

Wednesday, 12 July 2023

1
2 (10.00 am)
3 **LADY HALLETT:** Mr Keith.
4 **MR KEITH:** Good morning, my Lady. The first witness today
5 is Michelle O'Neill, the former deputy First Minister of
6 Northern Ireland.
7 **MS MICHELLE O'NEILL (affirmed)**
8 **Questions from LEAD COUNSEL TO THE INQUIRY**
9 **MR KEITH:** Could you give the Inquiry, please, your full
10 name.
11 **A.** Michelle O'Neill.
12 **Q.** Ms O'Neill, whilst you give evidence, could you please
13 remember to keep your voice up, but also to speak as
14 slowly as you can for the benefit of our hard-working
15 stenographer.
16 Thank you for the assistance that you have so far
17 given. You've provided a witness statement to
18 the Inquiry. It is INQ000183409, dated 19 April 2023.
19 Page 23 contains your signature, and a declaration of
20 truth.
21 Ms O'Neill, may I start, please, with an account of
22 your positions in the Northern Ireland government. You
23 were Minister for Agriculture and Rural Development
24 between May 2011 and May 2016; is that right?
25 **A.** That's correct.

1

1 **Q.** You were nevertheless -- or in the meantime you were
2 appointed vice president of Sinn Féin, which you were
3 from 10 February 2018, and then in January of 2020 were
4 you appointed deputy First Minister of Northern Ireland?
5 **A.** That's correct.
6 **Q.** You held that post until 4 February 2022. Was that
7 a post that you held because the Assembly and
8 the Executive had been re-formed after that interregnum
9 of three or so years following the agreement known as
10 the New Decade, New Approach agreement?
11 **A.** That is correct.
12 **Q.** Then, having been appointed deputy First Minister on
13 11 January, did you automatically lose your position on
14 14 June 2021 when Baroness Foster, from whom we heard
15 yesterday, resigned as First Minister?
16 **A.** That is correct.
17 **Q.** You then, I think, regained your post three days later
18 when Paul Givan MLA was nominated as First Minister in
19 place of Baroness Foster, and you then re-took your
20 position as deputy First Minister?
21 **A.** That is correct.
22 **Q.** In February 2022, you once again lost your position as
23 deputy First Minister because Mr Givan resigned as the
24 First Minister, in relation to, I think, arguments about
25 the Northern Ireland Protocol. There was then a set of

3

1 **Q.** Then between 25 May 2016 and 22 March 2017 were you
2 Minister of Health at the Department of Health in
3 Northern Ireland?
4 **A.** That's correct.
5 **Q.** Now, we need to look for a few moments at why your
6 tenure of the position of Minister of Health ended in
7 March 2017. Did the late Martin McGuinness, who was
8 then first Deputy Minister, resign on 9 January 2017
9 from the Executive of Northern Ireland?
10 **A.** That's correct, in the event of the RHI scandal.
11 **Q.** Then, as a result of that, was the Assembly and the
12 Executive dissolved, which they were on 16 January 2017,
13 but you continued to be Minister of Health until the
14 Northern Ireland Assembly elections which took place on
15 2 March?
16 **A.** That's correct, in a caretaker capacity.
17 **Q.** Slow down a little bit, please.
18 **A.** Okay.
19 **Q.** So in a caretaker capacity you continued until the
20 elections on that day, but no Assembly or Executive was
21 formed thereafter, for a variety of reasons that we
22 needn't explore, and so as a result of that there was
23 a collapse in the power-sharing agreement and no
24 ministers held any posts thereafter?
25 **A.** That's correct.

