

1 Wednesday, 11 July 2018  
 2 (10.00 am)  
 3 SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to  
 4 today's hearing.  
 5 I think we are about to hear from another witness;  
 6 is that right, Mr Millett?  
 7 MR MILLETT: Yes, Mr Chairman, good morning. We are now  
 8 going to call Joanne Smith.  
 9 SIR MARTIN MOORE-BICK: Thank you.  
 10 JOANNE SMITH (affirmed)  
 11 SIR MARTIN MOORE-BICK: Thank you very much. Good morning,  
 12 Ms Smith.  
 13 THE WITNESS: Good morning.  
 14 SIR MARTIN MOORE-BICK: Are you comfortable standing up to  
 15 give your evidence?  
 16 THE WITNESS: Yes.  
 17 SIR MARTIN MOORE-BICK: If you want to change your mind at  
 18 any stage, of course you may. All right?  
 19 THE WITNESS: Thank you.  
 20 SIR MARTIN MOORE-BICK: Thank you.  
 21 Yes, Mr Millett.  
 22 Questions by COUNSEL TO THE INQUIRY  
 23 MR MILLETT: Good morning, Ms Smith.  
 24 **A. Good morning.**  
 25 Q. Thank you very much for coming today to the inquiry to

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1 help us with our investigations. We really do  
 2 appreciate it.  
 3 Can I just also start by saying that my questions  
 4 are intended to be short and simple, but they don't  
 5 always work out that way. So if there's anything you  
 6 don't understand about my questions or you want me to  
 7 repeat, I'm very happy to do it or ask in a different  
 8 way.  
 9 If you need a break at any time, just signal and you  
 10 can take a break.  
 11 **A. Okay.**  
 12 Q. Also, if you are more comfortable sitting down, then  
 13 again, you can do that at any stage.  
 14 **A. Okay.**  
 15 Q. Can I then start by asking you to give us your full  
 16 name?  
 17 **A. Joanne Nicola Smith.**  
 18 Q. You've got a statement in front of you which is dated  
 19 10 October 2017, the reference to which is MET0007766.  
 20 Now, there's a screen on your right, and on your  
 21 left is a big screen at the back of the room. What we  
 22 normally do is throw up bits of the statement that we're  
 23 looking at together on the screens so you can see them  
 24 clearly, and the Documents Manager highlights those in  
 25 yellow so that we can all focus on the relevant passages

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1 together. The same with documents that we'll be looking  
 2 at.  
 3 **A. Okay, yes.**  
 4 Q. Okay?  
 5 **A. Yes.**  
 6 Q. You say in your statement at the very beginning in the  
 7 second paragraph:  
 8 "I am a Senior Operations Manager for the London  
 9 Fire Brigade with twenty three years experience of  
 10 incident management and for the last ten years at a  
 11 senior operations level."  
 12 Can I just ask you, what was your role when you  
 13 first started at the London Fire Brigade?  
 14 **A. I first started in 1995 in Essex Fire Service as**  
 15 **a control operator, but when I moved to London Fire**  
 16 **Brigade, I was an assistant principal controller, and we**  
 17 **went through a role change in 2011 and I became a senior**  
 18 **operations manager.**  
 19 Q. And you're a senior operations manager, or SOM, now?  
 20 **A. Yes.**  
 21 Q. Were you in that position on the night of the  
 22 Grenfell Tower fire --  
 23 **A. I was.**  
 24 Q. -- on 13/14 June 2017? You were.  
 25 Are you based in the control room alone or do you

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1 have other areas of operation?  
 2 **A. We are based at the control room in Merton, and overall,**  
 3 **my responsibility is management of the London Fire**  
 4 **Brigade control room, its staff, its policies and**  
 5 **procedures, its training, and also we have an on-call**  
 6 **responsibility to respond to incidents.**  
 7 Q. Who is your immediate line manager, or who was your  
 8 immediate line manager on the night of the fire?  
 9 **A. That would be the principal operations manager,**  
 10 **Scott Hayward.**  
 11 Q. Scott Hayward?  
 12 **A. Yes.**  
 13 Q. Could you just explain to us, what is the role, in  
 14 outline terms, of an SOM?  
 15 **A. So it is the day-to-day management of the control room,**  
 16 **ensuring that its staff are okay and managed in the**  
 17 **control room. I'm in charge of six operations managers**  
 18 **that work in the control room on a daily basis. It's**  
 19 **policies and procedures, it's delivery of training to**  
 20 **control staff. But we also liaise with different**  
 21 **departments in London Fire Brigade with regard to**  
 22 **changes and are able to put a control room viewpoint on**  
 23 **it. We manage the mobilising system. Yes.**  
 24 Q. Right.  
 25 You say you're in charge of six operations managers.

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1 **A. Managers, yes.**  
 2 Q. Are those control room operators or are they people  
 3 senior to control room operators?  
 4 **A. They're people senior to control room operators. So we**  
 5 **have six watches in the control room. The operations**  
 6 **manager is in charge of a watch. They have a number of**  
 7 **supervisors below them, and then we have some control**  
 8 **room operators, 11 control room operators.**  
 9 Q. Breaking it down a little bit, you say six watches, and  
 10 that provides 24-hour cover.  
 11 **A. Yes.**  
 12 Q. Does each watch work for a four-hour period?  
 13 **A. No, each watch works a 12-hour day, and then a 12-hour**  
 14 **shorter shift and then a 12-hour night, and then three**  
 15 **rota days off.**  
 16 Q. I see, okay. Is that the same for senior management as  
 17 well?  
 18 **A. No, we do office hours.**  
 19 Q. Right, I see, okay.  
 20 You say you do office hours, so anyone at your  
 21 level, SOM, would work, what, 9.00 to 5.00?  
 22 **A. Yes.**  
 23 Q. Right, I see. What about nights?  
 24 **A. Well, that's where we have an on-call. So between the**  
 25 **three of us -- there is another senior operations**

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1 **manager and the principal operations manager -- we work**  
 2 **an on-call rota.**  
 3 Q. Now, you're SOM. Immediately below you in terms of the  
 4 hierarchy, is it the OM?  
 5 **A. Yes, operations manager.**  
 6 Q. So, for example, Alex Norman is an OM.  
 7 **A. She is.**  
 8 Q. How many OMs do you have under you?  
 9 **A. Six.**  
 10 Q. So that's the operations managers, and under them we  
 11 have, what, assistant OMs?  
 12 **A. Assistant operations managers.**  
 13 Q. How many assistant OMs do we have?  
 14 **A. There's four on each watch.**  
 15 Q. Four on each watch. And each AOM is responsible for  
 16 supervising how many control room operators, is it?  
 17 **A. Yes, so 11 control room operators.**  
 18 Q. Right.  
 19 **A. But they're not individually -- so if you were**  
 20 **a supervisor or an assistant operations manager and**  
 21 **operations manager, as far as managing the room on the**  
 22 **day in the control room, you would be responsible for**  
 23 **all of them, not just certain individuals.**  
 24 Q. So at any one time, 24 hours, you've got 11 CROs on at  
 25 Merton?

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1 **A. No. So we have a minimum staffing level or a model**  
 2 **staffing level of 11 on duty. So that can be a mixture**  
 3 **of control room operators and AOMs and an OM.**  
 4 Q. I see. Normally, how many CROs would you have on duty  
 5 of an ordinary watch?  
 6 **A. That can just depend on who is in. So, like I say, we**  
 7 **have 11, so we have three supervisors, so three AOMs,**  
 8 **and the rest would be CROs.**  
 9 Q. I see, okay. Are there minimum numbers of CROs at any  
 10 one time?  
 11 **A. Not minimum numbers of CROs, no, just minimum members of**  
 12 **staff.**  
 13 Q. I see.  
 14 **A. So, also, I should point out that assistant operations**  
 15 **managers, although they do a different role in the**  
 16 **control room, they are able to take calls as a CRO.**  
 17 Q. I see, okay.  
 18 In terms of roles, how is your role different to  
 19 that of an AOM?  
 20 **A. So the OMs, AOMs and CROs are based in the control room**  
 21 **and carry out the control room function on their shift.**  
 22 **I'm office-based and so therefore liaising with other**  
 23 **departments about improvements, about changes in**  
 24 **policies and procedures.**  
 25 Q. Okay.

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1 **A. A more strategic overview.**  
 2 Q. I see.  
 3 Is the same true also in relation to OMs? So you've  
 4 got six OMs under you --  
 5 **A. Yes, so they're shift-based and they manage their**  
 6 **watches.**  
 7 Q. Yes, and you essentially supervise them?  
 8 **A. Yes.**  
 9 Q. Okay.  
 10 Would you normally handle a 999 call yourself?  
 11 **A. Not anymore, no.**  
 12 Q. No. Would an ops manager handle a 999 call?  
 13 **A. Yes. Occasionally they would.**  
 14 Q. Occasionally. So occasionally but not often?  
 15 **A. No, not often, but yes.**  
 16 Q. And AOMs, I'm assuming from the way it's grouped, they  
 17 would often handle 999 calls, would they?  
 18 **A. Yes. So the OM and AOMs would carry out a supervisory**  
 19 **function and, when they were carrying that out, would**  
 20 **tend not to or maybe answer one or two emergency calls**  
 21 **throughout their shift.**  
 22 Q. I follow. Okay.  
 23 Now, did you complete any training to be an SOM  
 24 specifically?  
 25 **A. Not specifically to be a senior operations manager.**

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1 Q. Okay. Did you receive training before you were -- well,  
 2 let me ask it this way: you became a senior operations  
 3 manager; before you were a senior operations manager,  
 4 were you an operations manager?  
 5 **A. Yes. I say it because I was in Essex Fire Brigade and**  
 6 **it had a different role structure.**  
 7 Q. Oh, I see, okay.  
 8 Let me ask it this way then: have you had any  
 9 specific training in the supervisory roles that you  
 10 undertake as a senior operations manager?  
 11 **A. Yes, so I've had numerous training courses on call**  
 12 **handling, supervisory training, I was detached to the**  
 13 **operation command assurance team in Essex as**  
 14 **a non-operational station manager and completed the**  
 15 **station manager managing incidents.**  
 16 Q. Right. And the training on call handling, when is the  
 17 most recent training you had on call handling prior  
 18 to June 2017, do you remember?  
 19 **A. 2005.**  
 20 Q. 2005?  
 21 **A. Yes.**  
 22 Q. So would that mean that you yourself didn't have any  
 23 training on call handling after Lakanal House?  
 24 **A. I haven't had any specific training on call handling,**  
 25 **but I have been involved in the design of our training**

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1 **packages that we've delivered to other control staff.**  
 2 Q. Right. I'll come to that.  
 3 In relation to training on your supervisory  
 4 function, when was the last time prior to June 2017 that  
 5 you had that training?  
 6 **A. That would have been the same time, 2005.**  
 7 Q. Were you with Essex at that stage?  
 8 **A. Yes.**  
 9 Q. I see.  
 10 **A. However, I have been involved in numerous incidents and**  
 11 **experiential learning from those incidents, such as**  
 12 **you've mentioned Lakanal House.**  
 13 Q. Okay.  
 14 I'm not sure I asked you this, when did you transfer  
 15 from Essex to LFB?  
 16 **A. 2007.**  
 17 Q. Right. Okay.  
 18 At the point of transfer into the LFB, what position  
 19 did you take up?  
 20 **A. Senior operations manager.**  
 21 Q. It was SOM?  
 22 **A. Yes.**  
 23 Q. Was that a promotion?  
 24 **A. Yes.**  
 25 Q. It was.

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1 From 2007 to June 2017, that 10-year period, did you  
 2 receive any training on how to train people?  
 3 **A. Yes, I have received training on how to train people,**  
 4 **although I don't deliver the training myself. I've been**  
 5 **more involved with the course content.**  
 6 **I also spent two years at the Chief Fire Officers**  
 7 **Association, seconded to support control rooms around**  
 8 **the UK, and ran a number of seminars on call handling.**  
 9 Q. Right, okay. We'll look at that then.  
 10 Can I ask you to look at a document in our documents  
 11 bundle at tab 52. I'll give you the reference:  
 12 HOM00001124, and that will come up on the screen.  
 13 It is a report done by the LFB into the fire at  
 14 Lakanal House in July 2009, and the report is  
 15 dated November 2012.  
 16 First of all, can I ask you, are you familiar with  
 17 this report?  
 18 **A. Yes.**  
 19 Q. You are.  
 20 Did you have any input into writing this report?  
 21 **A. Yes, a great deal.**  
 22 Q. A great deal?  
 23 **A. Yes.**  
 24 Q. Right.  
 25 You say a great deal; can you tell us in outline

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1 terms what your role was in assisting with the  
 2 production of this report?  
 3 **A. So it was really to focus on and investigate the roles**  
 4 **and actions of LFB control room during that incident in**  
 5 **the control room.**  
 6 Q. Did you conduct interviews with the call handlers?  
 7 **A. No, we didn't, but it was mainly referring to the**  
 8 **policies and the procedures and making recommendations.**  
 9 Q. How did the London Fire Brigade, when collating this  
 10 report, go about collecting the personal individual  
 11 experiences of call handlers on the night of the Lakanal  
 12 House fire?  
 13 **A. They were interviewed by a different department.**  
 14 Q. But you didn't do the interviews yourself?  
 15 **A. No.**  
 16 Q. Can I just ask you to look, first of all, at page 33,  
 17 which is section F of the report, F.1, "Staffing in the  
 18 Control on 3 July 2009 (Green watch)".  
 19 We have a list of individuals who are in the control  
 20 room on that night.  
 21 Can I ask you, the control room itself on that night  
 22 was where, was it Merton?  
 23 **A. No, it was at Docklands.**  
 24 Q. Docklands?  
 25 **A. Yeah, it was called GVP.**

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1 Q. Okay. And is that control room still operating?  
 2 **A. No, we relocated to Merton.**  
 3 Q. When was the relocation to Merton?  
 4 **A. Early 2012.**  
 5 Q. Right. And we'll come to this in due course, but just  
 6 while we're on that answer, was Merton a better control  
 7 room than the Docklands control room?  
 8 **A. Very different. So the Merton control room was built as**  
 9 **part of a fire control project, a government-led**  
 10 **project, and it had been built and available, and our**  
 11 **location at GVP we needed to vacate because, with the**  
 12 **Olympics coming, it was too near and too much of**  
 13 **a threat, really.**  
 14 Q. I see, okay.  
 15 **A. So it's a better and more resilient building.**  
 16 Q. In terms of functionality and capabilities, though, as  
 17 a control room, was it different from the Docklands  
 18 control room?  
 19 **A. Yes, it is.**  
 20 Q. In what way?  
 21 **A. It's much larger, higher ceilings, so the desks are**  
 22 **spaced out quite a lot, and Docklands we had a large**  
 23 **display screen where we could see all our resources and**  
 24 **we haven't got that at Merton.**  
 25 Q. You haven't got that at Merton?

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1 **A. No.**  
 2 Q. So that's a less good thing, is it?  
 3 **A. We've managed to work without it.**  
 4 Q. That's quite a subtle answer. We'll come back to that  
 5 in due course.  
 6 Just on this document, though, can I just look at  
 7 the list.  
 8 **A. Yes.**  
 9 Q. We've got "Name" down the left-hand side and there are  
 10 names that are familiar even to me.  
 11 **A. Yes.**  
 12 Q. Can you help identify any of those individuals who were  
 13 in the Stratford control room on the night of the  
 14 Grenfell Tower fire? I think we know about Debbie Real.  
 15 **A. Yes, Debbie Real, Angie Gotts.**  
 16 Q. What about Heidi Kidd?  
 17 **A. Yes, Heidi Kidd was there.**  
 18 Q. Heidi Kidd, Angie Gotts.  
 19 **A. Peter May.**  
 20 Q. Peter May at the bottom. Anybody else?  
 21 **A. No.**  
 22 Q. Okay, so in addition to you, we have four control room  
 23 staff members who were on at Grenfell who were also on  
 24 on the night of the Lakanal House fire, it looks like --  
 25 **A. Yes.**

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1 Q. -- from that. Were there any more, any other names you  
 2 can give us, who were in the Stratford control room on  
 3 the night of the Grenfell Tower who were also on the  
 4 Lakanal?  
 5 **A. I was just looking at this, if this is on Lakanal,**  
 6 **I thought Yvonne Adams was there too, but she may not**  
 7 **have been.**  
 8 Q. Yvonne Adams. Okay.  
 9 Now, if you go to page 49 of this document, we see  
 10 the start of the section, F.6, "Conclusion about  
 11 Handling of the fire at Lakanal 3 July 2009".  
 12 We can see what the conclusions are. It's divided  
 13 up into different topics: workload, premises layout,  
 14 situational awareness, information gathering.  
 15 I just want to turn the page to page 50 and ask you  
 16 about four paragraphs, 293 to 296.  
 17 SIR MARTIN MOORE-BICK: Are you finding it easier to read  
 18 that screen? Because you can read it on that one if  
 19 you --  
 20 **A. No, I'm finding it easier to --**  
 21 **SIR MARTIN MOORE-BICK: You're better on that one?**  
 22 **A. Yes, thank you.**  
 23 **SIR MARTIN MOORE-BICK: Of course.**  
 24 MR MILLETT: So I just want to ask you about these four  
 25 paragraphs, 293, 294, 295 and 296.

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1 **A. Yes.**  
 2 Q. Having had input into this report, are you familiar with  
 3 this text?  
 4 **A. Yes.**  
 5 Q. Okay. Did you have input into this text? Did you help  
 6 draft it?  
 7 **A. No, we drafted the version, I believe, before this.**  
 8 **This was given to another team to draft.**  
 9 Q. Okay. You say another team; who was that?  
 10 **A. In London Fire Brigade.**  
 11 Q. Okay. What was that team? Was it an investigations  
 12 team or --  
 13 **A. No, I believe it was an individual from incident**  
 14 **management that was asked to redraft the final document.**  
 15 Q. Did you see the final document before it was published?  
 16 **A. Yes.**  
 17 Q. You did?  
 18 **A. Yes.**  
 19 Q. Were you asked whether you were happy with it?  
 20 **A. Yes, I believe most of it was the layout change.**  
 21 Q. Okay. You were happy, though, that it reflected your  
 22 input?  
 23 **A. Yes.**  
 24 Q. Looking at page 50, paragraph 293, I just want to ask  
 25 you some general questions about this paragraph:

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1 "Expectations that callers would be rescued and  
 2 'stay put' advice."  
 3 And it says:  
 4 "COs ..."  
 5 That's, what, control operators?  
 6 **A. Control operators.**  
 7 Q. "... had a clear expectation that fire crews would reach  
 8 the callers quickly. Their experience was that fire  
 9 appliances arrive quickly and that people are rescued by  
 10 the Brigade. This is borne out by the fact that only  
 11 rarely, where FSG is given, do people die in fires (see  
 12 section E3)."  
 13 Then it says this:  
 14 "As rescues by crews were not immediate there is a  
 15 question whether the CO and/or callers, could have  
 16 assessed the risk of attempting to escape from the flat  
 17 and whether the risk of moving closer to the fire (but  
 18 escaping) was less than staying put and awaiting rescue.  
 19 COs relied on advising callers to 'stay put' expecting  
 20 that this would keep callers safe from the fire."  
 21 Just pausing there, we'll come to this in some  
 22 detail, I think, later on, but that was a lesson  
 23 learnt -- is this right? -- from the Lakanal experience?  
 24 **A. Yes, it was, and in our training ever since, the first**  
 25 **question that control officers explore with callers is**

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1 **if they can get out and, if not, if there's**  
 2 **an alternative escape route.**  
 3 Q. Right. Okay, let's focus on that. In the training ever  
 4 since. So just focusing on this particular problem,  
 5 which is a risk analysis, is what this is saying that  
 6 the lesson learnt from the Lakanal experience was that  
 7 control operators had to balance -- or had to get enough  
 8 information to be able to advise callers as to how to  
 9 assess the risk of staying put and awaiting rescue, or  
 10 moving towards escape themselves?  
 11 **A. No, I think from what that's referring to is actually on**  
 12 **the initial call, where control officers start to**  
 13 **investigate whether they need advice to help them, so it**  
 14 **becomes a fire survival guidance call, that actually**  
 15 **an important question is to ask whether they can leave**  
 16 **the premise first, rather than just assume they can't**  
 17 **and tell them to stay put.**  
 18 Q. Right.  
 19 In terms of the lessons learnt from Lakanal, what  
 20 were the difficulties in making the assessment on that  
 21 call that call operators were finding about whether it  
 22 was safe to escape?  
 23 **A. There wasn't any specific difficulties with callers; it**  
 24 **was just something that we weren't as focused on as we**  
 25 **needed to be.**

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1 Q. I see.  
 2 You mention training; as a result of this conclusion  
 3 in this paragraph, what new training came in?  
 4 **A. So the training focused -- it was a PowerPoint training**  
 5 **and a computer-based training package that we delivered**  
 6 **after the Lakanal investigation, but they both -- during**  
 7 **the assessment phase of fire survival guidance, we made**  
 8 **sure that we entered in that control staff should ask if**  
 9 **the caller can leave the premise.**  
 10 Q. Right. Did that training then find its way into  
 11 a policy?  
 12 **A. Yes, it did, policy 539.**  
 13 Q. 539. What about 790?  
 14 **A. 790 was a policy that I helped draft, along with**  
 15 **an operational department following that, and that is**  
 16 **aimed at operational firefighters.**  
 17 Q. I see. Okay.  
 18 **A. So control have a separate policy.**  
 19 Q. Control have a separate policy, yes.  
 20 Just in terms of the training and the policy, my  
 21 question really is a simple one: would they say the same  
 22 thing?  
 23 **A. Yes.**  
 24 Q. I see. So improvements and lessons learned as a result  
 25 of this conclusion at Lakanal, paragraph 293, would find

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1 themselves into policy 539 or 790?  
 2 **A. Yes.**  
 3 Q. I see. Okay.  
 4 Can you summarise -- without going into these  
 5 policies, which I'm afraid we will have to do at some  
 6 stage -- in simple terms what the new discipline was  
 7 that control operators would have to employ when  
 8 assessing the risks of staying as opposed to leaving?  
 9 **A. Like I say, I'm not sure it was new. We are guided on**  
 10 **our fire survival guidance policy by a document, a "Dear**  
 11 **Chief Fire Officer" letter 10/93, which dictates**  
 12 **nationally what a fire survival guidance call is and the**  
 13 **methods we should use during a fire survival guidance**  
 14 **call.**  
 15 **So rather than add anything new into it, we just**  
 16 **reinforced the four principles that are contained in**  
 17 **that document and provided our control staff some extra**  
 18 **questioning to support that.**  
 19 Q. Okay. Do we find that in the RIFs that were used on the  
 20 night?  
 21 **A. Yes, yes.**  
 22 Q. We do. That's helpful. We'll come to those in  
 23 a moment -- well, not in a moment, I'm afraid, but at  
 24 some point.  
 25 Next paragraph: "Escape/alternative escape routes",

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<p>1 294:                  2 "Many callers mentioned that there was smoke outside                  3 their flat or that there was smoke in the corridor                  4 preventing escape. This may have caused COs to move                  5 straight into the 'protect' phase of FSG and not explore                  6 alternative escape routes with the callers. There is a                  7 real risk in attempting a self-evacuation from a                  8 building on fire that the occupant will move themselves                  9 into a position of greater harm rather than waiting in a                  10 safe location for rescue."                  11 That conclusion looks like a further detailing of                  12 the conclusion in paragraph 293 that we looked at.                  13 <b>A. Yes.</b>                  14 Q. Would that be fair?                  15 <b>A. Yes.</b>                  16 Q. Right. So it's part of the same theme.                  17 Then the next paragraph, 295:                  18 "Assessment/re-assessment of the call/caller: Some                  19 COs did repeat questions to find out what was happening                  20 at different stages of the call, including trying to                  21 find rooms with less smoke. National guidance                  22 (FSC 54/2004) suggests a model which has review of                  23 assessment/initial decisions built into it, although                  24 this was not included in LFB training materials. Moving                  25 to protect advice with the intent of keeping the caller</p> <p style="text-align: center;">Page 21</p>	<p>1 <b>training that our control room operators didn't receive,</b>                  2 <b>didn't cover re-assessment.</b>                  3 Q. Right. So the new package of training that you designed                  4 after Lakanal House enshrined, as it were, did it, or                  5 had contained in it a re-assessment approach?                  6 <b>A. Yes.</b>                  7 Q. Okay.                  8 It says:                  9 "Moving to protect advice with the intent of keeping                  10 the caller safe may not always be the best solution and                  11 the call should be continually re-assessed."                  12 In terms of continual re-assessment, how did the new                  13 approach after Lakanal through training do that? How                  14 did it achieve continual re-assessment?                  15 <b>A. So that's just in the questioning, when they're</b>                  16 <b>providing advice to the caller, when they're supporting</b>                  17 <b>them, trying to keep them calm, that they will ask</b>                  18 <b>continually what the situation is like, has it got</b>                  19 <b>worse. And in our reference information file, there are</b>                  20 <b>some questions that can prompt the control operator to</b>                  21 <b>ask that.</b>                  22 Q. Right.                  23 In the last part of the last sentence, where it                  24 says:                  25 "... some proactive call handling techniques did</p> <p style="text-align: center;">Page 23</p>
<p>1 safe may not always be the best solution and the call                  2 should be continually re-assessed. There may be a                  3 tendency to limit re-assessment due to the protect                  4 ethos, although there is evidence that some pro-active                  5 call handling techniques did take place."                  6 Now, there are a number of things in there I just                  7 want to ask you about.                  8 First of all, where it says "Some COs did repeat                  9 questions to find out what was happening", does that                  10 mean that some weren't?                  11 <b>A. Yes, that was true of the night, like -- as you know,</b>                  12 <b>there was a vast amount of calls coming in and some</b>                  13 <b>operators were speaking to callers, but we found</b>                  14 <b>sometimes that they could have asked -- assessed the</b>                  15 <b>situation again and again.</b>                  16 Q. Yes. So would it be fair to conclude from that that the                  17 Lakanal experience was that the re-assessment approach                  18 was patchy?                  19 <b>A. Yes.</b>                  20 Q. Right.                  21 <b>A. Although, to be clear, the re-assessment is not in the</b>                  22 <b>national guidance, it's only assessment. So after our</b>                  23 <b>investigation, we added the re-assessment of the call.</b>                  24 Q. I was going to ask you, so national guidance --                  25 <b>A. Yes, prior to the Lakanal fire, our training, and the</b></p> <p style="text-align: center;">Page 22</p>	<p>1 take place."                  2 What does that mean? What does that refer to,                  3 "proactive"?                  4 <b>A. I think that just generally describes what our call</b>                  5 <b>handlers do; they are very proactive, they are thinking</b>                  6 <b>ahead. Don't forget, they are, whilst providing advice,</b>                  7 <b>talking to the caller, keeping them calm, they are</b>                  8 <b>trying to update the crews that are on scene, they are</b>                  9 <b>trying to type and talk and provide all that information</b>                  10 <b>that goes to the crews to let them know what's going on.</b>                  11 Q. That's re-assessment of the situation within the fire                  12 building or room?                  13 <b>A. Yes.</b>                  14 Q. Or flat. Does that depend upon the information being                  15 given by the caller --                  16 <b>A. Yes.</b>                  17 Q. -- to the control room?                  18 <b>A. Yes.</b>                  19 Q. What about information coming from the fire ground, the                  20 incident commander or the bridgehead?                  21 <b>A. That may influence our decision and our call handling</b>                  22 <b>and what advice we give as well.</b>                  23 Q. It looks from elsewhere in this report that one of the                  24 problems experienced at Lakanal House was that there                  25 wasn't enough information coming back from the</p> <p style="text-align: center;">Page 24</p>

1 firefighters or the incident commander on the fire  
 2 ground into the control room. Is that right?  
 3 **A. Yes.**  
 4 Q. So in terms of assessment/re-assessment under  
 5 paragraph 195, that re-assessment of the fire, how much  
 6 of that would need from now on -- or from Lakanal on --  
 7 to include information from the fire ground and not just  
 8 the caller?  
 9 **A. I think that would be a benefit, but I don't think it's**  
 10 **needed on every occasion. As I say, we are trained to**  
 11 **keep callers on the line, to keep them calm and**  
 12 **reassured, and provide the advice that we are given.**  
 13 Q. Right.  
 14 **A. So we continue to do that.**  
 15 **The protective or proactive call handling again**  
 16 **might be different techniques, moving them into**  
 17 **a different room, but it will say within the framework**  
 18 **of fire survival guidance 10/93. If we had additional**  
 19 **information from the crews that would say that they've**  
 20 **rescued an individual, hopefully we'd be hearing that on**  
 21 **the telephone as well because we remain on the line to**  
 22 **them.**  
 23 Q. Yes. You say you remain on the line.  
 24 **A. Yes.**  
 25 Q. Was there any suggestion as a result of Lakanal House,

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1 and particularly this paragraph, that control room  
 2 operators should call the callers back if the situation  
 3 changed and they'd left the line?  
 4 **A. No, so after the Lakanal House, we do advise people, if**  
 5 **they're not being affected by fire, heat or smoke to**  
 6 **remain in their building, and we tell them that if their**  
 7 **situation changes, they need to call us back.**  
 8 Q. They need to call you back; what about you calling them  
 9 back if you discover that the situation had changed  
 10 somewhere else in the building?  
 11 **A. That's a long-standing, historic piece of information**  
 12 **that control rooms don't reconnect to the callers.**  
 13 Q. Right. Okay. We'll come back to that in due course.  
 14 Can I then pass to the next paragraph, which may  
 15 provide some more answers to similar questions I've been  
 16 asking:  
 17 "296. Effective communication between Control and  
 18 incident command: There is evidence of information  
 19 passing from Control to the incident ground and only one  
 20 occasion when the details of a flat with people trapped  
 21 were not passed in a timely way. Control supervisors  
 22 regularly tried to obtain information about the progress  
 23 with the incident particularly in relation to callers  
 24 being given FSG. In line with practice at the time,  
 25 there was much less information being passed from the

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1 incident ground to Control about the progress of  
 2 firefighting and rescue efforts. It is not clear that  
 3 if COs had been given information about progress that it  
 4 would have influenced the advice given to callers."  
 5 Is it right that one of the experiences from Lakanal  
 6 House was that control supervisors couldn't get  
 7 information from the fire ground? We covered that  
 8 a minute ago, but it looks like, from that paragraph,  
 9 that was the case.  
 10 **A. Yes.**  
 11 Q. And --  
 12 **A. We didn't receive any information with regard to their**  
 13 **rescue attempts to the callers we were talking to.**  
 14 Q. Do you know why that was? Why control room couldn't get  
 15 information from firefighters on the incident ground?  
 16 **A. I can only surmise that they were extremely busy, that**  
 17 **they were carrying out their tasks and perhaps didn't**  
 18 **realise what needed to change or what may have changed**  
 19 **in the control room when we were talking to callers.**  
 20 Q. Was there a command unit present at Lakanal House?  
 21 **A. Yes.**  
 22 Q. How was the communication between the control room and  
 23 the command unit?  
 24 **A. I wasn't in the control room at the time, so I couldn't**  
 25 **comment on it, but I believe from the reports and**

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1 **listening to the calls and everything, it was very hard**  
 2 **to get hold of the appliances and the command unit. And**  
 3 **I know you've covered the control information form,**  
 4 **which is why that came about.**  
 5 Q. Right. Okay.  
 6 Just breaking that down a little bit, the Lakanal  
 7 House experience.  
 8 First of all, communications from the control room  
 9 to the command unit or the incident command pump.  
 10 **A. Yes.**  
 11 Q. What were they like, good or not good?  
 12 **A. Frustrating at times when we couldn't pass as much fire**  
 13 **survival guidance information to the crews on the scene.**  
 14 Q. You couldn't pass fire survival guidance information.  
 15 What would happen when you couldn't?  
 16 **A. We tried appliances that were en route.**  
 17 Q. Right.  
 18 Do you remember, from obviously your involvement in  
 19 Lakanal House in terms of putting the report together,  
 20 whether there were instances of fire survival guidance  
 21 detailed information which didn't make it to the ICP or  
 22 the command unit?  
 23 **A. I believe there was one that didn't make it as soon as**  
 24 **we knew about it, which is detailed in the report.**  
 25 Q. Yes.

