100:24 <b>jumping</b> 136:25 162:18 173:5,25 <b>June</b> 112:13 145:23 146:3 195:18 208:15 214:18	21:10 22:8,10 27:5 30:10 32:6 32:24 36:17 39:9 137:6 190:7 213:6 234:18,20 <b>King</b> 109:25 110:13 110:15,17,23,24 111:21 113:17 118:18 139:25 140:2,4 141:6,7 142:6 239:16 <b>Kinnier</b> 45:20,22 46:1,3,6,7 62:5,6 79:22 80:6,11,14 81:8,9,13,16,20 82:10,13,20,22 108:11,15 109:8 109:18,21,24 110:16,22 113:22 139:24 140:21,25 141:7 142:5,16,19 143:4,13,14,18,21 189:4 191:24 192:6,18,19 193:2 193:6 239:13,15 239:16,18 <b>Kinnier's</b> 189:10 <b>Kipling</b> 84:16,23 85:9,14 86:7,12 87:5,9,18 88:7 89:17 90:20 91:14 92:13 94:1,7,24 95:5 96:4,12,17 96:22 97:1 103:1 110:1,7 143:15,17 143:19,23,24 150:10 175:7 189:4 191:24 192:3,6 239:17 <b>Kipling's</b> 142:19 <b>kit</b> 39:25 84:21 85:12,12 99:19 101:23 103:16 <b>knew</b> 10:14 15:22 24:4 28:13 33:13	37:4 40:25 49:5 92:3 105:12,13 148:17 157:6 158:16 159:17 166:15 169:8,9,12 169:25 172:15 173:11 183:23 <b>knock</b> 87:3 <b>know</b> 2:22 4:10 7:2 7:5,9 8:16 9:2,3 9:18 11:16,18 12:13 13:8 14:24 15:25 16:6 17:13 17:21,22 18:1,10 18:14 19:5,7 21:8 21:15,15,17 22:15 23:19,25 25:5,17 26:2 28:11 31:24 37:3 39:9 40:3,4 41:15 42:6 43:8 49:7 50:4 53:11 54:8 55:24 56:16 57:8,10 59:2,7 61:4 62:14,20 63:8 64:18 65:22 82:10 86:15 87:10 90:14,21 94:17,18 95:7 96:3,3 97:24 98:1 100:16 101:22 102:11,25 105:8 106:12,14 107:9 108:20 109:6 123:12,13 125:10,18 127:7,9 130:2 134:5,25 135:8,17 139:17 140:1 143:8 146:17 155:6 160:21 162:16 165:4 168:16,19 168:20,22 170:9 173:11 175:3 184:25 186:11 188:9,22,23,25 189:2 191:3,10,14	192:4 199:13,15 201:25 202:2 204:13,15,23 207:13 212:17,20 219:14 230:9,14 233:14 234:5,21 238:3 <b>knowing</b> 25:5 35:8 152:16 <b>knowledge</b> 18:10 101:18 123:14 139:17 215:4 235:1 <b>known</b> 96:13 209:17,19	<b>larger</b> 206:10 <b>Larner</b> 220:13 <b>lashed</b> 133:2 <b>lasts</b> 105:22 <b>late</b> 219:4 <b>latest</b> 188:15 <b>lay</b> 187:20,22 <b>laying</b> 76:25 <b>layout</b> 8:8 166:8,12 <b>layouts</b> 166:18 <b>lead[sic]</b> 75:20 <b>leader</b> 207:13,17 207:20,20,24 208:1,3 <b>leaning</b> 54:21 55:1 55:7,19 <b>learn</b> 228:13 <b>learned</b> 179:15 <b>learnt</b> 107:20 <b>leave</b> 45:1 <b>leaving</b> 16:18 50:18 178:8 <b>led</b> 5:1 76:3 142:3 201:18 203:19 <b>Lee</b> 173:2 <b>left</b> 52:9,16,17 87:17 114:17,18 115:14 117:4,6 138:23 157:5 159:19,22 162:7 228:10 <b>left-hand</b> 128:23,24 129:8 226:8,9 <b>legend</b> 129:7 <b>leisure</b> 88:10,13 91:22 114:5 134:2 162:1,7 164:11,18 165:11 182:15 185:16 <b>lengthy</b> 143:4 <b>let's</b> 41:4 43:23 49:9,9 62:15 168:1 186:6 212:19 222:7 227:15 228:2
<b>K</b> <b>Kazmanli</b> 136:21 137:11 <b>Keane</b> 123:12,13 125:6 <b>keen</b> 218:19 235:20 <b>keep</b> 1:22 6:2 70:6 70:7 82:12 142:2 185:13,22 214:8 229:8 <b>keeping</b> 92:7,8,8 154:3 <b>Kensington</b> 88:13 117:5 162:7 <b>Kent</b> 220:13 <b>kept</b> 24:1 176:17 <b>key</b> 101:3 <b>kind</b> 4:14 5:9,19 6:9,16 10:7,25 14:3,5,11,16 18:2				
			<b>L</b>	
			<b>lack</b> 125:24 <b>ladder</b> 113:10 115:11 117:21,22 119:2,19 122:12 122:25 123:15,19 123:23 124:3 127:6 128:21 129:2,5 138:23,25 139:6,15,16,18 141:9 <b>ladders</b> 51:24 <b>lady</b> 50:17 <b>laid</b> 77:11 <b>Lakanal</b> 197:25 203:23,23,25 205:3 217:18 <b>LALO</b> 207:3,6 <b>LALOs</b> 206:22 <b>LANCASTER</b> 113:23 <b>landing</b> 13:16 <b>Lane's</b> 128:12 <b>lapse</b> 98:6 <b>large</b> 25:21 162:9 171:22 211:24 217:19 <b>large-scale</b> 203:14 <b>largely</b> 183:13	

<b>level</b> 7:20 8:10 9:20 12:2 13:16 14:1,8 14:15 19:2,16 20:23 62:25 65:19 122:21 126:22 <b>levels</b> 167:7 <b>LFB</b> 2:24 3:3 47:20 48:9 77:2 83:18 112:11 118:11 129:24 145:21 196:5 209:14 213:20 215:2,5,13 216:3,6,20 219:2 231:20 235:1 <b>LFB's</b> 112:25 <b>LFB000000173</b> 150:9 <b>LFB000000189</b> 118:10 <b>LFB00001922_33</b> 58:8 <b>liaise</b> 161:16 <b>liaised</b> 30:3 32:10 <b>liaising</b> 8:25 27:1,2 98:16 <b>liaison</b> 207:4 <b>life</b> 19:17 22:8 38:7 119:13 120:2 238:11 <b>lift</b> 8:2 33:12,15 42:7,8,17,18,21 42:24 43:1,1,2,4,5 43:7,10,16,17,22 121:15 <b>lifts</b> 41:23 42:4,6,14 42:19 43:12,13 <b>light</b> 1:18 7:2 66:2 205:2 <b>liked</b> 36:20 232:8 <b>likelihood</b> 51:2 <b>likes</b> 219:19 <b>limit</b> 6:10 163:11 <b>limitations</b> 166:25 <b>limited</b> 4:24 5:3 131:9 167:6 191:1	212:16 <b>line</b> 22:22 39:22 48:15,19 54:17 56:5 67:20 71:24 94:22 106:23 113:16 120:25 123:19 133:19 137:1 152:3 154:13 155:11 170:19 172:10,20 173:7 223:6 225:12 <b>linear</b> 225:21 <b>lined</b> 15:11 115:9 <b>lines</b> 15:17 17:12 21:24 24:22 28:24 50:1 51:23 53:10 61:19 64:7 75:18 96:11 105:4 116:12 124:24 127:1 129:13 133:2 135:6 136:6 147:1 174:2 177:2 185:12 198:18 230:1 <b>link</b> 34:16,18 35:4 160:18 <b>links</b> 18:15 <b>list</b> 4:10 21:5 63:25 203:17 <b>listening</b> 65:2 221:9 221:16 <b>lit</b> 163:5 <b>literage</b> 118:4 <b>literally</b> 65:2 69:16 71:12 <b>litres</b> 122:2,3,10,17 131:16 <b>little</b> 27:8 32:3 42:2 124:10 142:11 158:19 166:20 174:8 207:15,15 229:1 <b>lives</b> 68:11 <b>load</b> 172:16	<b>loads</b> 23:8 147:2 <b>lobbies</b> 7:24 <b>lobby</b> 4:25 7:25 13:3 18:13 135:6 135:9 <b>local</b> 207:3 <b>located</b> 65:18 146:10 164:25,25 <b>locating</b> 92:17 162:20 <b>location</b> 106:5 132:1 158:13 226:10 <b>Loft</b> 60:14 91:6,9 94:1 147:10,11 154:16,18,20,24 155:5 156:14 157:19 159:11 162:11 167:18,20 168:9,17 184:11 185:8 236:6 237:10 <b>log</b> 175:4,8 178:6 <b>loggist</b> 202:7 <b>logistical</b> 149:12 <b>logistics</b> 174:16 <b>London</b> 196:7,9 197:3 200:7 208:17 213:7 219:20 220:14 230:17 231:9 232:8,9 238:6 <b>long</b> 19:20 33:8 57:19 66:24 83:20 112:9 120:19 127:10 129:13 132:19 135:12 165:17,21,24 167:12 182:17 202:9 <b>longer</b> 105:22,23 119:13 141:1 196:2 236:5 <b>look</b> 5:7,8 6:5,11,12 7:9,15,24 8:2	11:25 24:25 29:23 52:10 55:7 61:4 63:17 84:17 113:18 116:21 128:16,21,23 150:7 168:1,1 176:8 194:10 198:15 203:13 217:10,10 222:7 222:22 226:3,17 <b>looked</b> 35:13 72:15 75:1 115:19 141:17 166:16 201:9,21 <b>looking</b> 6:1 10:7 37:25 48:24 51:22 51:25 53:13 67:21 69:19,20 70:11,14 76:9 86:1 115:17 128:25 131:23 136:9 138:2,21 150:23 156:23 157:15 158:10 159:11 167:16,24 168:6,16 180:16 187:13 188:12 204:3 216:20 226:8 227:8 <b>looks</b> 8:8 13:20 55:21 177:12,13 221:23 <b>loop</b> 20:14,14 <b>lorry</b> 174:14 212:1 <b>lose</b> 102:11 <b>lost</b> 68:11 102:12 <b>lot</b> 5:19 6:8 8:13 15:20 29:7 30:11 30:17 49:17 67:4 69:22 72:3,17 76:5 79:14 89:4,4 105:22 106:25 107:16 158:14,15 159:18 161:2 162:15 185:3 213:8 217:3	221:24 232:9 236:15 <b>lots</b> 4:7,7 12:10 176:2 232:8 <b>loud</b> 74:21 <b>loudhailer</b> 124:17 <b>Louisa</b> 66:10 <b>low</b> 171:20 186:11 <b>low-rise</b> 204:2 <b>lower</b> 19:18 43:8 61:5,7,23 62:7,16 62:25 63:5,23 66:18 73:25 78:11 78:18,19 <b>lowest</b> 186:3 <b>LPP</b> 135:18 <b>luck</b> 113:24 <b>lunch</b> 140:2,14 142:8,23,25,25 143:3,5
<hr/>				
<b>M</b>				
<b>machine</b> 52:6,10,15 85:21,24 119:3,8 <b>magnify</b> 88:3 124:18 <b>main</b> 39:14 54:4 65:13 69:11 70:1 71:25 83:13 84:25 87:16,18 88:7,21 96:1 117:15 126:19 134:11,15 138:12 145:15 147:24 148:1,5,6 149:12 150:24 151:3 152:12 153:4,5,9,14,16 154:2 155:13 157:17,21 158:12 158:20,22 159:5 162:1 163:20 164:24 165:8,11 169:25 174:9,13 174:22 177:15 186:7 187:1				

190:17 205:25 221:20 225:1,11 225:11 233:4 <b>maintain</b> 30:3 32:11 163:23 <b>maintained</b> 30:2 <b>maintaining</b> 32:1 33:20 <b>major</b> 174:17,18 <b>majority</b> 170:11 <b>making</b> 31:12 42:25 43:3 69:20 75:8 79:4 105:11 145:7 151:3 158:2 215:13 <b>male</b> 125:20,21 <b>man</b> 54:25 55:11 73:7,12 74:18 133:8 207:18 <b>manage</b> 21:5 25:17 25:19 92:10 <b>managed</b> 9:13 12:18 52:5 74:22 128:15 170:1 <b>management</b> 19:7 34:2 56:4 150:25 <b>manager</b> 4:1 6:3,4 8:12 10:18,21 11:9,14,19,24 12:22,25 13:1,4,8 14:7,22,22 15:7 18:9 20:4 22:13 22:18 23:5 24:12 25:3,7,14,15,18 25:20,21,25 26:5 26:10,11 27:1,25 28:3,9,12,25 30:14 31:7,13,14 31:17 32:11,14 33:2,19 34:1,3,21 35:2 37:8 38:2 48:2,25 51:13 53:19,23 59:4 63:3,4 65:1 84:7 84:16,22 85:9,14	86:12 87:5,18 88:7 89:17 90:20 91:6,9,14 94:1,2,6 95:5 96:4 98:24 111:22 115:18 116:18 120:25 121:10 122:19 123:3,22 124:6,25 126:12 131:5 133:20 134:24 136:14,15,21 137:11,25,25 143:15 145:24 146:5 147:7,10,11 148:1 153:15 154:16,18,24 155:5 156:14 161:11,16 162:11 165:4 193:14 195:19,22,25 199:17 210:24 211:11,11,12 215:8,17,19,20,22 215:23 217:16 218:3,7,8,12,13 220:11,22 230:8 230:22 232:24,25 233:1 <b>managers</b> 12:16 16:19 95:21 137:22 147:4,4 199:10,10 200:6 208:10,10,17,17 208:21 211:3 212:22 213:10,12 213:13,15,15 216:19,24 217:2 <b>managing</b> 9:19 10:2 13:15 17:9 18:13 154:21 <b>manner</b> 42:19,25 127:11 208:5,5 <b>manuscript</b> 110:3,7 <b>map</b> 46:19 114:6,8 116:2 144:6	146:14,17,18 155:16 162:2 222:8 <b>mapping</b> 206:17 <b>March</b> 194:12 <b>mark</b> 43:22 110:23 139:4 <b>marked</b> 114:8 155:23 162:2,5 <b>marshalling</b> 158:22 180:8 <b>MARTIN</b> 1:3,8,11 2:18 3:9,12 44:7 44:10,13,20 45:6 45:8,12,15,20,25 46:4 61:25 62:5 80:2,9,12,15,21 80:25 81:3,8,12 81:14,17 82:9,12 82:15 108:14,16 108:24 109:3,6,9 109:18,22 110:17 113:17 140:4,8,11 140:16 141:3 142:6,14,17,24 143:9,13,16,19 189:8,21 190:13 190:21 191:4,14 191:17,20,24 192:3,11,16,18 193:1,3,10,13,17 235:11,21,24 236:2,8,11,20,22 236:25 237:4,16 237:19,22,25 238:9,14,22,24 239:3,6 <b>massive</b> 101:1 <b>massively</b> 102:7 228:23 <b>master</b> 228:15 <b>match</b> 154:6 <b>material</b> 50:3,4,8 <b>materially</b> 110:5 <b>matter</b> 1:10 22:19	33:4 54:15 190:21 <b>matters</b> 3:1,2 79:25 110:5 111:23 145:13 163:15 <b>maximise</b> 10:20 <b>maximum</b> 118:3 223:24 <b>mayhem</b> 4:5 6:15 11:10 <b>Mayor's</b> 206:23 <b>mean</b> 25:16 27:10 34:17 35:18 36:12 36:13,25 42:21 96:18,21,22 138:15 152:8 163:25 167:4 170:24 181:2,5 187:23 188:8,21 190:11 209:2 219:16 224:6 226:9 229:5 231:14 <b>meaningful</b> 172:14 <b>means</b> 49:4 51:6 90:15 177:1 <b>meant</b> 158:7 <b>measures</b> 77:2 <b>mechanism</b> 183:15 <b>media</b> 77:6 139:3 <b>meet</b> 179:2 181:3 200:12,23 <b>meeting</b> 202:10 231:6,7 <b>meetings</b> 202:1,4,8 202:12,19 205:1 <b>members</b> 76:5 97:22 187:17 <b>memories</b> 145:9 <b>memory</b> 9:11 16:4 126:15 146:14 150:15 175:21 176:11 182:19 <b>mention</b> 139:20 197:17 198:17 <b>mentioned</b> 154:1	158:23 214:10 219:13 221:15 233:2,17 <b>Mercedes</b> 139:4 <b>Merton</b> 38:11 <b>message</b> 5:21 34:8 44:19 45:2 57:12 161:1 165:10 170:21 171:16 175:10,21 176:11 176:12,22 177:1,3 177:8,11,12,13,18 177:25 178:7,11 178:12,19 182:3,5 182:11 206:15 216:22 220:21 221:13 <b>messages</b> 56:24 58:16 62:11 148:17 160:21,21 172:12 175:22 206:13,16 216:19 220:24 221:16 <b>met</b> 84:22 85:14 87:20 195:2 200:13,20 <b>MET00005344</b> 194:20 <b>MET00013235</b> 194:13 <b>MET00015731_1</b> 63:24 <b>MET00015750</b> 146:21 155:19 162:3 <b>MET00015802</b> 116:2 <b>MET00016854</b> 88:2 114:7 <b>MET00016971</b> 195:5 <b>MET00016972</b> 195:5 <b>MET00016974</b> 195:5
---	---	---	---	--