2

1 elections on 5 May, Northern Ireland Assembly elections,
2 but it wasn't possible thereafter for the Executive and
3 Assembly to be re-formed for further political reasons
4 relating to the Assembly process.
5 **A.** Again, that's correct.
6 **Q.** So is that a fair summary of the position, rather
7 complex as it is?
8 I want to ask you about the unique constitutional
9 position of the Northern Ireland Assembly and the
10 Executive Office.
11 Both are institutions, are they not, which came into
12 existence as a result of the Good Friday Agreement, the
13 Good Friday 1998 agreement, and the Northern Ireland Act
14 1998 which followed; is that correct?
15 **A.** May I make a few brief comments, my Lady, before
16 I answer the questions?
17 **LADY HALLETT:** Provided they're --
18 **A.** Brief?
19 **LADY HALLETT:** Well, provided they're pertinent, yes.
20 **A.** Okay. May I first just say that I'm grateful to be here
21 and to assist with the Inquiry, and to put on record my
22 condolences to all the bereaved families, because to
23 lose a loved one in the best of times is difficult, but
24 to do so through these pandemic times has been --
25 exasperated(sic) the situation. So I wanted to put that

4

1 on record today.

2 And secondly, just to add my gratitude and
3 appreciation to all those in the health service and our
4 frontline services that really took to the -- you know,
5 went above and beyond to get us through these times.

6 And finally just for me, by way of opener, we were
7 very much a fledgling Assembly and Executive when the
8 pandemic struck but I am grateful to the approach of the
9 five parties of the collective Executive that worked
10 together with unity and purpose to get us through the
11 pandemic.

12 **LADY HALLETT:** Thank you.

13 **A.** Thank you.

14 **MR KEITH:** So the Northern Ireland Assembly has a number of
15 members, 90 members, it's elected by a single
16 transferable vote, and it exercises full legislative
17 powers in Northern Ireland; is that correct?

18 **A.** Yes.

19 **Q.** But the central government body within the Assembly is
20 the Executive Committee of the Northern Ireland
21 Assembly, the body known more familiarly as the
22 Northern Ireland Executive?

23 **A.** That's correct.

24 **Q.** Unlike the Westminster system, where the leader of the
25 party which has the greatest number of seats, the

5

1 obviously ministerial autonomy for all the other
2 departments.

3 **Q.** But in relation to matters which are divisive or
4 cross-cutting or significant, the First Minister and the
5 deputy First Minister are statutorily mandated to reach
6 agreement and they essentially rule jointly?

7 **A.** That's correct, it's a joint office.

8 **Q.** Are the First Minister and deputy First Minister
9 accountable to the Northern Ireland Assembly for the
10 policies day to day that the Executive Committee bring
11 together?

12 **A.** They are responsible for the policies of the
13 Executive Office, but in terms of each ministerial
14 department, they have their own ministerial autonomy,
15 and they are accountable directly to the Assembly. So
16 each minister from each department is accountable to the
17 Assembly.

18 **Q.** Is there a system of collective Cabinet responsibility
19 in the Executive Office or the Northern Ireland
20 Executive, or does each minister generally exercise
21 exclusive executive competence within their own
22 ministry?

23 **A.** It is the latter. How we work is not comparable to
24 a Westminster situation, or even a Scottish or
25 a Wales -- Welsh situation. We are special and unique

7

1 majority of seats, becomes Prime Minister, must there
2 be, in the Northern Ireland Executive, a coalition
3 government?

4 **A.** Yes, it's a mandatory coalition situation that comes
5 about because of the Good Friday Agreement, and it's
6 underpinned by the 1998 legislation and subsequent
7 pieces of legislation.

8 **Q.** Please go a little slower, Ms O'Neill, you're going very
9 fast.

10 Must that coalition government therefore comprise
11 the two parties representing Unionists and Nationalists,
12 essentially?

13 **A.** Yes.

14 **Q.** So does it follow that the discharge of ministerial
15 functions in the Northern Ireland Executive must always
16 be operated or maintained to ensure that power-sharing
17 approach, so an inclusive approach, if you like?

18 **A.** That's correct.

19 **Q.** Is it for that reason that whilst the Northern Ireland
20 Executive comprises the committee of ministers which
21 perform Executive functions in Northern Ireland, largely
22 speaking decisions in the Northern Ireland Executive
23 must be agreed by the First Minister and the deputy
24 First Minister?