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1 In terms of information coming back the other way,  
 2 from the command unit or the incident command pump back  
 3 to the control room, was that efficient or were there  
 4 problems with that?  
 5 **A. I don't know if there were problems with it. Certainly**  
 6 **not with radio communications. It's just that we never**  
 7 **had any messages sent back to us to tell us the**  
 8 **progress.**  
 9 Q. At all?  
 10 **A. At all.**  
 11 Q. Really?  
 12 **A. We had informative messages, is what it's called, which**  
 13 **detail how the incident is progressing, but none**  
 14 **relating to the rescue attempts --**  
 15 Q. It says halfway down this paragraph --  
 16 SIR MARTIN MOORE-BICK: Sorry, I didn't catch the end.  
 17 **A. Sorry, I said no messages regarding the attempts to**  
 18 **rescue the callers.**  
 19 **SIR MARTIN MOORE-BICK: Thank you.**  
 20 MR MILLETT: Now, in this paragraph, 296, it says:  
 21 "In line with practice at the time there was much  
 22 less information being passed from the incident ground  
 23 to Control about the progress of firefighting and rescue  
 24 efforts."  
 25 What was that practice at the time that's referred

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1 to there?  
 2 **A. So I think after the investigation into Lakanal there**  
 3 **might have been a realisation that, actually, having**  
 4 **that information about firefighters and rescue efforts**  
 5 **would be of benefit to the control room if they knew it.**  
 6 Q. Right. And --  
 7 **A. However, it isn't in general terms and we wouldn't**  
 8 **normally expect to or receive information apart from**  
 9 **informative messages or priority messages from incidents**  
 10 **which would detail their firefighting action or their**  
 11 **rescue attempts.**  
 12 Q. Right. But the practice at the time, which resulted in  
 13 there being much less information being passed -- I just  
 14 want to understand what the practice was which resulted  
 15 in there being much less information coming from the  
 16 incident ground to control.  
 17 **A. Yes, I --**  
 18 Q. What was the practice?  
 19 **A. Again, I didn't write that, but I don't think that the**  
 20 **practice changed. As usual, we are the ones that pass**  
 21 **information to the crews and to the incident commander**  
 22 **and to the incident command pump. It's not really**  
 23 **a two-way channel; we provide them the information and**  
 24 **they deal with the incident on the ground. If they**  
 25 **require anything from us, they will ask us. But it's**

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1 **not usual to receive very detailed information about**  
 2 **their firefighting or their rescue efforts.**  
 3 Q. Right.  
 4 Now, your answer just now was in the present tense;  
 5 does that mean that what you've just said was the  
 6 current practice even at the time of the Grenfell Tower  
 7 fire?  
 8 **A. Yes.**  
 9 Q. Right.  
 10 **A. We are trained to make assumptions and to do some**  
 11 **planning depending on what we might think is happening**  
 12 **at the incident, but it would not be normal that we**  
 13 **would receive that information on a given incident.**  
 14 Q. Okay.  
 15 Just taking a step or two back, then -- I'm sorry to  
 16 keep pushing with this -- the conclusion that we see in  
 17 this paragraph about the practice at the time of Lakanal  
 18 House, that there was much less information being passed  
 19 from the incident ground to control about the progress  
 20 of firefighting and rescue efforts, did that conclusion  
 21 result in any change to the practice post-Lakanal about  
 22 the amount and quality of information coming from the  
 23 fire ground to control?  
 24 **A. With regard to fire survival guidance calls, I believe**  
 25 **it's written into policy 790.**

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1 Q. Right. So would it be fair to summarise your evidence  
 2 in this way: one of the lessons learnt at Lakanal was  
 3 that information coming from the fire ground to control  
 4 was insufficient in terms of firefighting and rescue  
 5 efforts, and that more and better information had to  
 6 come from the fire ground to control so as to be able to  
 7 assist with quality fire survival guidance calls?  
 8 **A. I would say in broad terms, yes. But looking back to**  
 9 **that incident, I'm not sure about if the information had**  
 10 **been received, what change to advice would be given to**  
 11 **callers.**  
 12 Q. Right. Okay.  
 13 **A. I think that was in the --**  
 14 Q. So we'll follow this through, then, to the policies.  
 15 **A. Okay.**  
 16 Q. Okay. We'll do that, as I say, in due course.  
 17 Before I leave that, in general terms, would it be  
 18 fair -- I don't want to suggest things to you -- that  
 19 one of the take-aways from the Lakanal House experience  
 20 was the inadequacy or insufficiency of information about  
 21 firefighting or search and rescue coming from the fire  
 22 ground to the control room?  
 23 **A. It would be fair to say that it would have been valuable**  
 24 **to know that we weren't able to -- or firefighting and**  
 25 **rescue attempts weren't able to reach the occupants'**

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1 flats during Lakanal, yes.  
 2 Q. Right, thank you.  
 3 Now, coming back to your experience, have you ever  
 4 dealt with any major incidents in your role as SOM?  
 5 A. Yes.  
 6 Q. Which ones? Can you give us an idea of which?  
 7 A. **Just as senior operations manager? I've been involved**  
 8 **in a number of multiple fire survival guidance calls.**  
 9 **There was a fire at the Marriott Hotel when we were in**  
 10 **Docklands. We attend the control room -- that's me and**  
 11 **my colleagues -- on fires above or incidents above 12**  
 12 **pumping appliances, and we are involved there. We play**  
 13 **a support role there.**  
 14 Q. How many FSG calls did that involve?  
 15 A. **The Marriott Hotel? I think about six or seven.**  
 16 Q. Right.  
 17 A. **Nothing in the scale of Lakanal, or Grenfell.**  
 18 Q. What's the most in terms of numbers of FSG calls at  
 19 a single incident that you personally have ever had to  
 20 handle?  
 21 A. **That would be the Lakanal incident prior to --**  
 22 Q. Lakanal?  
 23 A. **-- Grenfell.**  
 24 Q. When was the Marriott Hotel?  
 25 A. **2010.**

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1 Q. Right.  
 2 Can I just ask you now to turn to page 2 of your  
 3 witness statement. You explain in the first paragraph  
 4 there the structure of the control room, and the staff.  
 5 Physically, where would you actually sit or stand  
 6 within the control room in, let's say, Merton to start  
 7 with?  
 8 A. **Okay, so if I could just clarify, I think during the**  
 9 **interview I began to explain about our control room**  
 10 **structure and then went on to explain what roles control**  
 11 **carry out on a shift-by-shift basis, so they've merged**  
 12 **those into one --**  
 13 Q. Yes.  
 14 A. **-- I believe.**  
 15 Q. Okay.  
 16 A. **But I would sort of stand at the back of the supervisory**  
 17 **position.**  
 18 Q. So you would have a good view of what was going on?  
 19 A. **Yes.**  
 20 Q. When would you get involved in a particular 999 call  
 21 that was going on with one of your CROs?  
 22 A. **If they needed support and the supervisors were busy,**  
 23 **then I might be able to offer -- I would be able to**  
 24 **offer -- some support. But mainly it's an oversight**  
 25 **role. We take and manage to field off some calls for**

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1 senior officers that might ring in wanting additional  
 2 information. The control room staff are very busy  
 3 responding to the incident and carrying out their own  
 4 functions, so we can take that pressure off them. We  
 5 can support the operations manager's decision-making, if  
 6 we're required, or we can make those decisions for them,  
 7 and we can support the staff, usually by making a cup of  
 8 tea.  
 9 Q. Right.  
 10 So the CO or CRO is on a 999 call --  
 11 A. **Yes.**  
 12 Q. -- being assisted by an AOM. Where were would the AOMs  
 13 sit or stand?  
 14 A. **Sorry, do you want general operations or during the**  
 15 **night of Grenfell or a fire survival guidance call?**  
 16 Q. Quite right, yes, I need to be clearer.  
 17 Generally speaking, and take Merton because that's  
 18 the normal place of operations, you've got a CRO who  
 19 takes a call from a building which is on fire.  
 20 A. **Yes.**  
 21 Q. That CRO is assisted by --  
 22 A. **No, not necessarily. The CROs are trained to take those**  
 23 **calls and make the assessment about what resources you**  
 24 **need to send and mobilise those resources without**  
 25 **support from a supervisor.**

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1 Q. Okay.  
 2 A. **They are on hand should you need them and they could**  
 3 **raise their hand or let someone know.**  
 4 Q. That was my next question: if they decided they needed  
 5 help, what would they do?  
 6 A. **They could raise their hand or maybe the person next to**  
 7 **them would notice that and they would alert**  
 8 **a supervisor.**  
 9 Q. Would it be the supervisor or would it be the AOM?  
 10 A. **So AOMs are supervisors; they carry out the supervisory**  
 11 **role.**  
 12 Q. Yes, as you told us before. So they raise their hands,  
 13 the AOM is sitting next to them or stands by them, how  
 14 does it work physically?  
 15 A. **They can either monitor them from their position -- so**  
 16 **the supervisors sit facing the control room and the**  
 17 **control room operators. They have the ability to**  
 18 **monitor the call in their headset, so they can listen**  
 19 **in, or they could go and stand next to them.**  
 20 Q. I see. So they can hear the call at the same time?  
 21 A. **Yes.**  
 22 Q. They have a facility for that, do they?  
 23 A. **Yes.**  
 24 Q. Right.  
 25 Then if the AOM needs help, they go to the OM, do

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<p>1 they?</p> <p>2 <b>A. Yes, they can do.</b></p> <p>3 Q. Right. Then --</p> <p>4 <b>A. But it would be unlikely that they would need help; they</b></p> <p>5 <b>would be able to resolve the issue.</b></p> <p>6 Q. Right.</p> <p>7 Now, on the night of 13/14 June 2017, Brigade</p> <p>8 control was based at Stratford, not Merton.</p> <p>9 <b>A. Stratford, yes.</b></p> <p>10 Q. That was I think because there were some kind of works</p> <p>11 or something happening at Merton.</p> <p>12 <b>A. Yes, just routine security updates with our mobilising</b></p> <p>13 <b>system, and because of the interference, we felt it was</b></p> <p>14 <b>better to relocate to Stratford. But we also like to</b></p> <p>15 <b>exercise our resilience at Stratford every other month</b></p> <p>16 <b>as well, so it just coincided.</b></p> <p>17 Q. In terms of the personnel set-up on the night of the</p> <p>18 fire, how many AOMs did you have?</p> <p>19 <b>A. Two AOMs and one OM on duty.</b></p> <p>20 Q. So you had two AOMs and one OM, and the OM was Alex</p> <p>21 Norman, we know that.</p> <p>22 <b>A. Yes.</b></p> <p>23 Q. Was there a resource management logistics officer on</p> <p>24 duty that night?</p> <p>25 <b>A. So the resource management and logistics is one of the</b></p> <p style="text-align: center;">Page 37</p>	<p>1 <b>emergency calls, ensuring that their mobilisations are</b></p> <p>2 <b>correct and making sure that London has sufficient fire</b></p> <p>3 <b>cover.</b></p> <p>4 Q. I see.</p> <p>5 The officer in charge, is that the same thing as the</p> <p>6 officer of the watch?</p> <p>7 <b>A. No. It probably gets a bit more complicated. So the</b></p> <p>8 <b>supervisors are all known as officer of the watch.</b></p> <p>9 Q. So you were an officer of the watch?</p> <p>10 <b>A. No. So if you were a supervisor, an AOM or an OM, and</b></p> <p>11 <b>you sit at the supervisory position, you are known as</b></p> <p>12 <b>an officer of the watch.</b></p> <p>13 Q. I see, okay. I think I've got that.</p> <p>14 <b>A. So when you pick up the phone to answer the call -- not</b></p> <p>15 <b>999 calls but admin calls -- you answer it, "Officer of</b></p> <p>16 <b>the watch" --</b></p> <p>17 Q. Right.</p> <p>18 <b>A. -- rather than your name or your rank.</b></p> <p>19 Q. I see. So that I am clear, an officer of the watch is</p> <p>20 an OM or an AOM --</p> <p>21 <b>A. Yes.</b></p> <p>22 Q. -- but not a CRO or an SOM?</p> <p>23 <b>A. No. That's right. That's correct.</b></p> <p>24 Q. Okay. Right.</p> <p>25 Going back to the question of the control room</p> <p style="text-align: center;">Page 39</p>
<p>1 <b>roles that a control officer can do.</b></p> <p>2 Q. Who was that who was occupying that role?</p> <p>3 <b>A. I don't think it was specifically given to anyone on</b></p> <p>4 <b>that night; it was just something that would've had to</b></p> <p>5 <b>be undertaken had we needed to use that and notify --</b></p> <p>6 Q. And I think you also had --</p> <p>7 <b>A. -- additional people.</b></p> <p>8 Q. Sorry, I cut off your answer. Do you want to --</p> <p>9 <b>A. No.</b></p> <p>10 Q. I think you also had three CROs on and two doing</p> <p>11 overtime.</p> <p>12 <b>A. We would've had more than three CROs on. So there were</b></p> <p>13 <b>three supervisors, two AOMs and one OM. The rest would</b></p> <p>14 <b>have been control operators and two of those were on</b></p> <p>15 <b>overtime.</b></p> <p>16 Q. Right. Okay.</p> <p>17 Did the control room have its full complement of</p> <p>18 staff?</p> <p>19 <b>A. Yes, they were 11.</b></p> <p>20 Q. Who was the officer in charge?</p> <p>21 <b>A. That would've been Alex Norman, the OM.</b></p> <p>22 Q. Right.</p> <p>23 What does it mean to be the officer in charge?</p> <p>24 <b>A. So they are primarily managing London fire control's</b></p> <p>25 <b>response -- or London Fire Brigade's response to</b></p> <p style="text-align: center;">Page 38</p>	<p>1 set-up, you were working from Stratford because of</p> <p>2 routine security updates at Merton.</p> <p>3 <b>A. Yes.</b></p> <p>4 Q. How long had control been operating out of Stratford on</p> <p>5 that occasion?</p> <p>6 <b>A. They went across on the 13th at 8 o'clock in the</b></p> <p>7 <b>morning.</b></p> <p>8 Q. Okay.</p> <p>9 And is that a big move? Do you have to do a lot in</p> <p>10 order to move from Merton to Stratford?</p> <p>11 <b>A. No, we make sure everyone knows in advance. There are</b></p> <p>12 <b>some phone lines that need to be transferred across, but</b></p> <p>13 <b>it's a well-practised routine.</b></p> <p>14 Q. Does it have the same facilities as Merton?</p> <p>15 <b>A. Yes, more or less. It's less positions. It's smaller,</b></p> <p>16 <b>so there's only 16 mobilising positions at Stratford.</b></p> <p>17 Q. Only 16?</p> <p>18 <b>A. Only 16.</b></p> <p>19 Q. As opposed to what at Merton?</p> <p>20 <b>A. 22 in the main control room and an additional seven in</b></p> <p>21 <b>our training suite.</b></p> <p>22 Q. You refer to mobilising positions; what are those?</p> <p>23 <b>A. So they are positions which have our mobilising system</b></p> <p>24 <b>on them, so you need to log into those and then you're</b></p> <p>25 <b>able to take calls and mobilise.</b></p> <p style="text-align: center;">Page 40</p>

10 (Pages 37 to 40)

1 Q. Can you just give me a picture of what that looks like?  
 2 You sit down at a desk.  
 3 **A. Yes.**  
 4 Q. If you're a CRO at a mobilising position, what have you  
 5 got in front of you?  
 6 **A. So you've got two screens in front of you, one that**  
 7 **contains an incident list.**  
 8 Q. Incident list?  
 9 **A. Yes.**  
 10 Q. What's that?  
 11 **A. So that's all the incidents that are ongoing.**  
 12 Q. Right.  
 13 **A. That we're currently dealing with.**  
 14 Q. Yes.  
 15 **A. And then there is another screen -- I mean, you can**  
 16 **change them, but there's another screen which contains**  
 17 **a map.**  
 18 Q. Right.  
 19 **A. And then what we call a bingo card, so they have all the**  
 20 **stations listed on them and all the officers on them.**  
 21 Q. A bingo card?  
 22 **A. Yes.**  
 23 Q. Is that actually a card or is it on the screen?  
 24 **A. It's on the screen.**  
 25 Q. Right, okay. And you can call up this bingo card, can

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1 you?  
 2 **A. Yes.**  
 3 Q. Just pops up.  
 4 Right, and the incident list, what is that data?  
 5 **A. There's two incident lists, so there's a short version**  
 6 **where you just see the address and the incident type**  
 7 **that we're attending, and then there's a big one which**  
 8 **will show you a bit more detail.**  
 9 Q. Is it dynamic, does it update itself?  
 10 **A. Yes, it does.**  
 11 Q. Who inputs the messages into the incident list as it  
 12 updates?  
 13 **A. So the incident list is formed of all the calls that we**  
 14 **have mobilised to and that we're dealing with. So you**  
 15 **could take a call to a person shut in a lift --**  
 16 **a control operator could take a call to a person shut in**  
 17 **a lift -- and that would go onto the incident list. So**  
 18 **the incident list is made up of all the incidents we're**  
 19 **attending or that we've been asked to attend.**  
 20 Q. Okay. Now, when a call comes in, first call --  
 21 **A. Yes.**  
 22 Q. -- of a fire, it comes to a CRO, does it, directly?  
 23 **A. Yes.**  
 24 Q. And they answer the call, and what comes up on their  
 25 screen?

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1 **A. It's called a call collection form, so a CCF, as we know**  
 2 **it.**  
 3 Q. Right. And does it come up automatically or do they  
 4 have to bring it up?  
 5 **A. It comes up automatically.**  
 6 Q. On which screen, the incident list screen or map screen?  
 7 **A. You can change it, but it comes up on the incident list**  
 8 **screen.**  
 9 Q. It's a call collection form. What are the spaces on the  
 10 form?  
 11 **A. So it has telephone number, caller's telephone number,**  
 12 **details about other agencies if we need to inform them,**  
 13 **where we can put their reference numbers. It has the**  
 14 **address of the incident, or an address field where you**  
 15 **can put the address of the incident.**  
 16 Q. You have to input that, do you?  
 17 **A. Yes, you do.**  
 18 Q. What other details?  
 19 **A. The incident type code. So what incident we are going**  
 20 **to.**  
 21 Q. I see. So would high-rise have its own code?  
 22 **A. Yes.**  
 23 Q. Okay. As opposed to, say, grassland?  
 24 **A. Yes.**  
 25 Q. And that would then, what, have a PDA, a predetermined

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1 attendance?  
 2 **A. Yes. So the operator would decide which incident type**  
 3 **code to use. There's a space to put further**  
 4 **information, so if they needed to put any further**  
 5 **information, they would write that in there or type that**  
 6 **in there, and then they can click a button which will**  
 7 **give them the PDA, which will offer them the PDA.**  
 8 Q. How would they know what incident type it would be?  
 9 **A. That's just in their training --**  
 10 Q. Okay.  
 11 **A. -- and their experience they would know that.**  
 12 Q. How would they know whether a flat was a high-rise?  
 13 **A. We tend to ask callers that ring us about flat fires how**  
 14 **high the building is.**  
 15 Q. That's quite a technical question to ask somebody living  
 16 in a flat. Would they normally know?  
 17 **A. Yes, they do normally know.**  
 18 Q. Really?  
 19 **A. So if it's more than five floors, above five floors, the**  
 20 **control operator would change the incident type code to**  
 21 **be a high-rise attendance.**  
 22 Q. So five floors is the magic --  
 23 **A. Above five floors, yes.**  
 24 Q. That's the magic information, is it?  
 25 **A. Yes.**

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1 Q. Not 50 metres or 18 metres or anything like that?  
 2 **A. No, no.**  
 3 Q. Okay. And that's something that the control room  
 4 officer would ask, is it?  
 5 **A. Yes.**  
 6 Q. How many floors?  
 7 **A. Yes.**  
 8 Q. Okay.  
 9 Once that information has come up, what happens  
 10 next? What does the CRO do next?  
 11 **A. So they can click on another button and it pulls the**  
 12 **PDA -- it displays the PDA, which is in a histogram and**  
 13 **will show the nearest resources to that incident.**  
 14 Q. Okay.  
 15 And then how does the CRO send a call to the nearest  
 16 fire station to mobilise?  
 17 **A. So once they are happy with that predetermined**  
 18 **attendance and don't need to make any changes, they can**  
 19 **press another button and it will automatically be sent**  
 20 **to the stations to mobilise the appliances.**  
 21 Q. Okay.  
 22 Would that enable the CRO to say, "They're on their  
 23 way"?  
 24 **A. No, they would only say -- they would say to a caller,**  
 25 **"Yes, they're on their way", and they mainly can**

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1 **mobilise and do mobilise appliances whilst they're still**  
 2 **talking to a caller.**  
 3 Q. Yes. Okay.  
 4 As the incident then develops, what further  
 5 information comes up on the incident list? I think you  
 6 said informative messages. What else?  
 7 **A. Yes, so the incident list is an overview of everything**  
 8 **that's going on in London. The incident log is created**  
 9 **for each specific incident. So on the incident log**  
 10 **there would be further details. If we received any more**  
 11 **calls, that would go onto the incident log. The**  
 12 **resources booking status 2, status 3, would be entered**  
 13 **onto those logs. Any informing of officers or other**  
 14 **agencies would be entered into those logs. And --**  
 15 Q. Right. Don't let me interrupt you.  
 16 **A. Most incidents have what we call an action plan, and**  
 17 **there is a number of plan items that control staff and**  
 18 **supervisors need to carry out as well. They're also on**  
 19 **there.**  
 20 Q. Okay.  
 21 Now, this incident log, where is it held?  
 22 **A. It's on our mobilising system on the incident.**  
 23 Q. Right, that's a central database, is it?  
 24 **A. Yes. But there is a live feed from it to what we call**  
 25 **BOSS, and that means that senior officers and stations**

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1 **can look at the incident.**  
 2 Q. Right. BOSS is a viewing platform, is it?  
 3 **A. It is a viewing platform, yes.**  
 4 Q. The actual platform itself, the incident log database,  
 5 has that got a name?  
 6 **A. The information comes from Vision.**  
 7 Q. Vision. Right.  
 8 **A. Which is what our mobilising system is called.**  
 9 Q. So the contents of the Vision database are visible to  
 10 the CRO on the incident list screen; is that right?  
 11 **A. Yes.**  
 12 Q. Okay.  
 13 **A. If they clicked on that, yes.**  
 14 Q. But they are also viewable remotely by BOSS, which is --  
 15 **A. Yes.**  
 16 Q. -- as you say, a viewing platform.  
 17 **A. Yes.**  
 18 Q. Okay.  
 19 Can I ask you to look at something and see if you  
 20 can just help me with it.  
 21 You have probably heard that we've been working from  
 22 something called a short incident log.  
 23 **A. Yes.**  
 24 Q. Yes. Can I ask you just to look at it. It's at tab 23  
 25 of our bundle and it's MET00013830. It's a longish

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1 document, even though it's called a short incident log,  
 2 and there is a long incident log.  
 3 **A. Yes.**  
 4 Q. That's the start of it. Are you familiar with this type  
 5 of document?  
 6 **A. Yes.**  
 7 Q. Right. Could you just help us, how is it compiled?  
 8 **A. So it's compiled from our Vision mobilising system, but**  
 9 **all the inputs on it are generated from actions carried**  
 10 **out in the control room.**  
 11 Q. Right. We can see how it's schematically set out.  
 12 **A. Yes.**  
 13 Q. Let's just go through it. I don't want to go through  
 14 the whole thing. But it's called a short incident log.  
 15 Do you have these for every incident?  
 16 **A. You can get them for every incident, yes.**  
 17 Q. Is the information in it -- because it's called short --  
 18 derived from a fuller database, set of information?  
 19 **A. Yes, so I think you can run a long report which contains**  
 20 **every action.**  
 21 Q. Yes.  
 22 Now, it has at the start "Incident 76029" at the top  
 23 left. That's the number given to the particular  
 24 incident.  
 25 **A. That's the incident number, yes.**

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1 Q. And station G27, that's North Kensington.  
 2 **A. Yes.**  
 3 Q. Is that always the first responder station?  
 4 **A. No, not necessarily; that's whose station ground that**  
 5 **incident is on.**  
 6 Q. I see, okay.  
 7 Might there be more than one? Might there be more  
 8 than one station?  
 9 **A. No, no, there will only be one station's ground, but you**  
 10 **might not get Golf 27, depending where the incident is,**  
 11 **attending that station[sic]. There might be a nearer**  
 12 **station.**  
 13 Q. And what's status F?  
 14 **A. Fire.**  
 15 Q. Fire. Okay. Right.  
 16 **A. Oh, sorry, I think that's finished. It's just a data**  
 17 **when we close and complete incidents.**  
 18 Q. And "Call: 00:54:29", I'm assuming that that's the first  
 19 call?  
 20 **A. Yes.**  
 21 Q. Then you have "Original Type: A1", what's that?  
 22 **A. So the original incident type that the control operator**  
 23 **put into the incident to generate the mobilisation was**  
 24 **an A1, which is a fire.**  
 25 Q. A1 is fire?

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1 **A. Yes.**  
 2 Q. "Additional types: 10PF 15PF", I think we can guess at  
 3 what that is, but could you just tell us?  
 4 **A. So those would've been incident upgrades as the incident**  
 5 **progressed. So you can see six-pump fire, eight-pump**  
 6 **fire, A1HR, which would be the high-rise attendance,**  
 7 **fire survival guidance, G1 is major incident, PR is**  
 8 **persons reported.**  
 9 Q. I see, okay.  
 10 **A. Then it goes up to a 40-pump fire.**  
 11 Q. Right.  
 12 Ms Smith, we've been going for just over an hour.  
 13 Are you comfortable to keep going for another 10 minutes  
 14 before we have a break --  
 15 **A. Yes.**  
 16 Q. -- or would you like a break now?  
 17 **A. Ten minutes.**  
 18 Q. Let's keep going with this document, Mr Chairman, if we  
 19 can.  
 20 Then you get, "Repeat Calls: 344", what's that?  
 21 **A. That's the number of calls we received in the control**  
 22 **room that night.**  
 23 Q. Then underneath it we have a long list of numbers.  
 24 **A. Yes.**  
 25 Q. Could you tell us what those are?