<b>MET00016975</b> 195:5	10:6 12:2 13:2 14:7 52:16 65:19	179:12 189:25 192:23 193:1	183:21 239:13,14	137:13 163:14
<b>MET00016997</b> 195:6 220:4	71:10,14,22 72:7 74:7 75:5	201:25 235:10,11 235:18	<b>MOORE-BICK</b> 1:3,8,11 2:18 3:9	204:19 230:3
<b>MET00016998</b> 195:6	<b>middle</b> 25:1 28:18 72:9	<b>mirrored</b> 217:19	3:12 44:7,10,13 44:20 45:6,8,12	<b>moves</b> 224:3 228:21
<b>MET00016999</b> 195:6 221:22	<b>midst</b> 180:10	<b>missions</b> 59:23 60:2 67:8 148:10	45:15,20,25 46:4 61:25 62:5 80:2,9	<b>moving</b> 28:17 33:22 59:14 97:1
<b>MET00017000</b> 195:7	<b>Mike</b> 48:20 49:5,6 51:15	<b>mistake</b> 196:9	80:12,15,21,25 81:3,8,12,14,17	202:6 229:1
<b>MET00017001</b> 195:7 220:2	<b>Millett</b> 1:6,7,9,12 1:14 2:22 3:10,15	<b>misunderstanding</b> 179:15	82:9,12,15 108:14 108:16,24 109:3,6	<b>Mulholland</b> 98:24 99:2
<b>MET00017002</b> 195:7 224:12 232:14	44:1,7,9,12,15 45:10,14 192:21	<b>Mm-hm</b> 66:1	109:9,18,22 110:17 113:17	<b>multiple</b> 198:8,11 203:15,16 204:9,9
<b>MET00017002_0...</b> 222:22	193:10,11,14,19 193:20 235:8,13	<b>mobile</b> 48:6 56:25 57:1 61:13 95:8	140:4,8,11,16 141:3 142:6,14,17	212:2 220:12
<b>MET00017004</b> 195:7	236:13,21,24 237:3,7,18,21,23	95:12,16,22 96:12 131:24 159:13	142:24 143:9,13 143:16,19 189:8	<b>multiple-floor</b> 166:15
<b>MET00017005</b> 195:8 228:2	237:24 238:1,8,11 238:21,23	160:10 167:18 168:3,9	189:21 190:13,21 191:4,14,17,20,24	<b>Myatt</b> 1:5,8,11 3:13 3:15 44:2,10,17
<b>MET00017006</b> 195:8	<b>million</b> 4:5,6 <b>mind</b> 34:23 49:14	<b>mobilisation</b> 112:24 146:7	192:3,11,16,18 193:1,3,10,13,17	44:21 45:23 239:11
<b>MET00017007</b> 195:8 228:11	53:11 56:15 76:19 86:23 90:8 118:10	<b>mobilised</b> 48:5 84:12 220:11	235:11,21,24 236:2,8,11,20,22	<b>N</b>
<b>MET00017008</b> 195:8	166:21 186:13 212:15 220:3	221:11 <b>mobilising</b> 181:14	236:25 237:4,16 237:19,22,25	<b>name</b> 46:8 55:24 56:1 59:7 81:24
<b>MET00017598</b> 195:6	235:15 238:25 <b>mine</b> 82:6 83:10	<b>mode</b> 68:7 123:20 <b>moment</b> 4:3,11,19	238:9,14,22,24 239:3,6	82:10 110:22 143:21 193:24
<b>MET16970</b> 195:9	227:25 <b>minimum</b> 186:18	11:17 19:24 189:8 192:5 198:14	<b>morbid</b> 141:24 <b>morning</b> 1:3,7,12	<b>names</b> 13:9 91:15 156:10 161:13
<b>metal</b> 117:1 132:19 132:20	<b>minor</b> 3:3 <b>mins</b> 19:22 175:12	226:3 237:1 <b>moment's</b> 187:9	42:3 81:20,21 103:8 110:1	169:22 <b>natural</b> 11:24 201:23
<b>meterage</b> 133:6	<b>minute</b> 22:20 33:5 72:25 73:1 103:20	<b>moments</b> 22:15 <b>monitor</b> 71:9 118:1	160:11 235:15,22 <b>MoU</b> 3:1	<b>naturally</b> 24:24 <b>nature</b> 100:8
<b>method</b> 67:21	122:10,17 131:16 226:19,20 228:20	118:4 122:11 127:15 220:23	<b>mound</b> 69:14 <b>mouth</b> 96:15,18	105:19 151:10 152:12 166:24
<b>Methodist</b> 114:13 114:15	228:20 <b>minute-taker</b> 202:7	206:21 221:16 <b>Moore</b> 46:1,2,4,9	<b>move</b> 4:15 5:10 6:1 11:1,1 14:11	184:23 <b>near</b> 2:15 63:10
<b>metres</b> 114:12 116:8 117:23	<b>minutes</b> 5:18 6:20 11:15,18 30:20	47:7 48:16 55:3 62:1 77:22 79:22	28:13 74:25 82:7 124:9 139:22	71:25 134:9,13 156:18 157:8
127:25 141:9,10	57:23 79:24 80:9 81:4 85:13 103:15	80:15 81:11,13,15 81:17,25 82:13,20	206:7 230:10 235:8	233:18 <b>nearby</b> 152:6
<b>metres/2</b> 127:25	105:2 108:12 120:22 140:10,11	85:7 88:5 108:11 108:16 109:13,20	<b>moved</b> 4:4 7:19,20 14:14 22:21 25:2	<b>nearer</b> 7:17 <b>nearest</b> 125:6
<b>Meyrick</b> 134:24	141:2 164:14,16 167:19 168:10	156:2 161:8 165:9 165:15,21 166:7	29:16,17,19,21 43:8 65:17,22	<b>nearly</b> 234:5 <b>necessarily</b> 7:15
<b>mezzanine</b> 3:23 4:25 5:9,11,13 7:20 8:10,15 9:16				58:23 121:1 122:1 154:14 160:3



188:8 190:11 <b>necessary</b> 90:9 96:5 110:10 162:14 187:6,14 192:22 230:4 <b>need</b> 3:25 6:13 11:25 12:18 13:17 13:18 15:14 24:11 26:2 28:11 30:12 30:22 33:13 44:10 45:4,8 47:7 49:11 49:17 67:13,14 69:5 80:18 86:20 86:22 92:13 93:16 97:7 108:2,3,17 108:21 109:13 117:17 120:11 121:1 122:1,9,11 124:19 129:1 130:21 136:4 139:19 143:2 147:20 148:12,14 149:16 152:4,13 154:14 158:24 159:2,3,4 160:3 160:20 163:17 171:12 178:1 180:12 191:14 193:1 194:4 201:17,18 206:11 208:22 237:16 238:5 <b>needed</b> 4:4,6 6:16 11:5 13:17 14:8 26:15 27:9 29:7 32:19,21 35:1 39:18 40:24 56:16 69:13 84:24 86:24 93:18 95:1 99:18 103:3,21 138:4 152:22 157:6,14 157:25 170:21 171:3,5 172:18 176:15,20 177:10 178:21 179:13	185:13,22 187:7 216:15 224:4 234:8 <b>needing</b> 119:5 <b>needs</b> 14:17 32:17 <b>Neil</b> 200:2,3,5 204:17 <b>neither</b> 96:25 <b>nervous</b> 238:2 <b>never</b> 1:21 30:14 54:3 64:2 88:20 96:13 119:5 156:15 163:13 186:8 190:18 209:10 212:11 213:22 220:3 230:3 <b>new</b> 77:1,11 103:21 104:9,15 127:24 136:14 197:23 217:14 233:10,15 <b>newer</b> 43:17 207:15 <b>NICHOLAS</b> 3:13 239:11 <b>Nick</b> 160:12,17 <b>night</b> 12:14 19:4 22:6 23:18 38:18 39:24 42:22 48:5 59:2 68:6 73:3 78:12 84:2 85:24 89:5 91:10 94:10 95:11 97:6 106:13 106:18 107:22,25 112:2,24 113:4 118:21 119:5,20 119:25 125:13 128:7 132:6 145:9 145:16 146:4 153:19 167:12 172:8 181:3 185:25 195:18 208:15 210:2,3,14 <b>nine</b> 127:1 209:1 212:16 <b>Nodded</b> 207:7	<b>noise</b> 72:22 162:15 162:16 <b>nominal</b> 85:22 116:19 <b>non-BA</b> 14:16 <b>non-use</b> 209:13 <b>normal</b> 24:22,23 25:22 57:2 89:3 115:10 126:16 127:11,14 <b>normally</b> 84:25 85:20,20 89:2,8 95:10 98:20 103:19 116:22 119:1,11 124:9,14 132:21 141:25 210:20 <b>north</b> 221:2,3 <b>note</b> 30:24 77:16 111:8 121:3 124:25 125:14 127:18 128:9 136:6 144:25 160:4 163:16 <b>notes</b> 9:22 29:23 46:16 48:22 94:5 94:9 110:2,3,4,6,7 125:12 142:20,20 143:4 144:11,14 145:2,7 153:2 155:4 163:16 171:19 178:13 194:19 202:4,5 <b>notice</b> 4:20 10:11 187:10 233:6 <b>noticeable</b> 72:14 <b>noticed</b> 39:7 65:16 72:14 <b>notify</b> 98:18 <b>noting</b> 180:5 <b>November</b> 82:3 83:18 111:5 <b>November/Dece...</b> 218:22 <b>NOW'</b> 64:17	<b>number</b> 30:2,7 31:2 52:25 56:15 56:15 57:16 80:6 141:16 149:6 150:7 169:1 171:22 174:11 181:23 185:15,17 185:24 186:1,3 188:16,18 195:2 199:9 212:14 223:5,11,11,13,15 223:18 224:9 226:10 229:17 234:1 <b>numbering</b> 222:21 <b>numbers</b> 11:3 30:4 32:12,12 58:5 61:3 91:15 94:12 95:2 99:6 169:20 171:7 <b>numerous</b> 71:7 217:21 230:6 <hr/> <b>O</b> <hr/> <b>o'clock</b> 5:16 39:10 57:25 <b>O'Keeffe</b> 58:25 59:2 63:3,4,13 66:13 <b>oath</b> 140:2,3 <b>observation</b> 78:4 <b>observe</b> 9:23 12:25 202:4 <b>observed</b> 20:2 93:9 <b>obtain</b> 156:6 <b>obtained</b> 89:17 95:25 <b>obvious</b> 21:11,12 22:14,16 99:20 100:7 103:16 119:16 160:8 163:18 <b>obviously</b> 4:13 5:21 6:4 7:13 19:6 20:5 22:4 44:7	66:23 85:11,24 87:1,2 89:3,4 92:22 98:21 102:7 103:24 105:23 117:14 120:9 125:24 170:19 223:22 237:1 238:19 <b>occasion</b> 16:5 65:17 66:8 116:24 <b>occasions</b> 15:22 36:7,23 70:18 71:7 170:8 <b>off-the-cuff</b> 237:20 <b>offer</b> 238:8 <b>offered</b> 213:10 <b>office</b> 206:23 <b>officer</b> 9:2 11:17 31:15,19,23 40:12 51:17,20 62:18 64:25 66:10,14 68:13,19,20 69:6 69:8,9 70:1 73:13 73:19 76:6 78:5 89:8 108:8 126:2 130:3,19,20 151:2 151:7 153:9 160:19 161:23 173:4 174:16 205:25 206:2,5,6 206:13,14,18 207:4,10,16 208:5 210:11 211:11 215:7 221:10,13 225:14,14,22 <b>officers</b> 18:12 36:15,15 42:23 53:20 65:11 66:12 70:4 89:6 129:25 129:25 130:3,6 147:3,17 205:14 206:21,21,21 215:6 220:11 <b>officers'</b> 79:8 <b>Oh</b> 62:4 100:22
--	---	---	--	---

101:15	118:22 122:24	<b>ordering</b> 61:24	<b>overseeing</b> 216:25	116:11 118:16
<b>OIC</b> 85:20	125:7 131:12,23	66:22	<b>oxygen</b> 37:22 75:12	120:24 123:18
<b>okay</b> 16:25 18:17	132:7 157:22	<b>orders</b> 94:24 97:5		124:23 126:25
21:12 65:5 69:4	209:3	<b>organisation</b> 11:2	<b>P</b>	128:12 129:12
73:17 82:8,21	<b>operation</b> 68:5	<b>organise</b> 157:13	<b>package</b> 198:4,10	131:21 132:9,10
83:11 98:23	83:13 88:21 91:7	163:6	198:12 205:17	133:18 135:5
108:23 112:7	111:25 112:22	<b>organised</b> 137:3,12	214:6 215:11	136:2,6 137:1
115:3 129:10	113:6	<b>organising</b> 9:5,9	216:5,21 222:5,13	138:2,21 139:20
130:10 133:15	<b>operational</b> 106:1,3	<b>original</b> 52:10	223:10,16,23	146:25 147:24
134:23 136:24	118:11 146:5	199:23 229:18	224:3,17 225:24	150:3,4,13,17
169:21 170:17	171:1 174:9,12	232:22	229:2,12 230:10	152:2,3 153:12,18
172:1 173:16,22	196:18 208:13	<b>originally</b> 52:8	230:23 231:8	154:12 156:1,1,23
175:2 194:7 196:2	210:9 211:13	74:10 127:22	232:13,21	157:4 160:5
201:13 222:24	212:7	<b>ORT</b> 36:12	<b>packages</b> 205:2,7	162:19 163:17
224:18 238:4	<b>operations</b> 5:7,12	<b>orthodox</b> 163:2	212:4 213:18	165:13,14 166:5,6
<b>old-style</b> 43:15,16	93:3 113:9,9	<b>OS</b> 196:14,17,24	215:14 216:5,20	167:16,17 168:1,2
<b>on-station</b> 217:2	130:3	197:5	216:21	169:13 170:13
<b>on.'</b> 36:8	<b>operative</b> 225:8	<b>OSU</b> 104:9,16	<b>packs</b> 106:9 174:10	172:5,5,19 173:6
<b>once</b> 28:23 43:21	<b>opinion</b> 8:9 35:10	106:5,8,12,17	<b>pad</b> 54:23,23 63:22	174:1,2 175:5,6
63:13 77:11 93:23	35:10,12 78:13,13	<b>OSUs</b> 176:3	86:13 223:4	176:7,7,21 178:5
113:9 120:23	107:5 232:2	<b>ought</b> 144:4	<b>Paddington</b> 97:14	179:6,8 180:16,17
151:10 157:18	<b>opinions</b> 36:16	<b>OUT?'</b> 64:15	123:12	181:25 182:2
165:2 173:19	<b>opportunity</b> 110:9	<b>outcome</b> 77:14	<b>Paddington's</b>	185:11 196:13,15
186:7,21 188:3	211:10,12	211:6	115:10,23 117:3	198:15,17 205:23
189:1 208:19	<b>opposed</b> 15:9 31:7	<b>outdated</b> 209:8	122:24 123:15	208:7 215:16
214:23,23 225:13	95:8,13	<b>outset</b> 90:8,11	128:21	217:10,12 220:2,4
233:24 234:1	<b>ops</b> 195:25	<b>outside</b> 5:22 7:2	<b>page</b> 3:18,20 13:12	220:5,21 222:7,14
<b>one-appliance</b>	<b>optimal</b> 117:18,25	12:6,7 32:22	13:13 15:17 18:23	223:7 224:14,15
208:18	118:2,3 122:5,8	33:17 34:9 35:11	19:11,11 20:16	226:6 227:8,9,16
<b>one-dimensional</b>	<b>optimum</b> 122:10	41:24 49:18 51:8	22:23 24:25 28:17	227:19,20 229:21
35:11	<b>option</b> 116:14,17	53:20 54:4 70:9	29:24 33:22 34:13	229:23,25
<b>ones</b> 58:11 94:11	<b>orange</b> 29:5 91:3,3	75:13 86:22 87:19	37:12,12,16 39:12	<b>pager</b> 220:10
104:7 187:4	<b>order</b> 9:1 12:22	88:1 98:21 147:11	39:14 41:21 48:14	<b>pages</b> 17:1 68:13
<b>ongoing</b> 2:6 3:2,5	27:4 30:3 32:11	187:3	50:1,2,9,9,10	226:3
202:21	49:1 63:23 70:5	<b>outsourced</b> 230:18	51:22,23 52:20	<b>painted</b> 138:13
<b>onwards</b> 35:16	104:3 110:1,19	<b>outwardly</b> 117:24	53:9 54:16 58:23	<b>paper</b> 10:12,13,15
54:17 56:5	117:18,20 121:15	<b>overall</b> 32:5 153:24	61:17,18 63:16	48:18 54:24 58:3
<b>open</b> 82:2,2 238:1	126:5 132:13,24	153:25 217:3	64:6 65:8 67:18	58:6 60:6,11
<b>opened</b> 75:11	149:21 166:16	<b>overcome</b> 79:18	67:20 71:23 73:6	65:15 86:14 166:3
<b>operate</b> 112:18	212:6 222:20	<b>overhear</b> 60:1	73:8,9 75:17,18	<b>paperwork</b> 9:21
119:25 120:21	223:25 227:23,25	147:20	76:22 84:17,20	61:22 65:11 67:5
123:23 127:5,11	237:7	<b>overlap</b> 16:13	86:1 88:19 94:22	<b>para</b> 118:17
138:7	<b>ordered</b> 49:19 52:6	<b>overlooks</b> 13:3	96:10 99:9 102:2	<b>paragraph</b> 13:13
<b>operated</b> 209:4	54:9 68:25 103:1	<b>overly</b> 216:12	105:4,15 106:22	13:14 15:16,17
<b>operating</b> 56:3	136:10 175:13	<b>overnight</b> 239:1	113:15,16 115:16	19:13 20:1,18,19