25 **A.** Within the remit of the Executive Office, there is

6

1 insofar as our devolution arrangement.

2 **Q.** There are eight other departments beyond the Executive
3 Office. One of them is the Department of Health,
4 plainly, and is that the department of which you were
5 minister between May 2016 and March 2017?

6 **A.** That's correct.

7 **Q.** I want to now turn to the issue of civil contingencies
8 generally.

9 Are civil contingencies a matter within the
10 exclusive preserve of the Executive Office, putting
11 aside health emergencies?

12 **A.** That's correct.

13 **Q.** Can you just tell us a little bit more about the degree
14 to which the Executive Office drives forward
15 arrangements concerning civil contingencies, which you
16 will know about having been deputy First Minister from
17 January 2020? Does it form a core part of the
18 Executive Office's functions? How significant is the
19 issue of civil contingencies in the plethora of
20 functions that the Executive Office performs?

21 **A.** Well, it's hugely significant. It's obviously an area
22 of policy responsibility for the Executive Office. It
23 was very clear from the first day brief that we would
24 have received in January that this was a responsibility
25 that fell, the operation of civil contingencies as

8

1 a whole, albeit the health response is a separate
 2 response, but it was very clear to me from that first
 3 day brief that that was our responsibility.

4 **Q.** The response of the Northern Ireland government to the
 5 pandemic properly falls within Module 2C, which is for
 6 next year, but do you recall the briefing document or
 7 the briefing material with which you were provided in
 8 January 2020, insofar as civil contingencies were
 9 concerned? And please, Ms O'Neill, try to speak as
 10 slowly as you can.

11 **A.** I apologise.

12 **Q.** There is no need for an apology.

13 **A.** Yes, I do recall the first day brief. I now have the
 14 luxury of being able to look at that brief again from
 15 the briefing papers, and it's very clearly set out that
 16 this is a responsibility under the Executive Office.

17 **Q.** When you were Minister for Agriculture and Rural
 18 Development in May '11, and when you were Minister of
 19 Health in May 2016, were the essential parts of the
 20 civil contingencies structure in Northern Ireland
 21 brought to your attention, do you recall?

22 **A.** Not that I recall.

23 **Q.** Do you recall in either ministerial post having the
 24 essential policy arrangements, the Northern Ireland
 25 Central Crisis Management Arrangements, brought to your

9

1 **Q.** That wasn't until October 2016. You were appointed
 2 Minister of Health on 25 May 2016. Would you not have
 3 been briefed about the risks of an influenza pandemic
 4 prior to October?

5 **A.** No. In terms of the first day brief that I would have
 6 received, it was clear to me that in the event of
 7 a health emergency, that we were the lead department.
 8 But it didn't go into any other -- more in-depth detail
 9 than that. So it was more high level.

10 **Q.** There are a number of policy documents and guidance
 11 frameworks, the details of which I won't trouble you
 12 with, but they deal with a guide to risk assessment,
 13 guides to the civil contingencies framework in
 14 Northern Ireland, guides to plan preparation, planning
 15 arrangements and so on, and there is a considerable
 16 amount of documentation.

17 Did you ever inform yourself concerning those
 18 arrangements and the detail of those plans, frameworks
 19 and guidance?

20 **A.** So, again, I'd be aware of all those things from
 21 a high-level perspective, but as someone who has been in
 22 a number of departments, I would also understand that,
 23 underneath the high-level briefing, there will be
 24 a whole range of policy areas, guidance documents and
 25 things that would underpin the briefing. So more at

11

1 attention?

2 **A.** I would have on different occasions, because of
 3 responding to different emergency situations, such as
 4 flooding or -- there was a great snow in, I think, 2012.
 5 So albeit a lesser status of response to the pandemic,
 6 I would have been aware of different responses in terms
 7 of more localised emergencies.