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1 **A. So each call we receive generates an incident number, so**  
 2 **all the other incidents and all the other calls**  
 3 **associated with the main incident.**  
 4 Q. Right.  
 5 Now, these numbers, I mean, we can see that most of  
 6 them on the right-hand side are 14062017, which is  
 7 clearly the date.  
 8 **A. Yes.**  
 9 Q. I am guessing, but that looks like the date. Then the  
 10 numbers on the left-hand side, before the dash, are  
 11 those telephone numbers or are they assigned LFB  
 12 numbers?  
 13 **A. No, they're just an assigned incident number.**  
 14 Q. So what would they be assigned to? A particular call?  
 15 **A. Yes, so each individual call would have its own incident**  
 16 **number and then the control officer would take details**  
 17 **of that call, but obviously they wouldn't mobilise**  
 18 **a separate attendance; they would just add it to the**  
 19 **main call.**  
 20 Q. Right.  
 21 **A. And the main incident.**  
 22 Q. Okay. I see. They're always six-digit numbers, are  
 23 they, starting with a 0?  
 24 **A. No, it just starts at 0 at the beginning of the year and**  
 25 **would start from there.**

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1 Q. Oh, I see, okay. So looking at the first one -- there  
 2 are a couple of curiosities, though. The very first one  
 3 is 01022017.  
 4 **A. Yes, I believe that's just a system anomaly.**  
 5 Q. I see. What about the second one, 0806?  
 6 **A. Yes.**  
 7 Q. 8 June.  
 8 **A. Again, that's just a system anomaly.**  
 9 Q. Okay. And then looking at the third one, 076032, then  
 10 they go on.  
 11 **A. Yes.**  
 12 Q. 33, 38, 39, 42, et cetera. Those are like serial  
 13 numbers, are they?  
 14 **A. Yes.**  
 15 Q. Moving on through, then, so you can know how many calls,  
 16 these are all individual calls, are they?  
 17 **A. Yes.**  
 18 Q. Right. And some of them may be from the same caller?  
 19 **A. Yes.**  
 20 Q. I see. Go three calls from the same caller would have  
 21 three numbers attached to it?  
 22 **A. That's correct.**  
 23 Q. Can we tell from that, then, that there were in total at  
 24 Grenfell 344 calls received by CROs in the control room?  
 25 **A. Yes.**

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1 Q. Right.  
 2 Over to page 8, you have "Address" and you have  
 3 "Summary", and the summary would be applied into the  
 4 database at what point? Because we can tell here it  
 5 says 40-pump fire, so we know that was after the make-up  
 6 to 40.  
 7 **A. Yes.**  
 8 Q. Would it be immediately afterwards or at the end of the  
 9 incident?  
 10 **A. No, that would be generated by the stop message.**  
 11 Q. Okay.  
 12 **A. And then additional details, so it's got about reliefs**  
 13 **to attend.**  
 14 Q. Right.  
 15 Then we go into the details of appliances, and  
 16 I think that's self-explanatory, but just to be clear,  
 17 you have call sign, station, status 1 -- and status 1  
 18 is? If you could just explain to us, what is status 1?  
 19 **A. Available at their home station.**  
 20 Q. Available. Then you have "Plus". What does that mean?  
 21 **A. So the top would be the initial attendance, the first**  
 22 **attendance that we would send, and when they made the**  
 23 **incident up, anything else would show as reinforcements.**  
 24 Q. We have "Mobile", which is status 2, and "On Scene",  
 25 which is status 3. I think we've established that

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1 through other witnesses.  
 2 **A. Yes.**  
 3 Q. Then "Available", is that the time when they clocked  
 4 off, as it were?  
 5 **A. Yes, booked away from the incident.**  
 6 Q. Right.  
 7 Now, this information we see in this box here, this  
 8 is just the first page of it, would this be available  
 9 dynamically as it evolved to a control room operator on  
 10 their screen in front of them?  
 11 **A. Yes. It would look different, but that information is**  
 12 **available to our control staff.**  
 13 Q. Then you have "Reinforc[e]" all the way down and  
 14 "Relief", et cetera.  
 15 **A. Yes.**  
 16 Q. Then over on page 13 you have officers, call sign, name,  
 17 assign, mobile, on scene, available.  
 18 **A. Yes.**  
 19 Q. Again, would this information be available to any  
 20 control room operator?  
 21 **A. Yes.**  
 22 Q. Okay.  
 23 We can see your name three-quarters of the way down  
 24 that list as BC02. Is that Brigade control number 2?  
 25 **A. Yes.**

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1 Q. Right. And it has you as assigned at 01.29.41.  
 2 **A. Yes.**  
 3 Q. While we're on it, because otherwise we'll come back to  
 4 it, do you know why it doesn't have a time for mobile or  
 5 for on scene for you?  
 6 **A. Yes, because I never attend the incident. I just attend**  
 7 **control. So it would be -- the assign would be**  
 8 **an informative page.**  
 9 Q. I see. Okay.  
 10 **A. Actually.**  
 11 Q. So control room staff, although they're listed as  
 12 officers assigned with a time of assignment, don't  
 13 generally go status 2 or status 3?  
 14 **A. Wouldn't generate -- no, because we wouldn't be attached**  
 15 **to the incident, because we wouldn't proceed to the**  
 16 **incident.**  
 17 Q. I see.  
 18 **A. That would be the same as actually if you look at press,**  
 19 **PR6, there would be a notification there but she**  
 20 **wouldn't attend the incident.**  
 21 Q. Right. Okay, we'll look at that.  
 22 Page 17 is where we have the start of -- sorry, can  
 23 I just ask you something, I've just noticed it,  
 24 actually.  
 25 Bottom of page 16, while I'm on it, it has

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1 additional data, borough, command areas, electricity  
 2 provider, other agency call reference and water company.  
 3 **A. Yes.**  
 4 Q. Is that already on the database or does that have to be  
 5 inputted during an incident?  
 6 **A. No, so the borough and the command area and the**  
 7 **electricity provider will be on the incident, depending**  
 8 **on the location of the incident, as will the water**  
 9 **company. Other agency call ref would be those agencies**  
 10 **that we've contacted, so Surrey would be one of them,**  
 11 **and we'd keep everyone's reference information --**  
 12 **reference.**  
 13 Q. So somebody in the control room would actually have  
 14 to -- or somebody somewhere -- update or input that  
 15 specific data during an incident, would they?  
 16 **A. The other agency call reference, when they took a call**  
 17 **or informed another agency, they would ask for their**  
 18 **reference and exchange our reference number, and they**  
 19 **would put that in that field.**  
 20 Q. Right. During the incident?  
 21 **A. Yes.**  
 22 Q. Right. Okay.  
 23 Do you know who goes about that exercise? Is it  
 24 somebody in the control room or somebody remote from the  
 25 control room?

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<p>1 <b>A. It would be a control officer in the control room.</b></p> <p>2 <b>Whoever spoke to another agency or received a call from</b></p> <p>3 <b>the other agency.</b></p> <p>4 Q. Right, okay.</p> <p>5 Now, we can turn to page 17 and we start the actual</p> <p>6 log of incidents, as it were. It says "Narrative" at</p> <p>7 the top.</p> <p>8 Again, this information, as time goes on, is that</p> <p>9 available on a control room officer's screen?</p> <p>10 <b>A. Yes.</b></p> <p>11 Q. So if they want to see it, they can see it?</p> <p>12 <b>A. Yes.</b></p> <p>13 Q. Can you just help me as to how that information gets in</p> <p>14 there? So just taking, for example, 01.13.39 --</p> <p>15 <b>A. Yes.</b></p> <p>16 Q. -- let's just look at that, and it is an example. SAD,</p> <p>17 that's the op.</p> <p>18 <b>A. Yes.</b></p> <p>19 Q. And I think I can guess who that might be, but would you</p> <p>20 tell me?</p> <p>21 <b>A. Sharon Darby.</b></p> <p>22 Q. Yes:</p> <p>23 "Make Up</p> <p>24 "IUP G331 MAKE PUMPS SIX AND ONE HP."</p> <p>25 Now, who inputs that information into the Vision</p> <p style="text-align: center;">Page 57</p>	<p>1 <b>A. Channel 4.</b></p> <p>2 Q. Okay. Is that on the main scheme radio?</p> <p>3 <b>A. Yes.</b></p> <p>4 Q. Okay. And that radio link from the pump, that's</p> <p>5 contained in the appliance, is it?</p> <p>6 <b>A. Yes.</b></p> <p>7 Q. Can it also be sent from a fire ground radio?</p> <p>8 <b>A. Not a fire ground radio, no.</b></p> <p>9 Q. I see.</p> <p>10 <b>A. But an Airwave radio, which officers have and I think</b></p> <p>11 <b>command units have as well.</b></p> <p>12 Q. Right.</p> <p>13 <b>A. So that's just a mobile radio.</b></p> <p>14 Q. That's helpful. So you can't send a message like that</p> <p>15 from your fire ground radio.</p> <p>16 <b>A. No.</b></p> <p>17 Q. You can send a message like that from either an Airwave</p> <p>18 radio which officers have --</p> <p>19 <b>A. Yes.</b></p> <p>20 Q. -- or from the radio in the cab --</p> <p>21 <b>A. Yes.</b></p> <p>22 Q. -- of an appliance?</p> <p>23 <b>A. (Nodded assent).</b></p> <p>24 Q. Okay. Is that channel 4 sometimes called RT4?</p> <p>25 <b>A. Yes.</b></p> <p style="text-align: center;">Page 59</p>
<p>1 system to start with?</p> <p>2 <b>A. So Sharon would've done that. She was on the radio</b></p> <p>3 <b>position that night and she would've taken a call. She</b></p> <p>4 <b>would have taken a radio message from Golf 331 to make</b></p> <p>5 <b>the incident six and HPs one, so she would've typed that</b></p> <p>6 <b>into the incident log.</b></p> <p>7 Q. Right. So the make-up starts with a decision on the</p> <p>8 incident ground with the incident commander --</p> <p>9 <b>A. Yes.</b></p> <p>10 Q. -- let's assume. It gets radioed from -- stop me if</p> <p>11 I get this wrong.</p> <p>12 <b>A. Okay.</b></p> <p>13 Q. It gets radioed, does it, from the incident command</p> <p>14 pump?</p> <p>15 <b>A. Yes.</b></p> <p>16 Q. Or the pump sending the message, as the case may be, to</p> <p>17 the control room.</p> <p>18 <b>A. Yes.</b></p> <p>19 Q. Just pausing there, what's that radio link? What</p> <p>20 channel is that?</p> <p>21 <b>A. It depends if you're north or south of the river. So</b></p> <p>22 <b>channel 2 or channel 4.</b></p> <p>23 Q. Channel 2 or channel 4?</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. And if you are north of the river?</p> <p style="text-align: center;">Page 58</p>	<p>1 Q. Okay. Right.</p> <p>2 Then that comes into the control room and</p> <p>3 Sharon Darby or somebody in her position types that into</p> <p>4 the Vision database?</p> <p>5 <b>A. Yes.</b></p> <p>6 Q. Right. Then everybody whose got access to the Vision</p> <p>7 database can then see it?</p> <p>8 <b>A. Yes.</b></p> <p>9 Q. Okay.</p> <p>10 Does that message then get confirmed in a different</p> <p>11 way or additionally back to the fire ground?</p> <p>12 <b>A. So our radio operators would repeat that message as soon</b></p> <p>13 <b>as the message was given. So Golf 331 would make pumps</b></p> <p>14 <b>six, and as a radio operator, you would repeat that back</b></p> <p>15 <b>to confirm.</b></p> <p>16 Q. I see. So is it right, then, that every time you see</p> <p>17 a message in here with an op next to it, which I think</p> <p>18 is invariably the case as we turn the pages, we know who</p> <p>19 typed that into the system?</p> <p>20 <b>A. Mainly. There are some computer-generated ones, so</b></p> <p>21 <b>system-generated comments, but they do have</b></p> <p>22 <b>an operator's name next to them.</b></p> <p>23 Q. Right.</p> <p>24 <b>A. I can't see one at the moment.</b></p> <p>25 MR MILLETT: Okay. As we turn the pages in this, which</p> <p style="text-align: center;">Page 60</p>

<p>1 we're going to do a little bit, maybe we can pick up 2 some examples. 3 But perhaps that may be an appropriate moment, 4 Mr Chairman, for a break. 5 SIR MARTIN MOORE-BICK: Is that convenient? 6 MR MILLETT: Yes. 7 SIR MARTIN MOORE-BICK: All right, we'll have a break now, 8 give everyone a chance to stretch their legs, perhaps 9 have a cup of coffee. 10 We'll resume at 11.30. 11 THE WITNESS: Okay. 12 SIR MARTIN MOORE-BICK: I have to ask you not to talk about 13 your evidence or anything related to it during the 14 break. Is that all right? 15 THE WITNESS: Thank you. 16 SIR MARTIN MOORE-BICK: Thank you. If you would like to go 17 with the usher. 18 11.30, then, please. 19 (11.15 am) 20 (A short break) 21 (11.30 am) 22 SIR MARTIN MOORE-BICK: All right, happy to carry on? 23 THE WITNESS: Yes. 24 SIR MARTIN MOORE-BICK: Good, thank you. 25 Yes, Mr Millett.</p> <p style="text-align: center;">Page 61</p>	<p>1 room or just because Surrey happened to receive a 999 2 call relating to the incident? 3 <b>A. Surrey would've received a 999 call relating to the 4 incident just because we were experiencing a vast amount 5 of calls in our control room, and then the BT operator 6 would have looked to pass them to our buddy service, 7 which is North West Fire Control, but I spoke to the BT 8 operator on that night, or the BT exchange, and asked 9 them to pass them round to our neighbouring fire rescue 10 services as well.</b> 11 Q. Why doesn't North West appear on there? 12 <b>A. It probably would do. That's probably a brief. If you 13 looked at the incident, that would appear as well.</b> 14 Q. Do you have fixed buddy control rooms or do you have to 15 hunt around on the night for who is available? 16 <b>A. No, so we have an MoU with North West Fire Control and 17 Staffordshire and West Mids control room. We're the 18 three biggest fire control rooms in the UK and we have 19 a three-way partnership arrangement which we take calls 20 for each other, should we need to, and we can also 21 mobilise on behalf of them.</b> 22 Q. And that buddy system, when did that come in? 23 <b>A. We've always had buddy arrangements with other fire and 24 rescue services. I believe the North West and 25 Staffordshire and West Mids was 2012.</b></p> <p style="text-align: center;">Page 63</p>
<p>1 MR MILLETT: Ms Smith, thank you. 2 We were looking at the short incident log and I have 3 some further questions on it. 4 Can I just go back a little bit -- this often 5 happens after breaks, I'm afraid -- just to the bottom 6 of page 16 of the same document, where you can see 7 additional data. 8 <b>A. Yes.</b> 9 Q. Two questions: first of all, do you see, "SURREY 12119", 10 other agency call ref? Could you just explain to me 11 what that is a reference to? 12 <b>A. So that would be a reference to Surrey Fire Brigade, 13 I would believe, and their incident number.</b> 14 Q. What would that be for? 15 <b>A. That would be for -- I believe they took a number of our 16 calls.</b> 17 Q. Right. 18 <b>A. Our 999 calls on that night.</b> 19 Q. On that night? 20 <b>A. Yes.</b> 21 Q. At what stage during the incident do you think that 22 information would be entered in there? 23 <b>A. That would've been entered in from the first call that 24 Surrey Fire Brigade gave us.</b> 25 Q. Right. And Surrey, would that be as a backup control</p> <p style="text-align: center;">Page 62</p>	<p>1 Q. Was that as a result of Lakanel House? 2 <b>A. No.</b> 3 Q. Okay. 4 The other thing I just wanted to ask you about under 5 additional data are the words "BABCOCKS REF", and then 6 you have a number underneath, FB1706140052. 7 Can you explain what that is? 8 <b>A. So Babcocks are the people that service our fire 9 engines, so I would imagine that we contacted them at 10 some point and that's their reference.</b> 11 Q. Do you know why Babcocks had to be contacted? 12 <b>A. It can be a range of information -- it could be a range 13 of reasons, sorry. Either an appliance might have 14 broken down or we might have needed additional support. 15 It's not uncommon.</b> 16 Q. It's not uncommon. 17 What kind of support do Babcocks offer the London 18 Fire Brigade that would need a contact in the middle of 19 an incident? 20 <b>A. It could be a range of stuff, like I say. If an 21 appliance wouldn't start or failed to start, they could 22 be called. It's not uncommon at all, and we would have 23 contacted a large range of agencies that night, so there 24 would be a reference for the Met Police, the London 25 Ambulance Service, the Kensington and Chelsea borough.</b></p> <p style="text-align: center;">Page 64</p>



1 Q. In addition to things like mechanical breakdowns, what  
 2 other services did Babcocks offer?  
 3 **A. So I think they have some resources that if they're**  
 4 **required at the incident, we can mobilise them.**  
 5 Q. Such as?  
 6 **A. I can't recall offhand.**  
 7 Q. I mean, would there be human skills?  
 8 **A. No.**  
 9 Q. So what kind of skills then?  
 10 **A. So they would be resources that you'd need, so not human**  
 11 **kind, so they would be vehicles.**  
 12 Q. Right. Equipment?  
 13 **A. Yes.**  
 14 Q. Okay.  
 15 Do you know anything about the arrangements between  
 16 the London Fire Brigade and Babcocks so far as supply of  
 17 these services to vehicles and supply of equipment is  
 18 concerned?  
 19 **A. No, that wouldn't be my area. We would just know who to**  
 20 **contact should the incident request them.**  
 21 Q. Do you recall any kind of problems with Babcocks during  
 22 the night about the supply of equipment or servicing?  
 23 **A. No, I don't.**  
 24 Q. Before we just go back to the short incident log, we  
 25 were talking earlier about Airwave radios.

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1 **A. Yes.**  
 2 Q. Those are portable radios which you said senior officers  
 3 have.  
 4 **A. Yes.**  
 5 Q. Above what rank? Or at what rank and above?  
 6 **A. Station manager.**  
 7 Q. Station manager.  
 8 And those Airwave radios can access the control room  
 9 directly --  
 10 **A. Yes.**  
 11 Q. -- on channel 4?  
 12 **A. Yes.**  
 13 Q. Okay.  
 14 Are the contents of those messages on RT4 between  
 15 Airwave radio and control room recorded?  
 16 **A. Yes.**  
 17 Q. Have you ever heard of something called an admin call?  
 18 **A. Yes.**  
 19 Q. Is that the same as a message over the Airwave radio to  
 20 control room?  
 21 **A. No, that's a telephone conversation.**  
 22 Q. That's a telephone conversation. What is the telephone?  
 23 Where is that telephone?  
 24 **A. So that would be on our integrated communications**  
 25 **screen. So as I was explaining, the control officer**

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1 **would have two screens in front of them with the Vision**  
 2 **terminals on them, the map and the incident list, and**  
 3 **they would have what we call an ICS by the side of them,**  
 4 **which is an electronic touch-screen telephone pad, and**  
 5 **they would make a call from that and that would be**  
 6 **classified as an admin call.**  
 7 Q. And an admin call is made by the CRO by use of the  
 8 screen to whom? Who would an admin call go to?  
 9 **A. That would depend on who we were notifying of**  
 10 **an incident. So it could be made to a senior officer,**  
 11 **it could be made to a water company or electricity board**  
 12 **or to a command unit.**  
 13 Q. But it would be made, would it, to a telephone and not  
 14 a radio?  
 15 **A. Yes, always.**  
 16 Q. So admin calls are telephones. Airwave radios are RT4.  
 17 **A. Yes.**  
 18 Q. They are both recorded.  
 19 **A. Yes.**  
 20 Q. Where are they recorded?  
 21 **A. They're recorded on the system. They're available for**  
 22 **control officers to play back on their mobilising**  
 23 **system, and then they go into a database which we are**  
 24 **able to access.**  
 25 Q. Then we have the main scheme radio.

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1 **A. Yes.**  
 2 Q. Now, that's not a piece of portable equipment.  
 3 Well, let me ask you: what is the main scheme radio?  
 4 **A. So that is the Airwave radio.**  
 5 Q. Right. That's the same thing, is it?  
 6 **A. Yes.**  
 7 Q. Okay. So does Airwave describe the system of  
 8 communication or the actual piece of kit you hold in  
 9 your hand?  
 10 **A. That's the piece of kit.**  
 11 Q. Right. So the Airwave radio allows you to access the  
 12 main scheme radio system?  
 13 **A. The main scheme radio is just a historic term that we**  
 14 **still use.**  
 15 Q. So Airwave and main scheme are interchangeable?  
 16 **A. Yes.**  
 17 Q. Now, in the cab, you have a radio.  
 18 **A. Yes.**  
 19 Q. What is that radio?  
 20 **A. That's an Airwave radio.**  
 21 Q. I see. So all appliances have an Airwave radio?  
 22 **A. Yes.**  
 23 Q. I follow. Okay. And that's just a fixed version of the  
 24 portable version that station managers and above have?  
 25 **A. Yes.**

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<p>1 Q. Right. That has the same functionality, does it, as the 2 Airwave radio held by senior officers? 3 <b>A. Yes.</b> 4 Q. Okay. 5 So would it follow that the radio in the cab would 6 enable the incident commander, for example, or the 7 driver to be able to radio the control room on RT4, if 8 you're in north London, and vice versa? 9 <b>A. Yes.</b> 10 Q. And those calls are recorded, you say? 11 <b>A. Yes.</b> 12 Q. Finally, fire ground radios. Could you just describe 13 those for us? 14 <b>A. So I believe fire ground radios are radios that are kept 15 by crews to be used on the fire ground. So we have no 16 information, or we don't hear any traffic or radio 17 traffic on those fire ground radios.</b> 18 Q. Are those calls recorded? 19 <b>A. No.</b> 20 Q. Right. 21 Going back, then, to the incident log, I just want 22 to ask you a question about the very start of the 23 attendance. 24 If you go to a different document, if I could ask 25 you to do that, it's tab 7 in the documents bundle.</p> <p style="text-align: center;">Page 69</p>	<p>1 <b>our control officer asks how many floors there are and 2 the caller says fourth, which he was obviously referring 3 to where the fire was, so we mobilised fire attendance 4 to the address, which was three pumping appliances.</b> 5 Q. Okay. And normally what would happen in order to 6 ascertain whether it's a high-rise? 7 <b>A. So the control operator would ask how many floors are in 8 the building.</b> 9 Q. Do control room operators get training in how to extract 10 information from callers for whom English may not be 11 their first language? 12 <b>A. Not specifically for callers for who English is not 13 their first language. We do have call handling training 14 and that's done as part of their new entrants training 15 when they first join the watch.</b> 16 Q. So no training. 17 What about training for -- I say "extracting" -- 18 coaxing information from callers who may be in a panic 19 and not really able to describe very well what they're 20 seeing or what they're experiencing? Is there training 21 on that? 22 <b>A. They have their nine-week training, but obviously it's 23 all experiential. They take numerous 999 calls every 24 day when they're on shift, and they have their 25 supervisors to support them in that and would help them</b></p> <p style="text-align: center;">Page 71</p>
<p>1 This is LFB00000003. 2 Now, this is an early LFB document produced, 3 I think, for the inquiry. Can I just ask you to look at 4 it. 5 It says, halfway down, "00:54:29 First call to 6 incident." 7 Then: 8 "00:55:14 Pre-determined attendance (PDA) for call 9 to fire: G271, G272 ... G331 ... assigned to incident." 10 <b>A. Yes.</b> 11 Q. So that's initially three pumps. 12 <b>A. Yes.</b> 13 Q. Then at 00.59.12, just about 4 minutes later: 14 "G362 (Hammersmith) also assigned to the incident as 15 part of PDA, when high rise incident ascertained." 16 <b>A. Yes.</b> 17 Q. Do you know from your own knowledge about a 4-minute gap 18 between the initial attendance order and the make-up to 19 four pumps because of the discovery that it was 20 a high-rise? 21 <b>A. Yes.</b> 22 Q. You do know about that? 23 <b>A. (Nodded assent).</b> 24 Q. Can you just explain what happened? 25 <b>A. So I believe during the first call to Grenfell Tower,</b></p> <p style="text-align: center;">Page 70</p>	<p>1 <b>out if they were having difficulties. But a control 2 officer's job is very experiential.</b> 3 Q. Okay. 4 Obviously we can see here that originally there was 5 no PDA for a high-rise. 6 <b>A. No.</b> 7 Q. Would that be a frequent experience or not? 8 <b>A. There would be occasions where the callers couldn't give 9 a response or gave an incorrect response. I believe 10 during this incident that one of our supervisors 11 believed it was a high-rise, had a check, and then sent 12 the additional attendance.</b> 13 Q. Right. That would leave a lot to chance, though, 14 wouldn't it, unless the original call handler had 15 actually specifically asked: "Is it a high-rise?" or "Is 16 it over five floors?" 17 <b>A. Yes, is it over five floors, which she did. We do have 18 a number of high-rise buildings on our gazetteer, which 19 is our mapping aid and our addressing tool, and they do 20 have a number of high-rise buildings listed on them, but 21 not all of them.</b> 22 Q. Yes. 23 I mean, it's easy to get confused if you're 24 a caller, isn't it, when asked, "How many floors have 25 you got there?", to give the floor you're on?</p> <p style="text-align: center;">Page 72</p>

1 **A. It can happen sometimes, yes.**  
 2 Q. So there's room for misunderstanding, is that right,  
 3 between the caller and the CRO about how many floors are  
 4 in the building as opposed to the floor the call is  
 5 coming from?  
 6 **A. Yes, that can happen at times, but again, if it's**  
 7 **registered, and if it's registered as a high-rise**  
 8 **building on our gazetteer, we would have noticed that.**  
 9 **Additional callers would've also been asked that**  
 10 **information, and, again, it's showing how much it's sort**  
 11 **of teamwork, our supervisors noticed that immediately.**  
 12 Q. Yes. I guess what I'm really asking you is: are control  
 13 room operators trained to be crystal clear in asking the  
 14 question, "How many floors does the building consist  
 15 of?" as opposed to "What floor are you on?"  
 16 **A. Yes, they are trained to ask you're in flat 5[sic].**  
 17 Q. Now, coming back to the short incident log, at long  
 18 last -- here it is -- I just want to ask you some more  
 19 questions about how it comes to be made up.  
 20 You said that the messages there are inputted by  
 21 control room operators.  
 22 **A. Yes.**  
 23 Q. Could you just help us, when it says "Informative" --  
 24 and looking at 01.16.02 on page 17 --  
 25 **A. Yes.**

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1 Q. -- and there's a list of information there, what does  
 2 that mean? What's "Informative"?  
 3 **A. So an informative message is a message sent from the**  
 4 **incident ground to inform control and other people**  
 5 **monitoring the incident what's going on.**  
 6 Q. Right.  
 7 **A. It's a structured message.**  
 8 Q. Right. And so that comes from the incident ground in  
 9 that form or is that --  
 10 **A. In that form.**  
 11 Q. In that form. That's by radio, is it, normally?  
 12 **A. Yes, that's usually by radio.**  
 13 Q. So the control room operator records that somewhere?  
 14 **A. Yes, they would record that and they would add that it's**  
 15 **an informative message, and they add the -- so the "SUP"**  
 16 **at the beginning, the SUP.**  
 17 Q. So it comes into the control from the incident ground,  
 18 it comes over RT -- well, it comes over the radio, does  
 19 it?  
 20 **A. Yes.**  
 21 Q. And the radio goes straight into the headset of the  
 22 control room person?  
 23 **A. Yes. So they have a button on their radio that they can**  
 24 **push to talk, and on the control officer's screen they**  
 25 **will get alerted as to what call sign wishes to speak to**

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1 **them.**  
 2 Q. So the control room operator obviously can receive  
 3 telephone calls from members of the public --  
 4 **A. Yes.**  
 5 Q. -- such as the initial caller here, but can also speak  
 6 over the radio and receive radio messages?  
 7 **A. Yes.**  
 8 Q. What's the functionality that allows them to switch from  
 9 one to the other?  
 10 **A. They can. So that would be in our ICS, our integrated**  
 11 **communications system. However, if you are a radio**  
 12 **operator, you are designated that for the whole shift,**  
 13 **so that task, so you wouldn't necessarily then be a call**  
 14 **handler as well.**  
 15 Q. Right.  
 16 **A. So you would either do call handling and answering 999**  
 17 **calls or you would do the radio.**  
 18 Q. You wouldn't swap between the two?  
 19 **A. No.**  
 20 Q. Right.  
 21 So SAD, Sharon Darby, 01.16.02, she's on the radio?  
 22 **A. Yes.**  
 23 Q. Okay. And she gets the message over the radio on her  
 24 headset?  
 25 **A. Yes.**

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1 Q. How is that recorded? Does she write it down in  
 2 manuscript and then type it in or does she --  
 3 **A. No, she types it in automatically and she would use**  
 4 **what's known or what you've seen is a service request.**  
 5 Q. What is a service request?  
 6 **A. So a service request is something on our mobilising**  
 7 **system that allows the call-takers and supervisors to**  
 8 **share information with the radio operator and vice**  
 9 **versa.**  
 10 Q. Right.  
 11 A bit lower down: "User Comment", 01.18.18, PM, what  
 12 is user comment?  
 13 **A. So when an individual or a control operator turns out**  
 14 **an appliance or wants to add a comment to a message box,**  
 15 **they would type it in what they wanted. So it's free**  
 16 **text. If you can see, one of the supervisors, Pete May,**  
 17 **is, "Turning out with message - INFORM AS ORT." So he**  
 18 **has paged an officer. The comment is system-generated,**  
 19 **so it's a six-pump fire, aerials 1, and that's why he's**  
 20 **being paged. And his comments he has written is "INFORM**  
 21 **AS ORT".**  
 22 Q. But looking at the comment above that:  
 23 "User Comment.  
 24 "SIX PUMP FIRE AERIAL X 1 HIGH RISE PROCEDURE."  
 25 **A. Yes.**

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1 Q. That information is already on the system, because we've  
 2 already got the make up at 01.14.12 to aerial and the  
 3 informative message. So what's the point of the user  
 4 comment there?  
 5 **A. That's because he's just paged an officer to inform him**  
 6 **of that six-pump fire, so it would repeat it.**  
 7 Q. Oh, I see.  
 8 **A. So it's going out, yes.**  
 9 Q. Oh, I follow. So the user comment and turning out with  
 10 message goes as the same piece of information.  
 11 **A. Yes.**  
 12 Q. Okay.  
 13 Going through it, we'll come to the detail I think  
 14 later, but turning to page 18, we see at 01.31.38,  
 15 "Service Request", PD.  
 16 "Service request Created: RT4 - G271 ..."  
 17 **A. Yes.**  
 18 Q. That is a record of what?  
 19 **A. That is a record of one of our control officers creating**  
 20 **a service request and sending the message to the radio,**  
 21 **RT4, channel 4, and saying there's a further call to say**  
 22 **the fire is on the 20th floor.**  
 23 Q. Now, that information would have come to PD, who  
 24 inputted it into the system?  
 25 **A. That information was created by, yeah, PD, who put that**

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1 **into -- created a service request and added that**  
 2 **information.**  
 3 Q. Who is PD?  
 4 **A. Peter Duddy.**  
 5 Q. Peter Duddy, and he would've been on the radio?  
 6 **A. No, he was a call-taker on that night, and he would've**  
 7 **sent that. So it's prefixed "RT4" to be sent to the**  
 8 **radio, channel 4.**  
 9 Q. So there's a step I am missing.  
 10 So Peter Duddy receives the message. He's  
 11 a call-taker, so he handles the 999 call.  
 12 **A. Yes, so he would've handled a 999 call where people were**  
 13 **saying that there was fire on the 20th floor and that**  
 14 **they were trapped.**  
 15 Q. Right.  
 16 **A. And he would've sent that message to Sharon Darby on**  
 17 **RT4, so Sharon could then pass that on to the ICP.**  
 18 Q. Right. Now, let's just break that down a little bit, if  
 19 we can.  
 20 Pete Duddy takes the call. He's on the call.  
 21 **A. Yes.**  
 22 Q. You say he sends the message to Sharon Darby on RT4.  
 23 **A. Yes.**  
 24 Q. How does he do that?  
 25 **A. So he creates a service request.**

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1 Q. On his screen?  
 2 **A. On his screen.**  
 3 Q. While he's talking?  
 4 **A. Yes.**  
 5 Q. Okay.  
 6 **A. He will type that information into the service request.**  
 7 Q. Right. And it comes up on the screen looking like it  
 8 does on the page there, does it?  
 9 **A. No, no, it doesn't, no. It's a box with some drop-down**  
 10 **menus and some free text spaces.**  
 11 Q. Okay. So he creates that request and then he sends it,  
 12 does he, to Sharon Darby?  
 13 **A. Yes. So he'll create the service request, and then on**  
 14 **our mobilising system, there is a list of all service**  
 15 **requests. So Sharon is on the radio and will pick up**  
 16 **any service request prefixed "RT4".**  
 17 Q. Oh, I see. I think I see. Sorry, forgive me for taking  
 18 this just a bit more slowly.  
 19 **A. That's okay.**  
 20 Q. So he gets the information by the telephone on the 999  
 21 call. He types into the incident list that he's got on  
 22 his screen a service request.  
 23 **A. Yes.**  
 24 Q. He then sends that to Sharon Darby, who is elsewhere in  
 25 the incident room.