22:23 25:1 28:18 28:18 32:10 33:23 34:12 36:3 39:14 39:15,21 41:22 42:5 48:15,19 50:10 51:22 53:10 54:16 56:5 61:18 61:19 63:17 64:7 65:9 67:19 71:23 73:6,9 75:18 76:23 84:20 86:1 88:20 96:11 99:10 102:3 105:16 106:23 113:15 115:18 116:12 118:15 121:25 123:19 127:1 129:13 131:22 132:11 138:2,22 139:20 147:1,25 152:3 153:13 154:13 155:11,11 157:4,10 162:19 165:14 166:6 167:16 168:2 169:14 170:14 172:5,20 173:7 179:8 180:17 182:22 185:12 196:15 198:18 205:24 208:8 210:25 222:1 229:24 230:1 <b>parallel</b> 28:24 <b>Park</b> 83:22 178:9 <b>parked</b> 54:21 115:18,23 116:1,5 116:8 155:15 <b>parks</b> 174:13 <b>part</b> 21:7 32:9 94:5 131:7 142:11 148:9 161:3 189:16 197:21 213:17 214:19 216:19 220:7	221:22 <b>partial</b> 51:19 107:12 147:21 <b>participants</b> 2:5,7 2:13 <b>particular</b> 4:3,11 4:22 5:12,20 8:4 9:24 14:23 16:5 18:8 28:11 29:3 36:13 47:16 54:12 58:4 95:4 124:1 126:17 142:3 144:13 146:1 147:5 150:14,23 177:2 187:13 202:12,13 209:22 <b>particularly</b> 13:1 153:4 166:15 167:5 190:5,24 197:5 <b>parties</b> 206:22 <b>parts</b> 128:18 154:5 <b>pass</b> 131:2 132:1,4 227:5 228:24 233:14,19 <b>passage</b> 62:2 <b>passed</b> 55:23 57:13 94:6 178:7 203:7 217:1 222:15 225:13 226:14,23 226:25 233:8 <b>passing</b> 225:12 234:23 <b>passing/failing</b> 211:6 <b>passionate</b> 21:21 35:8 <b>Pat</b> 10:14 19:6 25:3 25:16 26:8 35:15 38:10,13 <b>patience</b> 3:16 44:4 141:7 <b>pattern</b> 101:11 <b>Paul</b> 54:25 55:15 56:1 58:8 60:9	63:24 64:21 72:8 88:2 114:6 116:3 118:10,15 128:11 146:20 150:7,13 150:17 153:12 155:17 162:2 175:3 176:7 178:5 231:22 <b>Pause</b> 41:20 118:19 141:4 146:16 150:19 155:20 162:4 170:16 185:19 222:18 223:1 227:17,22 <b>pausing</b> 237:22 <b>PDA</b> 174:10 <b>peak</b> 179:12 <b>Pearcy</b> 137:22,25 <b>PEG</b> 174:3 179:9 <b>pencil</b> 93:6 <b>penultimate</b> 51:22 133:16 <b>people</b> 4:8,17 6:7 7:22 11:5 12:9,10 13:17 16:6 22:4 22:11,12 23:8,23 27:16 32:23 35:1 35:9 37:20 39:18 40:23 49:18 58:19 62:17 66:11 70:2 71:2 74:3 75:23 75:24 76:3,9,11 76:11 78:2,7,18 78:22,22,23 79:9 79:17 95:23 101:6 101:7 102:9 103:2 107:1 108:2,18 120:16 121:9 125:23 129:18,21 131:24 140:12 142:24 143:5 156:10,18 160:20 164:3 169:23 181:11,12 182:21 183:8,22,22	184:17 185:13,22 186:5,6 187:6 191:2 199:3,6,9 199:15 200:8,10 202:4,5 207:14,15 209:16 213:12,15 214:25 215:15 216:6 217:22 223:25 224:4 226:1 228:6 230:6 232:8,9 233:25 234:3,5 238:16 <b>perceived</b> 201:17 <b>percentage</b> 2:10 <b>perform</b> 25:5 152:22 <b>performance</b> 215:24,25 216:13 <b>performed</b> 159:1 160:17 <b>performing</b> 163:21 177:24 <b>period</b> 66:24 181:3 183:4 184:20 201:20 216:24 226:24 <b>perished</b> 75:14 <b>permission</b> 2:14 <b>person</b> 12:23 17:16 22:7 23:12 74:24 155:1 158:2 160:22 204:21 208:6 215:4 233:12 <b>personal</b> 78:13 107:5 133:2 <b>personally</b> 106:25 161:24 163:12 209:15 <b>personnel</b> 49:4 184:24 185:3 <b>persons</b> 85:5 120:10 226:10 <b>perspective</b> 23:17 198:21	<b>perspectives</b> 199:7 199:8 <b>persuade</b> 231:20 <b>Pete</b> 9:13,19 10:1 10:18 15:24 16:16 19:14 20:21 21:4 21:23 22:10,18 31:6 <b>Peter</b> 192:20 193:12,15,25 239:19 <b>phase</b> 1:25 2:17,21 36:13 <b>Phillip</b> 84:7 <b>phone</b> 54:22 56:13 56:25 57:1,14 61:13 64:11,16 65:2 94:25 95:12 96:13 167:18 168:3,9 <b>phones</b> 95:8,17,21 95:23 131:25 160:10 <b>photo</b> 54:25 55:15 64:21 72:9 <b>photograph</b> 55:21 129:1 <b>photos</b> 128:19 <b>phrase</b> 174:24 <b>physical</b> 158:2 160:18 <b>physically</b> 125:12 133:3 158:20 160:20 <b>picking</b> 19:12 <b>picture</b> 2:19 13:7 37:1 164:1 188:10 214:13 220:10 <b>pictures</b> 213:4 <b>piece</b> 42:22 60:6,10 71:5 73:22 86:14 107:19 132:17,20 166:3 210:16,18 <b>pieces</b> 10:11 58:3 <b>pile</b> 62:22 67:2
--	---	--	---	--

<b>pinch</b> 5:20 6:15 12:19	220:1 222:17 227:16 235:22 239:6	76:12	113:11 129:14 130:8 139:9 152:17 182:17 195:16	158:10
<b>pitch</b> 113:10 115:20 116:14,22 116:22 117:16 139:9	<b>pleased</b> 139:8 192:6	<b>points</b> 29:8 32:15 135:14 150:15 186:13 207:2	<b>positioned</b> 52:4 <b>positions</b> 40:22 195:24	<b>premises</b> 213:11 223:8,11 226:11 226:11
<b>pitched</b> 139:1,12	<b>plugged</b> 103:20 179:13,22	<b>pole</b> 132:19	<b>positive</b> 231:23	<b>preparation</b> 145:8
<b>pivotal</b> 160:6	<b>plus</b> 200:13	<b>police</b> 2:25 3:6,7 46:12 73:19 82:3 114:2 145:4,6,8 171:19 206:23	<b>possibility</b> 51:19	<b>prepared</b> 46:12
<b>place</b> 11:23 19:3 49:13 59:10 62:10 92:8 113:8 115:14 137:7 157:11 158:18 159:9 163:8 169:23 181:10,23 185:14 185:23 186:23 213:3 215:12 229:6	<b>pm</b> 109:15,17 140:22,24 143:10 143:12 191:21,23 193:7,9 239:7	<b>policies</b> 201:20	<b>possible</b> 23:24 45:3 48:23 52:13 58:13 80:16 98:9 110:8 113:19 116:4 130:7 139:15 140:5 156:4 177:9 178:22 183:10 186:25	<b>presenting</b> 98:3 216:9,10
<b>placed</b> 34:22 40:2 41:14	<b>PMJ/1</b> 195:2	<b>policy</b> 7:9 95:20,22 107:4 118:11,13 134:25 138:9 146:5 147:18 150:7,11,14 153:7 153:11,18 197:21 197:23,24 198:19 198:23 199:1,4,4 199:5,12,14,20,23 200:14,17,19,23 201:1,4,18,24 202:1,6 203:12,20 203:20,22 204:6 204:10,14,22 217:13 219:5,11 219:14,16,17,18 219:21 225:3 226:16 229:22 231:7 232:3,4 234:8,14,17,17	<b>possibly</b> 5:21 19:8 55:21 58:11,13 128:8 143:6 201:12 226:20	<b>press</b> 1:19 43:21
<b>places</b> 40:2 137:14	<b>PMJ/8</b> 195:2	<b>policyholder</b> 201:22,22 204:21	<b>post</b> 115:2 218:14	<b>pressing</b> 147:9
<b>plain</b> 54:23	<b>pockets</b> 138:4,10	<b>pool</b> 13:16 30:2,7 187:8	<b>poster</b> 223:14	<b>pressure</b> 118:2,3 121:13,15,17 122:2,9,13,20 123:5,11 124:25 125:16,25 126:6,9 127:4 128:16 129:17 130:16 131:13 139:4 180:22 181:17
<b>plan</b> 12:5 46:21 49:14 68:9 91:15 93:2 157:11	<b>point</b> 2:15 5:10,20 6:14,15,15 11:18 12:16,19 14:1 19:14,23 26:13,22 27:6 28:14 30:19 31:4,21 32:8 35:16 44:8 47:16 50:14 52:10 71:11 76:13 80:3 87:5 94:3,15 96:15 97:3 98:10,15,16 98:17 99:2 101:3 101:17 114:1,3 115:4 120:9 122:14 124:5,11 128:9 129:2,3,4 131:11 134:13,25 138:19 139:2 141:23 147:13 154:15 156:15 160:2 166:11 172:17 174:22 176:19 177:21,23 179:6 184:4,5 185:7 186:14,16 187:1 189:19 190:17 191:10 219:4 220:18,20 224:8	<b>pooling</b> 29:17	<b>potentially</b> 152:20 203:9,15 234:8	<b>presumably</b> 97:1 98:2 151:6 164:4 167:14 170:4 177:15 190:25
<b>planning</b> 213:13	<b>platform</b> 52:4 119:2,20	<b>poor</b> 34:16,17 209:7,7 211:1	<b>Power</b> 84:8 93:14 156:2 161:9 165:15,21 166:7	<b>pretty</b> 18:18 36:1 108:6 115:14 121:16 130:4 137:18 138:12 212:17 214:3 218:19 235:17
<b>plastic</b> 50:2	<b>platforms</b> 124:3	<b>poorly</b> 28:6	<b>PPE</b> 164:14	<b>previous</b> 20:1 39:8 124:3 199:17 233:8
<b>platform</b> 52:4 119:2,20	<b>play</b> 32:3 57:18	<b>posed</b> 54:1	<b>practicable</b> 159:15	<b>previously</b> 63:21 88:21 119:23 124:21 215:9 219:13 233:2
<b>platforms</b> 124:3	<b>played</b> 160:6	<b>position</b> 3:11 18:11 19:21 22:5 30:13 30:16 52:8,13 59:14 67:12	<b>practical</b> 126:7 162:25 211:4 212:23	<b>primarily</b> 132:22 154:2
<b>play</b> 32:3 57:18	<b>players</b> 213:4		<b>practice</b> 25:22 126:16	<b>principles</b> 216:18 235:6
<b>playground</b> 116:25	<b>playing</b> 95:11 225:8 233:12		<b>pre-booked</b> 210:22	<b>printout</b> 221:9 223:2
<b>PlayStation</b> 210:7	<b>please</b> 3:18,19 45:1 46:7 47:8,11 81:1 81:4,24 83:9 109:4 110:22 112:3,5 140:17 143:21 145:17,19 158:21 191:11,20 193:23 201:10		<b>precise</b> 2:8 3:11 105:19 107:25 156:21	<b>prior</b> 10:24 19:6 214:17 221:11
	<b>pointing</b> 57:16		<b>precisely</b> 140:18 163:1	<b>prioritisation</b>
			<b>prefer</b> 140:2 <b>preferable</b> 140:7	