8 **Q.** Would you therefore have been briefed about the way in
 9 which those arrangements worked, the way in which there
 10 was a body within the Northern Ireland government called
 11 the Civil Contingencies Policy Branch, CCPB NI, and also
 12 the existence of the operational centre, the Hub? Were
 13 all those things with which you were familiar?

14 **A.** All those things would be familiar.

15 **Q.** Now, turning to influenza pandemic. Influenza pandemic
 16 was the highest Tier 1 risk for the United Kingdom
 17 Government. It was in Northern Ireland described, as
 18 far back as 2013, as a very high risk, the highest risk
 19 that there was under the then nomenclature. What were
 20 you told, as Minister of Health, about the risk of
 21 an influenza pandemic?

22 **A.** I would recall that the first time that that would have
 23 come to my attention would have been in a submission
 24 I would have received from departmental officials in
 25 regards to Operation Cygnus.

10

1 a high-level understanding as opposed to an in-depth
 2 understanding.

3 **Q.** The Inquiry has heard evidence from other politicians
 4 and ministers that when they took office they immersed
 5 themselves in the detail of the policy areas or the
 6 important policy areas relating to their department and
 7 the discharge of their ministerial functions. Did you
 8 make yourself aware of the detail of the civil
 9 contingencies and health emergency materials relating to
 10 pandemic influenza when you were appointed?

11 **A.** Into the DFM role?

12 **Q.** Into the detail of what plans were in place for dealing
 13 with the greatest risk facing Northern Ireland, which
 14 was a pandemic influenza, when you were appointed
 15 Minister of Health in May 2016?

16 **A.** So initially I would have received that high level
 17 briefing. Operation Cygnus, as I said, would have been
 18 the first time that I would have had more detail
 19 provided to me in terms of the significance of the risk
 20 and the fact that there was need for resilience
 21 planning, preparation and the Operation Cygnus itself.
 22 So I was aware from that perspective.

23 **Q.** When you became aware of Exercise Cygnus and, no doubt,
 24 the importance of the risk faced by Northern Ireland in
 25 terms of pandemic influenza, did you seek to educate

12

1 yourself further about the planning, the contingencies,
2 the arrangements that would need to be operated in the
3 event of an emergency?
4 **A.** So if I may, at this juncture, perhaps, my Lady, explain
5 that in my short time in the Health Department it was
6 very evident to me from very early on that we needed to
7 transform how we deliver healthcare, as many people have
8 set out before the Inquiry the challenges that our local
9 health and social care system have. It was my priority
10 from day one to bring forward a plan to transform the
11 health service.

12 A number of your witnesses have referred to
13 Professor Bengoa and his piece of work around
14 transforming health and social care. It was clear to me
15 that there was report fatigue in the Department of
16 Health from day one and what we needed to see was
17 an action plan to actually start to transform and fix
18 our health service, tackle health inequalities, and be
19 very focused on health outcomes for individuals and
20 better people's lives.

21 So my priority in those short number of months was,
22 in the first instance, to take receipt of the
23 Professor Bengoa report and to take it, alongside two
24 former pieces of work, the Donaldson piece of work and
25 *Transforming Your Care*, which were two other research

13

1 time, to receive the feedback and the report and the
2 evaluation from that exercise. Unfortunately, before
3 the formal report came I was out of office, and even
4 before any informal report came -- I don't ever recall
5 receiving even an informal report from my own officials
6 as to the effectiveness of the operation.

7 **LADY HALLETT:** Sorry to interrupt. Looking back, as
8 an incoming minister, do you think that it would have
9 been better had you received, even at a high level,
10 briefing about the risks facing the department you were
11 taking over?

12 **A.** I think that's correct. I think that's a fair
13 reflection.

14 **MR KEITH:** The issues of health improvement policies and
15 emergency planning, preparedness and response inside the
16 Department of Health in fact rested within what is known
17 as the Chief Medical Officer Group, CMOG, and the CMO
18 was then, and remains, Professor Sir Michael McBride,
19 who you will know.