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1 **A. Elsewhere in the control room, yes.**  
 2 Q. In the control room.  
 3 **A. Yes.**  
 4 Q. He sends that remotely by computer, does he?  
 5 **A. Yes.**  
 6 Q. Then she has a screen and something comes up on her  
 7 screen, does it?  
 8 **A. Yes, it comes up on all the control officers' screens.**  
 9 **They all see the same information. But Sharon would've**  
 10 **looked at that list, and anything that was prefixed**  
 11 **"RT4", that would've been for her to communicate --**  
 12 Q. I see. Right.  
 13 **A. -- to the resources on that channel.**  
 14 Q. What does she do when she sees that message coming up  
 15 from Pete Duddy on her screen?  
 16 **A. So she will open that service request and contact the**  
 17 **incident and pass that information on.**  
 18 Q. Right. Now, how does she do that?  
 19 **A. So she is just looking at her screen. She will see that**  
 20 **a service request has appeared, that it's prefixed**  
 21 **"RT4". So she will open that service request by**  
 22 **clicking on it and she will call up the resources in**  
 23 **attendance and pass that information.**  
 24 Q. How does she pass that information on?  
 25 **A. By radio.**

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1 Q. Okay. That's through her headset, is it?  
 2 **A. Yes.**  
 3 Q. What does she have to press to get G271 to know she's  
 4 contacting them?  
 5 **A. So she can either use a pressel switch, which is a foot**  
 6 **pedal, or she can press her ICS screen and communicate**  
 7 **with them that way.**  
 8 Q. There's a foot pedal, is there?  
 9 **A. Yes.**  
 10 Q. And by pressing the foot pedal, that makes the radio  
 11 live, opens the radio?  
 12 **A. Yes.**  
 13 Q. Or you can do it on the screen, can you?  
 14 **A. Yes.**  
 15 Q. Is it a touch-screen?  
 16 **A. Yes.**  
 17 Q. That then makes the radio live. Then what does Sharon  
 18 say?  
 19 **A. It would depend who she was calling. So in this case**  
 20 **she could say, "Golf 271". She could call them by their**  
 21 **call sign. You would use your call sign or the call**  
 22 **sign that she's trying to contact.**  
 23 Q. Would she get a response or ...?  
 24 **A. During normal incidents, yes, she would've.**  
 25 Q. Right.

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1 **A. She would.**  
 2 Q. Okay. When she's sending that message -- obviously in  
 3 this example it says G271 -- who decides where to send  
 4 that message to?  
 5 **A. So Peter Duddy, as the call-taker, would've put on that**  
 6 **it's a message to go to RT4, to go to Golf 271. So the**  
 7 **control operator would've decided that.**  
 8 Q. So the call handler?  
 9 **A. Yes.**  
 10 Q. How would Pete Duddy know that the message should go to  
 11 271?  
 12 **A. They would always tend to send it to the incident**  
 13 **command pump. So maybe at one time Pete has heard that**  
 14 **the incident command pump is 271 and hasn't heard that**  
 15 **it's been updated since then, given the time.**  
 16 Q. Right. We're going to come to that I think in due  
 17 course, but the destination of a radio message over RT4  
 18 by the radio operator depends upon the state of  
 19 knowledge of what the incident command pump is by the  
 20 call handler creating the service request.  
 21 Now, I've just said that. Is that right?  
 22 **A. So not necessarily. So Sharon would've looked at the**  
 23 **request, and because she was on the radio, she would've**  
 24 **known that the incident command pump had changed, so she**  
 25 **wouldn't have given that to Golf 271.**

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1 Q. I mean, at this point, 01.31.38, there's a question mark  
 2 as to whether it had or hadn't changed and we can look  
 3 at that, but just in general terms, it sounds as if the  
 4 principal source of the information about the right pump  
 5 or command unit to send radio messages to through RT4  
 6 would be the call handler and not the radio operator?  
 7 **A. Yes, if they wanted to pass a message to the incident,**  
 8 **they would tend to choose the incident command pump to**  
 9 **send it to if they knew it, if it had been declared.**  
 10 Q. Now, we see various service requests created, service  
 11 requests updated.  
 12 **A. Yes.**  
 13 Q. Service request in progress.  
 14 **A. Yes.**  
 15 Q. What's the difference between updated and in progress?  
 16 **A. So when you create a service request, you're the first**  
 17 **person to create it and you will put in the details you**  
 18 **want. It goes into the list and then a supervisor or**  
 19 **a control operator would pick it up and mark it in**  
 20 **progress so no one else undertook those actions in the**  
 21 **control room, and then once they had completed it, they**  
 22 **would mark it as completed.**  
 23 Q. On completed, what does that mean?  
 24 **A. So that means the task has been performed. So if -- on**  
 25 **RT4, after she picked up service requests, she would've**

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1 **then marked it as completed once that message was passed**  
 2 **on.**  
 3 Q. Okay.  
 4 Just by way of an example -- and it is only  
 5 an example -- if I can ask you to look at page 19, we  
 6 can see at 01.40.47 -- I stress, this is only  
 7 an example -- "Service Request Created" --  
 8 **A. Yes.**  
 9 Q. Excuse me, I have this one wrong.  
 10 Okay, well, take this one anyway.  
 11 01.41.35 is probably a better example:  
 12 "Service Request Completed: TO CH4 ..."  
 13 That's channel 4, I'm assuming?  
 14 **A. Yes.**  
 15 Q. "... G271 PERSONS ON THE 22ND FLOOR SMOKE COMING INTO  
 16 FLAT."  
 17 What does "completed" mean in that context there?  
 18 **A. It means that we would've passed that message to the**  
 19 **incident ground --**  
 20 Q. To the incident ground?  
 21 **A. -- via channel 4, RT4.**  
 22 Q. Who inputs that message into the system, the completed  
 23 message?  
 24 **A. So it's generated automatically once Sharon would've**  
 25 **clicked on the completed button.**

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1 Q. So that would be the radio operator or the call handler?  
 2 **A. Yes, sorry, the radio operator.**  
 3 Q. Okay.  
 4 So I think I've got this: in general terms -- is  
 5 this right? -- the call comes in, the message is then  
 6 sent by the call handler to the radio operator, remotely  
 7 in the way you've described --  
 8 **A. Yes.**  
 9 Q. -- the radio operator then sends a message to the  
 10 incident ground --  
 11 **A. By voice.**  
 12 Q. -- by voice --  
 13 **A. Yes.**  
 14 Q. -- by pressing the pedal, operating the screen and then  
 15 speaking, and then when that person is satisfied that  
 16 the message has gone to the incident ground, it  
 17 automatically generates completed.  
 18 **A. She will mark a button that says "Completed" and it will**  
 19 **automatically generate on that incident log.**  
 20 Q. Okay. I missed a stage. So he or she will expressly  
 21 mark it as completed.  
 22 **A. Yes.**  
 23 Q. Now, at the moment when they mark it as completed, do  
 24 they have confirmation back from the incident ground  
 25 that the message has been received and understood?

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1 **A. Yes.**  
 2 Q. How does that come, that message?  
 3 **A. So that would be in the radio transmission. So that**  
 4 **would've been -- Sharon would've called up, passed that**  
 5 **message on, and they would've confirmed that message.**  
 6 Q. So can we take it that in every case where we see  
 7 "Service Message Completed" in this incident log, the  
 8 message that was created was not just sent but received  
 9 and understood and confirmed back to the control room?  
 10 **A. Yes.**  
 11 Q. Right.  
 12 How would that message come back to the control room  
 13 from the incident ground, that the outgoing message --  
 14 **A. They would've just said "Received".**  
 15 Q. Right. And that would be recorded on the main scheme  
 16 radio?  
 17 **A. Yes.**  
 18 Q. Would there be any case where you would complete  
 19 a service message without having an express confirmation  
 20 from the incident ground that the message had been  
 21 received?  
 22 **A. There could be occasions, and if we're looking**  
 23 **specifically, I believe that we had a different method**  
 24 **of communication, so we were talking on a mobile phone**  
 25 **and not passing information over the radio at a certain**

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1 **period of time. So Sharon might have marked them as**  
 2 **completed, but we would've already passed that**  
 3 **information through a mobile phone.**  
 4 Q. Right.  
 5 The information that we see on the short incident  
 6 log here that's coming up on the incident list in the  
 7 control room, and would also be visible to the radio  
 8 operator in the control room, as I think you said --  
 9 **A. Yes.**  
 10 Q. -- would that be accessible to anybody on the incident  
 11 ground?  
 12 **A. No.**  
 13 Q. So if the incident commander, for example, Mike Dowden  
 14 here, the watch manager, wanted to know what was on the  
 15 Vision system, could he do so?  
 16 **A. No.**  
 17 Q. Right. What if the officer in attendance was a station  
 18 manager, would he or she have better access to that?  
 19 **A. No.**  
 20 Q. Okay. What about in the command unit?  
 21 **A. The command unit does take a feed from Vision, but**  
 22 **I believe it's about personnel in attendance and**  
 23 **informative messages. I'm not the expert on CSS, so**  
 24 **I know it takes a feed but I don't know what feed it**  
 25 **takes.**

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1 Q. Right. But you think it doesn't take the full picture  
 2 of the Vision log --  
 3 **A. No.**  
 4 Q. -- as per this short incident log we have?  
 5 **A. Yes.**  
 6 Q. Right. "Yes" meaning no?  
 7 **A. Yes.**  
 8 Q. You agree with me it doesn't?  
 9 **A. I do agree with you.**  
 10 Q. Right.  
 11 We're going to come back to this document, but  
 12 that's very helpful so far, thank you.  
 13 Can I then go back to the facilities at Merton as  
 14 opposed to Stratford.  
 15 **A. Yes.**  
 16 Q. What facilities did Stratford not have that Merton did  
 17 have, do you know?  
 18 **A. So we have a tool at Merton control called a data**  
 19 **capture tool, a DCT, we refer to it. It's a stand-alone**  
 20 **system and it enables some of our supervisors to view**  
 21 **an overview of London and to see, during an incident, if**  
 22 **they need to make some cover moves to ensure that we've**  
 23 **got sufficient fire cover.**  
 24 Q. Right, I see.  
 25 **A. So we didn't have that at Stratford on the night.**

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<p>1 Q. Okay. I think you've explained it, that -- is this 2 right? -- tells you where you need to provide extra 3 cover because you've got demand --</p> <p>4 <b>A. Yes, it's an aid that will show where our fire cover is 5 lacking and that we need to send standby appliances into 6 cover.</b></p> <p>7 Q. So it's to smooth out demand?</p> <p>8 <b>A. Yes.</b></p> <p>9 Q. Anything else that Stratford doesn't have that Merton 10 does?</p> <p>11 <b>A. It has a television. We don't have access to the 12 heli-tele in Stratford control, but it is available 13 downstairs at Stratford in the Brigade co-ordination 14 centre.</b></p> <p>15 Q. Right.</p> <p>16 <b>A. And, actually, it's very hard to get a link into our 17 control room at the moment.</b></p> <p>18 Q. What a heli-tele link?</p> <p>19 <b>A. Yes.</b></p> <p>20 Q. Into?</p> <p>21 <b>A. Into Merton control room.</b></p> <p>22 Q. Why is that?</p> <p>23 <b>A. It's available upstairs in our Brigade co-ordination 24 centre, but not available on our TV feeds.</b></p> <p>25 Q. Right. And at Stratford, the same?</p> <p style="text-align: center;">Page 89</p>	<p>1 <b>A. No.</b></p> <p>2 Q. Okay.</p> <p>3 The top right-hand corner there's a signature, which 4 I'm guessing is Andy Hearn, but can you help with that?</p> <p>5 <b>A. No.</b></p> <p>6 Q. No. That's okay.</p> <p>7 Going on to page 4 of this document, three-quarters 8 of the way down. It's a timeline, but three-quarters of 9 the way, just after:</p> <p>10 "-- 0206 -- major incident declared.</p> <p>11 "-- Fire cover -- P May -- difficult @ Stratford 12 without IT available in Merton."</p> <p>13 Or it could be "without it available in Merton".</p> <p>14 Can you just help me, do you remember a discussion 15 on that subject?</p> <p>16 <b>A. Yes, that was referring to the DCT.</b></p> <p>17 Q. That's the DCT?</p> <p>18 <b>A. Yes.</b></p> <p>19 Q. Do you remember, what was difficult at Stratford without 20 the DCT available?</p> <p>21 <b>A. So I would imagine Pete would've found that difficult to 22 not have a visible tool that he could just glance at to 23 see what fire cover needed to be put in place.</b></p> <p>24 Q. I see, it goes on:</p> <p>25 "-- Carried out with paper/map/experience."</p> <p style="text-align: center;">Page 91</p>
<p>1 <b>A. The same, yes.</b></p> <p>2 Q. In general terms, was that a problem on the night?</p> <p>3 <b>A. I didn't notice that it was a problem, and we had one of 4 our radios linked in with the police helicopter that was 5 up, so we heard traffic from them.</b></p> <p>6 Q. Yes.</p> <p>7 Can I just ask you to look at the notes that were 8 taken of the control room debrief that were taken in the 9 aftermath of the fire. These are at tab 54 of the 10 documents bundle, and this is LFB00003113. I am going 11 to come back to this document a few times during our 12 discussion, but I just want to show you this.</p> <p>13 This is a manuscript document, it's up there on the 14 screen. There is also a typed version of it which is 15 slightly shorter.</p> <p>16 First of all, just in general terms, do you remember 17 attending a control debrief meeting on 24 July 2017?</p> <p>18 <b>A. Yes, I do.</b></p> <p>19 Q. We can see who was in the chair, Andy Hearn, and SAI Max 20 Dissanayake, and the attendees there, you're the fourth 21 one down, Jo Smith, senior operations manager.</p> <p>22 Do you know who took these notes, whose writing this 23 is?</p> <p>24 <b>A. I don't. I don't recall, sorry.</b></p> <p>25 Q. This isn't your writing?</p> <p style="text-align: center;">Page 90</p>	<p>1 <b>A. Yes.</b></p> <p>2 Q. What was carried out?</p> <p>3 <b>A. So sorting out and working out which resources need to 4 go into which stations to provide an overall fire cover 5 of London whilst the incident progressed.</b></p> <p>6 Q. Okay.</p> <p>7 Can I then ask you to look at a different document, 8 which is at tab 30 of our documents bundle, which is the 9 IMP report. The LFB reference for that is LFB00003114. 10 You have it up there on the screen already.</p> <p>11 Can I just ask you to look, please, at the first 12 page, three lines up from the bottom.</p> <p>13 Sorry, before I show you that, I should ask you: are 14 you familiar with this document?</p> <p>15 <b>A. Yes.</b></p> <p>16 Q. Can you just explain in general terms what it is?</p> <p>17 <b>A. So the IMP is a database where all staff, I believe -- 18 so it usually occurs after an incident -- where people 19 have comments that they want to add to that, it's 20 an operational database where you can highlight trends 21 and issues and good practice as well.</b></p> <p>22 Q. Okay.</p> <p>23 At the top, under "General Comments" and then 24 "Comment", you can see there are two references to PRCs, 25 one on 3 July, chaired by Tom George, and the second one</p> <p style="text-align: center;">Page 92</p>

23 (Pages 89 to 92)

<p>1 is:</p> <p>2 "PRC covering the actions carried out by Control</p> <p>3 staff held on 24th July 2017 at the LOC."</p> <p>4 That, I think, is a reference to the meeting for</p> <p>5 which we've just seen the manuscript notes, is it?</p> <p>6 <b>A. Yes, that was the PRC we held at control.</b></p> <p>7 Q. Okay.</p> <p>8 Three entries up from the bottom, it says this:</p> <p>9 "The Control fallback facilities at Stratford should</p> <p>10 replicate those at the LOC, Merton."</p> <p>11 Can you help with that? In what ways didn't they</p> <p>12 replicate --</p> <p>13 <b>A. So I believe that's referring to items like DCT, having</b></p> <p>14 <b>access to the heli-tele.</b></p> <p>15 Q. Right. Anything else?</p> <p>16 <b>A. Not that I can recall, but I wasn't the supervisor on</b></p> <p>17 <b>the night, so I'm sure they might have an idea of more</b></p> <p>18 <b>tools that they needed.</b></p> <p>19 Q. Then the second entry down on the second page, it says:</p> <p>20 "There was no access to the helicopter downlink</p> <p>21 (heli-tele) at Stratford Control fall-back. Review the</p> <p>22 equipment at our Control fall-back locations."</p> <p>23 <b>A. Yes.</b></p> <p>24 Q. Was it a problem on the night at Stratford that you</p> <p>25 couldn't access the heli-tele?</p> <p style="text-align: center;">Page 93</p>	<p>1 <b>focusing on their role. It is just background.</b></p> <p>2 Q. It's just background?</p> <p>3 <b>A. Yes.</b></p> <p>4 Q. Because 24-hour news channels won't cover necessarily</p> <p>5 news that is relevant to the functions being carried out</p> <p>6 by control room staff.</p> <p>7 <b>A. No, not at all.</b></p> <p>8 Q. So it's just background, is it?</p> <p>9 <b>A. Yes.</b></p> <p>10 Q. In terms of this television, is it normally useful to</p> <p>11 provide a control room with a visual picture of</p> <p>12 an incident as its unfolding?</p> <p>13 <b>A. It's not something that we are used to at all, so</b></p> <p>14 <b>I would say it's not required.</b></p> <p>15 Q. No.</p> <p>16 There are witnesses or people who have given witness</p> <p>17 statements to the inquiry, Alex Norman and Yvonne Adams,</p> <p>18 who say that it would help them, or would have helped</p> <p>19 them, to have had a picture of what was going on at</p> <p>20 Grenfell Tower to see how the fire was escalating in</p> <p>21 order to be able to inform the advice that they were</p> <p>22 giving to callers.</p> <p>23 Can you comment on that?</p> <p>24 <b>A. Yes, I think that's -- that could be true, if Alex and</b></p> <p>25 <b>Yvonne believe that that would've made their</b></p> <p style="text-align: center;">Page 95</p>
<p>1 <b>A. We actually made a conscious decision not to put the</b></p> <p>2 <b>normal TV on, so the normal -- the news during the</b></p> <p>3 <b>incident. I'm not sure if heli-tele would've been of</b></p> <p>4 <b>use, but, again, you would have to ask the supervisors</b></p> <p>5 <b>if they would've found it helpful.</b></p> <p>6 Q. Right. Okay. I'll come back to that, the question of</p> <p>7 the television, in due course.</p> <p>8 But the Merton control room has two televisions,</p> <p>9 I think, doesn't it?</p> <p>10 <b>A. Yes.</b></p> <p>11 Q. And Stratford only has one; is that right?</p> <p>12 <b>A. Yes. So Merton has two 70-inch televisions attached to</b></p> <p>13 <b>the wall and Stratford has a portable 44-inch TV just on</b></p> <p>14 <b>the side.</b></p> <p>15 Q. What are the televisions at Merton and the single</p> <p>16 television at Stratford normally used for?</p> <p>17 <b>A. So one displays 24-hour news, a news channel, and the</b></p> <p>18 <b>other one at Merton is used for displaying information,</b></p> <p>19 <b>operational information.</b></p> <p>20 Q. What's the purpose of control room operators and</p> <p>21 supervisory staff having access to a 24-hour news</p> <p>22 channel?</p> <p>23 <b>A. It's usually just an awareness piece. I can't say</b></p> <p>24 <b>it's -- it's on in the background. It's not watched,</b></p> <p>25 <b>obviously, control officers are concentrating and</b></p> <p style="text-align: center;">Page 94</p>	<p>1 <b>decision-making different. But there was -- I believe</b></p> <p>2 <b>I talked to some of the supervisors and there was</b></p> <p>3 <b>a conscious decision not to turn on the television, and</b></p> <p>4 <b>mainly because we were overrun with talking to those</b></p> <p>5 <b>callers and our control staff were talking to them,</b></p> <p>6 <b>trying to keep them calm, trying to support them in</b></p> <p>7 <b>horrific circumstances, and a number of us felt it was</b></p> <p>8 <b>detrimental to have that on the screen whilst they were</b></p> <p>9 <b>talking to callers.</b></p> <p>10 Q. Okay. Let me take that just a little bit more slowly.</p> <p>11 First of all, can I just ask you to look at your</p> <p>12 statement at page 5. I want to look with you at the</p> <p>13 second paragraph, where you say in the third line:</p> <p>14 "Throughout the night we had made a collective</p> <p>15 decision not to turn on any TVs to watch Sky or BBC</p> <p>16 News. This was a conscious decision to remain objective</p> <p>17 to the job in hand. The last thing we wanted to do was</p> <p>18 to cause panic or distress to the staff members who were</p> <p>19 still talking to residents inside the flats whilst the</p> <p>20 building burned."</p> <p>21 So, first of all, was the television actually</p> <p>22 working?</p> <p>23 <b>A. Yes.</b></p> <p>24 Q. Because some witnesses -- I think Mr Oliff says that he</p> <p>25 asked the officer of the watch why it wasn't on and he</p> <p style="text-align: center;">Page 96</p>



1 was told that it was broken.  
 2 **A. Oh, I believe it was working.**  
 3 Q. You believe it was working. Okay.  
 4 So if he was told that it was broken, was that  
 5 effectively a white lie?  
 6 **A. I didn't overhear that conversation.**  
 7 Q. Was the television on at an earlier stage of the evening  
 8 prior to the first call-out?  
 9 **A. I wouldn't know, I wasn't in the control room at that**  
 10 **time.**  
 11 Q. Okay.  
 12 **A. And I believe it wasn't on when I entered the control**  
 13 **room.**  
 14 Q. Okay. It wasn't on when you entered the control room,  
 15 no, and we have a time roughly of about 2.15 or so when  
 16 you came.  
 17 **A. 2.15, yes.**  
 18 Q. And we'll come to that.  
 19 Just in terms of your collective decision, were you  
 20 party to the collective decision not to turn the TV on?  
 21 **A. Yes.**  
 22 Q. You were.  
 23 Can you just help me as to how that decision was  
 24 made? First of all, who was that discussed among?  
 25 **A. I think it was discussed with the supervisors.**

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1 **I definitely remember having that conversation with**  
 2 **Pete May and us both raising concerns about showing**  
 3 **those images on the TV.**  
 4 Q. Right, okay. Were you yourself physically party to that  
 5 discussion?  
 6 **A. Yes.**  
 7 Q. Where were you when that discussion was taking place?  
 8 **A. I think I was facing the supervisory desk.**  
 9 Q. So you were in the control room?  
 10 **A. Yes.**  
 11 Q. So the television wasn't on when you arrived and it, as  
 12 it were, stayed off as a result of this decision?  
 13 **A. Yes.**  
 14 Q. Is that right?  
 15 **A. Yes.**  
 16 Q. Okay.  
 17 At the time when the decision was made not to turn  
 18 it on, how much information did you have about what was  
 19 actually happening at Grenfell so as to be able to  
 20 inform you that watching it would be detrimental to your  
 21 staff?  
 22 **A. I believe at that time -- so it wasn't as I walked in**  
 23 **the control room, it would've been later on in the**  
 24 **night, and I believe I'd -- one of our operations**  
 25 **managers or a member of staff had already seen some of**

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1 **the images on Twitter for us to know that that would've**  
 2 **been detrimental.**  
 3 Q. Had somebody prior to your arrival, or possibly even  
 4 prior to your involvement -- in other words, prior to  
 5 you being paged -- made the decision not to turn the  
 6 television on, do you know that?  
 7 **A. No, I don't.**  
 8 Q. I think one of the questions is: how would not looking  
 9 at the video of the outside of the tower on fire not  
 10 assist the decision-making by control room staff?  
 11 SIR MARTIN MOORE-BICK: I think you might need to rephrase  
 12 that, Mr Millett, there were at least two negatives in  
 13 that question.  
 14 MR MILLETT: Right.  
 15 **A. Thank you.**  
 16 MR MILLETT: I'll try and confine it to one.  
 17 Why wouldn't looking at the video or visual images  
 18 of the tower on fire not help your staff in making the  
 19 decisions they had to make?  
 20 SIR MARTIN MOORE-BICK: Did you understand that one?  
 21 **A. I think so.**  
 22 MR MILLETT: I have gone for 12 days and haven't had  
 23 a double negative.  
 24 Let me try again: wouldn't it help to see the tower  
 25 on fire?

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1 **A. Again, it's not something we're used to, seeing images**  
 2 **from the incident or having a visual of the incident.**  
 3 **We would always use the communications sent over by the**  
 4 **incident commander as our judgement of what was**  
 5 **happening at the incident, and obviously we were in the**  
 6 **unique position of talking directly to those callers in**  
 7 **Grenfell Tower, so we had a good idea of what was**  
 8 **happening in there --**  
 9 Q. Right.  
 10 **A. -- without needing to view it and cause further**  
 11 **distress.**  
 12 Q. I mean, given that -- as you've told us, and we'll come  
 13 back to -- the control room wasn't getting feedback  
 14 messages about the conditions in the tower from the  
 15 incident ground, why wouldn't looking at images of the  
 16 tower for yourself over the television have helped you?  
 17 **A. Why wouldn't it have?**  
 18 Q. Why wouldn't it help?  
 19 **A. I think, as I've already explained in my statement, the**  
 20 **decision was taken as a collective, and we felt that we**  
 21 **were talking to callers, or our control officers were**  
 22 **talking to callers, relentlessly about their conditions,**  
 23 **we knew what the conditions were like everywhere and**  
 24 **that they also didn't need to see that image.**  
 25 Q. Right. Okay.

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1 Just going back to the question of buddy control  
 2 rooms.  
 3 **A. Yes.**  
 4 Q. A question I should have asked you earlier on.  
 5 Are you okay, would you like a break?  
 6 **A. Yes, no, I'm fine.**  
 7 Q. Yes?  
 8 **A. Yes.**  
 9 Q. Okay, buddy control rooms.  
 10 When a buddy control room like Surrey or North West  
 11 get involved, do they get some kind of briefing as to  
 12 the stage which the incident has reached?  
 13 **A. No, not necessarily, because it happens dynamically, it**  
 14 **happens really quickly. So the first we'd know about it**  
 15 **would be a telephone call from BT on our critical line,**  
 16 **which is separate from our ICS and our other**  
 17 **communication systems, and they would ring us and tell**  
 18 **us that they've had callers in a queue for a period of**  
 19 **time and that they were then starting to divert them.**  
 20 Q. Okay. So you get a call from BT on your critical line.  
 21 **A. Yes.**  
 22 Q. What is that critical line? I think that's the first  
 23 we've heard about that.  
 24 **A. So it's a telephone in the control room -- we have one**  
 25 **at Merton and one at Stratford -- that has a unique**

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1 **single number that we provide to BT and to the**  
 2 **Metropolitan Police, should they need to contact us**  
 3 **urgently.**  
 4 Q. And also to the buddy control rooms?  
 5 **A. No, the buddy control rooms have a different number that**  
 6 **they can access on -- access us.**  
 7 Q. Right. Can those buddy control rooms communicate  
 8 directly with the incident ground or do they have to go  
 9 through, in this case, Stratford?  
 10 **A. Yes, they have to come into the control room; they can't**  
 11 **directly talk to the incident ground.**  
 12 Q. Yes, I see.  
 13 How do they get their information about the  
 14 incident?  
 15 **A. So sometimes the BT operator would explain during**  
 16 **a handover process that London are busy taking calls to**  
 17 **an incident, explain what that incident is, before**  
 18 **passing it on to the buddy control room.**  
 19 Q. I see, okay.  
 20 If there are updates from the incident, such as the  
 21 incident commander declares a major incident or  
 22 a make-up of pumps --  
 23 **A. Yes.**  
 24 Q. -- how does that information get fed back to the buddy  
 25 control rooms?