59:19 61:15 62:8 66:16 <b>prioritise</b> 15:8 27:4 <b>prioritised</b> 78:11 <b>prioritising</b> 54:12 179:1 <b>privy</b> 21:18 <b>proactive</b> 126:4 <b>probability</b> 17:4 <b>probably</b> 9:11 12:20 13:23 14:5 14:13 15:1 21:5,7 25:10,19 27:20 28:4,6 29:7 36:18 36:20 44:22 63:17 63:18 88:12 117:15 119:1 128:1 129:4,9 145:5 155:5 160:14 161:14 162:14 164:17 165:9 175:7 176:6 177:3,7 182:6 186:2,7 194:10 209:15 219:25 <b>problem</b> 25:24 47:8 83:8 102:19 103:9 104:10 110:21 112:4 121:12,20 123:25 124:20 129:19 143:8 179:18 180:18 181:5,9 190:18 209:17 227:23 <b>problems</b> 39:23 40:8,9,11,25 102:8 103:10 104:13 107:17 117:9 123:6,11 124:24 179:4 209:13,22 210:4 <b>procedure</b> 49:13 <b>procedures</b> 4:14 137:3,12 <b>process</b> 1:22 2:1,3	2:6 3:1,2 4:3,16 23:20,22 92:17 94:5 119:7 121:18 127:24 183:1 213:14 <b>products</b> 119:21 <b>professional</b> 12:13 <b>program</b> 210:5,18 <b>programme</b> 226:13 229:22 235:3 <b>programmed</b> 110:25 <b>progress</b> 4:10 104:22 206:10 213:5 225:21 226:18 228:21 <b>progresses</b> 212:19 229:18 <b>progressing</b> 200:18 227:1 <b>progression</b> 227:7 <b>progressively</b> 225:25 <b>project</b> 117:23 <b>projection</b> 118:5 128:4 <b>promotion</b> 213:14 <b>promotional</b> 214:25 <b>prompt</b> 153:6,8 206:14 233:1 <b>prompted</b> 201:17 <b>prompts</b> 153:2,2 <b>properly</b> 119:3 166:22 <b>property</b> 224:10 <b>propose</b> 2:14 <b>prospects</b> 134:16 <b>protect</b> 77:1,3,8,10 132:11 <b>protected</b> 69:17 <b>protecting</b> 71:9 <b>protection</b> 101:18 174:16 175:16 <b>protective</b> 173:24	174:4 175:25 <b>provide</b> 2:16 49:1 101:18 142:22 152:1,19 164:12 165:22 166:19 174:20 198:20 206:13 208:9 211:3 212:23 215:23 217:20 219:18 232:3 <b>provided</b> 47:14 48:9 82:3 86:9 89:24 174:21 192:9 204:10,11 223:14 <b>provider</b> 230:5 231:18 <b>providing</b> 62:7 94:14 <b>provision</b> 48:25 <b>public</b> 2:6 76:5 <b>puff</b> 72:16 <b>pull</b> 50:7 85:21 132:23 <b>pulled</b> 85:10,25 <b>pulling</b> 132:21 <b>pump</b> 125:6,6 154:19 177:22 <b>pumping</b> 115:10 132:18 185:1 <b>pumps</b> 5:21 149:5 149:5 185:1 <b>purely</b> 38:21 117:12 133:5 166:19 190:8 <b>purpose</b> 49:14 94:9 145:7 201:1 227:2 233:22 <b>purposes</b> 111:11 <b>pursuant</b> 3:1 <b>push</b> 119:21 237:14 238:1 <b>put</b> 6:20 33:12 38:12,24 40:22,24 41:6,25 47:10	49:13,15 50:12 53:14 54:25 55:15 60:9 62:9,21 63:23,24 64:21 70:8 72:8 74:23 85:12 98:4 101:9 103:22,22,23,23 106:21 108:8 119:17 120:11 128:11 129:11 134:15 138:8 156:16 164:14 177:16 181:2 189:24 191:8 193:3 210:6 213:3 229:9 234:24 <b>putting</b> 69:19 77:4 103:21 <hr/> <b>Q</b> <b>QA</b> 217:5 <b>qualified</b> 99:19 103:2 <b>qualify</b> 216:8 <b>quality</b> 213:19 215:3 <b>quarter</b> 37:15 <b>question</b> 8:24 9:4 16:2 17:21 18:8 18:20 20:17 27:8 28:22 29:24 38:24 43:21 47:10 53:16 59:24 68:24 75:16 76:22 89:14 97:12 99:8,20 101:17,25 102:18 103:16 106:21 107:2 112:4 117:19 119:16 122:6 126:24 131:11 134:5 135:9 139:19 152:11 160:8 163:18 164:8 165:20 171:14 179:4	182:9 184:9 185:20 186:2 194:5 202:17 213:23 216:3 218:6 223:17,23 229:5 232:5,6 235:21 236:12 <b>questions</b> 3:14 4:18 6:18 17:15 39:11 40:7 44:3,14 45:24 46:3 52:22 70:21 77:15,22 79:23 80:16 81:10 81:10,16 83:9,15 108:13,17 109:20 110:10,16 139:25 140:9,13 141:1,5 141:12 142:5,9 143:18 145:17 150:7 186:19 188:18 189:5,10 191:7 192:1,4,7 193:16 195:10 217:25 220:19 226:5 234:12 236:15,15 237:9 239:11,13,15,16 239:18,19 <b>queued</b> 228:3 <b>queues</b> 33:8 <b>quick</b> 5:8 6:12 8:1 22:17 35:13 110:12 <b>quicker</b> 164:22 <b>quickly</b> 23:24 74:25 79:18 99:12 156:11 169:9 171:11 176:14 177:5 178:22 190:2 195:3 222:16 226:25 <b>quiet</b> 23:15 <b>quite</b> 7:12 8:3 14:2 15:20 25:4,18 26:12 38:23 40:18
---	--	--	--	---

50:11 66:11 72:16 89:15 92:7 99:12 119:5 124:15 135:7 217:3 221:24 232:8	<b>rate</b> 178:25 <b>Raymond</b> 123:12 <b>re-entering</b> 51:2 <b>re-evaluate</b> 51:12 <b>re-read</b> 185:18 <b>reach</b> 100:2 117:21 117:22 118:1 122:4,21 127:17 132:25 141:8 167:7 <b>reached</b> 80:3 121:12 <b>read</b> 46:24 82:17 82:24 111:14 113:20 118:17,20 144:17 146:17 150:20 155:18 167:24 170:14 194:14,21 195:4 217:24 220:16 221:7 <b>readily</b> 90:23 <b>reading</b> 168:7 189:10 <b>ready</b> 2:4 14:16 30:17 31:3 33:21 67:2 69:23 73:11 95:2,3 103:20,24 140:20 189:23 213:16 <b>realise</b> 57:17 124:5 <b>realised</b> 127:14 <b>realistic</b> 217:20 219:19 221:10 227:7 229:15 232:2 <b>reality</b> 104:5 208:4 220:16 234:2,2 <b>really</b> 23:10 28:15 30:10 33:20 34:25 35:4 52:20 61:4 67:25 111:23 115:15 126:9 137:16 179:7 182:1 183:6	184:14 189:2 190:21 194:3 209:6 211:17 216:3 223:23 <b>rear</b> 210:12 213:2 <b>reason</b> 21:8 110:1 110:11 117:15 178:21 214:6 <b>reasonable</b> 126:23 137:19 <b>reasonably</b> 183:16 183:17 <b>reasons</b> 35:24 <b>reassess</b> 51:12 <b>reassure</b> 79:9 <b>recall</b> 10:14,17 16:6 20:10 30:9 39:2 60:25 64:23 74:17 77:17 102:19 104:13 122:24 149:23 202:18 <b>receipt</b> 149:25 <b>receive</b> 52:25 53:3 61:12 67:7 96:16 97:5,10 <b>received</b> 2:24 10:4 56:18 66:23 89:10 136:16 172:13 182:3,10 212:3 219:5 222:2 <b>receiving</b> 54:22 94:24 150:2 168:17 185:8 221:11,13 <b>reception</b> 95:18 <b>recipient</b> 220:21 <b>recipients</b> 224:16 <b>recognise</b> 55:10,19 64:4 <b>recognising</b> 157:24 <b>recollect</b> 125:5 <b>recollection</b> 64:2 122:22 126:1 135:10 136:1	138:18 178:15 208:16 <b>recollections</b> 127:20 <b>recommendations</b> 200:15 203:24 204:16 <b>record</b> 46:8 81:24 110:22 143:22 153:16,25 169:15 169:16,18,19,19 176:9 195:4 <b>recorded</b> 211:5 <b>recording</b> 59:22 60:1 94:13 169:6 183:19 <b>records</b> 201:25 <b>recreated</b> 223:4 <b>red</b> 48:3 84:2 233:7 <b>redactions</b> 2:3 <b>Reddington</b> 187:18 <b>redeployment</b> 101:25 <b>redirection</b> 126:10 <b>reduced</b> 131:13 <b>reel</b> 126:25 127:5 128:4 133:4 139:4 <b>refer</b> 50:2,11 51:23 86:16 89:19 96:18 128:2 152:5,7 155:16 156:7,8 160:5 162:20 163:15 198:12 <b>reference</b> 73:8 121:22 141:9,15 150:8 154:15 174:23 199:23 <b>references</b> 195:3 <b>referred</b> 19:23 61:15 107:22 110:2 130:11 132:14 133:10 <b>referring</b> 6:2,3 55:2 72:10 125:14 152:25 170:23	175:1 176:6 <b>refers</b> 153:14 <b>reflect</b> 28:15 <b>reflected</b> 8:22 203:19,20 <b>reflection</b> 190:14 <b>refresh</b> 146:14 150:15 <b>refresher</b> 197:5 <b>regard</b> 119:24 <b>regarding</b> 52:25 53:3 67:7 68:5 77:18,20 86:6 97:6 104:1 108:7 125:16 130:16 132:1 147:20 181:5 <b>register</b> 148:22 <b>regretting</b> 199:14 <b>regular</b> 168:24 <b>regularity</b> 72:24 <b>regularly</b> 32:16 199:20,21 200:23 214:14,24 <b>reject</b> 2:9 <b>relate</b> 77:23 <b>related</b> 204:25 <b>relates</b> 1:25 <b>relating</b> 5:16 <b>relation</b> 1:23,23 2:20 3:2 61:9 93:7 147:24 148:21 205:3 <b>relatively</b> 199:5 204:2 217:14 229:14,15 <b>relayed</b> 18:6 <b>relaying</b> 94:1 <b>release</b> 44:17 <b>released</b> 81:11 109:21,22 142:18 185:5 192:17 <b>relevance</b> 2:1 <b>relevant</b> 1:22 2:21 149:9,11 153:4
--	--	--	---	--

154:8 164:4 184:14 230:4 <b>relocated</b> 65:19 <b>rely</b> 77:3 <b>relying</b> 35:9 71:17 126:9 <b>remain</b> 49:2 118:8 185:17 <b>remained</b> 52:17 129:14 <b>remains</b> 179:23 <b>remember</b> 8:23 19:3,20 22:2 29:16 34:7 35:25 41:11 48:20,24 51:9 55:5 56:22 57:18 59:4,8,16 59:18 60:21 61:1 61:8 66:9 68:19 68:25 70:11,14 72:3 73:2 74:20 77:17,20 85:7 87:7,8 89:13 95:24 96:4 114:2 115:21 126:21 127:7,10 129:25 130:2 134:4,7,20 135:12 138:24 141:8,14 147:7,9 147:16 148:2,4 149:4 155:3 156:5 161:10,13 162:16 165:17,25 166:2 167:12,13,14 168:22 172:2 176:12,17 178:11 182:5,18,25 183:24 184:1,2 186:4 196:24 200:9 201:14 202:9 214:17 218:7,15 <b>remembered</b> 40:5 <b>remit</b> 53:19 67:15 67:15	<b>remote</b> 225:9,9 <b>remotely</b> 127:5 220:24 <b>remove</b> 114:4 <b>removed</b> 114:25 <b>repeat</b> 9:8 59:24 79:3 165:20 184:9 185:20 194:5 223:17 <b>repeated</b> 102:6 <b>repeater</b> 41:7 <b>repeaters</b> 39:24 40:16,19,21 41:2 41:11 <b>rephrase</b> 83:10 112:6 117:19 122:7 145:18 <b>replace</b> 135:22 180:14 <b>replacing</b> 135:17 <b>replicated</b> 166:19 <b>replied</b> 56:8 64:17 <b>replies</b> 172:4 <b>reply</b> 21:10 <b>report</b> 24:11 52:23 70:21 71:1 75:4 85:19,19 128:12 131:1 151:13,14 165:15 169:25 <b>reported</b> 1:18 70:19 71:6 92:2 188:4 209:14 <b>reporting</b> 69:24 70:20 133:20 <b>representation</b> 221:10 228:7 <b>representatives</b> 129:22 <b>represents</b> 2:11 <b>request</b> 32:19 33:14 90:22 151:15 152:18 159:19 168:17,25 171:17 172:3 173:20 174:11	175:9 176:9 177:16,16,18 178:14,16,17,18 181:18 184:22 185:2,4 208:22 <b>requested</b> 31:1 96:7 148:5 155:5 181:22 190:20 <b>requests</b> 86:16 173:17 185:8 <b>require</b> 112:3 145:18 207:9 230:21 <b>required</b> 31:2 93:19 95:2 122:4 122:8,20 149:16 151:14,21,23 152:1 185:1 187:4 190:10 199:5,9 210:13 <b>requirement</b> 94:24 178:20 <b>requirements</b> 94:20 96:20 153:6 <b>requires</b> 219:25 <b>rescue</b> 23:20,22 39:25 59:11,23 60:2 67:8 78:17 78:21 94:14 148:9 188:16 <b>rescued</b> 71:5 75:25 79:2,7 <b>rescues</b> 19:15 24:6 31:9 67:16 76:20 79:20 99:17 <b>rescuing</b> 22:12 <b>reserve</b> 30:23 <b>reset</b> 179:13 <b>resident</b> 132:11 <b>residents</b> 70:2 79:1 112:1 131:20 132:2 <b>residents'</b> 8:19 <b>resolve</b> 22:17 <b>resorting</b> 76:25	<b>resource</b> 14:17 34:2 89:18,20 98:10 106:9 131:14 155:5 171:4 179:1 190:2 225:4 <b>resources</b> 10:20,22 23:25 24:6 30:12 30:16 33:20 89:5 92:3,8 94:13 149:15 150:25 152:15,16 154:4 156:12 158:23 161:18 164:19 170:22,24 172:17 173:17 174:20 177:8 178:24 180:6,7,24 181:11 184:24 189:12 190:14,15,16,18 190:19,22 <b>resourcing</b> 12:7 149:4,12 154:2 173:8,10,18,19,20 176:13 177:5,22 180:22 181:17 184:15,15 190:6 <b>respect</b> 70:22 77:15 144:25 176:9 197:13,14 209:20 <b>respiratory</b> 174:15 175:16,25 <b>responded</b> 229:8 <b>responding</b> 76:3 124:11 <b>response</b> 11:24 24:13 60:3 63:14 67:9 92:4 125:22 130:1 138:20 172:2,3 <b>responses</b> 172:14 <b>responsibilities</b> 153:9 203:5 <b>responsibility</b> 32:5 38:16 151:25	159:5 164:1 184:19 190:4 207:25 208:3 215:23 217:1 218:18 231:12 <b>responsible</b> 88:21 93:22 158:22 213:20 214:20 215:13 217:5 230:19 <b>rest</b> 85:10 170:6 183:4,13 227:4 232:13 <b>rested</b> 100:18 151:16 159:6 185:4 <b>resting</b> 100:19 181:12 184:22 187:5 <b>result</b> 34:3 38:3,3 38:19 177:4 182:20 201:8 202:19 229:2 <b>results</b> 59:23 60:2 67:8 <b>resume</b> 1:13 44:19 191:9 <b>retired</b> 47:23 77:7 200:6 218:9 230:8 <b>retiring</b> 83:18 <b>retreating</b> 14:2 <b>return</b> 64:8 86:5 87:6 100:4 165:18 <b>returned</b> 36:7,23 58:22 93:23 169:24 192:2 <b>returning</b> 102:14 <b>revert</b> 124:14 <b>reverted</b> 124:16 <b>review</b> 2:1,2 142:23 142:25 143:1 199:22,24 200:14 201:9,18,20,22,24 237:16 <b>reviewed</b> 2:25
---	--	--	--	---