20 Whilst you were Minister of Health, were you able to
21 review the structural system within the CMOG for the
22 governance and maintenance of the arrangements in the
23 DoH concerned with emergency health planning?

24 **A.** So normally whenever you enter a department two things
25 will happen: you will come with your political

15

1 pieces, to combine those two things but to turn that
2 into an actual plan that could command the support of
3 the service and those that work within the service and
4 with the political system, and for the very first time
5 I was able to launch a document in October of 2016 that
6 commanded the support of the entire Executive, which was
7 the first time that a report to transform the health
8 service had ever achieved that cross-political support.
9 That was my priority in my time in Health, to bring that
10 forward. I regret that we haven't been able to progress
11 a lot of the transformation work that I set out, but
12 that was a priority piece of work, so I wanted to put
13 that in the context of what we were doing in Health at
14 that time.

15 **Q.** We will come back to the report and review from
16 Professor Rafael Bengoa in a moment. But plainly, as
17 the Minister of Health, as the person who chaired,
18 therefore, the Department of Health board, the person
19 who, to use a terrible expression, holds the risk
20 register for the department, the issue of what risks
21 Northern Ireland faced in terms of health emergency
22 couldn't have been far from the forefront of your mind,
23 may we presume?

24 **A.** Absolutely, and I think whenever Operation Cygnus
25 occurred I would have expected, through the passage of

14

1 priorities and the things that you want to achieve --

2 **Q.** Slow down, Ms O'Neill, I'm sorry, it's very hard for our
3 stenographer.

4 **A.** Sorry.

5 **Q.** You come into office with priorities?

6 **A.** With priorities, and my number one priority was to
7 transform the health and social care system, to tackle
8 health inequalities, and deliver better outcomes. I was
9 very focused on that piece of work.

10 The other thing that happens is that at any time if
11 senior officials within your department feel that there
12 are issues that need to come to your attention, they
13 would do so, and I would expect them to do so. So
14 I never had any reason to, in the time that I was
15 there -- in which to review the structure or had any
16 reason to expect that the structure wasn't fit for
17 purpose, but I suppose Operation Cygnus was the
18 opportunity in which to hear how effective we were in
19 response to that, to which I was out of office before we
20 got a response.

21 **Q.** But it was nevertheless open to you to make enquiries of
22 your own, to seek to delve in greater detail into the
23 system for health emergencies, and to find out what the
24 state of play was within your department. That was
25 never denied to you as a possibility, was it?

16

1 **A.** It was not denied to me, but also equally was never
 2 brought to my attention as something that we should be
 3 concerned about.
 4 **Q.** It's apparent from the evidence, Ms O'Neill, that
 5 structurally, and indeed as with the other devolved
 6 administrations, there is or there was at that time
 7 within the health emergency structures a divide between
 8 policy and planning and operation, a divide between
 9 planning and response. In the case of Northern Ireland
 10 there is a split in function between civil
 11 contingencies, within the Executive Office, as you've
 12 described, and health emergency civil contingency
 13 planning, within the Department of Health, and also
 14 a significant failure to update much of the key
 15 documentation, some of which preceded your appointment
 16 as Minister of Health by some four or six years. One
 17 key document goes back over ten years.

18 Would'n't you have expected these structural and
 19 policy issues concerning the lack of bringing the
 20 material up to date to be brought to your attention?
 21 Isn't that something that is expected to be addressed by
 22 a minister, a new minister in a department?

23 **A.** That's a very reasonable expectation.

24 **Q.** But it's an expectation that wasn't met in this case?

25 **A.** **(Witness nods)**

17

1 If we look at page 6, please, firstly, we will see
 2 a risk identified in the Department of Health risk
 3 register which reads as follows:

4 "The health and social care sector may be unable to
 5 respond to the health and social care consequences of
 6 any emergency (including those for which the [Department
 7 of Health] is the Lead Government Department) due to
 8 inadequate planning and preparedness which could impact
 9 on the health and well-being of the population."