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1 **A. That would be by our control. It wouldn't happen on**  
 2 **every occasion.**  
 3 Q. I see. Okay.  
 4 How would a buddy control room know about any  
 5 updates from the incident about, for example, a change  
 6 in the advice being given by Stratford to callers?  
 7 **A. So that would be down to control to inform them.**  
 8 MR MILLETT: I see, okay.  
 9 Mr Chairman, I'm about to turn to a different topic,  
 10 but it may be useful to have a short break now, if we  
 11 can, and we can run on a little bit longer to lunch, if  
 12 that is convenient to you and the witness.  
 13 SIR MARTIN MOORE-BICK: How are you feeling? Would you like  
 14 to have a short break now?  
 15 THE WITNESS: Yes, please.  
 16 SIR MARTIN MOORE-BICK: Probably would be a good idea.  
 17 We'll take 10 minutes out, then, back at 12.35,  
 18 please, and no talking to anyone, at least not about  
 19 your evidence.  
 20 Thank you very much, if you would like to go with  
 21 the usher, please.  
 22 All right, 12.35, please. Thank you.  
 23 (12.25 pm)  
 24 (A short break)  
 25 (12.35 pm)

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1 MR MILLETT: Yes, Mr Chairman.  
 2 (Pause)  
 3 SIR MARTIN MOORE-BICK: All right, ready to carry on?  
 4 THE WITNESS: Yes.  
 5 SIR MARTIN MOORE-BICK: Mr Millett, before we get going  
 6 again, what is going to suit you in terms of timing  
 7 before we break for lunch?  
 8 MR MILLETT: I'm very happy to break at 1 o'clock. I may  
 9 have arrived at a natural break, but unnatural breaks  
 10 work for me just as well.  
 11 SIR MARTIN MOORE-BICK: All right.  
 12 MR MILLETT: Ms Smith, can I go back to the question of  
 13 buddy control rooms, if I can.  
 14 **A. Sorry.**  
 15 Q. That's all right.  
 16 I want to do this by way of an example, if I can.  
 17 Can you be shown, please, the operational response  
 18 report, which is an LFB report dated 24 May and go to  
 19 page 79 -- internal 79, which is page 80 in the  
 20 Relativity document. At 01.48 exactly you see it says:  
 21 "The Essex County Fire and Rescue Service Control  
 22 Room receive the 100th 999 call in relation to Grenfell  
 23 Tower, a CRO from Essex takes the call from an  
 24 individual who is inside Grenfell Tower, flat 193, 22nd  
 25 floor. Call duration one minute and 12 seconds ..."

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1 (Source: 'Vision' ...)"  
 2 Just in relation to that call, just help me with the  
 3 process.  
 4 They take the call. What does Essex then do with  
 5 that call?  
 6 **A. So they would immediately ring London control and pass**  
 7 **that information to us.**  
 8 Q. Now, just on that, first of all, you say they would ring  
 9 London control.  
 10 **A. Yes.**  
 11 Q. Would that be on a telephone or by radio?  
 12 **A. Telephone.**  
 13 Q. Would that be on the dedicated line used for BT or the  
 14 dedicated line used for Essex or --  
 15 **A. They could use either, but I would imagine, I would**  
 16 **presume, they used our direct line that we have with our**  
 17 **neighbouring brigades. So they would've come up and on**  
 18 **our ICS they would've appeared as Essex Fire Brigade.**  
 19 Q. Right. We've looked at Surrey, we've talked about North  
 20 West, we now have Essex; do they all have access to the  
 21 same single line or do they each have their own  
 22 dedicated lines?  
 23 **A. Our surrounding fire and rescue services each have their**  
 24 **own dedicated line.**  
 25 Q. They each have their own? So there's a specific number

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1 for Essex --  
 2 **A. Yes.**  
 3 Q. -- and a different specific number for North West?  
 4 **A. Yes.**  
 5 Q. Okay. They would ring. Who would answer the telephone?  
 6 **A. A control officer.**  
 7 Q. Control officer. Would that be one of the -- I see. So  
 8 any control officer in the room, not a supervisor?  
 9 **A. A supervisor could answer the phone if everyone else was**  
 10 **busy.**  
 11 Q. Right.  
 12 Would that call come through to a physical telephone  
 13 sitting on a desk or would it come through --  
 14 **A. It would come through to the ICS, so the communication**  
 15 **system we use.**  
 16 Q. So just like any other 999 call from a caller?  
 17 **A. Yes. Yes, it would just be labelled that it would be**  
 18 **from Essex Fire Brigade.**  
 19 Q. I see, okay.  
 20 In terms of the message that Essex CRO would pass  
 21 on, where would they record what they heard, or how  
 22 would they record that?  
 23 **A. So they would record that on their mobilising system.**  
 24 Q. Right. And then they would telephone and they would  
 25 pass a message over orally, verbally?

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1 **A. Yes.**  
 2 Q. Right.  
 3 **A. To London control. At London control, a control officer**  
 4 **would create an incident and put the details down that**  
 5 **Essex were providing us.**  
 6 Q. And would Essex be able to send the message that they'd  
 7 recorded electronically to you or they would rely on the  
 8 telephone?  
 9 **A. They would rely on the telephone.**  
 10 Q. Then the operator at the other end of the telephone  
 11 would create a service message in the same way as they  
 12 would with any other 999 call?  
 13 **A. Yes. They'd create an incident, they'd complete the**  
 14 **call collection form and create an incident of it, and**  
 15 **then add that incident to the main -- the larger**  
 16 **incident.**  
 17 Q. So the Stratford control room officer receiving  
 18 information from Essex was essentially getting the 999  
 19 caller's information secondhand?  
 20 **A. Yes, that's right.**  
 21 Q. What safeguards or systems are there to ensure that that  
 22 information is complete and accurate?  
 23 **A. Well, with regard to the fire survival guidance calls,**  
 24 **again, the document 10/93 is still extant and is**  
 25 **a national guidance document for all control staff. So**

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1 **they should -- they will be all asking the same**  
 2 **questions and following the same four principles.**  
 3 Q. That was my next question. So Stratford control would  
 4 assume that the Essex control room operator would be  
 5 asking the same questions and providing the same  
 6 guidance that he or she would be in Stratford if they  
 7 were taking the call direct?  
 8 **A. Yes.**  
 9 Q. Is that right?  
 10 **A. Yes.**  
 11 Q. Okay.  
 12 And would that include establishing the numbers of  
 13 people in the flat?  
 14 **A. Yes, I would imagine that they would've asked the number**  
 15 **of people inside.**  
 16 Q. You say you would imagine; is that because that's  
 17 required by the policy?  
 18 **A. The policy mentions it and asks for that, so I imagine**  
 19 **they would've followed that process if they were**  
 20 **talking -- it's only 1 minute and 12 seconds, the call.**  
 21 **It's not very long in duration to get all that**  
 22 **information out, so I couldn't --**  
 23 Q. No. No, it's not.  
 24 **A. No.**  
 25 Q. What about information in relation to children in the

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1 flat or persons with mobility difficulties or other  
 2 physical difficulties?  
 3 **A. Well, again, according to -- or the policy 10/93 asks if**  
 4 **the caller can't get out, why can't they get out, and**  
 5 **part of that is if they have mobility issues or if it's**  
 6 **just smoke, maybe, that's preventing them. So we do**  
 7 **explore that area.**  
 8 Q. If -- it is an "if", it's a hypothesis -- a control room  
 9 operator in Stratford had thought that the control room  
 10 operator in Essex had not got enough information from  
 11 the caller, what would they do?  
 12 **A. So they could ring that caller back. It's not something**  
 13 **we do, so it's -- as I talked about earlier, it's**  
 14 **a historic thing where we used to have landlines, so we**  
 15 **would never ring a landline phone and call a person back**  
 16 **into a potential burning -- or a fire.**  
 17 Q. No.  
 18 **A. But nowadays, with mobile phones, we do. If we didn't**  
 19 **have enough information, if we wanted clarity on the**  
 20 **address or a different issue, we could phone the caller**  
 21 **back if it was a mobile phone.**  
 22 Q. Okay. But you got the information secondhand, so  
 23 Stratford would ring Essex back to say, "I need more  
 24 information, you haven't got enough"?  
 25 **A. No.**

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1 Q. Or would Stratford be able to ring the caller direct?  
 2 **A. Stratford would be able to ring the caller direct.**  
 3 Q. How would Stratford know which number to call?  
 4 **A. So in the call handling process, when it's handed from**  
 5 **BT, the BT operator, to fire control room, they exchange**  
 6 **the telephone number that the caller's using.**  
 7 Q. Right. Oh, I see. So is it the case that whenever  
 8 a 999 call comes in from outside into Stratford, whether  
 9 it's direct from the caller or from a buddy control  
 10 room, you always get the number --  
 11 **A. Yes, the telephone number.**  
 12 Q. -- of the caller?  
 13 **A. Of the caller.**  
 14 Q. So you would immediately be able to cut out the buddy  
 15 control room and be able to deal with the caller direct?  
 16 **A. Yes.**  
 17 Q. After that call comes in from Essex with whatever  
 18 details the Essex control room has been able to take,  
 19 what does the control room officer at Stratford do with  
 20 the information?  
 21 **A. So they would've created an incident with that**  
 22 **information to make sure that's logged, and depending on**  
 23 **what information was passed by Essex, they would've**  
 24 **either passed that to the radio operator via a service**  
 25 **request, if it needed to go to the incident, or actioned**

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1 **it themselves if it needed an additional mobilisation.**  
 2 Q. It's an example, but would Essex then drop out of the  
 3 picture all together or would they stay involved?  
 4 **A. No, they would not be involved anymore.**  
 5 Q. They would not be involved anymore?  
 6 **A. No.**  
 7 Q. What if calls were being handled by BT, without  
 8 a control room?  
 9 **A. So that's -- BT don't call handle; BT will just put**  
 10 **that -- pass the call through to the Fire Brigade**  
 11 **control room that's required. They are very helpful**  
 12 **when they listen in. They do provide -- obviously, when**  
 13 **callers are waiting and they're getting frustrated with**  
 14 **waiting, they do provide, I believe, some update as to**  
 15 **what's happening at the incident because they've**  
 16 **overheard our exchange with the callers on occasions.**  
 17 Q. Yes.  
 18 Would BT get involved with the call itself in terms  
 19 of the advice being given to callers or information  
 20 being taken from callers?  
 21 **A. Not on a normal incident, but I believe on the night of**  
 22 **Grenfell Tower, they did become involved.**  
 23 Q. They did become involved?  
 24 **A. Yes.**  
 25 Q. I just wanted to ask you a question or two about that.

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1 If I can take you back to the control debrief  
 2 manuscript document that we looked at earlier,  
 3 LFB00003113, and go to page 4.  
 4 This is 4/5 of the way down the page. It says:  
 5 "Critical line -- Police + BT taking FSG."  
 6 Then there's an asterisk, and it says:  
 7 "-- Did not know guidance."  
 8 "-- Other FRS did know FSG guidance."  
 9 Do you remember the discussion at the control  
 10 debrief about that subject?  
 11 **A. Not really. I could assume what those comments meant,**  
 12 **but I can't remember the specific discussion we had.**  
 13 Q. Do you remember yourself any particular difficulties  
 14 encountered on the night because BT and the police, as  
 15 it says there, didn't know guidance?  
 16 **A. So I don't recall ever talking to the police and hearing**  
 17 **the police pass back information to our control room,**  
 18 **but that wouldn't be unusual. I do recall talking to BT**  
 19 **throughout the night during that incident. I believe**  
 20 **they were updating us as to where they were sending**  
 21 **calls. I had a conversation with them about redirecting**  
 22 **our calls to other FRSs and not to North West anymore**  
 23 **because I thought they were overrun as well. But**  
 24 **I don't recall any concerns with how they were handling**  
 25 **the calls.**

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<p>1 <b>I did speak to them after we changed the advice and</b>                  2 <b>told residents to leave their properties to let them</b>                  3 <b>know, because we were still receiving a vast amount of</b>                  4 <b>calls.</b>                  5 Q. So did you have any discussions with BT themselves about                  6 BT handling the calls in substance?                  7 <b>A. No.</b>                  8 Q. You didn't. Okay.                  9 Then just to finish this off, I think you are saying                  10 you weren't aware of a problem created by the fact that                  11 BT didn't understand the fire survival guidance methods?                  12 <b>A. No. As I say, you would have to speak to a BT operator,</b>                  13 <b>but in my experience, they are extremely helpful when we</b>                  14 <b>have spate conditions such as flooding, in a control</b>                  15 <b>room, and we can approach them about asking specific</b>                  16 <b>questions to try and assure callers that we will get to</b>                  17 <b>them and if they're dealing with a flood, that we are</b>                  18 <b>aware of it.</b>                  19 <b>But we didn't implement that on the night, but I'm</b>                  20 <b>sure when they were handing over to other fire and</b>                  21 <b>rescue services, they were briefing them about the</b>                  22 <b>situation that we were experiencing.</b>                  23 Q. Yes.                  24 You refer to spate conditions. That's an accepted                  25 expression --</p> <p style="text-align: center;">Page 113</p>	<p>1 <b>receiving calls for a large amount of flooding and we</b>                  2 <b>would ask them maybe to ask the callers a couple of</b>                  3 <b>questions to assess the situation. Obviously when</b>                  4 <b>a caller rings up, it just forms in a queue on our ICS</b>                  5 <b>and we answer it systematically, so we don't know if</b>                  6 <b>they're ringing for flooding or they're ringing for</b>                  7 <b>a fire or they've got someone trapped. So, again, it's</b>                  8 <b>really answering every call as quickly as we can.</b>                  9 Q. I see.                  10 Can I then ask you to look at your statement. We                  11 are going to talk about FSG now.                  12 At page 2 of your statement, you explain what fire                  13 survival guidance is halfway down the page, middle                  14 paragraph, and you say, by reference to the training,                  15 there are four key principles: assessing the situation,                  16 offering advice, protecting the caller and providing                  17 rescue options.                  18 <b>A. Yes.</b>                  19 Q. Those are the four principles.                  20 What determines when a call or if a call is an FSG?                  21 <b>A. So when the control officer is on the phone to a caller</b>                  22 <b>and the caller indicates that they cannot leave their</b>                  23 <b>premises by regular means due to fire, heat or smoke.</b>                  24 Q. That's the next sentence of your statement, is it? You                  25 say:</p> <p style="text-align: center;">Page 115</p>
<p>1 <b>A. Yes.</b>                  2 Q. -- I think in the LFB for lots of FSG calls, or lots of                  3 999 calls.                  4 <b>A. Lots of 999 calls in a prolonged period of time. So</b>                  5 <b>it's a national fire control room term.</b>                  6 Q. A surge in numbers is something you as an SOM would have                  7 to assess, is it?                  8 <b>A. Yes.</b>                  9 Q. At that stage, would you then liaise with BT when there                  10 were spate conditions?                  11 <b>A. Yes, that would be normal practice.</b>                  12 Q. Would it be normal practice when you did liaise with BT                  13 to tell BT what the conditions were like inside the                  14 building as far as you knew them?                  15 <b>A. No, not necessarily. But they would have picked that</b>                  16 <b>up, like I say. They do hang on, they do make sure our</b>                  17 <b>calls are connected to the right service, so they</b>                  18 <b>would've picked up from people, talking to them</b>                  19 <b>themselves, what the conditions were like.</b>                  20 Q. During spate conditions, would it be the case that BT                  21 operators would themselves be handling calls, giving FSG                  22 advice?                  23 <b>A. It tends to happen with flooding. So if we had a large</b>                  24 <b>amount of flooding being experienced in one area, we</b>                  25 <b>would ring them, we would tell them that obviously we're</b></p> <p style="text-align: center;">Page 114</p>	<p>1 "These principles come in to force once the caller                  2 has indicated that they cannot get out of their home."                  3 <b>A. Yes.</b>                  4 Q. Okay.                  5 Would you rely on the caller to tell you that                  6 they're trapped and can't get out of their home or would                  7 the control room officer ask them and probe with the                  8 caller as to what the conditions are like and whether                  9 they can escape?                  10 <b>A. In my experience, the majority of callers would</b>                  11 <b>volunteer that information, if they couldn't leave their</b>                  12 <b>premise, if they felt they couldn't leave, but we would</b>                  13 <b>also ask them.</b>                  14 Q. Okay.                  15 Can we look at policy 790, which is one of the two                  16 you referred to this morning. That's in tab 5 of the                  17 policies bundle, "Fire survival guidance calls",                  18 reviewed as current, 17 April 2014.                  19 Can I ask you to look at paragraph 2, first of all,                  20 "fire survival guidance call definition". It's set out                  21 there. What I want just to focus on is paragraph 2.3:                  22 "Responsibility rests with control to determine that                  23 FSG is taking place and not the fireground. The                  24 fireground will determine whether an incident should be                  25 treated as Persons Reported not control."</p> <p style="text-align: center;">Page 116</p>

<p>1 Now, control, in determining that an FSG is taking 2 place, relies -- it looks like on that -- only on the 3 caller? 4 <b>A. Yes.</b> 5 Q. That's right, is it? 6 <b>A. That's true.</b> 7 Q. And the fire ground, it says, determines whether 8 an incident should be treated as persons reported, not 9 control. 10 What's the difference between an FSG and persons 11 reported? 12 <b>A. So a fire survival guidance call is actually the control 13 operator is talking to the caller and is maintaining 14 contact with the caller, providing advice. A persons 15 reported incident could be a call to a fire where 16 a neighbour has mentioned that the caller or the 17 occupier is still in the premise.</b> 18 Q. Right. And fire survival guidance calls can come from 19 any kind of building, can they? 20 <b>A. Yes.</b> 21 Q. Doesn't necessarily need to be a high-rise? 22 <b>A. No.</b> 23 Q. No. And is it simply one where the caller believes that 24 they can't leave their premises due to the effects of 25 fire?</p> <p style="text-align: center;">Page 117</p>	<p>1 paragraph, which is at the bottom of page 11, which is 2 paragraph 5.19, "Fire survival guidance", there at the 3 bottom of the page: 4 "Detailed information, advice and guidance for 5 control room officers is set out in accordance with Fire 6 Service Circular 10/93 appendix A. Guidance can also be 7 found in appendix '3' of this policy and Reference 8 Information File 'FIRE SURVIVAL GUIDANCE'." 9 So that is in this policy and this policy is current 10 as at March 2014. 11 My first question is: was that revised after Lakanal 12 House? 13 <b>A. Yes.</b> 14 Q. In what way was that part revised? 15 <b>A. We reiterated the principles of the fire service 16 circular, the four principles we've covered. We 17 provided additional questioning that control officers 18 could use.</b> 19 Q. Right, okay. So just taking this in stages slightly, if 20 we go to appendix 3, which is introduced by 21 paragraph 5.19, that's on page 16 of this policy, could 22 you just help me identify the guidance that is supposed 23 to be given? 24 Am I right in thinking we pick it up at the third 25 paragraph down:</p> <p style="text-align: center;">Page 119</p>
<p>1 <b>A. Yes, heat or smoke.</b> 2 Q. Heat or smoke. Okay. That then defines it as an FSG, 3 does it? 4 <b>A. Yes.</b> 5 Q. Okay. 6 What happens next? What does the control room 7 operator do when they know that they are dealing with 8 a fire survival guidance call, say the person is unable 9 to leave their premises due to the effects of fire, 10 smoke or heat? 11 <b>A. So a number of actions all at the same time. They still 12 need to get their location, confirm their address. They 13 still need to mobilise the fire engines whilst talking 14 to that caller. Relaying any personal information, so 15 any information that the caller has given them and 16 volunteering to them, they will record on the incident 17 log. They will mobilise an additional attendance. 18 I don't know if you've heard about the NFSG attendance. 19 So they will mobilise that as well.</b> 20 Q. I see. 21 In terms of the guidance, can I ask you to look at 22 a different policy, which is at tab 3. This is the 23 other one you mentioned this morning, policy 539, and go 24 to appendix 3. 25 In fact, sorry, we will start with the introductory</p> <p style="text-align: center;">Page 118</p>	<p>1 "Brigade Control advise callers to 'Get out and Stay 2 out', however if a call is received from a High rise 3 building where Fire, Heat and Smoke are not affecting 4 the caller, LFB would advise that ..." 5 And then there's something underneath that and it 6 says: 7 "You are usually safest to remain in your premises 8 unless affected by fire, heat or smoke. If the situation 9 changes, you should leave your premises and dial 999, if 10 you need further assistance." 11 There's a quote mark I think at the end, although 12 there isn't at the beginning. 13 Leaving aside the punctuation, that sentence, is 14 that what we would call stay-put advice? 15 <b>A. Yes. You have referred to it as stay-put advice. So in 16 policy 10/93, as I say in my statement, whilst it 17 provides assist -- principles and assessment for 18 situation and protection advice, the rescue options are 19 only for domestic dwelling fires, domestic dwelling 20 buildings of one floor. So it instructs the operator 21 how to break a window and how to provide advice to that 22 caller to lower themselves from a first-floor window, 23 but it doesn't cover any protect -- or any rescue advice 24 from a high-rise building.</b> 25 Q. Right.</p> <p style="text-align: center;">Page 120</p>

<p>1 <b>A. But the document does refer to that in those situations</b>  2 <b>we would follow national government guidance for</b>  3 <b>individuals living in high-rise premises, which</b>  4 <b>I believe is that statement.</b>  5 Q. Okay.  6 Now, it's really the question of how far the  7 high-rise qualification goes.  8 I think you are saying it does apply to the advice  9 which starts "You are usually safest to remain in your  10 premises" that we are just highlighting now.  11 <b>A. Yes.</b>  12 Q. Then there's a bit underneath it which says:  13 "Should the caller be unable to escape, an  14 information file containing prompts are in place on the  15 computer-aided mobilising system to assist the control  16 room officer in:  17 "• Providing guidance to assist the caller to  18 safety.  19 "• Provide timely and relevant information to the  20 attending resources.  21 "• Provide reassurance to the caller that help and  22 assistance is forthcoming."  23 Is that applicable to all buildings or just to  24 high-rise buildings?  25 <b>A. To all buildings.</b></p> <p style="text-align: center;">Page 121</p>	<p>1 is addressing what? Is it addressing a situation where  2 the caller is affected by heat or smoke --  3 <b>A. Yes.</b>  4 Q. -- but can't get out?  5 <b>A. And cannot leave, or feels that they cannot leave the</b>  6 <b>building.</b>  7 Q. Okay.  8 Now, that question, affected by fire, heat or smoke,  9 is a question of degree, isn't it, requiring a judgement  10 on the part of the control room officer or operator?  11 <b>A. No, I think we would assume the judgement of the caller</b>  12 <b>that stated they couldn't leave because of the smoke and</b>  13 <b>felt unsafe leaving.</b>  14 Q. Okay.  15 How would a caller know whether they were affected  16 badly enough by smoke, heat or fire to take them into  17 escape territory?  18 <b>A. I don't think they would. They would've just had</b>  19 <b>a visible picture of what -- and they would've felt that</b>  20 <b>they couldn't leave the building because of the smoke.</b>  21 Q. I see.  22 Does the policy say anything about how to assess  23 escape routes before the control room operator is able  24 to give FSG advice?  25 <b>A. So I think as part of the initial assessment, if</b></p> <p style="text-align: center;">Page 123</p>
<p>1 Q. All buildings?  2 <b>A. Can I just clarify, it's should the caller be unable to</b>  3 <b>escape is for all buildings, yes.</b>  4 Q. Is for all buildings.  5 <b>A. Yes.</b>  6 Q. But it should also apply in relation to high-rise  7 buildings?  8 <b>A. Yes.</b>  9 Q. So might it be the case that there's a fire elsewhere in  10 your high-rise building, normally you're safest to stay  11 put, but if you're unable to escape then there are  12 prompts?  13 <b>A. Yes.</b>  14 Q. For a control room officer sitting in Stratford, what  15 would determine whether a caller was safest to remain,  16 or should be escaping?  17 <b>A. If they were not affected by fire, heat or smoke.</b>  18 Q. Right. If they are affected by fire, heat or smoke,  19 what then determines whether they should be seeking to  20 escape or not seeking to escape?  21 <b>A. So if they felt that they couldn't leave the premises</b>  22 <b>due to smoke --</b>  23 Q. Right.  24 <b>A. -- or fire.</b>  25 Q. Okay. So the "Should the caller be unable to escape",</p> <p style="text-align: center;">Page 122</p>	<p>1 <b>a caller has volunteered that they can't leave the</b>  2 <b>premise, you could ask them if they had an alternative</b>  3 <b>means of escape. That would be pretty rare in most</b>  4 <b>tower blocks.</b>  5 Q. Would the control room operator be dependent upon the  6 caller making the assessment about the available  7 alternative routes?  8 <b>A. Very much so.</b>  9 Q. Very much so. And would that, though, mean that the  10 burden was on the caller to look outside their flat at  11 the corridor or lobby before making that assessment?  12 <b>A. No, so I think that just refers to -- sometimes, you</b>  13 <b>know, in a panic, if you think about a domestic house,</b>  14 <b>people forget, because they're in an unusual situation</b>  15 <b>and they tend to panic, that, actually, they've got</b>  16 <b>another alternative exit, exit outside the back door or</b>  17 <b>something like that. So it's a control operator prompt</b>  18 <b>just to try and remind them that they might have. It's</b>  19 <b>not asking them to explore and put themselves into</b>  20 <b>a dangerous situation. It's just trying to remind them</b>  21 <b>of what to do.</b>  22 Q. Is there anything in the policy which assists control  23 room operators to help themselves or to help the caller  24 make an assessment about the safety of an alternative  25 escape route?</p> <p style="text-align: center;">Page 124</p>

1 **A. No.**  
 2 Q. Was that an issue that arose at Lakanal House?  
 3 **A. That the alternative escape routes --**  
 4 Q. The means of assessing the safety of an alternative  
 5 escape route, was that an issue that arose at Lakanal?  
 6 **A. Yes.**  
 7 Q. It was. Given that it was an issue that arose at  
 8 Lakanal, do you know why there's nothing in this policy  
 9 about how a control room operator would help themselves  
 10 or help the caller make that assessment? Do you know  
 11 why there's nothing in the policy about that?  
 12 **A. So to be clear, with regard to the Lakanal incident,**  
 13 **that's why we introduced the re-assessment. So, again,**  
 14 **there was nothing about assisting an individual out of**  
 15 **an alternative exit; it was about re-assessing the**  
 16 **situation.**  
 17 Q. I see.  
 18 **A. To keep updated on the conditions.**  
 19 Q. Right.  
 20 **A. Why has the document not changed or why has it not been**  
 21 **added? I think we've as a group of fire control room**  
 22 **officers across the country, we've tried to update the**  
 23 **fire survival guidance document -- obviously it's dated**  
 24 **in 1993 and technology has moved on, as have our**  
 25 **procedures, so we have been and we will continue to try**

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1 **and get it changed and updated.**  
 2 Q. Okay.  
 3 **A. But at the moment, that's the extant guidance that we**  
 4 **should follow.**  
 5 MR MILLETT: Yes.  
 6 We can see the rest of the questions that are set  
 7 out under that appendix, and I'm interested in the first  
 8 one. It's escape, assess, protect and rescue.  
 9 Before I go on, I'm so sorry, I should just say it's  
 10 just gone 1 o'clock.  
 11 Mr Chairman, I notice the time.  
 12 SIR MARTIN MOORE-BICK: Well, can you finish this line of  
 13 questioning --  
 14 MR MILLETT: Okay, I will.  
 15 SIR MARTIN MOORE-BICK: -- in the next 5 minutes? I think  
 16 we must break at 1.15 in any event.  
 17 MR MILLETT: All right.  
 18 Are you all right to go on for another 5 minutes?  
 19 **A. Yes.**  
 20 Q. Thank you, all right.  
 21 Now, in appendix 3, it says, just below halfway  
 22 down:  
 23 "Control room officers will always use the four  
 24 principles of Escape, Assess, Protect and Rescue to  
 25 provide guidance to these callers.