199:20,21 201:5 236:17 <b>revise</b> 201:18 <b>revision</b> 201:19 <b>reworded</b> 137:9 <b>Reynolds</b> 123:3,9 137:22 138:1 <b>Richard</b> 7:19,25 8:25 9:25 16:7,8 147:8,15 <b>ridiculous</b> 6:25 <b>right</b> 3:9 5:4 7:18 13:22 16:16,23 23:24 25:14 31:22 38:23 40:18 44:1 44:16 45:4,12 46:13,22 47:21 48:3,7,10 49:24 58:6,16 66:3 67:22 68:15,15 76:13 81:3 83:17 83:23 84:9,12,13 84:14 87:13,19 91:13,16 106:8 108:22 109:14,21 111:5,12 112:17 113:1,3 114:3 115:24 116:5 121:5 125:1 130:13 132:20 134:1,10 135:25 137:21,23 140:14 140:20 141:3 143:16 144:15 145:20 146:10,12 146:23 155:15 156:14 162:7 173:10,14 174:4,6 175:17 191:4,15 191:20 192:3 194:11 195:23 196:2,4,5,9 197:10 200:5,22 201:3 207:9 212:8 213:25 216:16	217:6 218:10,25 219:10,23 220:25 221:4,6 222:7 223:8,10 227:23 228:1 230:16 231:4 232:11 233:21 236:1 238:22 239:1,6 <b>right-angle</b> 132:20 <b>right-hand</b> 88:14 114:11 207:18 <b>ring</b> 74:8 <b>rise</b> 42:7 45:16 109:12 142:16 191:9,18 <b>riser</b> 138:6,12 <b>risk</b> 18:4 78:22 117:14 118:21,24 118:25 119:6,8,13 120:2 164:5 <b>risks</b> 7:22 53:25 102:5 117:9 <b>road</b> 49:19 77:9 85:13 112:25 113:23,24 114:8 114:10,17,18,23 115:9 125:4 146:7 146:12,13,24 155:15,22 220:13 <b>roadshow</b> 213:6 <b>roadway</b> 115:13 <b>robust</b> 160:25 <b>Roe</b> 36:2,10 37:4,9 68:23 69:5,10 70:18,22 71:7,7 <b>role</b> 19:7,9 20:12 22:4 24:15,18 32:24 47:17 68:12 69:1,7 70:1,12 83:12 88:25 89:11 91:13 96:1 146:1 146:3 149:9 151:2 151:9 152:12 154:25,25 159:11 160:6,17 167:20	168:13 170:18 184:14 196:16,20 196:22 205:20,22 205:25 206:24 207:12 208:8 213:4 215:21 233:12 <b>roles</b> 160:19 203:4 217:1 <b>roll</b> 85:22 116:19 <b>rolled</b> 231:1 <b>roof</b> 76:8,20 97:15 <b>room</b> 16:10 18:21 23:9 44:18 45:1 78:25 79:5 163:7 163:10 191:12 200:10 225:10 <b>rooms</b> 136:19 <b>rotate</b> 132:22 <b>rough</b> 30:22 31:20 34:8 73:11 91:15 93:2 171:15 <b>roughly</b> 5:15 60:14 105:13 <b>round</b> 92:23 116:25 165:5 218:4 <b>rounds</b> 214:25 <b>route</b> 148:17,19,22 149:3 <b>routinely</b> 188:25 <b>Royal</b> 83:22 178:9 <b>RPE</b> 175:12,12,16 <b>RTCs</b> 212:2 <b>rubble</b> 76:25 77:4 <b>rule</b> 238:14 <b>rumours</b> 74:5 <b>run</b> 50:20,20 84:25 98:20 158:6 159:1 167:21 168:13 171:10 172:16,17 176:19 178:23 180:19 181:13,18 181:19,20 195:1 209:8 210:9 211:5 211:13 224:19	225:7 231:2,24 <b>runner</b> 159:13,14 160:6,12 170:18 <b>runners</b> 58:19 160:9 <b>running</b> 10:19 35:24 49:18 60:15 85:25 94:3 99:15 116:25 171:24 206:8 228:16 <b>runs</b> 43:6 <b>rush</b> 75:9 237:15 <hr/> <b>S</b> <b>Sadler</b> 56:1 <b>safe</b> 4:13 6:10 24:4 38:15 42:18,24 119:6 166:17 183:2,16,17,17 191:3 210:9 211:10 236:13 <b>safely</b> 43:14,24 191:2 <b>safety</b> 32:1 38:17 68:12,20 69:6,8,8 70:1,1 73:13 76:6 <b>sake</b> 57:24 76:14 110:5 134:19 155:14 161:21 <b>Sam</b> 228:8 <b>sat</b> 74:23 198:19 200:8 <b>satisfied</b> 37:4 <b>Saunders</b> 94:2 160:5 171:16 172:6,21 <b>Saunders's</b> 170:18 <b>savable</b> 19:17 <b>save</b> 22:8 183:8 212:20 <b>saw</b> 12:14 38:4,6,19 38:21 49:5,21 50:19 59:12 70:9 71:3,4 73:12 74:25 123:8	149:19 154:16,18 165:7 232:24 <b>saying</b> 19:24 43:11 43:23 45:2 62:11 68:2 74:4,4,20 94:25 100:12 177:25 182:3 189:18 227:11 <b>says</b> 91:14 98:25 114:12,22 115:2 122:19 129:7 153:8 155:21 156:9 <b>scattered</b> 92:1 <b>scenario</b> 197:17 210:10 211:13 217:20 232:2 <b>scene</b> 48:6 54:7 57:19 84:22 90:16 93:10 98:18 106:3 106:6 113:8,9 120:19 154:22 187:15 <b>scenes</b> 235:19 <b>schedule</b> 228:15 <b>scheme</b> 177:15 221:20 <b>screen</b> 48:16,18 62:2 63:18 82:14 82:16 88:5 113:18 114:10,11,15 128:11,17 194:11 194:20 214:14 <b>SDBA</b> 14:10,19,21 14:25 15:9 30:1 91:4,24 99:9 100:7,15,17,25 135:3,4 149:21 169:3,12 171:10 175:12 184:21 185:3 186:9 <b>SDBAs</b> 100:11 101:19 <b>sealed</b> 180:2 <b>search</b> 23:20,22
---	---	--	--	--



59:11,23 60:2 67:8 137:3,12 148:9 188:15 <b>searched</b> 31:12 136:20 <b>searching</b> 30:9 136:4,8 <b>second</b> 3:22 13:13 19:12 22:22 39:14 41:19 54:16 56:4 63:16 64:7 65:6 65:13 66:6,7,20 67:6 72:4 74:24 84:19 97:18 99:1 113:15 116:12 137:1 138:21 139:20 144:7,8 157:4,19 158:4 162:19 172:5,20 173:6,7 179:7 180:17 182:21,22 183:2,5,9 187:15 223:6 224:13 <b>second-last</b> 205:24 229:24 <b>secondary</b> 134:12 <b>secondly</b> 47:10 111:25 235:1 <b>seconds</b> 22:19 75:8 <b>section</b> 25:21 82:9 <b>sector</b> 50:22 52:5 68:12,16,20 126:2 131:1,2,4 132:3 133:11 163:21 173:1 <b>secure</b> 52:6 120:20 <b>see</b> 6:6 7:12,12 8:3 10:5 11:15 13:10 21:20 22:10 25:4 25:12 26:14 31:18 35:11 38:11 49:16 51:15 53:13 55:2 55:16,17,18 57:15 59:10 60:7,14 72:9 76:2,9,11	79:25 80:18 86:22 88:5,13,15 93:11 96:23 102:13,15 108:13 109:12 114:10 115:22 116:21 120:10 128:14 130:19 132:12 138:4 149:19 154:5 163:10 175:9 176:22 189:7 191:8 201:13 203:1 205:18 214:15 219:24 220:15 221:23,24 225:24 237:9,11 237:20 238:19 <b>seeing</b> 13:7 37:13 62:10 64:3 70:19 131:24 138:22 <b>seek</b> 231:20 <b>seeking</b> 4:9,17 <b>seen</b> 34:1 37:18 58:9 60:8,12,24 64:2 73:21 75:4,6 76:17 166:17 175:8 178:12,18 230:23 <b>selection</b> 211:4 212:23 <b>self-designed</b> 216:5 <b>self-explanatory</b> 89:16 <b>self-propagating</b> 141:18 <b>selfish</b> 139:11 <b>send</b> 5:22 19:14 27:16 49:22 140:19 157:13,14 165:7,10 167:21 170:22 181:18,19 191:2 206:15 212:19 <b>sending</b> 16:6 17:8 63:11 169:7,8,9	188:25 190:19 <b>senior</b> 51:16,20 64:25 66:12 78:5 89:6,8 95:21 108:8 130:3 147:3 206:20 208:5 215:6,7 <b>sense</b> 43:1 59:19,22 59:25 237:24 <b>sensible</b> 53:17 191:5 <b>sensibly</b> 191:3 <b>sent</b> 17:10 19:16 67:10 69:18 135:23 159:24 172:12 175:10 177:3,8,19,20,24 180:7 182:5 188:5 200:14 201:9 209:15,16 220:24 <b>sentence</b> 42:10 162:20 170:21 172:6 174:7 180:17 182:1,22 205:24 215:16 229:24 <b>separate</b> 29:12,15 31:25 60:5 65:15 105:25 137:24 155:9 228:17 <b>separated</b> 183:22 <b>separately</b> 15:11 92:20 138:1 <b>September</b> 1:1 239:8 <b>seriously</b> 87:3 <b>seriousness</b> 53:8 77:23 <b>service</b> 47:25 159:3 159:4 175:9 <b>servicing</b> 93:15,16 158:25 <b>session</b> 214:17 <b>set</b> 3:24 39:11,24 40:4,16,19 41:11	52:8 87:3,18,22 101:9,24 103:3,19 103:22 105:22,23 117:11 119:1 120:20,24 141:12 148:6,7 158:11 159:1 162:10 164:11 165:10 167:13,23 169:20 172:21 173:8,19 175:3 179:25 180:2,6,15 186:7 187:2 190:17 200:25 226:8 232:23 <b>sets</b> 12:11 33:9 93:15,16 99:14 102:23,24,25 103:1,3,4,21 104:8,9,15,15 159:2,2,3,4 170:24 171:2 174:6 176:2,3,4 176:23,25 179:5 179:10,20,21,25 180:1,8,10,12,13 180:21 188:4,7 <b>setting</b> 84:25 87:15 88:7 91:7 115:16 117:9 119:7 126:24 145:15 155:10 161:25 182:14 <b>seven</b> 65:15 185:12 198:18 223:7,8,12 223:19,21,22,24 224:4,5,8,9 229:19 <b>seventh</b> 232:18 <b>severe</b> 121:20 <b>severity</b> 54:10 78:8 170:7 <b>shaft</b> 8:2 33:12 42:21 <b>shaping</b> 236:23	<b>shared</b> 26:9 215:9 <b>shattering</b> 50:14 <b>sheer</b> 11:3 39:18 40:23 <b>sheet</b> 60:23 64:2,3 73:7 74:18,25 153:8 187:14 221:24 222:3,4 225:13 226:17,23 229:19 232:24 233:6 <b>sheets</b> 54:24 58:5 65:15 204:12 224:14 <b>Shepherd's</b> 40:17 <b>shitload</b> 49:10 <b>shopping</b> 212:1 <b>short</b> 2:16 44:8 45:18 81:6 109:16 140:23 143:11 175:4,8 178:5 191:6,22 193:8 207:2 <b>shorten</b> 237:9 <b>shortly</b> 69:2 205:18 <b>should've</b> 26:2 141:21 <b>shout</b> 13:17 71:14 71:20 83:7 112:4 112:5 145:19 <b>shouted</b> 16:4 75:5 <b>shouting</b> 15:20 71:16,17 76:6,11 124:16 162:13 <b>show</b> 20:19 39:14 39:15 114:9 219:20 224:16 228:4,13 229:25 232:20 234:7 <b>showing</b> 220:10 <b>shown</b> 82:16 220:1 224:7,12 232:14 <b>shows</b> 189:19 <b>side</b> 50:21 76:10 82:11 88:14
--	---	---	--	--

101:15 114:11 115:11 116:6 117:4,5,7 128:23 129:8,11 138:24 156:20 <b>sides</b> 115:6 116:23 116:25 128:15 <b>sign</b> 172:15 221:2 <b>signal</b> 39:23 40:1,8 40:9,11,25 41:8,8 95:14,15 <b>significant</b> 158:17 184:23 <b>significantly</b> 204:1 204:5 216:14 224:7 229:18 <b>Silchester</b> 113:24 114:8,10 <b>Silvo</b> 66:10 <b>Sime</b> 121:4,7 187:19 <b>similar</b> 104:13 235:3 <b>simple</b> 24:8 104:5 227:5 <b>simply</b> 37:25 56:23 62:21 79:13 93:9 98:25 185:9 236:3 236:3 <b>simulate</b> 208:13 <b>simulated</b> 210:6 <b>simulation</b> 208:12 <b>single</b> 12:13 22:6 38:5 86:13 92:6 165:6 170:10 183:7 <b>sinking</b> 211:15,22 <b>sir</b> 1:3,8,11 2:18 3:9,12 44:7,10,13 44:20 45:6,8,12 45:15,20,25 46:4 61:25 62:5,6 79:24 80:2,6,9,12 80:15,21,24,25 81:3,8,9,12,14,17	82:9,12,15 108:12 108:14,16,24 109:3,6,9,18,22 109:24 110:17 113:17,21 140:1,4 140:7,8,11,16,25 141:3 142:6,14,16 142:17,24 143:9 143:13,14,16,19 189:6,8,21 190:13 190:21 191:4,14 191:17,20,24 192:3,11,16,18 193:1,3,6,10,13 193:17 195:14 235:11,21,24 236:2,3,8,11,20 236:22,25 237:4 237:16,19,22,25 238:9,14,22,24 239:3,6 <b>sit</b> 46:4 81:18 110:17 143:20 193:5,18 199:10 238:18 <b>site</b> 90:12 97:23 189:23 <b>sited</b> 115:12 <b>sites</b> 115:13 <b>sits</b> 149:13 <b>sitting</b> 109:7,8,9 202:21 <b>situ</b> 52:17 <b>situation</b> 10:25 38:6 53:8 76:18 77:24 119:9 169:17 <b>situational</b> 163:11 163:15,19,25 164:4 <b>situations</b> 57:2 95:18 <b>six</b> 4:17 65:15 75:18 111:10 197:1 232:16	233:24 <b>six-minute</b> 226:20 <b>sixth</b> 147:25 155:11 <b>size</b> 86:25 190:24 <b>sketch</b> 166:8,12,18 <b>sketchy</b> 232:25 <b>skip</b> 212:1 <b>slide</b> 232:15 <b>slight</b> 132:19 227:23 <b>slightly</b> 9:12 10:16 10:21 39:8 80:3 88:12 98:22 109:25 176:21 202:17 229:10 238:2 <b>slip</b> 177:14,17 <b>slippage</b> 217:3 235:17 <b>slipping</b> 233:17 <b>slips</b> 58:25 59:10 62:20,22,24 66:8 78:6,24 213:4 228:22 <b>slots</b> 223:7 <b>slower</b> 123:20 <b>SM</b> 30:3 84:22 94:24 96:12,17 <b>small</b> 5:1 8:9 67:22 138:10 <b>smaller</b> 206:11 <b>smashing</b> 50:11 <b>smell</b> 7:14 <b>smoke</b> 8:3 42:17,20 72:4,4,6,12,15,16 72:18,21,24 78:9 78:16 79:18 217:22 226:1 <b>smoky</b> 43:10,19,25 <b>smooth</b> 206:8 <b>softening</b> 117:14 <b>Soho</b> 112:16 <b>Soho's</b> 111:25 113:3 <b>sole</b> 52:3	<b>solely</b> 70:22 100:13 <b>solution</b> 127:3 <b>solutions</b> 129:19,20 130:7 <b>solved</b> 180:19 <b>somebody</b> 125:18 207:13 <b>soon</b> 2:7 3:11 50:19 84:21 85:8 99:15 110:8 123:22 124:8 126:2 140:5 140:19 202:25 214:3 <b>sorry</b> 9:8 38:23 51:4 59:24 62:5 82:5,20 102:23,24 110:19 113:17 114:13 117:19 122:6,15 129:8 144:7 146:2 148:25 152:21 156:24 161:6 165:20 167:14,24 168:6,8,22 181:4 182:6 184:9 192:7 201:10,16 202:2,9 204:24 205:11 212:1 216:17 222:19 223:17 235:24 236:18 237:5 <b>sort</b> 20:14,15 62:17 86:23 91:20 94:11 96:22 98:19 107:5 107:14 114:4 125:25 182:14 <b>sorted</b> 172:22 <b>sought</b> 86:7 235:6 <b>sound</b> 48:7 72:20 84:11,13 91:16 113:1 137:23 146:8 173:10,13 <b>sounded</b> 7:1 <b>sounds</b> 16:15 48:10 84:14 108:16	122:6 139:11 141:24 200:21 207:9 213:6,8 <b>source</b> 27:3 <b>sources</b> 26:24 236:17 <b>south</b> 65:13 68:16 156:20 220:17 221:3,4 <b>Southwark</b> 197:4 <b>space</b> 8:2 41:24 157:22 163:5 <b>spaceship</b> 219:15 <b>span</b> 25:16 <b>spare</b> 90:4 159:2 162:21 170:24 171:2 176:2,3,4 179:20 180:1,10 180:12 <b>speak</b> 22:18 31:17 33:6 37:8 41:5 65:3 123:5 125:8 207:18 <b>speaking</b> 232:1 <b>special</b> 39:24 <b>specialist</b> 206:21 <b>specific</b> 124:2 169:1 173:17 184:17 201:24 202:10,18 204:22 205:15 215:11 220:18 221:17 226:5 230:20 231:17 <b>specifically</b> 197:14 197:17 198:7,10 200:25 202:15 205:8,13,16 210:6 211:9 216:25 221:1,5,7,8 223:5 224:23,25 225:1 228:15 230:17 231:18 <b>specifics</b> 130:2 <b>specified</b> 171:7
---	--	---	---	---