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1 "Firstly by assisting the caller to help identify a  
 2 safe, alternative ESCAPE route for them to leave their  
 3 premises."  
 4 Now, in that assessment -- I'm sorry to focus back  
 5 on it -- how would a control room officer help the  
 6 caller to identify a safe alternative escape route?  
 7 **A. So they would ask if they had an alternative exit, if**  
 8 **they could leave by any other means.**  
 9 Q. Alternative escape route. Supposing there is only one  
 10 escape route, but the caller doesn't know whether it's  
 11 safe to use it or not, what happens then?  
 12 **A. Then I think whilst they were talking on the telephone**  
 13 **to us, they would say they didn't feel it was safe, so**  
 14 **we would assess the situation and try and protect them.**  
 15 Q. Then you have:  
 16 "If this is not possible, then ASSESS the situation  
 17 by asking the caller direct questions."  
 18 You see those set out.  
 19 And then it says:  
 20 "... PROTECT the caller by providing current Fire  
 21 Safety advice ..."  
 22 What sort of thing would that be, current fire  
 23 safety advice?  
 24 **A. So that would be a list of questions, I don't know if**  
 25 **they're under this example, so it would be about moving**

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1 **to the furthest room away from the fire or the smoke; to**  
 2 **close the doors in between the fire, the smoke; to stop**  
 3 **the smoke from coming in around the door frames, to put**  
 4 **down towels or blankets; to open a window, if they could**  
 5 **get fresh air into their room; to get down low if the**  
 6 **smoke was coming into the compartment that they were in;**  
 7 **to cover their mouths with a wet cloth.**  
 8 Q. And then:  
 9 "Reassure the caller and REASSESS the callers[sic]  
 10 situation."  
 11 **A. Yes.**  
 12 Q. In terms of reassuring the caller, what would control  
 13 room operators normally do or be trained to do?  
 14 **A. So to reassure the callers, to keep them updated on the**  
 15 **situation. So I think they would say things like, "We**  
 16 **are on the way, the fire engines are on the way, the**  
 17 **firefighters are on the way, they're there in the**  
 18 **building".**  
 19 Q. Right.  
 20 Just in terms of, "The firefighters are there in the  
 21 building", that reassurance, is it the case that that  
 22 reassurance would depend on up-to-date information  
 23 coming back from the incident ground, from the building  
 24 to the control room?  
 25 **A. Not necessarily. If the firefighters -- we know when**

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1 **the firefighters are in attendance. It's true that we**  
 2 **don't know at what floors they are, what actions they're**  
 3 **carrying out in the building, but we would confirm with**  
 4 **the caller and try and reassure them that the fire crews**  
 5 **are there. We wouldn't necessarily need to hear**  
 6 **anything back from the incident to use that phrase.**  
 7 Q. But all you would know -- is this right? -- is that the  
 8 firefighters are at the premises; you wouldn't know more  
 9 precisely where they were in the premises or how close  
 10 they were to the apartment where the caller was?  
 11 **A. No.**  
 12 Q. So in terms of giving the reassurance, is it the case  
 13 that that reassurance is actually based on quite limited  
 14 information?  
 15 **A. I think it's based on the fact that in most incidents,**  
 16 **especially the majority of our fire survival guidance**  
 17 **calls that we take, the firefighters are there and have**  
 18 **made contact with the caller within 10 minutes of us**  
 19 **being on the telephone to them.**  
 20 Q. Sure. I understand.  
 21 Then re-assessing the caller's situation. You have  
 22 some questions that are there set out.  
 23 To what extent would the answers to those questions  
 24 be based on the assessment made by the caller him or  
 25 herself in the room or flat or building where the fire

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1 was?  
 2 **A. So that would be all the -- we would rely on the caller**  
 3 **passing that information to us.**  
 4 Q. How reliable would that information be, given that the  
 5 caller might be in a state of panic or shock?  
 6 **A. Yes, it's true, they might be, but that's our only**  
 7 **source of information that we could gauge how that**  
 8 **incident is progressing and what we need to pass on to**  
 9 **the incident ground, and if we need to try and protect**  
 10 **them some more or assist the caller with rescue.**  
 11 Q. Yes.  
 12 What if that person is somebody for whom English was  
 13 not a first language?  
 14 **A. With regard to?**  
 15 Q. With regard to their ability to communicate a clear,  
 16 rational objective set of information that would enable  
 17 the control room officer to make an adequate  
 18 re-assessment?  
 19 **A. So we could use a system called language line that we**  
 20 **have, but that is quite long-winded, and in most**  
 21 **circumstances when people are asking for fire survival**  
 22 **guidance, that would be too long of a delay to manage to**  
 23 **get an interpreter on to the line. But we would try and**  
 24 **speak as clearly and concisely as possible, sometimes**  
 25 **asking if there's anybody else that could communicate**

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1 **clearer with us on the phone. It is something our**  
 2 **control staff are used to. They take over a quarter of**  
 3 **a million calls from Londoners a year.**  
 4 Q. So, in summary, is it the case that a control room  
 5 officer who is handling a fire survival guidance call is  
 6 very much dependent upon the clarity and quality of the  
 7 information given by the caller and very much not able  
 8 to depend upon information given by the firefighters on  
 9 the scene?  
 10 **A. So I'd say that with every 999 call, we are very much**  
 11 **dependent on what the caller tells us, what their**  
 12 **assessment of the situation is, where they believe that**  
 13 **they are on the location and what's going on with the**  
 14 **incident. That happens on every occasion.**  
 15 MR MILLETT: I understand.  
 16 Is that a convenient moment?  
 17 SIR MARTIN MOORE-BICK: I think it is a very convenient  
 18 moment, yes, thank you, Mr Millett.  
 19 We are going to break now until 2.15. Don't talk to  
 20 anyone about your evidence or anything relating to it,  
 21 please, over the break.  
 22 If you would like to go with the usher, she'll look  
 23 after you.  
 24 THE WITNESS: Thank you.  
 25 SIR MARTIN MOORE-BICK: Thank you very much.

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1 MR MILLETT: Thank you very much.  
 2 (Pause)  
 3 SIR MARTIN MOORE-BICK: Right, 2.15, please.  
 4 (1.15 pm)  
 5 (The short adjournment)  
 6 (2.15 pm)  
 7 SIR MARTIN MOORE-BICK: Yes, Mr Millett. Well, the witness  
 8 will be along in a second, I think.  
 9 MR MILLETT: Right.  
 10 (Pause)  
 11 SIR MARTIN MOORE-BICK: All right?  
 12 THE WITNESS: Yes, fine, thank you.  
 13 MR MILLETT: Ms Smith, thank you for coming back.  
 14 We were on the subject of fire survival guidance  
 15 calls, and I'm going to come back to that subject in  
 16 a moment and explore it in some more detail by reference  
 17 to policy.  
 18 Before I do, can I take a very short detour back to  
 19 a subject we were looking at before lunch, which was  
 20 calls and how they are recorded.  
 21 Admin calls are telephone conversations --  
 22 **A. Yes.**  
 23 Q. -- I think. And those admin calls are between -- is  
 24 this right? -- Brigade mobile in the control room, and  
 25 another telephone?

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1 **A. No, not a Brigade mobile.**  
 2 Q. Sorry --  
 3 **A. But just a telephone call from Brigade control or being**  
 4 **received by Brigade control, not through a 999 line.**  
 5 Q. I see. Sorry, I've already introduced a confusion, I'm  
 6 sorry about that.  
 7 So an admin call, is it landline to landline?  
 8 **A. In control, yes.**  
 9 Q. In control.  
 10 **A. Yes.**  
 11 Q. Okay. So there's a specific telephone set, is there, in  
 12 Brigade control?  
 13 **A. There's some specific telephone numbers connected to our**  
 14 **ICS that are for admin use.**  
 15 Q. Right. Who would have access to those?  
 16 **A. All control staff logged on to the mobilising system.**  
 17 Q. Do those admin calls, or where a call is made on  
 18 an admin line, would they include calls made to or from  
 19 that admin telephone from a mobile?  
 20 **A. Yes.**  
 21 Q. So if somebody was calling Brigade control on that  
 22 number from a mobile, it would be an admin call and  
 23 would be recorded?  
 24 **A. Yes.**  
 25 Q. Similarly, a call from Brigade control on that line to

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1 a mobile would also be recorded?  
 2 **A. Yes, that's correct.**  
 3 Q. Now, we have some evidence I think to come from  
 4 Mr Oliff, and Mr Meyrick yesterday gave evidence about  
 5 calls he was receiving on a mobile that was attached to  
 6 his belt.  
 7 **A. Yes.**  
 8 Q. Are those admin calls or would they be different?  
 9 **A. So --**  
 10 Q. What are they?  
 11 **A. -- I believe Jason Oliff was using his personal or his**  
 12 **Brigade-issue mobile phone to make contact with the**  
 13 **command unit. There would've been two reasons for that:**  
 14 **(a) he wouldn't have been able to log on to our**  
 15 **telephone system in control because it's just for**  
 16 **control room operator access, so he wouldn't have been**  
 17 **able to direct dial to one of the command units or to**  
 18 **the incident ground using that method; and, secondly,**  
 19 **I think he was tasked by OM Norman to pass on that**  
 20 **information. It is very quick by voice, and also, with**  
 21 **him doing it, it freed up one control officer to remain**  
 22 **taking 999 calls.**  
 23 Q. Just in terms of the equipment available in the command  
 24 unit or in any command unit, we heard Mr Meyrick speak  
 25 of his mobile, but is there also a telephone in the

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1 command unit?  
 2 **A. Yes, I believe so, and we have the command unit**  
 3 **telephone numbers on our mobilising system so we can**  
 4 **dial them.**  
 5 Q. Are those mobile network telephones or are they a radio  
 6 telephone?  
 7 **A. Mobile network telephones.**  
 8 Q. Does the command unit or a command unit also have a main  
 9 scheme radio?  
 10 **A. Yes.**  
 11 Q. I see.  
 12 So if I was in a command unit and I wanted to make  
 13 a call out or receive a call in from Brigade control, it  
 14 could be done -- is this right? -- through one of three  
 15 routes: mobile to mobile, such as Oliff to Meyrick.  
 16 **A. Yes.**  
 17 Q. RT4.  
 18 **A. Via the radio.**  
 19 Q. Via radio, or Brigade telephone to command unit  
 20 telephone through the designated number.  
 21 **A. Yes. And that's common practice at an incident when**  
 22 **a command unit is on scene; we would call the command**  
 23 **unit direct and speak to them.**  
 24 Q. Of those three methods of communication, which ones are  
 25 recorded?

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1 **A. The radio traffic that would go, and the admin call**  
 2 **dialling out from our ICS to the command unit.**  
 3 Q. Right.  
 4 Finally on this question of communications and  
 5 recording, if a senior officer used his or her Airwave  
 6 radio to speak to another senior officer on their  
 7 Airwave radio, would that be recorded?  
 8 **A. No.**  
 9 Q. Right.  
 10 Can I turn then back to the question of stay put.  
 11 I want to show you a document you may or may not  
 12 have seen before. Can I ask you to turn to tab 28, or  
 13 LFB00001905, this is a document called "Organisational  
 14 Overview" produced by the London Fire Brigade on  
 15 9 April 2018.  
 16 Can I ask you, first of all, Ms Smith, are you  
 17 familiar with this document?  
 18 **A. Yes, I have seen it.**  
 19 Q. You've seen it. Did you have any part in compiling it?  
 20 **A. No.**  
 21 Q. Can I ask you to turn to page 8 internally, page 9 of  
 22 the Relativity reference, and look at paragraph 8.  
 23 Under paragraph 8, you can see the rubric "Stay Put  
 24 and Fire Survival Guidance". I just want to show you  
 25 the first two paragraphs, 8.1 and 8.2 there. It says:

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<p>1 "The 'stay put' and 'fire survival guidance' (FSG)                  2 advice is normally provided by Brigade Control staff                  3 when a caller indicates that they are trapped by a fire                  4 and/or unwilling to leave the property without                  5 assistance. The advice given in these circumstances is                  6 based upon the established national 'stay put'                  7 principles, which are predicated on the expectation that                  8 a residential high rise premises are constructed and                  9 maintained in accordance with statutory fire safety and                  10 building control requirements."                  11 And then you have a reference to the national                  12 stay-put policy and the Local Government Group Guidance,                  13 which I think is GRA 3.2, and it says:                  14 "It states (para. 12.1, page 20) that:                  15 ""When a fire occurs within one dwelling (or less                  16 likely, in the common parts), it is normally safe for                  17 other residents to remain within their own flat. This                  18 principle is undoubtedly successful in an overwhelming                  19 number of fires in blocks of flats."                  20 Now, first of all, obviously you're not familiar                  21 with this document, so I'm not going to ask you about                  22 the document, but I just want to ask you about the                  23 principles.                  24 My first question is: do you agree, from your                  25 experience, with what is set out there in paragraph 8.1?</p> <p style="text-align: center;">Page 137</p>	<p>1 <b>fire, heat or smoke, we would ask if they could leave</b>                  2 <b>the premise, and they would normally say that they</b>                  3 <b>couldn't because of smoke in the corridor or another</b>                  4 <b>means that is stopping them leaving, and then we would</b>                  5 <b>give advice and try and protect the caller.</b>                  6 Q. Right.                  7 Would that depend then, again, on the assessment                  8 being made by the caller as to the conditions they were                  9 experiencing --                  10 <b>A. Yes.</b>                  11 Q. -- rather than on anything known or seen or heard by the                  12 control room officer, the CRO?                  13 <b>A. Yes, that would be on information from the caller. So</b>                  14 <b>even a change or a move to a different room or try</b>                  15 <b>a different tactic would depend on what the caller was</b>                  16 <b>saying to the control operator about the conditions</b>                  17 <b>within their premise.</b>                  18 Q. Right.                  19 Now, given what you said about how you might change                  20 or qualify paragraph 8.1, this question I am about to                  21 ask you is hypothetical, but nonetheless I would just                  22 like to get your experience if you can help me with it.                  23 What would a control room officer advise a caller                  24 who was calling and saying, "Well, I'm not at the moment                  25 affected by heat, smoke or fire" --</p> <p style="text-align: center;">Page 139</p>
<p>1 <b>A. I would have rephrased it a different way and made it</b>                  2 <b>a bit clear. So I would've said fire survival guidance</b>                  3 <b>advice is provided by Brigade control, and when a caller</b>                  4 <b>indicates they are trapped by fire and unwilling to</b>                  5 <b>leave the property, with regard to high-rise, the</b>                  6 <b>question that is on our policy 539 that you are usually</b>                  7 <b>safest if you're not affected by fire, heat or smoke,</b>                  8 <b>but if the situation changes, call us back, rather than</b>                  9 <b>classing it as a blanket stay-put advice.</b>                  10 Q. That's very helpful, thank you.                  11 That's quite a -- yes, that's very helpful.                  12 So I think you are saying that actually that the                  13 move from stay put to evacuate is a more subtle                  14 case-specific one?                  15 <b>A. Yes.</b>                  16 Q. Right.                  17 What is your understanding of what advice should be                  18 given to callers who call from a high-rise block once                  19 the control room operator knows that compartmentation                  20 has been compromised elsewhere in the block?                  21 <b>A. Elsewhere in the block?</b>                  22 Q. Yes.                  23 <b>A. I would say the advice would remain the same, that we</b>                  24 <b>would speak to the caller, we would assess the</b>                  25 <b>situation, we would ask if they are being affected by</b></p> <p style="text-align: center;">Page 138</p>	<p>1 <b>A. Then --</b>                  2 Q. -- but the control room operator knows that the fire is                  3 spreading very rapidly through the building? What would                  4 happen then?                  5 <b>A. So the advice would be that you're usually safer to</b>                  6 <b>remain where you are, but if the situation changes, then</b>                  7 <b>dial 999 and call us back.</b>                  8 Q. So the change in the situation would be -- again, coming                  9 to the same point -- something to be assessed by the                  10 caller --                  11 <b>A. Yes.</b>                  12 Q. -- and not by the control room operator?                  13 <b>A. No.</b>                  14 Q. Right.                  15 Can I just take you back, then, to paragraph 8.2 of                  16 this document we're still on and the reference there to                  17 the Local Government Group Guidance, "Fire safety in                  18 purpose-built blocks of flats".                  19 I should ask you directly: are you familiar with                  20 that Local Government Group Guidance?                  21 <b>A. I don't know when that was updated. I'm familiar with</b>                  22 <b>the Local Government Guidance which was issued in 2009,</b>                  23 <b>after the Lakanal investigation, to 2011.</b>                  24 Q. Okay. We may be looking at the same thing, we may not.                  25 Can I just ask you, then, to be shown the GRA, generic</p> <p style="text-align: center;">Page 140</p>

<p>1 risk assessment, 3.2, tab 7 of the policies bundle, 2 LFB000041255.</p> <p>3 The front page of that is -- I think this may be 4 a different document -- but my first question is: are 5 you familiar with this document?</p> <p>6 <b>A. I'm not familiar with it. I've seen it, but I wouldn't 7 know the detail of its content.</b></p> <p>8 Q. Okay. I'm not going to ask you about the document if 9 you're not familiar with it, I'm not going to ask you 10 about the document itself, but I just want to ask you 11 one or two questions about the principles in it.</p> <p>12 If I can just ask you to be shown page 18 13 internally. So I'm not asking you about the language or 14 how the document came about or anything like that, just 15 the principles.</p> <p>16 Can we highlight the passage that starts "Fire 17 survival guidance", four paragraphs down -- that's it -- 18 and all four bullet points. It says:</p> <p>19 "Fire survival guidance call arrangements should 20 include:</p> <p>21 "• details of how calls will be passed to and 22 recorded at the incident</p> <p>23 "• their impact on resources and mobilising</p> <p>24 "• a re-evaluation process to ensure the balance of 25 risk to the public is reviewed if circumstances change</p> <p style="text-align: center;">Page 141</p>	<p>1 as re-assessment in policy 539?</p> <p>2 <b>A. Yes, yes, and with regards to the brackets, "which may 3 result in a change to the advice previously given", that 4 was an item that control wanted to be placed into 5 policy 790 --</b></p> <p>6 Q. And was it?</p> <p>7 <b>A. -- regarding -- yes -- changing the advice to callers in 8 high-rise buildings.</b></p> <p>9 Q. Right, we'll come to that very shortly.</p> <p>10 It may be taking this out of order, but that change 11 in advice, my question is: what circumstances would you, 12 as a control room officer or supervisor, consider would 13 require the advice to be changed from "stay put" to 14 "evacuate if you can"?</p> <p>15 <b>A. For a control room operator?</b></p> <p>16 Q. Yes.</p> <p>17 <b>A. I wouldn't expect that decision to be theirs. I'd have 18 expected them -- they are busy dealing with calls, 19 talking to the callers, calming those callers down, 20 providing advice that is current at the moment. 21 I wouldn't expect that to be a decision that they would 22 have made.</b></p> <p>23 The supervisors, especially if we're referring to 24 the night, were again trying to assist with call 25 handling, trying to mobilise a vast number of resources,</p> <p style="text-align: center;">Page 143</p>
<p>1 (which may result in a change to the advice previously 2 given)</p> <p>3 "• how information will be exchanged between 4 callers, Fire Control and commanders at the incident."</p> <p>5 Now, first, I should have shown you the date of this 6 policy was 2014.</p> <p>7 Are you aware or were you aware in June 2017 that 8 those principles, arrangements, should apply to fire 9 survival guidance calls?</p> <p>10 <b>A. Yes, I was aware of the principles; I wasn't aware that 11 that was written in that document.</b></p> <p>12 Q. Okay.</p> <p>13 In terms of the principles, I want to focus on the 14 third one, re-evaluation process to ensure the balance 15 of risk to the public is reviewed if circumstances 16 change.</p> <p>17 Would you agree that it is important to re-evaluate 18 fire survival guidance advice that is being given as you 19 go?</p> <p>20 <b>A. Yes, and I believe that would've come from one of the 21 outcomes of the Lakanal investigation and that would've 22 been put in.</b></p> <p>23 Q. We saw that from policy 539, I think.</p> <p>24 <b>A. Yes.</b></p> <p>25 Q. To re-assess. So that's what you would be familiar with</p> <p style="text-align: center;">Page 142</p>	<p>1 <b>make cover moves, ensure that everyone that needed to 2 know was informed.</b></p> <p>3 <b>So with regard to individuals, they were working, 4 they were task orientated. I wouldn't have expected 5 them to have an overview of what was going on with the 6 whole control room.</b></p> <p>7 <b>Whilst control officers are very good at listening, 8 talking to a caller and overhearing other conversations, 9 so they're able to keep an eye on what's going on 10 overall in the room, I wouldn't have expected, with that 11 huge call volume coming in, that anyone would've had an 12 overall picture of what was going on. Specifically, in 13 providing specific advice to individuals, yes, but not 14 overall picture of what was happening.</b></p> <p>15 Q. I follow. Okay.</p> <p>16 Just going back a little bit into that answer and 17 going back to this principle, and re-evaluation process, 18 which may result in a change to the advice, first of 19 all, taking the control room first of all, who would be 20 responsible for deciding whether there should be 21 a change in the advice?</p> <p>22 <b>A. I was on the night.</b></p> <p>23 Q. You --</p> <p>24 <b>A. I was on the night.</b></p> <p>25 Q. On that night, yes.</p> <p style="text-align: center;">Page 144</p>

1 **A. Yes.**  
 2 Q. That's ordinarily the case, is it, the senior operations  
 3 manager?  
 4 **A. I would've expected it to come from one of the Brigade**  
 5 **senior managers, yes.**  
 6 Q. We're going to come on later to how that decision did  
 7 come to be made, but at the moment I'm just looking at  
 8 policy and how things normally work.  
 9 **A. Yes.**  
 10 Q. So you say it would normally be an SOM who would make  
 11 that change or make that decision?  
 12 **A. In conjunction with the operations manager, yes.**  
 13 Q. That's the next question: a re-evaluation process would  
 14 be done, would it, by the SOM in conjunction with the  
 15 control room officer who is actually handling the call?  
 16 **A. I would read that that the re-evaluation process would**  
 17 **happen on every call, with every control room officer**  
 18 **talking that caller, providing fire survival guidance,**  
 19 **but it would only be some supervisors if they weren't**  
 20 **involved in mobilising and additional tasks or the**  
 21 **operations manager or myself that would be able to get**  
 22 **an overview of what individual control room officers are**  
 23 **advising and telling callers in the situation.**  
 24 Q. Okay.  
 25 You may have answered this already, but let's see if

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1 I can just get at it a slightly different way.  
 2 If I'm a control room officer and handling a 999  
 3 call which isn't being listened in on by an OM or an SOM  
 4 or an AOM, I'm on my own --  
 5 **A. Yes.**  
 6 Q. -- what information am I looking out for from the caller  
 7 which might trigger a change in advice? What flag  
 8 would --  
 9 **A. With regard to fire survival guidance calls?**  
 10 Q. Yes.  
 11 **A. Yes, so the worsening of conditions. Having to, you**  
 12 **know, whilst they're reassuring -- if they keep**  
 13 **re-evaluating, they're checking on the conditions, so**  
 14 **maybe it would've been heavily smoke-logged when they**  
 15 **started or maybe light smoke-logging, but during the**  
 16 **time, those conditions have worsened. They may be able**  
 17 **to hear different noises, such as the fire. They may**  
 18 **report signs of flame, that sort of --**  
 19 Q. Would those sorts of things be something that a CRO  
 20 would be trained to listen out for?  
 21 **A. Yes, yes, they would listen to all the information the**  
 22 **caller is providing to them.**  
 23 Q. Of course it's based on experience.  
 24 **A. Yes.**  
 25 Q. But really what I'm trying to get at is are there any

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1 special indicators during the re-evaluation process  
 2 which would take a CRO over the line, as it were, from  
 3 saying, "Well, you can stay put, you're still safe to  
 4 stay where you are" to putting their hand up and saying  
 5 "I need help here, I think we may need to change the  
 6 advice"?  
 7 **A. There's no specific -- like I say, it would be triggers,**  
 8 **it would be a deterioration of the conditions. Again,**  
 9 **not specifically for high-rise, but with domestic**  
 10 **dwelling, low-rise, callers trapped in fire on the**  
 11 **first floor, they have specific instructions how to be**  
 12 **rescued and how to help self-rescue.**  
 13 Q. Yes. Okay.  
 14 Now, just staying with that question of change to  
 15 the advice previously given, we've covered the control  
 16 room.  
 17 Would the incident ground play any role in  
 18 a decision by you as SOM to change the advice previously  
 19 given?  
 20 **A. Yes.**  
 21 Q. What would that be?  
 22 **A. I would say that that would be a joint discussion on how**  
 23 **they are progressing on the incident ground and what in**  
 24 **control we are experiencing and what conditions the**  
 25 **callers are experiencing.**

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1 Q. Okay.  
 2 Now, that discussion, I think we can find mention of  
 3 that in policy 790, if we could just look at that. It's  
 4 tab 5 of the policies bundle, and can we go to  
 5 paragraph 8.7 on page 5 internally.  
 6 This is policy 790 and I know you're familiar with  
 7 this.  
 8 **A. Yes.**  
 9 Q. 8.7, which sits within the paragraph starting "Advise to  
 10 Fire Survival Guidance callers", as we can see, says:  
 11 "In exceptional circumstances an IC may consider  
 12 informing control that their advice to FSG callers  
 13 should be altered e.g. to attempt to leave their  
 14 property. The IC should remember that this advice may be  
 15 contrary to National Policy for control staff on FSGs  
 16 and liaison with the officer in charge at control will  
 17 be required for agreement to change the prescriptive  
 18 advice."  
 19 So when you were referring a moment ago to joint  
 20 discussion with the incident ground, is that the policy  
 21 that you're referring to?  
 22 **A. Yes.**  
 23 Q. Now, in practical terms, that suggests that the incident  
 24 command and control make the decision essentially  
 25 jointly.

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1 **A. Yes.**  
 2 Q. I mean, I've suggested that, but is that actually right?  
 3 Is it a joint decision or is it the decision by control  
 4 based on what the incident ground is telling you?  
 5 **A. Well, the policy says it's a decision by the IC at the**  
 6 **incident. I think when it was first drafted, we had**  
 7 **that it should be a decision between the IC or the**  
 8 **officer in charge of control, depending on those**  
 9 **circumstances.**  
 10 Q. Right.  
 11 We can read the policy, but in terms of how it's  
 12 carried out in practice, when a change to FSG advice is  
 13 altered from, say, "stay put" to "escape", is the  
 14 ultimate decision made by the control room or is it  
 15 a decision made by the incident commander or is it  
 16 a joint decision, in practice?  
 17 **A. In practice, it's only ever been done once, to my**  
 18 **knowledge, and it was a decision made by control that**  
 19 **the incident ground agreed with.**  
 20 Q. Right. That's your own personal experience, is it?  
 21 **A. Yes.**  
 22 Q. Which incident was that, are you able to remember?  
 23 **A. That would have been Grenfell.**  
 24 Q. Oh, I see, right. Okay.  
 25 So do I take it from that that prior to Grenfell,

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1 paragraph 8.7 was never tested in practice?  
 2 **A. Yes, that's right.**  
 3 Q. That's correct, right, okay.  
 4 Just before I leave that point, does that mean that  
 5 in an ordinary case -- no, sorry.  
 6 Does that mean that there has never been a change as  
 7 contemplated by the policy to FSG in your experience?  
 8 **A. Yes, there's never been a change.**  
 9 Q. Okay, right.  
 10 Now, can I then turn to what happens with FSGs in  
 11 practice in terms of what the CROs do.  
 12 When a call is determined to be an FSG call, what  
 13 action do you expect a CRO to take, just in general  
 14 terms?  
 15 **A. They will take the address, find that address on our**  
 16 **gazetteer. They will type in some additional details of**  
 17 **what the caller is saying. They will decide on the**  
 18 **incident type. They will mobilise those resources.**  
 19 **This is why they're all still on the telephone call to**  
 20 **the caller. They will mobilise the additional fire**  
 21 **survival guidance, PDA, that we have.**  
 22 **They will alert a supervisor or their colleague next**  
 23 **door, and those colleagues will carry out some**  
 24 **additional actions such as informing the ambulance**  
 25 **service and notifying some officers, senior officers.**

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1 **And they will also be able to access the reference**  
 2 **information file that's available to them.**  
 3 Q. Right. I'll come to that in a moment.  
 4 You mention the address.  
 5 **A. Yes.**  
 6 Q. What about numbers of persons involved? Is that  
 7 something that a CRO should obtain?  
 8 **A. Yes, they will do that during the course of the**  
 9 **telephone conversation, that's not unusual. But that**  
 10 **probably wouldn't be an initial action whilst they're**  
 11 **carrying out the assessment of it, that would be part of**  
 12 **their questioning, and then they would create a service**  
 13 **request and pass that information to the en route**  
 14 **resources.**  
 15 Q. Right.  
 16 I think there may be an easier way to do this. Can  
 17 I ask you to look at policy 790, which is at tab 5 of  
 18 the policy bundle, and look at paragraph 5.5, which sits  
 19 within a section of this policy called "Information  
 20 transfer to the incident".  
 21 5.4 I think is where we should start. Just near the  
 22 top of the page, do you see it says:  
 23 "Control will contact the Initial Command Pump (ICP)  
 24 and pass the information below by appliance radio for  
 25 each separate FSG call. When passing this information,

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1 control will reference the information using the  
 2 relevant flat/house number."  
 3 Then in 5.5 it says:  
 4 "Control will attempt to gather all the information  
 5 on the Control Information Form ..."  
 6 That's appendix 2, which we have seen before.  
 7 "... and relay this information to the incident as  
 8 and when it becomes available."  
 9 Then there's a list of pieces of information below  
 10 it, which we can see.  
 11 **A. Yes.**  
 12 Q. Would it be normal for a CRO, when gathering information  
 13 from a caller, to take all that information in any  
 14 event?  
 15 **A. I think that the trouble with lists and having those**  
 16 **information, that is ideally what we'd like to gather,**  
 17 **but the call handling, it's not a linear process; you**  
 18 **wouldn't go through step by step asking those questions,**  
 19 **you'd be able to respond to what the caller was telling**  
 20 **you, and if they needed reassurance for a minute or two,**  
 21 **then you would provide that rather than carrying on**  
 22 **regardless with the questioning.**  
 23 **So, yes, that would be obtainable, we would attempt**  
 24 **to ask, obviously, the number of the flat or the house,**  
 25 **to get the address, the number of people that are inside**

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1 and involved, and the location, but sometimes, just  
 2 because of what the caller is saying and our engagement  
 3 with them, that doesn't always happen, or they're  
 4 reluctant to give that information because they want to  
 5 tell you about something else that's occurring.  
 6 Q. Would this information be obtained or sought by the CRO  
 7 only once the call had become FSG or in any case?  
 8 **A. Once the call has become a fire survival guidance call,**  
 9 **yes, they would. They would ask some similar questions**  
 10 **on just property fires. They would ask if they believed**  
 11 **there were people involved and things.**  
 12 Q. Okay.  
 13 There's a reference here, as you can see, to  
 14 appendix 2, which is the control information form.  
 15 **A. Yes.**  
 16 Q. If we can just go to that for a second, appendix 2,  
 17 which can be found internally on this document on  
 18 page 8. Can we just have a look at that, please.  
 19 Now, this form, which is becoming familiar, again  
 20 it's in quadruplicate, white, yellow, blue and green.  
 21 Who in the control room would fill that out?  
 22 **A. So we have copies in the control room, but we don't use**  
 23 **that because we put all that information onto our**  
 24 **mobilising system and onto the incident log.**  
 25 Q. I was going to ask you: as a matter of practice, does

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1 that mean you never use this form in the control room?  
 2 **A. We may have done once or twice but, again, we can put**  
 3 **all the information and the relevant information onto**  
 4 **the mobilising system.**  
 5 Q. That's the incident screen, is it?  
 6 **A. Yes.**  
 7 Q. I see.  
 8 **A. The incident log on Vision.**  
 9 Q. Okay.  
 10 Would that include, as per this information form,  
 11 number of persons within location?  
 12 **A. Yes. If we had asked that and been given that, that**  
 13 **would.**  
 14 Q. So can we take it that the scheme of information  
 15 required on the control information form is the kind of  
 16 information that you would ordinarily expect a CRO to  
 17 obtain from the caller when managing an FSG call?  
 18 **A. Yes. It was created as a control information form to**  
 19 **use for fire survival guidance, but I was involved in**  
 20 **its creation and it was also created in case we had**  
 21 **another incident where we needed to take details of**  
 22 **callers but not necessarily in an FSG situation, which**  
 23 **is why we have "access point" written on there.**  
 24 Q. What does that mean, "access point"?  
 25 **A. So that would be if we took a call to, say,**

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1 an underground train crash and we were receiving calls  
 2 from people in different carriages, things like that.  
 3 We could use and the crews could use those forms to pass  
 4 that information.  
 5 Q. Right.  
 6 These control information forms, are they never used  
 7 because you can download or type in the information?  
 8 **A. Yes, it would be like double keying; we'd write it on**  
 9 **here and we would also put it into the incident log. So**  
 10 **it's quicker for us to write it on our mobilising**  
 11 **system. But they are used on appliances.**  
 12 Q. They are used on appliances?  
 13 **A. Yes.**  
 14 Q. Okay. But I think you're saying they are not used in  
 15 the control room?  
 16 **A. No.**  
 17 Q. Okay.  
 18 Now, going back to paragraph 5 and looking at 5.1,  
 19 that says:  
 20 "As soon as control has confirmed that a FSG call is  
 21 in progress they will contact the incident ground and  
 22 start to pass over the initial details. At this stage  
 23 it is likely to be basic information relating to the  
 24 number of persons involved and their location within the  
 25 property."