<b>specify</b> 124:2 169:3 171:5	134:12 135:13 151:15 152:15 154:10 161:5,6,12	132:16 164:19 <b>starts</b> 168:2 179:8 224:13	194:14 195:11,24 196:13 198:12,16 198:17 205:23	<b>steady</b> 235:18 <b>steer</b> 58:14
<b>speculation</b> 21:7	<b>staircase</b> 5:1 8:11	<b>state</b> 167:2,4 170:9	208:7 212:15	<b>step</b> 53:17 230:4 231:13
<b>speed</b> 177:6	107:16,19 190:25	<b>stated</b> 48:22	213:18 217:7	<b>steps</b> 133:7
<b>speeds</b> 123:21	<b>stairs</b> 4:8 7:7 12:12	<b>statement</b> 3:19	219:24 229:21,23 229:25	<b>sticker</b> 101:15
<b>spent</b> 15:20	13:15 14:12 79:17 139:21	15:16 17:1 18:23 19:12 20:16 24:25	<b>statements</b> 3:5	<b>sticking</b> 227:8
<b>spider</b> 50:3	<b>stairwell</b> 5:1,12 6:6 6:19 7:10,22	26:15 28:17 33:22 39:12 41:21 46:12	<b>states</b> 91:19 136:7 153:15 175:11	<b>stood</b> 11:19 147:11 201:4 203:12,21 219:6
<b>spider's</b> 50:5	12:20 69:17 79:19 79:20	47:14 48:15 50:1 50:10 52:21 53:9	<b>station</b> 23:5 32:11 32:14 33:2,19	<b>stop</b> 11:25 12:2,22 18:24 20:8 77:12 129:24
<b>split</b> 157:17	<b>stairwells</b> 54:1,3	56:4,24 61:18 63:16 64:1,6 65:8	49:6 84:16,22 85:8,14 86:12	<b>stopped</b> 21:21 50:17,19 99:14 100:11 117:1,1 135:1 209:12
<b>spoke</b> 64:19 125:18 125:18 129:18,20 130:2 179:9	<b>stand</b> 3:1 47:3 83:3 111:18 129:1,4 144:21 191:10	67:19 68:14 71:23 73:6,20 74:15 75:17 76:23 82:2	87:5,18 88:7 89:17 90:20 91:6 91:9,14 94:1,2,6	<b>stopping</b> 21:25 22:3
<b>spoken</b> 63:21 130:19	<b>standard</b> 29:5 84:4 87:4 90:3 98:12 99:12 105:22	82:22 83:3 84:18 87:11 88:19 89:18 94:22 96:10 99:10	95:5 96:4 136:14 136:15,21 137:11 143:14 145:24	<b>storeys</b> 74:6
<b>sports</b> 87:19 88:1,9	<b>standing</b> 30:12 57:11 64:14 66:12 69:15 71:2,13 99:1 109:7 164:18	102:2 105:4,11 106:23 111:5,12 113:15 115:17 116:11 118:6	146:5 147:4,10,11 153:15 154:16,18 154:24 155:5 156:14 162:11	<b>straight</b> 67:4 99:16 187:7
<b>spot</b> 62:1 162:2,23	<b>standpoint</b> 198:3	119:10 120:24 121:25 122:19 123:18 124:23	193:14 195:22,25 199:10 208:18,20 210:21,22,23	<b>strategy</b> 32:6
<b>spread</b> 69:24 70:6 70:24 100:9 149:20 197:15 204:2,4	<b>stands</b> 174:3 175:16	127:1 128:10,14 129:12 131:22 132:10 133:19	212:25 213:2,10 213:13,15 214:7 214:21 215:12,17	<b>Street</b> 196:1 200:13 200:20 201:9
<b>spreading</b> 225:25	<b>start</b> 11:2 22:12 25:1,9 26:3,4,16 27:7,9 28:19 30:8	135:5 136:3 137:1 137:9 138:21 144:3,5 145:11,13	215:19,19,23 216:24 217:2,16 218:3,7,8,12,13 220:11,22 230:22 233:1	<b>strength</b> 40:1 41:8
<b>spreadsheet</b> 228:5	<b>started</b> 5:10 14:13 29:11,19 52:5 57:20 65:24 70:12	146:20,25 147:25 150:3 152:2 154:12 155:2 156:7,8 157:4,15	<b>status</b> 97:21 187:16	<b>stress</b> 102:7,8 228:22
<b>stacked</b> 54:4	123:23 124:9 167:15 182:20 196:15 197:22 214:4,5 233:17 237:1	162:18 165:13 166:6 167:16 169:13 170:13 171:19 172:20	<b>stay</b> 1:9 52:13 106:21 108:8 157:7 159:4	<b>strict</b> 43:1
<b>Stadium</b> 219:16	<b>starting</b> 36:16 37:15 39:5 119:25	173:5 174:1 178:13 179:7 182:1 184:2 185:11 194:8,12	<b>stay-put</b> 20:10 147:18	<b>strong</b> 7:14
<b>staff</b> 9:1 19:7 32:2 38:16 43:6 89:2,9 205:14 208:9 210:23			<b>stayed</b> 71:18 76:18 86:3	<b>stronger</b> 95:14
<b>staffing</b> 206:5			<b>staying</b> 51:22 65:8 86:1 96:10 105:15	<b>structure</b> 24:16,20 34:16,18 35:17 36:16 163:22
<b>stage</b> 5:3 10:2 24:14 66:20 67:7 85:18 89:10 91:6 91:9 97:6 108:8 137:4,7 139:7 148:9,16 149:20 154:20 155:1 157:16 158:5 159:15 160:2 161:3,12,17 172:25 178:22 179:11 194:4,5				<b>structured</b> 68:8
<b>staged</b> 14:9				<b>stuck</b> 123:20
<b>stages</b> 150:4 157:17				<b>study</b> 200:23
<b>staging</b> 13:25 14:3 23:25 33:11,15,18				<b>stuff</b> 107:15
				<b>style</b> 43:17
				<b>subject</b> 57:12 202:13,14 223:12
				<b>submissions</b> 1:16 1:19
				<b>substantive</b> 64:7 67:19 75:18 76:23

84:19 88:20 99:10 102:3 105:15 115:17 116:12 132:10 179:7 185:12 195:10 <b>substantively</b> 207:8 <b>subtopic</b> 217:11 <b>successfully</b> 127:11 <b>suddenly</b> 22:8 <b>sufficient</b> 100:8 121:15 126:17 143:5 149:21 223:15,18 <b>sufficiently</b> 121:19 <b>suggest</b> 4:14 40:15 43:9 <b>suggested</b> 48:25 96:5 190:1 202:20 <b>suggesting</b> 168:5 <b>suggestion</b> 2:9 28:7 189:21,22 190:7 <b>suggestions</b> 198:20 234:22 <b>suit</b> 238:10,19 <b>suits</b> 238:15 <b>summarise</b> 102:5 127:4 138:3 167:17 <b>summarising</b> 16:15 25:6 33:25 37:13 43:11 <b>summary</b> 69:25 130:12 133:24 136:9,11 157:20 167:22 168:5,6 <b>sun</b> 37:15 39:5,9 <b>supplemental</b> 140:25 <b>supplied</b> 102:20 103:25 <b>supplies</b> 126:11 129:21 131:9 <b>supply</b> 6:8 48:23 52:3,3,7,7 67:15 120:20 122:5	126:23 180:24 181:6 185:9 <b>supplying</b> 149:15 <b>support</b> 20:13 22:4 24:17 30:23 32:24 106:1,3 171:2 173:1 174:9,12,24 175:14,19 196:18 196:21 205:25 206:2,6 225:23 <b>supported</b> 34:25 <b>supporting</b> 32:1 35:14 <b>suppose</b> 22:5 30:11 35:14 89:13 95:14 107:13 157:21 158:4 163:21 173:2 174:7 183:17 188:18 <b>supposed</b> 95:20,22 <b>supposedly</b> 210:10 <b>sure</b> 8:5 18:18 21:10 30:23 31:12 36:1 55:13 69:21 73:18 75:3 87:7 106:16 119:2 120:12 141:11 146:13 158:5 177:23 209:16 212:17 215:13 222:10 233:12 238:3 <b>surprise</b> 178:19 180:11 188:1,24 <b>Surrey</b> 138:25 139:6,15,18 141:9 <b>Surrey's</b> 138:22 <b>surrounded</b> 135:4 <b>surrounding</b> 144:6 234:22 <b>survival</b> 52:19 149:14 197:18 198:19,23 199:1 199:12 202:14 217:8,18 222:12	228:19 <b>suspect</b> 117:15 143:5 <b>swap</b> 110:12 <b>swaying</b> 19:19 <b>swiftly</b> 98:8 111:1 186:21,24 189:12 <b>sworn</b> 46:2 110:15 239:13,16 <b>system</b> 53:3 54:12 56:3,11 59:10,22 60:1 62:7 68:6 73:2 78:10 119:6 124:7,13,20 127:16 131:6 137:6 139:10 151:18 158:10 169:6,8 172:21 180:5 181:9 183:19 186:23 208:12 209:7 211:1 227:24 <b>systematic</b> 31:11 <b>systematically</b> 31:12 <b>systems</b> 105:17 163:3 208:24 209:9,11,21	120:19 122:1 125:1,3 133:7 141:1 165:21 171:16 179:14 180:21 187:13 189:6,22 194:8 195:3 211:15 213:6 224:15 225:18 233:1 238:11 <b>taken</b> 31:14 34:10 42:20 110:19 156:24 164:13,15 169:23 184:7,12 190:8 225:14 229:6 236:17 <b>takes</b> 11:15 206:24 232:14,16 <b>talk</b> 35:1 39:19 40:8,24 113:13 147:23 151:12 160:20 191:11 199:3,11 217:7 238:25 <b>talked</b> 234:13 <b>talking</b> 36:11,18 64:15 75:20 78:20 105:2 158:23 166:12 167:10 179:25 188:10 189:18 209:10 <b>taller</b> 138:22 139:18 <b>tallied</b> 97:22 <b>tallies</b> 170:4 <b>tally</b> 187:17,23,23 <b>task</b> 6:16 14:23 85:23 87:24 89:7 135:20 165:7 188:3 <b>tasked</b> 9:5,7,9 22:24 85:1 95:4 96:1 99:22 135:17 136:3,7 154:21 <b>tasking</b> 147:23	156:2 <b>tasks</b> 6:2 30:18 70:4 136:10 149:16 164:3 165:2 166:23 188:3 190:9 <b>taught</b> 117:11 <b>TDE</b> 211:3 215:11 215:25 219:12,13 220:7 224:19,22 228:21 232:13 233:22 234:7 <b>TDEs</b> 214:2,18 215:5 <b>team</b> 10:15 23:2 27:2 31:1,24 97:15,18,23 146:5 154:17 163:6 187:15 195:25 207:13,17,20,20 207:24,25 208:3 <b>teams</b> 24:3 29:17 59:11 <b>technique</b> 166:14 <b>technology</b> 84:18 210:8 <b>Tej</b> 218:8 <b>telemetry</b> 102:19 152:6,7,13,18 153:1 187:14 <b>telephone</b> 57:7 206:20 <b>tell</b> 16:15 17:16 34:6 39:12 40:9 64:17 65:3 70:10 79:9 80:4 138:16 165:25 171:11,12 191:25 220:9,15 224:15 <b>telling</b> 18:25 75:8 79:1,13 99:25 100:4 103:7 <b>tells</b> 232:20 <b>temporary</b> 84:7 116:18 121:10
--	--	---	---	--

<b>tempting</b> 238:8,9	192:9,13,15 193:6	78:7,12,17,18	12:8 17:18 34:15	72:3 73:12 80:5
<b>ten</b> 37:14 38:5,15	193:13,17,20	79:14,16 80:9,10	48:8 50:18 55:13	83:7,8,22,25 87:2
186:14 187:2	194:7,25 195:15	80:12 90:10 97:18	68:7 75:24 86:25	87:12 89:4 90:13
<b>term</b> 56:23 199:14	235:24 236:12	99:13 100:14	107:22,25 108:4	93:1 95:24 97:4
<b>terminology</b> 199:2	239:2,4	105:10,20 106:25	118:7 126:14	97:25 98:6 100:15
<b>terms</b> 37:4,5 56:3	<b>thanked</b> 63:15	107:17 115:8	128:7 139:14	102:25 103:13
102:13 113:6	<b>thanking</b> 194:1	118:6 125:12,25	157:8 166:9 176:2	104:2,3,5 105:2
146:6 166:20	<b>thanks</b> 143:25	126:1,12 127:20	176:5 189:11	105:12,17,23
175:15 183:9	192:11	128:9,9,20,21	228:2 229:14	107:13,13 109:11
189:1 205:22	<b>thereabouts</b> 69:4	131:9,12 135:13	232:9	112:3,24 116:17
210:7 216:17	73:15 85:15	136:11,15 137:8,9	<b>thoughts</b> 51:1,5	121:8 125:24
232:20 233:22	100:11,13 149:18	137:16 138:18	149:20,23 150:2	127:7 129:15
<b>terrorist</b> 211:25	<b>they'd</b> 66:22 92:25	139:8 140:8 141:5	<b>three</b> 21:23 38:13	134:4,7,8,11,20
<b>Terry</b> 200:1 204:17	93:23 98:3 186:21	141:10,10,15,23	38:21,25 50:1	135:8,15,15 139:8
204:18 230:6	213:2	145:3 161:9 162:5	102:4 105:4	140:1 141:22
231:6,22	<b>thick</b> 72:6,17	163:4,13 164:23	111:24 112:21	145:18 146:7
<b>test</b> 219:17	<b>thing</b> 1:20 7:1	165:8 171:18,21	117:6 129:15	148:15 149:23
<b>tested</b> 121:14	26:12 29:1 31:24	173:1 174:25	133:22 135:13	158:11 159:24
211:13 231:2,2	56:14 102:12	175:4 177:19	141:2 147:1,3	164:10,22 165:24
<b>text</b> 30:24	107:10 135:11	184:2 187:14,16	150:4 224:20	170:14 171:9,12
<b>thank</b> 1:14 3:9,12	137:19 152:21	189:9 190:4 191:5	228:17 230:25	171:15,20,23,23
3:15 13:11 41:18	159:23 189:9	191:24 196:9	234:10	173:9,13 176:5
44:1,2,4,6 45:6,14	191:5 215:6	207:3 219:25	<b>three-</b> 196:24	177:25 178:6
45:15,25 46:4	234:21	220:3,5 222:7	<b>three-week</b> 196:14	179:14 180:21
47:6,9,13 54:14	<b>things</b> 1:13,18 4:6	223:15,18,24	<b>throw</b> 77:11 127:25	182:10,15,21,25
58:2 60:20 62:4,6	4:11,18 19:19	224:13 228:3,11	128:2,6	183:2 187:17
79:22 80:15,22,24	25:17,19 32:25	232:5,6,14,18	<b>thrust</b> 189:9	188:12,19 196:25
80:25 81:4,9,12	38:13 56:13 80:13	234:15 235:2	<b>tie</b> 16:12	197:4 200:10
81:14,17,19,22	86:15 89:19	237:13 238:4,15	<b>tied</b> 133:3,3,4	201:4 202:9,24
82:20 83:6 85:17	111:24 141:24	238:17	<b>time</b> 4:22 5:15,16	203:3,21 204:6,25
88:18 108:11,23	142:25 203:17,19	<b>thinking</b> 23:1 51:9	6:5,20 7:2,4 8:5	205:7 215:8
108:24 109:14	238:16	53:11 70:14	9:24 11:11 12:25	216:24 217:16
110:17 112:7	<b>think</b> 1:12 3:3 4:3	107:14 113:3	13:24 15:20 19:23	219:19 226:18,24
113:12,21 116:10	4:15,22 5:5 6:8	204:8	20:25 21:3 23:21	228:22 232:22
122:18 139:24	7:16,21 8:12,15	<b>third</b> 15:17 28:18	24:19 25:2 27:21	233:16,20
140:21,25 141:7	8:18 10:15 11:24	39:21 48:15,19	28:11 33:7,10	<b>timeline</b> 228:12
142:6,10,13,14	15:1,4 16:4,12	50:10 61:18 65:9	35:23 39:6 45:9	<b>times</b> 6:24 90:5
143:7,9,16,19,24	20:1 23:21 24:9	88:19 99:10 102:2	45:10,10,13 47:7	102:4 133:22
144:24 145:10	24:19 28:24 30:20	105:15 134:8,11	48:2 50:5,12 51:1	134:1 137:13
146:23 150:18,22	31:5,21 34:20	154:13 155:11	51:14 52:14,23	158:17 177:4
153:21 154:11	35:17 37:6,6 38:6	167:16 168:1	54:6,8 57:18,25	200:13,20 217:23
155:8,25 159:10	38:10 42:11 43:12	169:14 172:20	58:19 59:17 60:15	230:25 231:3
170:12 175:2	44:21 50:23 58:24	222:1	60:25 65:13,20	<b>timescale</b> 227:2
178:3,6 189:4	61:19 66:2 67:21	<b>thirdly</b> 112:1	66:3,4,4,6,7,22,24	<b>timescales</b> 201:23
191:4,16 192:3,8	68:2,7 75:23,24	<b>thought</b> 5:23 6:13	68:25 69:4,13	227:6 228:25

<b>timetable</b> 235:17 236:23 237:8,17	84:15 87:15 91:12 94:19 105:25	189:20 190:14,15 190:16,19 191:1	<b>tricks</b> 57:18 <b>tried</b> 78:14,17	188:1,6 195:10 205:19 213:1
<b>timing</b> 73:10 164:8 171:15 182:9	106:20 115:15 131:19 133:16	<b>towers</b> 95:17 <b>trace</b> 226:3	126:5,13 127:10 138:19 231:22	214:7 220:23 224:12 227:16
<b>timings</b> 19:5 84:11 229:14	155:9 156:13 161:25 173:23	<b>tracked</b> 200:16 <b>tracking</b> 69:24	<b>trigger</b> 175:21 <b>trip</b> 67:6 99:1	232:25 <b>turned</b> 75:1 104:9
<b>TL</b> 51:24 52:9	205:19 217:11 235:9	<b>traffic</b> 23:7,18 32:16 71:18 77:9	<b>true</b> 47:1 74:8 83:1 111:16 144:19	104:15,15 114:17 114:18 138:11
<b>today</b> 47:16 79:23 81:22 83:12 110:8	<b>topics</b> 211:20 <b>total</b> 2:12 47:25	159:18 <b>tragedy</b> 203:25	194:17,23 <b>trusted</b> 160:19	141:13 176:4 180:3 186:15
111:24 112:13 144:1 145:24	107:12 135:13 147:21 228:12	<b>train</b> 211:22 223:25 224:16 233:25	<b>try</b> 77:1 82:9 83:9 92:20 126:18	187:4 <b>turning</b> 50:9 63:16
192:9 195:13 213:19	<b>totally</b> 68:9 <b>tour</b> 214:23,23	<b>trained</b> 100:21,22 101:10,12 112:18	130:15 140:13 164:9 195:3 202:5	76:21 88:19 101:25 108:4,6
<b>today's</b> 1:4 <b>told</b> 6:23 17:8,13	<b>tower</b> 46:22 48:13 49:3,21 51:8,20	117:11 209:10 <b>training</b> 89:10,13	228:2 <b>trying</b> 16:12 74:1	111:10 116:11 123:18 124:23
20:21,22 37:18 49:2 56:14 63:4	52:17 53:14 54:2 61:20,23 64:9	101:2 195:17 196:21 197:4,11	87:24 96:24 120:8 183:10 201:1	132:9 135:5 156:1 156:13 165:13
67:3 70:19 75:5 79:1,5,6 84:24	65:7,10,12,20 66:6 68:1,17 72:1	197:18,20 198:4,5 198:8,10 199:18	224:22 235:18 <b>Tuesday</b> 1:1	185:11 187:21 221:15,22
86:6 105:10,10 126:1 129:22	75:21,24 84:13 86:2,22 87:6,12	205:1,2,5,6,7,10 205:12,13,16,17	<b>tuned</b> 34:23 <b>tunic</b> 50:6	<b>turns</b> 171:2 225:15 <b>turntable</b> 115:11
130:18 136:18,18 141:13,15 157:7	87:17 88:4,15 90:6 91:16,22	208:9,16,23 210:20 212:3,12	<b>tunnel-visioned</b> 163:24	117:23 122:24 123:15 128:21
172:22 177:20 179:12 180:9	92:7,21 93:2,7,16 93:24 99:1 100:5	212:13 213:21 214:17,20 215:11	<b>Turesy</b> 84:8 <b>turn</b> 25:5 46:11,15	129:2,5 <b>TV</b> 214:14
215:2 <b>tomorrow</b> 235:15	100:8 102:14 104:19 108:1	215:12,14 218:19 219:5 229:22	46:18 48:14 61:17 64:6 65:6 67:18	<b>twenty</b> 53:14 <b>twice</b> 182:24
235:20,22 236:7 237:5,12 238:18	112:1 113:14 115:6 116:8,24	230:3,5,10,18,18 230:20 231:10,11	68:12 71:21,22 75:15,16 88:2	183:20 208:21 214:23 230:25,25
238:24 239:6 <b>top</b> 4:25 8:9,17	117:2 118:7 121:11 123:8	231:12,15,17,18 231:21 232:21	92:23 97:12 99:8 99:25 102:18	<b>two</b> 1:13 6:18 10:6 10:9 14:15 15:10
9:16 12:2,19 14:7 17:2,10 33:18	128:18 131:20,23 133:17 134:9,13	235:2 <b>trajectory</b> 226:1	105:25 106:22 111:7 113:14	15:15 17:12 28:20 28:23,23 30:1
37:14 38:5,14 60:14 77:4,12	134:21 138:23,24 144:6 146:6	<b>transitional</b> 10:25 <b>TRANSPORT</b>	118:15 131:19 133:18 135:14	33:14 36:7,23 53:10 55:10 74:8
96:11 114:10 120:25 122:12	148:24 149:8,19 149:22 151:11,17	178:10 <b>trapped</b> 217:22	136:2 146:25 150:17 152:2	74:10 85:2 86:15 87:23 96:12 102:4
136:2 150:3 160:5 175:5 182:1	151:19,24 156:3 156:13,15,16,21	<b>trapping</b> 226:1 <b>travel</b> 78:9,16	153:12,18 155:9 157:3,14 160:3	112:18 115:13 116:23,25 123:20
217:12 226:17 228:18	157:9,14,25 158:1 159:22 165:16,18	100:3 <b>trees</b> 117:6	166:5 170:13 171:22 172:19	125:12 128:15 129:14 134:1
<b>top-right</b> 114:14 <b>topic</b> 33:23 60:5	165:22 166:8 167:3,8,11 180:9	<b>triangulated</b> 23:13 <b>trickle</b> 179:23	173:6 174:1 176:7 178:5 179:4,6	136:17 137:19,24 137:24 140:10
61:15 65:6 71:21 73:5 75:15 76:21	187:3,7,9 188:23	180:3	181:24,25 187:6	141:1 147:4 152:5

156:18 157:17 159:25 171:24,24 174:2,21,25 177:2 180:18,20,20 215:1 216:24 224:20 234:12 235:10,11 237:10 <b>two-</b> 196:14,23 <b>two-appliance</b> 208:19 <b>two-thirds</b> 13:13 <b>type</b> 31:2 40:9 153:7 <b>types</b> 169:20 186:5 206:15 <b>typos</b> 83:2 <hr/> <b>U</b> <hr/> <b>ultimate</b> 208:3 <b>ultimately</b> 16:19 203:13 204:18,21 215:18 225:5 228:16 230:7 231:8 233:5 234:24 <b>unable</b> 99:17 124:5 <b>unaware</b> 98:2 <b>unclear</b> 47:10,11 83:9 112:5 145:17 <b>underestimating</b> 160:12 <b>underneath</b> 134:13 <b>understand</b> 8:21 21:22 60:16 68:4 97:19 109:19 135:23 147:13 152:8 175:15,23 196:20 207:19 210:15 228:6 <b>understanding</b> 17:18 89:6 162:15 175:23 179:17 180:4 200:1 203:8 203:11,22 206:19 210:15 223:13	228:8,20 <b>unfortunately</b> 135:10 209:9 <b>unhelpful</b> 143:6 <b>Union</b> 196:1 200:13 200:20 201:9 <b>unit</b> 4:10 18:16 22:24 23:2 24:14 34:22 35:18,20,20 35:21,22,24 36:10 36:25 39:25 52:23 53:4 57:5,9 85:19 87:20,21 89:2,9 90:18,19 94:3 97:6,9 98:20,21 106:1,3 115:21,22 116:20 125:1,3,13 130:15,21 146:12 146:18 147:2,12 148:7 149:24 155:12,15 156:25 157:5,18,24 163:3 163:14 164:15,16 171:2 173:11,12 174:24 175:12,12 175:19 177:22,25 195:19 196:2,3,10 197:1 198:9,21 199:18 205:14,20 205:22 207:21,23 208:1,8,25 210:12 210:16,23 213:2,3 224:23,24,25 225:11,16,19 226:15 229:4,13 <b>units</b> 84:23 85:1,3 99:19 100:13 105:5,6,8 174:9 174:12 175:14 197:22,22 198:3,4 205:15 207:25 208:4 209:22 210:22 215:10,10 216:23,25 217:4 217:13,21 218:13	223:14 224:20,21 228:18 <b>unmade</b> 117:7,11 117:13,16 <b>unplugged</b> 33:9 <b>unprecedented</b> 23:7 68:9 71:4 <b>unrealistic</b> 226:17 228:24 <b>unsure</b> 62:15,25 63:5,6 <b>unused</b> 99:6 <b>update</b> 2:6,16 3:10 4:9 33:25 67:12 153:16 <b>updates</b> 97:5 168:24 <b>updating</b> 96:19 <b>upper</b> 32:3 33:21 <b>upright</b> 9:21 <b>upshot</b> 44:21 <b>upstairs</b> 87:2 <b>Upton</b> 187:18 <b>upward</b> 226:1 <b>upwards</b> 78:20 <b>urgency</b> 188:15 <b>use</b> 11:7 18:2 27:15 32:18 41:24 42:4 42:18,19,24 43:10 43:19,25 82:16 93:5 95:8,16 98:25 100:21,22 117:4 118:11 119:18 120:14 129:17 131:14 132:21 137:19 153:16 155:12 166:14 172:24 180:15 182:14 183:5,10,11 188:6 189:12 190:2 209:11 210:13 219:11 220:21 221:13 235:9 <b>useful</b> 61:17 145:10	152:20 155:17 160:3,15 162:24 166:9 172:19 203:17 <b>usher</b> 45:2 81:1 109:4 140:16,19 142:17 191:18 239:3 <b>usual</b> 95:8 143:2 237:23 <b>usually</b> 88:22,24,25 89:7 <b>utterly</b> 2:9 <hr/> <b>V</b> <hr/> <b>vague</b> 126:1 135:15 <b>valuable</b> 160:13,17 <b>value</b> 110:24 <b>vans</b> 176:1 <b>vantage</b> 120:9 <b>varied</b> 186:1 <b>variety</b> 4:18 16:7 106:8 <b>various</b> 91:19 137:14 153:3 154:5 163:3 <b>variously</b> 60:10 <b>vary</b> 185:24 <b>vast</b> 4:12 <b>vector</b> 208:9,12,16 208:22,24 209:11 209:12,13,13,21 210:2,5,20 212:10 212:12,13,15 214:7,8 215:8,12 <b>vehicle</b> 54:21 233:4 <b>vehicles</b> 33:9 68:2 77:8 <b>ventilation</b> 73:2 <b>vents</b> 71:21 72:6,10 72:11,13 <b>verify</b> 101:14 <b>Verity</b> 126:15 <b>version</b> 201:7,7,14 219:11	<b>vested</b> 199:15 <b>vicinity</b> 88:3 156:16 <b>view</b> 27:21 53:23 76:4,14 104:10 110:4 143:6 163:23 216:12 236:17 <b>views</b> 202:13,15 204:25 <b>virtual</b> 4:5 <b>visible</b> 142:2 <b>vision</b> 7:12 <b>visit</b> 130:17,18 <b>visiting</b> 215:19 <b>visor</b> 50:6 <b>vital</b> 11:6 <b>volume</b> 40:23 179:12 234:18 <b>volunteered</b> 216:5 <b>volunteering</b> 101:8 <hr/> <b>W</b> <hr/> <b>waited</b> 135:7 <b>waiting</b> 24:2 33:10 33:18 59:12,17 93:20 99:18 135:12 176:17 185:16 187:2 189:16 237:23 <b>Walk</b> 115:9 <b>walked</b> 49:19 129:16 <b>walking</b> 12:11 85:13 149:24 <b>walkway</b> 69:15,20 117:3 134:14 156:20 157:19 158:12,15 159:7 <b>walls</b> 9:21 <b>WALSH</b> 236:3,9 <b>Walsh's</b> 237:8 <b>Walton</b> 30:3 32:11 32:14 33:2,19 40:20
---	---	--	---	---

<b>want</b> 1:20 11:22 12:12,17 17:5 18:5,25 20:4,23 22:13 30:11 44:4 49:7 60:7 82:7 83:7 85:23 105:25 121:2 125:9 128:22 129:3 136:5 152:17 181:17,19 182:13 190:6 194:5 203:19 214:15 217:24 224:5 230:4 231:11,13 235:10 237:15 238:1,6 <b>WANT'</b> 48:21 <b>wanted</b> 1:15 12:14 14:10,19 15:13 21:13,19 22:3,7 22:11 26:12 29:10 30:13 35:8,15 41:4,5 49:4 92:5 101:11 136:15 181:15 183:8,12 190:23 199:6 202:23 203:2,4,6 203:8,11,18 204:13 214:25 220:3 224:6 225:2 <b>wanting</b> 133:23 <b>wants</b> 1:12 191:7 <b>wasn't</b> 7:10 12:20 21:17 22:12 23:1 23:2,2,19 24:18 26:4,9,20 27:24 28:10 32:20 35:4 37:3 42:11,12 43:15,18 53:19 54:13,19 60:18,25 62:9 67:15,22 73:1 75:2,3 88:22 96:23 97:3 99:23 101:13 122:20 124:10,13 127:15	149:24 152:18 154:23 165:7 169:18 181:21 184:14,18 203:20 205:15 214:19 215:7 216:8 <b>watch</b> 8:12 12:25 13:1,4,8 48:2,3,25 51:13 53:19,23 59:4 63:3,4 84:2,7 111:22 122:19 124:25 126:12 131:5 161:11,16 165:4 195:19 208:9,17,19,21 211:3,11 212:22 213:12 215:7,20 215:21 216:19 <b>watched</b> 11:19 <b>watching</b> 107:14 <b>water</b> 52:3 106:9 117:14 118:2 119:3,17,20 120:4 120:11,15,20,23 121:13,14,17,20 121:23 122:5,14 122:16,21 123:5 123:11 124:24 125:16,24 126:2,6 126:9,11,23 128:4 128:15 129:11,16 129:21,22 130:3,5 130:11,16,18,20 130:22 131:9,13 131:18 132:11 133:7,9 138:4,12 139:2,6,10 <b>waterfall</b> 50:17 <b>Watson</b> 13:1,8 161:11,16 <b>waving</b> 71:5 73:22 131:24 <b>way</b> 6:9 12:18 13:14,23 14:5 20:2 22:16,17	26:13 37:16 44:16 48:12 63:20 65:10 76:2 79:9,10 82:13 84:21 86:19 106:2 108:1,1 113:23 114:23 131:12 134:12 161:1 174:7 192:13 202:17 204:3 206:4 210:13 213:9 220:10 224:19 225:22 226:12 229:10 236:22 <b>we'll</b> 13:10 61:8 62:16 74:15 81:3 108:20 109:12 140:13 143:8 189:8 191:8,9,14 191:18 205:18 226:3 237:20 238:19 <b>we're</b> 14:8 22:8 30:21,21 34:8 36:15 43:9 44:25 45:21 49:10 80:17 95:20,22 117:11 142:12 198:14 223:7 <b>we've</b> 2:8 23:8 38:15 60:24 80:2 110:19 111:21 142:7 160:10 194:19 195:1 217:15 227:9 230:18,23 <b>wear</b> 103:2,3 183:5 <b>wearer</b> 29:3 165:6 <b>wearers</b> 13:16,25 14:16,16,21,21 15:8,9 28:21 29:2 29:8 30:1,6,8,9 32:12,20 33:8,11 33:17 42:1 59:16 86:17 90:3,4,8	91:24,25 94:12 95:1 97:7 98:12 98:12,25 99:6 101:16 133:21,23 135:1,4 148:12,14 148:18 151:9,13 153:25 158:6,7,9 158:18,24 165:1 168:17 169:1,7,7 169:10,24 170:24 171:1,3,10,20 172:16,17 176:19 177:6,7 178:1,2 178:14,17,21 179:11 181:18,19 183:3,5 184:13,16 185:3 186:5,14 187:2,9 188:8,25 189:20,22 <b>wearing</b> 87:2,3 123:7 135:3 <b>wears</b> 183:9 <b>Weatherby</b> 1:16 <b>web</b> 50:3,5 <b>Wednesday</b> 239:8 <b>week</b> 196:24 214:23 238:13,18 <b>weight</b> 117:12 <b>Welch</b> 3:22 4:1 6:3 6:4 9:25 11:9,14 11:19,24 12:22 13:17 14:8,22 15:7 16:19 17:3,8 18:9,9,25 20:4,22 22:13,19 23:1,5 25:7,14,18,25 26:5 27:25 28:9 30:14 31:7,13,18 32:7 147:8,15 148:1,3,15 <b>Welch's</b> 24:12 25:21 <b>welcome</b> 1:3 109:2 <b>Wembley</b> 219:16 <b>went</b> 5:5,6,15 6:12	6:19 7:2 8:1,16 19:19 26:13 33:24 36:21,25 37:1 38:22 39:7 57:19 65:12,17 66:25 69:22 85:10 86:4 86:12 96:12 115:19,21,22 121:17 126:20 134:1,8,15 156:13 166:10,22 173:20 178:19 186:8 188:22 218:23 <b>weren't</b> 12:4 24:19 29:1 30:6 36:19 41:23 42:6 54:11 71:16 100:25 119:23 159:14 179:10 184:4 188:8 204:8,14 <b>whilst</b> 64:25 73:13 86:3 115:19 116:18 132:7 136:13 140:2 148:21,22 <b>whistle</b> 99:24 <b>white</b> 54:24 60:23 71:5 125:9,22 <b>whiteboards</b> 163:5 <b>wide-ranging</b> 206:24 <b>wider</b> 105:21 198:5 <b>Williams</b> 9:19 10:1 15:25 16:1,16 31:6,10 <b>willing</b> 101:6,9 <b>window</b> 36:18 38:5 73:7 74:22,23 75:10 132:12 <b>windows</b> 50:13,23 50:25 51:5,9 76:3 76:10 <b>wish</b> 142:22 <b>wisp</b> 72:17 <b>wispy</b> 72:4
--	---	---	--	---