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1 By what means of communication would that set of  
 2 initial details be transmitted to the incident ground?  
 3 **A. Via the radio, via the main scheme radio.**  
 4 Q. Is that policy or is that practice?  
 5 **A. Practice.**  
 6 Q. Right. In fact, I should have shown you this, I think  
 7 I've got the answer here anyway, paragraph 5.4, just  
 8 turning the page, says:  
 9 "Control will contact the Initial Command Pump (ICP)  
 10 and pass the information below by appliance radio for  
 11 each separate FSG call."  
 12 So taking those two paragraphs together, and your  
 13 answer, radio, is the norm that as soon as you've got  
 14 an FSG call, control will use the radio, RT4 if you're  
 15 north of the river --  
 16 **A. Yes.**  
 17 Q. -- to send that information to the initial command pump?  
 18 **A. Yes. So that would be whilst the resources are**  
 19 **en route. So before they arrived, it wouldn't be**  
 20 **uncommon to start receiving and dealing with a fire**  
 21 **survival guidance call.**  
 22 Q. Right.  
 23 **A. Yes, whilst the appliances are en route.**  
 24 Q. Okay.  
 25 In 5.1, there's a reference, as you can see at the

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<p>1 beginning, to confirming that an FSG call is in 2 progress. 3 What does control do by way of confirmation that 4 an FSG call is in progress? 5 <b>A. So, again, two actions: they'd mobilise the FSG 6 additional attendance, and they would inform the 7 attending resources by radio --</b> 8 Q. Okay. 9 <b>A. -- that an FSG call is in progress.</b> 10 Q. Is it the supervisor who confirms that an FSG call is in 11 progress or is it the call handler? 12 <b>A. No, it's the call handler, it's the control operator 13 taking the call.</b> 14 Q. Who does the call handler confirm that with? Is there 15 a process of confirmation? 16 <b>A. No, they would confirm that by what the caller has 17 indicated and then providing advice to the caller.</b> 18 Q. So if it's a call handler whose on the telephone to the 19 caller -- 20 <b>A. Yes.</b> 21 Q. -- and the call handler determines that that's an FSG, 22 they need to send that message by radio, do they send 23 that message to the radio operator in the control room 24 as you described before? 25 <b>A. Yes.</b></p> <p style="text-align: center;">Page 157</p>	<p>1 <b>incident command. I wouldn't -- from a control room 2 point of view, our aim is to pass all relevant 3 information to the scene of operations as quickly as 4 possible.</b> 5 Q. Okay. 6 Would you have any expectation or experience of, 7 once that initial FSG call information has got to the 8 incident ground via the radio, what would happen to that 9 information next? 10 <b>A. No, I have no experience of that.</b> 11 Q. Now, you mentioned the RIF. Can we look at that 12 together. 13 <b>A. Yes.</b> 14 Q. I think there may be two, in fact. 15 <b>A. There is. Should be one for control operators and one 16 for supervisors.</b> 17 Q. Yes. 18 I am going to start, if I can, with the supervisors, 19 which is in tab 9 of the policy bundle. This is the 20 first time, I think, we've looked at this. It is 21 LFB00003541. 22 I think was up there before I finished that very 23 long number. 24 Is this the document that you're referring to? 25 <b>A. Yes.</b></p> <p style="text-align: center;">Page 159</p>
<p>1 Q. Then that radio operator will send the message to the 2 ICP? 3 <b>A. Yes.</b> 4 Q. Yes. Okay, I understand. 5 <b>A. They will also alert their supervisor or their colleague 6 to tell them that.</b> 7 Q. Okay. 8 What is the purpose of communicating that initial 9 information to the fire ground? 10 <b>A. So that they're aware.</b> 11 Q. Aware of what? 12 <b>A. That we are talking to a caller that is in the building 13 that cannot leave.</b> 14 Q. Right. 15 What would you expect the incident ground to do with 16 that information? 17 <b>A. I would expect them to write it down on the control 18 information pad and that the incident commander would 19 receive that.</b> 20 Q. Right. The incident commander would receive what? 21 <b>A. That information about the fire survival guidance call 22 in process.</b> 23 Q. Okay. And will that be the piece of paper that you 24 would expect the incident commander to receive? 25 <b>A. It's really not my field of expertise going into</b></p> <p style="text-align: center;">Page 158</p>	<p>1 Q. By the supervisors RIF, yes. And why do you call it 2 a RIF? 3 <b>A. It's called a reference information file.</b> 4 Q. Okay. 5 <b>A. It's what was described in our old mobilising system and 6 we've just carried it through.</b> 7 Q. Right. 8 Did you have any role in compiling or creating this 9 guidance? 10 <b>A. Yes, I have authorised several versions of this, but I'm 11 not sure that's one I've authorised.</b> 12 Q. Okay. Let me show you the end of this. I hope we're on 13 the right one. If you go to the very last page, which 14 is the third page of this document, this one is, we can 15 see at the very bottom, approved by SOM Bagnelle -- 16 I hope that's the right way of pronouncing it. 17 <b>A. That would be "Bagnelle".</b> 18 Q. 3 April 2014, updated 2 April 2016. 19 Is this the most recent version of that document? 20 <b>A. Yes.</b> 21 Q. I just want to ask you one or two questions about the 22 contents of this. 23 First of all, on page 2, in the bullet points there, 24 you can see what is supposed to happen. 25 So the first bullet point is:</p> <p style="text-align: center;">Page 160</p>



1 "CRO regularly reassesses the situation by asking  
 2 questions as specified in FSG Operator RIF."  
 3 I've looked at those; I think they're the same as  
 4 those that are set out in the policy, policy 790.  
 5 **A. Yes.**  
 6 Q. Okay. And then:  
 7 "• Supervisor or nominated person to consider:  
 8 "• Dedicating a supervisor to act as a sole contact  
 9 point between Control and  
 10 "• ICP/CU or officer nominated by IC to pass all  
 11 relevant information."  
 12 Now, I'm not sure it's very well laid out, but does  
 13 that mean that once an FSG is in play, a supervisor in  
 14 the control room nominates somebody to be the sole  
 15 contact point between control and the incident ground  
 16 for the FSG?  
 17 **A. Yes.**  
 18 Q. Right. What about multiple FSGs?  
 19 **A. The same principle would apply.**  
 20 Q. So you are going to have one person as the sole contact  
 21 point between control and the incident ground?  
 22 **A. Yes.**  
 23 Q. Do you know who that was on the night of Grenfell Tower?  
 24 **A. That would've been Jason Oliff.**  
 25 Q. Now, then it says:

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1 "• Using M2FH or FLONOPS1 (if sufficient staff  
 2 available) where a large number of FSG calls are being  
 3 received, as this will free up the main scheme radio."  
 4 What is M2FH?  
 5 **A. So it's just an old analogue call sign for our radio  
 6 channels that we have in London Fire Brigade.**  
 7 Q. Was that in use on the night of the Grenfell Tower fire?  
 8 **A. No, we were using M2FN, which was channel 4.**  
 9 Q. And what about FLONOPS1?  
 10 **A. So FLONOPS1 --**  
 11 Q. What is that?  
 12 **A. -- is another channel. It's just a channel 1 that we  
 13 don't use for general messages and radio communications.  
 14 So it's a spare channel that we can use to free up, like  
 15 I say, the other channels. So all the northern  
 16 appliances are on that channel, so the different  
 17 incidents will all come through that channel and that  
 18 radio operator. I think what they're indicating here is  
 19 that if we were busy with other incidents and we had  
 20 a large amount of information to pass regarding FSG  
 21 calls, we could move that on to channel 1 and pass that  
 22 information that way, and we wouldn't be disturbed by  
 23 the other incidents.**  
 24 Q. Oh, I see. Did you use FLONOPS1 on the night of the  
 25 Grenfell Tower?

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1 **A. No.**  
 2 Q. Why is that?  
 3 **A. Purely because we had established a really good  
 4 communication system with Jason Oliff speaking directly  
 5 to the command unit.**  
 6 Q. Now, Jason Oliff you said was the sole contact point  
 7 between control and the ICP.  
 8 **A. Yes.**  
 9 Q. My first question is: did you appoint him the sole  
 10 contact?  
 11 **A. No.**  
 12 Q. Do you know who did?  
 13 **A. Yes, I believe that was OM Alex Norman.**  
 14 Q. Now, we have Jason Oliff arriving in the control room at  
 15 about 2 o'clock.  
 16 **A. Yes.**  
 17 Q. It's not an exact time, but about 2 o'clock, which  
 18 I think is before you arrived.  
 19 **A. Yes.**  
 20 Q. Do you know who, if anyone, was the sole contact point  
 21 between control and the fire ground prior to  
 22 Jason Oliff's appointment as sole contact point?  
 23 **A. That would've been the radio operator, Sharon Darby.**  
 24 Q. Sharon Darby?  
 25 **A. Yes. So all the information would've gone via the radio**

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1 **before we switched to telephone.**  
 2 Q. I see. And who, if anybody, appointed Sharon Darby as  
 3 the sole contact point between control and the incident  
 4 ground?  
 5 **A. She was the radio operator on channel 4 that night for  
 6 the whole night.**  
 7 Q. I see.  
 8 Did she have particular skills or was she just  
 9 appointed as part of a roll call?  
 10 **A. Yes, just as part of a roll call.**  
 11 Q. I see.  
 12 I'm sorry to go back to this bullet point about M2FH  
 13 or FLONOPS.  
 14 Was there a need at any stage during the night to  
 15 free up the main scheme radio?  
 16 **A. No.**  
 17 Q. I see.  
 18 We're going to come back, I think, to the RIF  
 19 shortly. I just want to go back into, if I can,  
 20 policy 790. I'm sorry to dot around these policies.  
 21 If you look at 790, which is in tab 5 of the policy  
 22 bundle, and go, please, to paragraph 7.8. If we can  
 23 just have that highlighted.  
 24 I should just tell you, this sits within the section  
 25 of this policy that is entitled "Recording and sharing

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1 of information". It says:  
 2 "Control has a "Command unit critical" phone line  
 3 which has a higher priority than calls to the officer of  
 4 the watch. This number is programmed into CU phones and  
 5 must only be used for passing life critical  
 6 information."  
 7 We've discussed earlier today the different methods  
 8 of communication and lines between the control room and  
 9 the incident ground.  
 10 **A. Yes.**  
 11 Q. Which one of those is the command unit critical phone  
 12 line?  
 13 **A. So that would have been -- that would've been a call**  
 14 **into -- so an admin call would've come through an admin**  
 15 **line into our ICS to be answered. It would've been**  
 16 **labelled "command unit critical", and officers of the**  
 17 **watch, supervisors, would have prioritised the picking**  
 18 **up of that telephone number or that telephone call**  
 19 **rather than normal officer of the watch calls.**  
 20 Q. So that's a line between the command unit and control,  
 21 is it?  
 22 **A. Yes.**  
 23 Q. Is it another designated line or is it --  
 24 **A. Yes, so the command unit phones have a designated number**  
 25 **programmed in that would come through to our ICS and**

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1 **show that it was a command unit critical. So in normal**  
 2 **practice, in relation to this policy, when the FSG CU is**  
 3 **established, we would expect them to ring control using**  
 4 **that telephone number.**  
 5 Q. Right. That's from the command unit telephone itself,  
 6 not the radio and not the mobile?  
 7 **A. No.**  
 8 Q. All right.  
 9 **A. Command unit telephone.**  
 10 Q. So it's the same phone line but a different number; is  
 11 that right?  
 12 **A. It's a different telephone number. It would come**  
 13 **through on our communications, our integrated**  
 14 **communication system.**  
 15 Q. And who would it go to? Who would pick that up in the  
 16 control room?  
 17 **A. Usually a supervisor.**  
 18 Q. Right.  
 19 The paragraph suggests that that line is to be used  
 20 for calls that have a higher priority than calls to the  
 21 officer of the watch.  
 22 What are calls which have a higher priority than  
 23 calls that would be made to the officer of the watch?  
 24 **A. So I think that's just the terminology. It doesn't mean**  
 25 **that it's being prioritised. Calls to the officer of**

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1 **the watch could come from anywhere. They're just admin**  
 2 **calls. They could be officers just wanting an update.**  
 3 **But obviously if the command unit is phoning us, we have**  
 4 **critical information to pass them and they want to share**  
 5 **that with us. So we would just prioritise it in the**  
 6 **control room to pick it up first, rather than an officer**  
 7 **of the watch call.**  
 8 Q. Do you know if that command unit critical phone line was  
 9 used on the night of Grenfell?  
 10 **A. No, it wasn't, because I think we pre-empted that and**  
 11 **Jason Oliff rung the command unit before the command**  
 12 **unit had a chance to ring us.**  
 13 Q. Right, I see, okay.  
 14 Then you were operating my mobile, I think?  
 15 **A. Yes.**  
 16 Q. Jason Oliff to CU8 directly.  
 17 **A. Yes.**  
 18 Q. Now, while a call is progressing and a CRO is on a 999  
 19 call with a caller, how does the call handler, the CRO,  
 20 simultaneously communicate with the incident ground?  
 21 **A. So they do that via the radio operator. So whilst**  
 22 **they're talking to the caller they will create a service**  
 23 **request and put that information on and then send that**  
 24 **to the radio operator, who will then pass that to the**  
 25 **ICP.**

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1 Q. I see. So it's essentially typing while talking?  
 2 **A. Yes.**  
 3 Q. I follow.  
 4 Can I just see if I can illustrate that with you by  
 5 a number of examples.  
 6 Can I ask you to go to the short incident log,  
 7 tab 23 of the documents bundle. You can see on page 19,  
 8 if we just go to that, again, this is just an example.  
 9 We can see an entry at 01.40.47, HJF, service request.  
 10 Is that Heidi Fox?  
 11 **A. Yes.**  
 12 Q. Okay:  
 13 "Service Request.  
 14 "Service Request Created: RT4 TO G271 FYI SEVEN  
 15 PEOPLE IN FLAT 205 ON 23RD FLOOR PERSONS UNABLE TO LEAVE  
 16 PROPERTY."  
 17 That message is attributed to HJF, Heidi Fox. Would  
 18 she be the call handler, the CRO call handler, or the  
 19 radio operator?  
 20 **A. No, she would be the call handler --**  
 21 Q. Right.  
 22 **A. -- talking to those people.**  
 23 Q. Okay. And so while she was talking to those people at  
 24 that time, just explain to me the process whereby the  
 25 service request is created in the system which produces

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1 the short incident log.  
 2 **A. So whilst she was talking to them, she would've called**  
 3 **up a service request and she would have written in a box**  
 4 **those details with regard to the seven people in**  
 5 **flat 205 on the 23rd floor. And then she would've**  
 6 **closed that request and it would've gone into a list for**  
 7 **the radio operator on channel 4 to pick up, so**  
 8 **Sharon Darby.**  
 9 Q. Right. Then Sharon Darby picks it up from her screen.  
 10 **A. Yes.**  
 11 Q. Talk me through the next steps.  
 12 **A. And then relays that to the incident command point.**  
 13 Q. By radio?  
 14 **A. By radio, yes.**  
 15 Q. And you say it would have gone into a list for the radio  
 16 operator.  
 17 **A. Yes.**  
 18 Q. What does the radio operator see on his or her screen,  
 19 Sharon Darby in this case?  
 20 **A. So it would be the same as the control operators are**  
 21 **seeing. There is a box on the -- we talked about the**  
 22 **incident list; they also have a service request list and**  
 23 **everyone is able to access that list. But the prefix,**  
 24 **as a said, "RT4", would've meant that it was to go out**  
 25 **to the radio operator.**

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1 Q. Right. And does Heidi Fox write in "RT4 TO G271"?  
 2 **A. Yes.**  
 3 Q. So it's the call handler who decides, if you like, which  
 4 incident command pump or CU gets entered into the  
 5 request which is then sent to the radio operator?  
 6 **A. Yes, but I think with regard to Golf 271, she put**  
 7 **Golf 271 because she knew that that was an appliance in**  
 8 **attendance there. Like I say, the radio operator would**  
 9 **have relocated it if the incident command pump had**  
 10 **changed.**  
 11 Q. That's where I was going.  
 12 **A. So if it had become CU8 then the radio operator would**  
 13 **have passed it to CU8.**  
 14 Q. Okay. Okay. We are going to come, I think, to some of  
 15 this in some detail, but just in terms of the process,  
 16 I think you're saying that it's Heidi Fox who inputs  
 17 G271 there?  
 18 **A. Yes.**  
 19 Q. And then that message goes to Sharon Darby as the radio  
 20 operator, but Sharon Darby would know whether the  
 21 incident command pump was still G271 or had changed?  
 22 **A. Yes, because she would've been taking all the radio**  
 23 **messages from the incident. So at some point they**  
 24 **would've declared a new incident command point, so she**  
 25 **would've been aware of that.**

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1 Q. Drilling down on that, where would Sharon Darby get that  
 2 information from?  
 3 **A. From the scene, from the incident ground.**  
 4 Q. So she would be dependent on somebody on the incident  
 5 ground saying to her, "Don't send radio messages to G271  
 6 anymore, send them to CU8"?  
 7 **A. A more simplistic version, they would've said "CU8 is**  
 8 **now ICP".**  
 9 Q. That message would've come to Sharon Darby over what  
 10 system?  
 11 **A. The Airwave radio, the main scheme radio.**  
 12 Q. The main scheme radio?  
 13 **A. Yes.**  
 14 Q. So back through RT4?  
 15 **A. Yes.**  
 16 Q. Right. That would be recorded, would it?  
 17 **A. Yes.**  
 18 Q. Okay. Okay.  
 19 Would Sharon Darby then input that change into the  
 20 Vision system?  
 21 **A. Yes, she would record that message.**  
 22 Q. Okay.  
 23 Looking at this log, on this page, the messages go  
 24 from RT4 to G271 in that example.  
 25 If -- and it is an "if" -- the incident ground pump

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1 or incident ground command unit had changed, we wouldn't  
 2 know that from this log, would we?  
 3 **A. Yes, you'd have a message that would say "CU8 is now**  
 4 **ICP".**  
 5 Q. Well --  
 6 **A. At some point.**  
 7 Q. I'm not sure we do. We certainly do see messages  
 8 a little bit later that RT4 messages go to CU8, but let  
 9 me try my question a different way.  
 10 If Sharon Darby is seeing a message coming from  
 11 Heidi Fox which says RT4 to G271, but Sharon Darby knows  
 12 that actually G271 is now not the right pump, it's  
 13 supposed to go to a command unit, she makes that  
 14 decision herself, but we don't see that recorded in the  
 15 incident log, we don't see the message going to command  
 16 unit 8.  
 17 **A. No, it would remain as going to Golf 271, you would just**  
 18 **see it when Sharon had told the ICP because you would**  
 19 **have service request completed.**  
 20 Q. Yes. Okay. I see. So the short incident log doesn't  
 21 tell you actually where the radio message went, which is  
 22 the message that we see against the name of the control  
 23 room operator?  
 24 **A. You could confirm that by listening to the recordings.**  
 25 Q. Absolutely. That's very helpful.

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1 Another example, 1.45.10, SAD, service request.  
 2 Again:  
 3 "RT4 TO G271 FYI SEVEN PEOPLE IN FLAT 205 ON 23RD  
 4 FLOOR PERSONS UNABLE TO LEAVE PROPERTY."  
 5 That's the same message that we saw Heidi Fox  
 6 sending to Sharon Darby.  
 7 **A. Yes.**  
 8 Q. When we see this one at 01.45.10 what is happening  
 9 there? Because this is Sharon Darby this time.  
 10 **A. Yes, and that tells us that she's completed and sent**  
 11 **that message via voice.**  
 12 Q. Right.  
 13 **A. To the incident.**  
 14 Q. And would she be able to correct the reference to the  
 15 incident command pump if in fact she was sending it to  
 16 a command pump which was not G271?  
 17 **A. I'm not sure if you can change service requests.**  
 18 Q. Right.  
 19 **A. I would imagine she could, but I wouldn't imagine that**  
 20 **it would be a detail -- as you can see the timeline,**  
 21 **Sharon is constantly on the radio talking to the command**  
 22 **point at that point, and in control, we would know that**  
 23 **it was going to the designated place.**  
 24 Q. The reason I ask is because by this time, it's at least  
 25 possible that CU8 was receiving information by mobile

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1 actually directly from -- or by telephone at least --  
 2 the control room.  
 3 **A. From Jason Oliff?**  
 4 Q. No, because he wasn't there until 2 o'clock.  
 5 **A. Okay.**  
 6 Q. But if command unit 8 was receiving information by  
 7 telephone from the control room, would that be reflected  
 8 in this message at 01.45.10 or not?  
 9 **A. No.**  
 10 Q. Right.  
 11 So am I right in thinking the short incident log is  
 12 only reflecting messages sent by radio?  
 13 **A. No, it does show some additions to the incident log that**  
 14 **wouldn't go through a service request, I believe.**  
 15 Q. Would it show information being communicated from the  
 16 control room by telephone?  
 17 **A. So not automatically. It would mean that a control room**  
 18 **operator or a supervisor would update the incident log**  
 19 **with their actions, which they do normally do. So there**  
 20 **would be an entry in there to say that they had**  
 21 **contacted the command unit and passed details to them.**  
 22 MR MILLETT: Okay.  
 23 Mr Chairman, is that a convenient moment?  
 24 SIR MARTIN MOORE-BICK: I think it is.  
 25 MR MILLETT: I'm still slightly midstream with this but

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1 I think it is probably convenient.  
 2 SIR MARTIN MOORE-BICK: We'll have a short break now.  
 3 3.25, please. Thank you very much.  
 4 No talking to anyone about your evidence. Thank  
 5 you.  
 6 3.25, please.  
 7 (3.15 pm)  
 8 (A short break)  
 9 (3.25 pm)  
 10 MR MILLETT: Mr Chairman, yes, can we have --  
 11 SIR MARTIN MOORE-BICK: The witness is coming.  
 12 (Pause)  
 13 All right to carry on?  
 14 THE WITNESS: Yes, thank you.  
 15 SIR MARTIN MOORE-BICK: Yes, Mr Millett.  
 16 MR MILLETT: Ms Smith, thank you very much for coming back  
 17 to us.  
 18 Can I just continue, then, with my examples and  
 19 a study of the short incident log again.  
 20 We have Sharon Darby, we were looking at this one,  
 21 at 01.45.10, and she's on the radio. Just to go back to  
 22 this, is she the one who creates this message and inputs  
 23 it into the system?  
 24 **A. The 01.45.10? No.**  
 25 Q. Right.

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1 **A. That would've been the previous -- that would've been**  
 2 **the service request created and that would've been from**  
 3 **Heidi Fox.**  
 4 Q. I see.  
 5 So when we see:  
 6 "01:45:10 SAD Service Request.  
 7 "Service Request Completed ..."  
 8 What is Sharon Darby's role in generating that  
 9 message at 01.45?  
 10 **A. She would've passed that message on to the incident**  
 11 **command pump.**  
 12 Q. Right.  
 13 **A. And once that had been sent, she would've completed that**  
 14 **service request.**  
 15 Q. Right. Now, where we see -- I think you said this  
 16 before, just so I am clear, Sharon Darby was the radio  
 17 message operator all night at Grenfell, was she?  
 18 **A. Yes.**  
 19 Q. So where we see "SAD" next to a message in this  
 20 document, can we be confident that that message was  
 21 either typed in by her or approved by her?  
 22 **A. It would've been typed in by her and created by her or**  
 23 **she would've passed that information over to the command**  
 24 **pump to allow it to be completed.**  
 25 Q. So where we see here, as we do, "Service Request

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1 Completed: RT4 TO G271" next to Sharon Darby's name, can  
 2 we be confident that she communicated with or sent to  
 3 G271 the message we can see there?  
 4 **A. I wouldn't be confident that she sent it to Golf 271.**  
 5 **She could've passed it to Golf 271, but I would imagine**  
 6 **she would've directed it to the incident command pump or**  
 7 **whoever we'd last received a message from.**  
 8 Q. Right.  
 9 Coming back to a point I asked you about I think  
 10 a little before the break, would she have any means of  
 11 correcting the message so as to show that the message  
 12 she'd sent by RT4, radio, was sent not to G271 but to  
 13 CU8? Would she be able to make that correction?  
 14 **A. Yes, she could've. She could've done that, but**  
 15 **I wouldn't have said that would've been -- that's really**  
 16 **irrelevant in regard to our documentation and our**  
 17 **communication. We know it was sent. We know it**  
 18 **would've been sent to the incident ground and to the**  
 19 **ICP.**  
 20 Q. Right. Now, can I just ask you then to look at page 21  
 21 and just to look at two examples.  
 22 We have a service request. This is at page 21,  
 23 timed at 02.06.06. This is again Heidi Fox:  
 24 "RT4 TO CU8 FURTHER CALL X2 ADULTS AND 1 CHILD  
 25 TRAPPED INSIDE FLAT 82 ON FLOOR 11."

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1 Now, that's clearly a message being sent to CU8,  
 2 Heidi Fox handling the call, Sharon Darby on the radio.  
 3 **A. Yes.**  
 4 Q. We see that that's the creation of that, and we see the  
 5 completion of that is at 02.10.09, do you see that?  
 6 **A. Yes.**  
 7 Q. And that is again RT4 to CU8. I think that, on what you  
 8 told us before, is Heidi Fox handling the call, sends  
 9 the message to Sharon Darby, Sharon Darby radioed to  
 10 CU8, and she then sends the message which is completing  
 11 the service request?  
 12 **A. Yes.**  
 13 Q. Now, between those two, between the creation and the  
 14 completion of that service request, we've also got a new  
 15 service request from PD, just above it at 02.09.08:  
 16 "Service Request Created: RT4 - G271 - FIRE IN  
 17 CORRIDOR FLOOR 12 - CALLER TRAPPED FLAT 95."  
 18 PD would be the CRO --  
 19 **A. Yes.**  
 20 Q. -- handling the 999 call?  
 21 **A. Yes.**  
 22 Q. And, again, he would send -- is this right? -- that  
 23 message to Sharon Darby, who would then create this  
 24 radio message?  
 25 **A. Yes, that's correct.**

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1 Q. Would Sharon Darby realise at least by that time that  
 2 radio messages were being sent to two different command  
 3 pumps, one G271 and the other CU8?  
 4 **A. No. You would have to confirm with the radio traffic,**  
 5 **but I believe Sharon would've been aware from the**  
 6 **beginning of where to send the radio messages. So even**  
 7 **though Pete Duddy's call says Golf 271 and the other one**  
 8 **says to Charlie Uniform 8, they would've both gone to**  
 9 **Charlie Uniform 8.**  
 10 Q. Then at 02.10.21 we see Sharon Darby:  
 11 "Service Request Completed: RT4 - G271 ..."  
 12 Given that she's just 12 seconds before completed  
 13 a service request RT4 to CU8, do you know why she  
 14 creates a service request to G271?  
 15 **A. She doesn't; she just completes that service request.**  
 16 Q. Why doesn't she correct the destination of the message?  
 17 **A. Well, if you just have a look at the incident log -- so**  
 18 **the service requests are created and completed, she's**  
 19 **passing all that radio traffic. She's also receiving**  
 20 **two make-up messages in between that time and processing**  
 21 **those and sending out her own service requests to get**  
 22 **those actioned.**  
 23 **Again, if you've heard the radio traffic, it's quite**  
 24 **a formal process of where we pass short bursts of**  
 25 **information and then the appliance repeats those back to**

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1 **confirm understanding.**  
 2 **So it's not a very quick action in all, and the**  
 3 **amount of action she's doing in between 02.06 and 02.11,**  
 4 **combined with the fact that she would've sent it to the**  
 5 **incident command point, I don't think she sees any need**  
 6 **to, and I would understand that.**  
 7 Q. When we see "Service Request Completed RT4 - G271", as  
 8 we do at 02.10.21, SAD, with the system that  
 9 Sharon Darby was operating, would she have got  
 10 a confirmation back from G271?  
 11 **A. No, I believe she would've passed it to CU8 and they**  
 12 **would've acknowledged that.**  
 13 **SIR MARTIN MOORE-BICK: Can I just clarify this: the picture**  
 14 **I'm getting from these series of answers is that in**  
 15 **a case like this, take this one we've been looking at,**  
 16 **PD formulates a service request.**  
 17 **A. Yes.**  
 18 **SIR MARTIN MOORE-BICK: And he may or may not know where**  
 19 **it's actually going to be sent to, but he thinks it's**  
 20 **going to G271, so he formulates it in that way and**  
 21 **Sharon Darby simply copies it as it stands but sends**  
 22 **it -- I think you are telling us -- to where it ought to**  
 23 **go?**  
 24 **A. Yes.**  
 25 **SIR MARTIN MOORE-BICK: When she gets a confirmation, she**

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1 confirms that the message as originally formulated has  
 2 been the subject of action, but she does not say,  
 3 "Actually, I sent it to CU8". Is that what you're  
 4 really saying to us?  
 5 A. Yes, yes, that's what I'm saying.  
 6 SIR MARTIN MOORE-BICK: Thank you.  
 7 A. So the pertinent information would be to get across the  
 8 fire in the corridor floor 12 and not the --  
 9 SIR MARTIN MOORE-BICK: No one reformulates the original  
 10 form of the message.  
 11 A. No.  
 12 SIR MARTIN MOORE-BICK: No.  
 13 Sorry, Mr Millett.  
 14 MR MILLETT: No, no, that's helpful.  
 15 Just one or two more questions.  
 16 Taking us through a little bit later into the night  
 17 on this same or similar topic, if you can please go to  
 18 page 22, it says:  
 19 "02.23.33 SAD Key.  
 20 "CU7 RUN ALL FSG CALLS VIA CU7."  
 21 Do you see that?  
 22 A. Yes.  
 23 Q. 02.23.33, if we can just have that highlighted there.  
 24 That's clear. She creates that message.  
 25 If we look lower down at 02.25.32 -- and this may be

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1 the same answer that the chairman asked you about --  
 2 there's a "Service Request Completed: RT4 CU8". That  
 3 looks like it completes a service request that Heidi Fox  
 4 has created in respect of that flat, flat 183, at  
 5 02.24.11.  
 6 A. Yes.  
 7 Q. I am asking this slightly backwards because I'm starting  
 8 with Sharon Darby, but it looks from that that although  
 9 FSG calls were now to be run via CU7, as Sharon Darby  
 10 has recorded, other people in the control room, such as  
 11 Heidi Fox, handling calls are still creating messages as  
 12 if they're going to go to CU8 and Sharon Darby is  
 13 completing them on that basis, but you think they're  
 14 actually being sent to CU7?  
 15 A. Yes. Sharon would've received that message from CU7 to  
 16 say run all FSG calls via CU7, so she would've heard  
 17 that message come in from CU7 and typed that on the  
 18 incident log.  
 19 Heidi, who was call-taking and not near Sharon,  
 20 maybe wouldn't have heard that message to pick up on  
 21 that and still believes it's going to CU8. However,  
 22 once Sharon completed that, she would've sent that to  
 23 CU7.  
 24 Q. I think we can get from this discussion and the  
 25 chairman's question that what you don't get out of the

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1 incident log is the precise incident command pump or CU  
 2 to which Sharon Darby is sending the radio messages,  
 3 because she will have corrected them as she went, even  
 4 though when she was completing the messages, she was  
 5 completing messages created by control room operators?  
 6 A. Yes.  
 7 Q. I see, okay.  
 8 Can I go back then to a slightly different question,  
 9 which is fire survival guidance advice given by CROs to  
 10 callers.  
 11 One of the four things we saw in policy 790 was  
 12 reassurance.  
 13 Is it quite common for CROs to reassure callers by  
 14 saying, "The crews are on their way"?  
 15 A. Yes.  
 16 Q. Okay. In your experience, does offering that  
 17 reassurance have an effect on the mind of the caller in  
 18 terms of how they then go about assessing the risks to  
 19 themselves of fire, smoke and heat?  
 20 A. I don't think I could answer that confidently. It would  
 21 depend on the caller. Every call is different. We  
 22 would try and reassure them. Again, we could say that  
 23 the fire crews are on their way, which would be factual,  
 24 and we would tell them that they were on their way or  
 25 en route. Sometimes we try and tell them how far away

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1 they are to try to allay their fears. But it would  
 2 depend on the individual operator as to what they say  
 3 with regard to reassurance next.  
 4 We can exchange names to put them in a calmer  
 5 position and to make them feel like, you know, we are  
 6 a lifeline to them while we're waiting for the crews to  
 7 turn up as well.  
 8 Q. Right.  
 9 A. I wouldn't be able to say if we lulled them into  
 10 a position of safety.  
 11 Q. No.  
 12 Forgive this question, but I feel I must ask it, but  
 13 is there a chance or a risk that when a CRO says to  
 14 a caller that the crews are on their way, that might  
 15 induce a false sense of security in the caller so that  
 16 wouldn't actually be able to go about assessing the risk  
 17 of smoke, fire and heat accurately?  
 18 A. They would drop in and out of assessment, re-assessment,  
 19 and reassurance, so they wouldn't go through the stages,  
 20 they might say -- they're reassuring they're on their  
 21 way and they might ask how the conditions are doing  
 22 next. So it would depend on those answers.  
 23 Q. Right.  
 24 Can I take you back to policy 790 and ask you to  
 25 look at paragraph 9.1. This is tab 5 of the policy

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1 bundle.

2 I want to discuss with you communications between

3 the incident ground and the control room. I think we've

4 probably covered quite a lot of this already but I just

5 want to see if I can go back to some specific questions

6 in the policy.

7 Section 9 of this policy is entitled "Communication

8 with Control".

9 9.1 says:

10 "It is vital that control is kept informed of the

11 actions being taken to resolve each FSG call. The fact

12 that control is aware of the actions being carried out

13 on the incident ground will greatly enhance the advice

14 given to FSG callers."

15 In the normal course of things, how is control kept

16 informed of the actions being taken to resolve FSG

17 calls?

18 **A. So in a normal call, a fire survival guidance call, we**

19 **wouldn't have much liaison with the incident ground.**

20 **We'd know when they were in attendance, they might send**

21 **a message within the first 5 minutes, but it is norm to**

22 **know that the first sign that we know that the**

23 **individuals are being rescued is to hear the**

24 **firefighters in the background or the caller tell us**

25 **that they can hear firefighters in the background.**

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1 Q. Right.

2 It looks from this section of the policy that the

3 intention is that control is given quite a lot of

4 information by the incident ground and on a continuing

5 basis. Is that your experience?

6 **A. Yes, I would agree with -- that's how the policy reads.**

7 Q. Right. That's how the policy reads.

8 **A. Yes.**

9 Q. In your experience, is that how the policy is carried

10 into effect?

11 **A. Not as -- no, we are very rarely kept informed of the**

12 **actions being taken to resolve fire survival guidance**

13 **calls.**

14 Q. Right.

15 **A. In my experience.**

16 Q. Okay.

17 How would a CRO who is on a call with a caller know

18 what has happened or know what is happening on the

19 incident ground so as to be able to enhance the advice

20 that that CRO is giving to an FSG caller?

21 **A. So they wouldn't -- it would come in through the radio,**

22 **I would imagine, through the main scheme radio, to the**

23 **radio operator. That information will be directed to**

24 **the supervisor and a supervisor may then pass that on --**

25 Q. Right.

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1 **A. -- to the control room officer. They might hear it if**

2 **they were sitting close by to the radio, but I would**

3 **doubt it.**

4 Q. Paragraph 9.2 says:

5 "Informative messages from the incident ground

6 should also contain an update on progress relating to

7 those specific FSG calls by both the flat/house number

8 to avoid confusion."

9 Informative messages are a particular kind of

10 message, I think.

11 **A. Yes.**

12 Q. Just help me understand it, I think we discussed this

13 before, they're a sort of standard format, aren't they?

14 **A. Yes.**

15 Q. We've seen some examples of that in the short incident

16 log.

17 Would you expect any other kind of messages to come

18 from the incident ground other than informative

19 messages?

20 **A. In regard to fire survival guidance calls?**

21 Q. Yes.

22 **A. On occasion they might pass additional information**

23 **regarding if they've managed to reach individuals, but**

24 **as I've said before, if we're on the phone to a caller,**

25 **we would be able to hear that in the background, that**

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1 **they are reaching them, and that they are trying to**

2 **break in or rescuing them.**

3 Q. How would an informative message be communicated to the

4 CRO handling the call?

5 **A. So it would come from the incident commander, usually**

6 **via the main scheme radio, to the radio operator, who**

7 **would then log that call -- log that message, sorry, and**

8 **highlight it to the supervisor.**

9 Q. And highlighting it to the supervisor, how would that be

10 done? By message or --

11 **A. That would be done by service request.**

12 Q. By service request, even within the control room?

13 **A. Yes.**

14 Q. Okay.

15 You say supervisor; is that the officer of the watch

16 or --

17 **A. Yes, the officer of the watch.**

18 Q. Officer of the watch. Okay.

19 And at 9.3 it says:

20 "The outcome of every FSG call must be communicated

21 to control."

22 How would that normally be done, if at all?

23 **A. I've never experienced that happening.**

24 Q. Right. Okay.

25 So can I take from your evidence that in relation to

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<p>1 9.1, 9.2 and 9.3, that's the policy, but the practice is 2 very different? 3 <b>A. I've never been in the control room when that's 4 happened, yes.</b> 5 Q. Okay. 6 Can I now turn at last, I think, probably, to your 7 role on the night. 8 Now, in your witness statement -- and we can go to 9 it -- at page 1, you say in the third paragraph, in the 10 third line, you were the on-call management on the night 11 of the fire. What does that mean? What does that 12 involve? 13 <b>A. So we provide 24-hour senior management cover for the 14 control room and it's split into a rota, and on the 15 night of that, I was the Brigade -- what we call the 16 Brigade duty control manager.</b> 17 <b>So there's a certain criteria for control operators 18 and supervisors to follow about informing us of 19 incidents, staff welfare issues, mobilising system 20 problems and incidents. So they would've paged me.</b> 21 Q. Right. You say when you're on call -- and this is the 22 last sentence of the first paragraph, you say: 23 "... we respond to pager communications and phone in 24 to assess situations in the first instance before 25 deciding whether attendance is necessary."</p> <p style="text-align: center;">Page 189</p>	<p>1 norms or targets which say how long you should take to 2 get to the control room? 3 <b>A. I believe at one time there was about an hour and a half 4 time for us to journey in, but I'm not sure if that 5 exists anymore.</b> 6 Q. At the time of Grenfell, was there an operational 7 target? 8 <b>A. No.</b> 9 Q. Okay. 10 When you're at Merton -- I mean, obviously don't 11 tell us, please, where you live -- how long does it 12 usually take you to get to the control room? 13 <b>A. Five minutes.</b> 14 Q. Right. And Stratford? 15 <b>A. 30 minutes.</b> 16 Q. And is it right that attendance at the control room is 17 a matter of urgency for you once you're paged? 18 <b>A. Yes, we're blue light trained and we journey on blue 19 lights when we're paged.</b> 20 Q. Right, okay. 21 Now, on page 3 of your statement, you say that -- 22 this the top of the page: 23 "On the night of the 13th-14th June I was working a 24 normal day shift but was on-call that night. At 25 approximately 0115hrs I received a 'page' regarding an</p> <p style="text-align: center;">Page 191</p>
<p>1 <b>A. Yes.</b> 2 Q. What criteria determine whether your attendance is 3 necessary? 4 <b>A. It really depends on the situation. So we have a basic 5 criteria of attending the control room for incidents 6 above 12 pumping appliances, but it would depend on the 7 severity. If there was a mobilising issue with our 8 system, it would depend on the severity of that and we 9 would assess that during a phone conversation to the 10 officer of the watch.</b> 11 Q. Is there a particular make-up which would automatically 12 trigger your attendance at the control room? 13 <b>A. Yes. 12 pumps and above -- or above 12 pumps, sorry.</b> 14 Q. Above 12? 15 <b>A. Yes.</b> 16 Q. Right. 17 Who would page you? For example, in the case of 18 a 13-pump fire -- you probably don't have 13-pump fires. 19 <b>A. No.</b> 20 Q. But in the case of an attendance above 12, who would 21 page you? 22 <b>A. It would be a plan item on an incident and it would be 23 one of the officers of the watches that would page me.</b> 24 Q. Right, okay. 25 Once you decided that you must attend, are there any</p> <p style="text-align: center;">Page 190</p>	<p>1 eight pump fire. Normal procedure is that anything that 2 is eight pump or more requires senior operations 3 managers to be notified." 4 Now, you said a minute ago that you would normally 5 be notified above 12. 6 <b>A. So attending at 12 but notified of 8.</b> 7 Q. Oh, I see, okay. Right. 8 Now, in fact, we have this incident going pumps 9 eight at 1.19 or so. 10 <b>A. Yes, I think it was more like 1.30.</b> 11 Q. More like 1.30, okay. 12 Where were you when you got the pager? 13 <b>A. At home.</b> 14 Q. At home. Asleep? 15 <b>A. Yes.</b> 16 Q. At that stage, when you got the page, what tasks or 17 responsibilities did you have? 18 <b>A. So I'd contact the supervisors, the officer of the watch 19 at the back of the room, and ask them details. They'd 20 probably provide me instantly with some details about 21 the incident, how the control room was coping with that. 22 I'm sure each of us have a different sort of questions 23 to ask when we ring up and respond to a pager message. 24 I like to know how it's impacting in control and if our 25 mobilising system is performing effectively.</b></p> <p style="text-align: center;">Page 192</p>



<p>1 Q. Right.</p> <p>2 Now, who did you speak to when you called in, do you</p> <p>3 remember?</p> <p>4 <b>A. I think initially I spoke to Pete May.</b></p> <p>5 Q. Right.</p> <p>6 Can I just ask you to look -- and this is just a</p> <p>7 time triangulation, to verify this -- at the operational</p> <p>8 response report at page 48.</p> <p>9 At 01.29.41 we can see:</p> <p>10 "Bravo Charlie 02 Senior Operations Manager (SOM)</p> <p>11 Joanne Smith who is the Duty Brigade Control Senior</p> <p>12 Manager is paged and notified of the incident."</p> <p>13 Now, you said about 1.30.</p> <p>14 <b>A. Yes.</b></p> <p>15 Q. So that's as you recall it?</p> <p>16 <b>A. Yes.</b></p> <p>17 Q. Right.</p> <p>18 Now, at that stage, in fact, did you know that the</p> <p>19 fire had just been made up to 20 pumps?</p> <p>20 <b>A. No.</b></p> <p>21 Q. Okay. Did you find that out after that?</p> <p>22 <b>A. Yes, so I think when I'm on my way, when I'm en route,</b></p> <p>23 <b>my pager actuates again.</b></p> <p>24 Q. Do you know why you were paged only after the make-up</p> <p>25 had reached 20?</p> <p style="text-align: center;">Page 193</p>	<p>1 You say on page 3:</p> <p>2 "... I called in and could hear background noise</p> <p>3 that indicated the Control Room was incredibly busy."</p> <p>4 When you say you called in, what did you call in on?</p> <p>5 <b>A. I rang one of the admin lines that speaks to the officer</b></p> <p>6 <b>of the watch.</b></p> <p>7 Q. Did you call on your personal mobile?</p> <p>8 <b>A. My Brigade mobile.</b></p> <p>9 Q. Your Brigade mobile?</p> <p>10 <b>A. Yes.</b></p> <p>11 Q. In terms of your personal radio or communications</p> <p>12 equipment, what did you carry with you that night? You</p> <p>13 had your Brigade mobile.</p> <p>14 <b>A. I had a Brigade mobile phone and we are issued with</b></p> <p>15 <b>Airwave radios, handhelds, same as senior officers.</b></p> <p>16 Q. Is there a reason why you used the Brigade mobile to</p> <p>17 call in and not the Airwave radio?</p> <p>18 <b>A. Because most senior officers when they're responding to</b></p> <p>19 <b>a page will ring in the officer of the watch to talk to</b></p> <p>20 <b>them about the incident prior to being ordered on. So</b></p> <p>21 <b>they would only communicate with the radio if they were</b></p> <p>22 <b>booking status 2, status 3.</b></p> <p>23 Q. And you can have a conversation on a telephone you can't</p> <p>24 have on a radio.</p> <p>25 <b>A. Yes, much easier.</b></p> <p style="text-align: center;">Page 195</p>
<p>1 <b>A. It would have been an action that they would have been</b></p> <p>2 <b>processing at an eight-pump fire, but the rapid</b></p> <p>3 <b>make-up -- obviously they were getting the immediate</b></p> <p>4 <b>resources to the incident first and carrying out</b></p> <p>5 <b>a number of paging tasks, and then they would have got</b></p> <p>6 <b>down to paging the Brigade control duty manager.</b></p> <p>7 Q. Right. We have make pumps eight at 01.19.08.</p> <p>8 <b>A. Yes.</b></p> <p>9 Q. So in your experience, would it ordinarily take</p> <p>10 10 minutes for the page to come through to you?</p> <p>11 <b>A. It could do, and on this occasion, between the make</b></p> <p>12 <b>pumps eight and completing the action lists, I believe</b></p> <p>13 <b>they had a number of other make-ups that they needed to</b></p> <p>14 <b>prioritise.</b></p> <p>15 Q. Yes.</p> <p>16 So would it be right to say that, in fact, you</p> <p>17 should have been paged 10 minutes earlier, when it was</p> <p>18 at eight pumps, and not at 01.29 when it had reached 20?</p> <p>19 <b>A. No, I think it would've been right and proper for them</b></p> <p>20 <b>to, as they did, prioritise the sending and mobilising</b></p> <p>21 <b>of resources to the incident. They can only do one</b></p> <p>22 <b>action at a time, with three of them undertaking those</b></p> <p>23 <b>actions. I think they did pretty well to page me within</b></p> <p>24 <b>10 minutes.</b></p> <p>25 Q. Okay.</p> <p style="text-align: center;">Page 194</p>	<p>1 Q. Do you remember who you spoke to? I think you said</p> <p>2 Pete May; is that right?</p> <p>3 <b>A. I believe I spoke to Pete May first when he informed me</b></p> <p>4 <b>there was an eight-pump fire, and when I rang up again,</b></p> <p>5 <b>I believe I spoke to Debbie Real.</b></p> <p>6 Q. Okay.</p> <p>7 On the initial call, what did Pete May tell you, do</p> <p>8 you remember?</p> <p>9 <b>A. Not specific detail. I believe he said he had gone up</b></p> <p>10 <b>to 10, maybe, but I would be guessing.</b></p> <p>11 Q. Okay. Can we just continue in this document, the ORR,</p> <p>12 and look at page 68.</p> <p>13 Here we have another call at 01.39.08:</p> <p>14 "SOM Smith calls Brigade Control for an update. She</p> <p>15 is told by AOM Real that it is 'going absolute crazy'</p> <p>16 and they are taking lots of FSG calls. SOM Smith asks</p> <p>17 if there are any long FSG calls where people are on the</p> <p>18 line. She is advised OM Norman is on the line to</p> <p>19 someone. SOM Smith also checks if the 'Vision' system</p> <p>20 is coping and instructs AOM Real to prioritise the FSG</p> <p>21 calls over the Resource Management Log (RML)</p> <p>22 notifications and confirms she will be attending</p> <p>23 Stratford."</p> <p>24 Is that the second call that you were referring to?</p> <p>25 <b>A. Yes. Yes, that was made en route.</b></p> <p style="text-align: center;">Page 196</p>

1 Q. I think in fact we have the transcript of that call, so  
 2 we can look at more precisely what you say there.  
 3 Do you remember making that call?  
 4 **A. Yes.**  
 5 Q. Okay. The transcript is --  
 6 SIR MARTIN MOORE-BICK: Before we go on, are you feeling all  
 7 right?  
 8 **A. Yes, no, I'm fine, thank you.**  
 9 MR MILLETT: I was about to ask that same question.  
 10 Are you okay to look at a transcript --  
 11 **A. Yes.**  
 12 Q. -- of a call on the night?  
 13 **A. Yes.**  
 14 Q. Okay, let's do that, it's in the master documents bundle  
 15 at tab 65, and the reference is INQ00000198.  
 16 This is a transcript and at the top it says:  
 17 "... Control\_Admin\_Line\_013908\_from\_BC02."  
 18 That's you, BC02.  
 19 **A. Yes.**  
 20 Q. It's only a couple of pages. We can see that.  
 21 Officer of the watch is Debbie Real.  
 22 **A. Yes.**  
 23 Q. Okay. You say:  
 24 "... it's Joanne.  
 25 "OPERATOR: Oh all right. It's going absolutely crazy

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1 (Inaudible)  
 2 "JOANNE SMITH: I know, Debbie. Are you in charge or  
 3 is Chris ..."  
 4 When you say, "I know, Debbie", did you already know  
 5 it was going crazy?  
 6 **A. I must have, or I could hear it in the background.**  
 7 Q. On what -- oh, in the control room?  
 8 **A. In the control room. You could hear the noise --**  
 9 Q. Right.  
 10 **A. -- when you rang in.**  
 11 Q. Did it sound unusual to you?  
 12 **A. Yes, it sounded extremely busy.**  
 13 Q. Right.  
 14 And Debbie says to you in the next part:  
 15 "OPERATOR: No, Alex, Alex is in charge but we're  
 16 getting loads of calls, fire survival guidance calls.  
 17 It's just gone absolutely manic. You now it's a 25-pump  
 18 fire now?  
 19 "JOANNE SMITH: I did hear, yes."  
 20 That, just for information, is about 1.31, so that  
 21 had just gone 25.  
 22 Then you ask, just below halfway down:  
 23 "JOANNE SMITH: Okay, are we all right? Have we got  
 24 any long ones or...?"  
 25 You ask the same question a little bit lower down:

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1 "JOANNE SMITH: Have we got any ones that are  
 2 prolonged, are we on the phone?"  
 3 My question is: why were you asking about long  
 4 calls?  
 5 **A. Just in my experience, they are the most difficult.**  
 6 **They are quite traumatic. And it gave you a sense of**  
 7 **what was happening. So it gave me a bit of situational**  
 8 **awareness before I had got to the control room.**  
 9 Q. Yes. Okay.  
 10 Is there a particular length of time in your head,  
 11 or was there, that was significant for a call?  
 12 **A. Yes. So part of our fire survival guidance training, we**  
 13 **are instructed to have a session about building**  
 14 **construction and fire behaviour, and, again, it's that**  
 15 **compartment being able to withstand roughly an hour, and**  
 16 **that was in my mind.**  
 17 Q. Okay.  
 18 Can I just complete the evidential picture by  
 19 showing you something, because I think there's something  
 20 you should look at which may just complete the picture  
 21 in document terms.  
 22 **A. Okay.**  
 23 Q. If you go to tab 54, it's the control debrief manuscript  
 24 document, this is what we looked at earlier. This is  
 25 LFB00003113, at page 5.

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1 I am interested in your last answer, I just want to  
 2 pin it down to a document.  
 3 You can see two-thirds of the way down that page --  
 4 and just to remind you, this is the manuscript note of  
 5 the review, the control debrief -- it says, next to  
 6 a bullet point:  
 7 "Has Lakanal in mind -- 1 hour time mark."  
 8 What is that a reference to, do you think?  
 9 **A. So the one-hour time mark is the compartmentation**  
 10 **beginning to break down, as I've already said, and**  
 11 **Lakanal in mind was that I was aware that our control**  
 12 **had been in a similar situation with the Lakanal**  
 13 **incident.**  
 14 Q. Right. So --  
 15 **A. Where they had been on the phone for a prolonged period**  
 16 **of time talking to callers in distress.**  
 17 Q. So if somebody has been on a fire survival guidance call  
 18 for an hour, what does that tell you as a supervising  
 19 officer?  
 20 **A. For me, it would tell me that the crews are having**  
 21 **difficulty putting out the fire or reaching that caller,**  
 22 **and that we would've run through everything we could've**  
 23 **done to help that caller and that we would've given them**  
 24 **and tried to protect them as much as we could.**  
 25 Q. Yes.

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1 Are you all right to continue for another 10 minutes  
 2 or so?  
 3 **A. Yes, that's fine.**  
 4 **SIR MARTIN MOORE-BICK: Mr Millett, how are you getting on**  
 5 **this afternoon? I mean, if you have --**  
 6 MR MILLETT: No, I'm getting on very well. We are going to  
 7 continue into tomorrow.  
 8 SIR MARTIN MOORE-BICK: In any event?  
 9 MR MILLETT: In any event. I am certainly not going to  
 10 finish, I'm afraid, tonight, and we weren't planning to  
 11 on the timetable.  
 12 SIR MARTIN MOORE-BICK: I didn't enquire as a matter of  
 13 criticism, but because I wonder whether -- we are  
 14 getting towards the end of the day for this witness,  
 15 it's been quite a --  
 16 MR MILLETT: We are, and if we stopped now, that would be no  
 17 difficulty so far as I'm concerned at all.  
 18 SIR MARTIN MOORE-BICK: Have you reached a sensible point?  
 19 I mean, we could carry on for 5 minutes or so.  
 20 MR MILLETT: Not quite.  
 21 SIR MARTIN MOORE-BICK: I sense you would quite like to  
 22 break off, wouldn't you?  
 23 THE WITNESS: 5 minutes is fine. I'm happy to go on for  
 24 5/10 minutes.  
 25 SIR MARTIN MOORE-BICK: Well, counsel's 5 minutes ...

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1 THE WITNESS: Is a bit longer!  
 2 SIR MARTIN MOORE-BICK: Is this a sensible point in your  
 3 questioning, Mr Millett?  
 4 MR MILLETT: Not completely, no.  
 5 SIR MARTIN MOORE-BICK: Would you like to find a completely  
 6 or more completely sensible point, but not more than,  
 7 let's say, 5 minutes.  
 8 MR MILLETT: Absolutely.  
 9 SIR MARTIN MOORE-BICK: Thank you.  
 10 MR MILLETT: Now, in your witness statement on page 3, you  
 11 refer to this conversation with Debbie Real, and you  
 12 say:  
 13 "... who informed me that they were dealing with  
 14 multiple FSGs at the scene and I advised her that I  
 15 would be in within thirty minutes."  
 16 When she told you that, that's a summary obviously,  
 17 when she told you that what did you think you were going  
 18 in to face?  
 19 **A. An extremely busy control room. Noisy. That it was.**  
 20 **Demands being made of all our control officers and our**  
 21 **supervisors to mobilise resources. And to provide**  
 22 **information.**  
 23 Q. Now, what this transcript and what your statement  
 24 doesn't I think record is what fire survival guidance  
 25 was actually being given to callers by the control room

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1 staff.  
 2 Did you know what that fire survival guidance would  
 3 have been?  
 4 **A. Yes, that they would have spoken to each individual**  
 5 **caller, and that caller would have indicated that they**  
 6 **cannot leave their premise and then they would have**  
 7 **provided advice depending on the location of that**  
 8 **caller.**  
 9 Q. Okay. So is it right that at that stage, you were  
 10 assuming that the practice based on the policy would be  
 11 being followed by CROs?  
 12 **A. Yes.**  
 13 Q. I see, okay.  
 14 Given that there were lots of people trapped in  
 15 their flats who were being given FSG advice, what did  
 16 that tell you about how the fire was behaving, if  
 17 anything?  
 18 **A. I didn't really focus on how the fire was behaving, if**  
 19 **I'm honest; I was more focused on what advice we could**  
 20 **give to those callers and how we could assist those, as**  
 21 **were our control officers.**  
 22 **So with regard to smoke and the impact of that fire,**  
 23 **yes, we were considering that, but not what the fire --**  
 24 **what the fire behaviour was at the time.**  
 25 Q. Now, we don't see, either in the ORR or in the

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1 transcript of the call, anything about asking what the  
 2 operational plan was at the scene, but did you have any  
 3 thoughts at the time about finding out what was actually  
 4 going on on the ground?  
 5 **A. No, not at the time while I was en route, I didn't, no.**  
 6 Q. So you had your Brigade mobile with you but you also had  
 7 your Airwave radio.  
 8 **A. Airwave, yes.**  
 9 Q. Could you hear on the Airwave radio what was happening?  
 10 **A. Yes, but I must admit I didn't listen to it all the way**  
 11 **through.**  
 12 MR MILLETT: All right.  
 13 I think that is probably a convenient moment.  
 14 SIR MARTIN MOORE-BICK: Good. Yes, thank you very much.  
 15 Well, Ms Smith, I'm sorry that we haven't been able  
 16 to finish your evidence today. I'm going to have to ask  
 17 you to come back tomorrow.  
 18 THE WITNESS: Okay.  
 19 SIR MARTIN MOORE-BICK: I think if we tried to finish it  
 20 tonight, we would be here for a very long time, much  
 21 longer than you'd like to be here.  
 22 So I am going to ask you to leave us now and we'll  
 23 resume at 10 o'clock. I hope that will not  
 24 inconvenience you?  
 25 THE WITNESS: No, not at all.

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1 SIR MARTIN MOORE-BICK: Okay, 10 o'clock tomorrow, then, and  
2 please don't speak to anyone about your evidence  
3 overnight. All right?  
4 THE WITNESS: Thank you.  
5 SIR MARTIN MOORE-BICK: If you would like to go with the  
6 usher.  
7 THE WITNESS: Yes.  
8 (Pause)  
9 SIR MARTIN MOORE-BICK: Very good, Mr Millett. Give us  
10 a little bit of a hint as to where we are going to be  
11 tomorrow.  
12 MR MILLETT: We will be most of tomorrow, but I'll have  
13 another look at my notes overnight.  
14 SIR MARTIN MOORE-BICK: Oh, you think most of tomorrow with  
15 this witness?  
16 MR MILLETT: I do think so, and I should just also say that  
17 it is very likely that some core participants will have  
18 further questions as a result of today's evidence and  
19 questions as we go during tomorrow, and it's right that  
20 I should give them an opportunity, even a short  
21 opportunity, to collate those and give them to me so  
22 that I can consider them. She is obviously a very  
23 important witness in that sense. So --  
24 SIR MARTIN MOORE-BICK: Well, it might be sensible at  
25 various points to have -- and we shall have the usual

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1 breaks anyway.  
2 MR MILLETT: Yes, indeed, absolutely.  
3 SIR MARTIN MOORE-BICK: It may be that it would be  
4 convenient, when you get to the end of the questions  
5 that you currently want to ask, to have another break so  
6 that there can be some consideration of further  
7 questions.  
8 MR MILLETT: Absolutely. We have been trying to do that as  
9 we go, dependent on each individual witness, but I think  
10 with this one, it's particularly important. I think  
11 it's also important not to rush this evidence, so if we  
12 do end up taking all day tomorrow, I do not think that  
13 that will affect the timetable adversely.  
14 SIR MARTIN MOORE-BICK: Good. Very well.  
15 Thank you, 10 o'clock tomorrow, then, please.  
16 (4.10 pm)  
17 (The hearing adjourned until Thursday, 12 July 2018 at  
18 10.00 am)  
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