<b>withdrawal</b> 20:10 <b>withdrew</b> 45:7 81:2 109:5 191:19 239:5 <b>Withers</b> 200:2,4,5 200:5 204:17 <b>witness</b> 1:9 3:18 18:19 45:1,5,7,10 45:21 48:14 50:1 50:9 52:21 53:9 60:1 61:17 63:16 64:6 65:8 67:18 68:14 71:23 73:6 75:17 76:23 80:20 80:24 81:2,19 84:17 87:11 88:19 89:18 94:22 96:10 99:9 102:2 105:4 108:23 109:2,5,7 109:14,23,24 110:21,24 111:4 115:17 116:11 118:6 120:24 123:18 124:23 126:25 128:14 131:21 132:10 133:18 135:5 136:25 138:21 140:7,15 142:13 142:18 146:25 165:13 166:5 178:13 179:7 181:25 191:13,16 191:19 192:2,15 192:17,20 193:11 235:12,13,14,20 235:23 236:1,6 238:6,8 239:2,5 <b>witness's</b> 238:3 <b>witnessed</b> 10:23 11:9 <b>witnesses</b> 80:6 110:12 145:14 236:4 237:10,14 <b>WOLFEDON</b>	20:21 <b>WOLFEDON</b> [sic 19:14 <b>Wolfenden</b> 9:13,19 10:1,18 15:24 16:16 21:23 23:5 31:6,9 236:6 237:11 <b>wonder</b> 232:13 <b>wonderful</b> 107:10 <b>wonders</b> 84:18 <b>Woods</b> 200:3 <b>word</b> 21:10 88:15 96:15,18 160:15 162:5 218:5 <b>worded</b> 13:23 14:5 20:1 174:7 <b>words</b> 11:12 13:2 22:15 60:14 148:2 148:3,4 179:8 209:4 227:19 232:7 <b>work</b> 5:2 23:8 25:16,21 27:5,7 82:18 105:24 109:10 119:6 127:15 153:22 210:2,3 211:1 212:11 214:8 218:17,21 235:18 <b>workaround</b> 124:12 127:12 <b>workarounds</b> 126:5 <b>worked</b> 112:11 172:11 208:25 209:2 <b>working</b> 8:12 23:12 24:23 42:12 73:2 96:15,25 102:16 104:8 119:3 124:13 165:4 173:20 179:10 207:17 209:22 238:17	<b>Worley</b> 84:8 <b>worn</b> 90:6 183:22 <b>worry</b> 82:13 <b>worse</b> 204:1,6 224:7 225:25 233:9 <b>worth</b> 180:5 <b>would've</b> 7:17 8:16 8:17 16:4 19:5,8 27:1,2 29:3,5,6,6 31:9,13,15 32:6 33:19 41:13,14,15 42:21 52:14 54:9 57:3,4,4,5 58:10 63:10 68:8,8,11 71:19 73:13 78:1 79:12,14,17,17,19 79:19,20 86:25 90:17 105:20 118:25 119:8 126:22 135:14 141:25 145:3,3,5 151:24 159:22 163:1 164:13,15 166:16,17 167:14 169:23 171:1,3,24 176:1,5 177:20,20 177:24 178:1 187:7 191:1 198:25 199:20 201:23 202:5,15 204:18,19 214:21 224:7 <b>wouldn't</b> 10:9 17:8 19:16 20:13 34:24 37:22 42:16 67:23 72:22 76:17 89:8 100:7 105:13 124:2 128:22 133:8 140:5 149:9 150:1 151:22 169:22 178:12,18 210:12 214:8,9 223:10 233:18 238:25	<b>write</b> 56:9,14 58:5 155:3 171:18,19 184:3 <b>writing</b> 54:23 56:13 57:15 58:10 183:21 <b>written</b> 28:6,14 60:22 82:10 86:8 86:13 145:9 169:16,18,18,19 <b>wrong</b> 137:2 184:3 210:17 <b>wrote</b> 89:22 155:4 161:14 <hr/> <b>X</b> <hr/> <b>X</b> 92:13,14 98:11 98:12 <b>Xbox</b> 210:7 <hr/> <b>Y</b> <hr/> <b>Y</b> 92:14 <b>yeah</b> 11:10 36:12 41:15 42:21 43:4 43:25 73:22 83:2 85:16 86:15 89:8 89:21 93:11 96:9 96:9 100:2,19,22 100:23 101:10,10 102:12,25,25 103:19 104:12,12 104:24 107:13,21 108:6,6 114:10 116:18 119:17 130:14 134:11 137:8 138:9 139:1 156:9 160:12 171:3 176:3 177:12 183:17,18 206:24 218:17 220:18 229:19 <b>year</b> 57:17 144:4 196:3 200:24 208:19,21 <b>years</b> 83:21 89:12 112:10,19 196:6,7	196:8,9,10,11 197:1 209:1 212:14,16 <b>years'</b> 47:25 107:11 112:21 212:7 <b>YEH'</b> 56:8 <b>yellow</b> 91:5 141:18 <b>YES'</b> 64:16 <b>yesterday</b> 1:16,19 2:11 3:17 6:23 <hr/> <b>Z</b> <hr/> <b>Z</b> 92:14 <b>zero</b> 17:5 186:17,17 <b>zoom</b> 88:12 <hr/> <b>0</b> <hr/> <b>01.26</b> 48:5 146:7 <b>01.28</b> 146:7 <b>01.30</b> 48:6 84:12 <b>01.31</b> 112:24 <b>01.33</b> 112:25 <b>01.36</b> 97:21 98:6 <b>01.39</b> 48:6 <b>01.40</b> 57:24 <b>01.42</b> 106:4 <b>01.47</b> 187:16 188:14 <b>01.49</b> 84:13 <b>01.52</b> 113:1 <b>01.55</b> 85:15 <b>02.00</b> 6:22 146:8 149:18 164:13 <b>02.10</b> 5:17 6:22 65:24 164:16 <b>02.15</b> 6:21 <b>02.20</b> 6:22 65:25 164:20 182:14 <b>02.25</b> 6:22 <b>02.30</b> 100:11,12 164:20 167:13 182:14 <b>02.44</b> 97:22 98:7 187:19 <b>02.59</b> 173:13 <b>02:30/02:45am</b>
--	--	--	---	--

99:14	<b>11th</b> 62:12 73:22	<b>2</b>	<b>291</b> 84:4	<b>4.19</b> 118:15,17
<b>0200</b> 65:20 66:3	75:7 128:9 132:12	<b>2</b> 1:25 2:17 5:16	<b>2nd</b> 8:6,15,17 12:2	<b>4.30</b> 235:9 239:7
<b>03.03</b> 187:19	132:25 133:8	13:17 23:13 29:24	58:17,18 65:18	<b>40</b> 103:15 149:5
<b>03.05.51</b> 175:6	184:3	35:3 50:22 57:25	<b>2nd-floor</b> 14:1	158:17 179:11
<b>03.09</b> 65:23	<b>12</b> 13:12,13 17:1,2	82:3 113:15 136:6	<b>2nd/3rd</b> 12:9	185:13,22,24
<b>03.10</b> 69:4 73:15	68:13 71:23	196:13 205:23	<b>3</b>	<b>45</b> 57:23 189:25
<b>03.20</b> 73:15	172:19 174:1	208:7 220:16	<b>3</b> 51:23 84:17 86:1	<b>46</b> 239:13,13
<b>03.27</b> 187:19	<b>12.00</b> 228:12	221:2,2,4,8,14	97:21 115:16	<b>466</b> 150:7 153:11
188:15	<b>12.11</b> 228:12	<b>2-3</b> 217:21	116:8,11 139:4	<b>4th</b> 3:24 4:23 5:23
<b>03.30</b> 72:1 182:16	<b>12.13</b> 109:15	<b>2,400</b> 122:2	163:17 187:16	8:1,14,18
<b>03.40</b> 72:1	226:18 232:22	<b>2,450</b> 122:17	239:11,11	<b>5</b>
<b>03.50</b> 178:14	233:18	<b>2.05</b> 143:9,12	<b>3.07</b> 191:21	<b>5</b> 2:10 48:14 50:1
<b>03.54.05</b> 176:8	<b>12.20</b> 109:10,12,17	<b>20</b> 19:22 24:1 25:19	<b>3.15</b> 191:9,20,23	51:23 79:24 85:13
<b>04.03.01</b> 176:22	<b>12.35</b> 233:18	37:12 74:6 149:5	<b>3.18</b> 193:7	94:22 96:10 99:9
<b>04.38.01</b> 178:6	<b>12th</b> 62:13 73:18	186:8,9,15 196:7	<b>3.30</b> 193:5,9	108:12 121:25
<b>05.30</b> 186:16	73:22,23 75:7	196:9,10	<b>30</b> 19:22 24:1 25:19	124:23 126:25
<b>1</b>	<b>13</b> 17:1,2 18:23	<b>20/25</b> 209:15	30:20 39:12 47:25	129:12 131:21
<b>1</b> 2:21 23:15 34:24	20:16 22:23 29:24	<b>2010</b> 145:21	83:21 89:12	146:25 147:24
68:16 175:13	54:17 76:22 135:5	<b>2012</b> 197:2 218:22	107:11 175:12	150:3 160:5
222:2 223:5	179:6 180:16	219:4,7	224:6	164:14,16 167:19
<b>1.01</b> 140:22	185:11	<b>2014</b> 198:25 201:6	<b>31</b> 178:5	168:10 196:11
<b>1.02</b> 140:24	<b>13th</b> 120:25	201:11,19 204:14	<b>32</b> 150:13,14	198:15,17 215:18
<b>1.06</b> 143:10	<b>14</b> 19:11 75:17	204:22 205:14	<b>32-metre</b> 122:12	217:10 229:21,23
<b>1.5</b> 127:25	173:6 181:25	234:14,24	<b>32.1</b> 150:15,23	229:25 239:8
<b>10</b> 5:18 6:20 78:20	<b>142</b> 77:20	<b>2016</b> 214:5	<b>32.2</b> 150:15	<b>5-minute</b> 80:7
80:9 81:4 105:6	<b>143</b> 239:17,18	<b>2017</b> 82:3 83:18	<b>32.3</b> 150:16,17	108:20 189:6
106:22 111:5	<b>15</b> 5:18 6:20 24:25	111:5 112:13	<b>33</b> 153:12	<b>5.67</b> 128:13
127:17 136:6	67:18 121:24	145:23 146:1,3	<b>33.7</b> 153:13	<b>5.68</b> 128:25
141:10,23 169:13	234:6	195:18 208:15	<b>346</b> 97:21 187:16	<b>5.70</b> 128:13
172:5 192:23	<b>15th</b> 17:14,23,24	214:18	<b>36</b> 178:9	<b>5.8-bar</b> 122:13,14
193:1	18:12 19:1 20:3,5	<b>2018</b> 1:1 194:12	<b>360</b> 33:24 34:15	<b>51</b> 178:10
<b>10-minute</b> 80:8,17	20:22 21:5,14,19	239:8	35:6,13,23 37:1	<b>5th</b> 3:24 4:23 5:6
<b>10.35</b> 45:17	22:13 24:13 34:11	<b>205</b> 61:9	38:4 39:7	5:23 8:1 12:9
<b>10.40</b> 45:12,16,19	38:12	<b>213</b> 115:23 116:1,5	<b>360s</b> 37:13	135:24
<b>100</b> 37:14	<b>16</b> 28:17 56:5 105:5	<b>22</b> 144:4	<b>37</b> 153:18	<b>6</b>
<b>10th</b> 38:20 39:1	105:8 129:7	<b>22-storey</b> 74:4	<b>378,000</b> 1:24	<b>6</b> 50:9 51:22 65:15
127:22 128:1,6	<b>16th</b> 21:6	<b>23</b> 175:4	<b>381</b> 122:3	67:20 102:2
183:25	<b>17</b> 201:6	<b>23rd</b> 61:10	<b>3rd</b> 8:7,14,18	118:16 132:10
<b>11</b> 3:18 15:16 68:13	<b>175</b> 77:18	<b>24</b> 100:8 117:23	<b>4</b>	136:4 150:4 152:2
73:6,8	<b>17th</b> 21:6	175:5,6	<b>4</b> 1:1 2:10 13:18,18	154:12 155:11
<b>11.30</b> 81:5	<b>19</b> 33:22 34:13	<b>24-storey</b> 74:5	39:10 88:19	<b>6-foot</b> 117:1
<b>11.40</b> 81:4,7	41:21	<b>241's</b> 127:4	120:24 123:18	<b>60</b> 178:8 179:11
<b>11.5</b> 122:2,12	<b>193</b> 239:19,19	<b>25</b> 5:21 106:2 176:7	220:15,25 221:2,3	<b>63</b> 128:12
<b>110</b> 239:16,16	<b>1980s</b> 210:8	196:6,8 212:7	221:14	<b>6th</b> 5:5,15 6:13
	<b>1987</b> 47:20	<b>28</b> 194:12		

7:13,17 137:4				
<b>7</b>				
<b>7</b> 52:20 53:9 54:16				
65:15 118:7				
120:22 133:18				
135:5 136:4 156:1				
219:24				
<b>7.00</b> 238:6,7,7				
<b>70</b> 226:22				
<b>75</b> 118:5				
<b>790</b> 197:24 200:23				
201:4,14,18 219:5				
234:17				
<b>7th</b> 138:3				
<b>8</b>				
<b>8</b> 61:17 105:4,15				
136:2,4 138:2				
139:20 156:23				
157:4 165:13				
<b>8.7</b> 114:12				
<b>81</b> 239:14,15				
<b>822</b> 118:11				
<b>8th</b> 137:4 141:19				
<b>9</b>				
<b>9</b> 63:16 64:6 65:8				
78:20 136:4 137:1				
138:21 162:19				
166:5 167:16				
168:1 170:13				
<b>9.30</b> 1:2 238:2,4,4				
238:12,16,18,24				
239:6,9				
<b>90</b> 132:23 235:18				
<b>9th</b> 74:11 127:19				
127:22,23				