10 Now, the fact that there is a risk doesn't mean,
 11 of course, that it necessarily eventuates. It may not
 12 come to pass or develop. As Minister of Health,
 13 wouldn't you expect to be told of the main departmental
 14 risks facing the department of which you were minister?

15 **A.** That's correct.

16 **Q.** But you say this was never brought, along with the other
 17 risks, to your attention specifically?

18 **A.** No.

19 **Q.** Page 24, please, the risk DR6 is examined in greater
 20 detail, and on the right-hand side of the page you will
 21 see a column "Action Planned, Target Date & Owner"
 22 identifying the features which officials believe are
 23 necessary to be put in place in order to mitigate the
 24 identified risk.

25 The general emergencies to which this risk goes are

19

1 **Q.** Are you aware that following your tenure as deputy First
 2 Minister, or perhaps in the last few weeks of your
 3 tenure, a review was commissioned which addressed not
 4 just the need to bring paperwork and policy and guidance
 5 up to date but to restructure the CMO Group? Were you
 6 aware of that?

7 **A.** Not to restructure the CMO Group, no.

8 **Q.** All right.

9 One important part of the maintenance and the
 10 management of the Department of Health was the
 11 department risk register, and as the Minister of Health
 12 you would have been aware of the risk register, would
 13 you not?

14 **A.** That is not something that was ever brought to my
 15 attention.

16 **Q.** Did you ever sit on the board or attend the board
 17 meetings of the Department of Health, the overarching
 18 supervisory body for the Department of Health?

19 **A.** I don't believe that that was something that I would
 20 have done in the time I was there.

21 **Q.** Could we please have INQ000185379. This is
 22 a departmental risk register, Ms O'Neill, for after your
 23 time as Minister of Health. We didn't have the risk
 24 register for 2016 to 2017 or 2017 to 2018 that would
 25 have overlapped with your tenure as Minister of Health.

18

1 identified at the top of the page: chemical, biological,
 2 radiological, nuclear or explosive incident, CBRNE;
 3 disruption of medical supply chains; and then human
 4 infectious diseases.

5 If you could just look, please, Ms O'Neill, at
 6 column 8 you will see the first two actions there
 7 identified for dealing with that risk:

8 "- Develop ... strategic frameworks ..."

9 "- Review and develop [the] pan flu preparedness in
 10 [Northern Ireland] ..."

11 Then, over the page:

12 "- oversee development of pan flu guidance for
 13 [Northern Ireland] incorporating [importantly] primary,
 14 secondary and social care ..."

15 "- deliver a work programme to include Training,
 16 Testing and Exercising ..."

17 Then finally, at the bottom of the page:

18 "- Management of Health Countermeasure
 19 Stockpiles ..."

20 These are, I'm sure you would agree, highly
 21 significant actions. They are proportionate, sensible
 22 and obviously carefully designed to meet the identified
 23 risk.

24 Were you never told that these were actions which
 25 were required to be carried out in your department in

20

1 order to meet the risk within your departmental risk
 2 register?
 3 **A.** So obviously this is a document post my time in office,
 4 yes, correct.
 5 **Q.** It is.
 6 **A.** But you would expect that if that was in a previous
 7 document that would be brought to the minister's
 8 attention.
 9 **Q.** Exactly, right, so do you recall, in light of your
 10 earlier answer about non-attendance on the board
 11 meetings and the lack of recollection of risk registers
 12 particularly, do you recall from an earlier emanation of
 13 this document being told about those actions being
 14 necessary for the years 2016 to 2017, when you were in
 15 office?
 16 **A.** I don't recall that.
 17 **Q.** These sorts of actions go very much to the heart of what
 18 a Department of Health does, would you agree?
 19 **A.** They do.
 20 **Q.** Therefore you would have expected these to be brought to
 21 your attention in a properly maintained system?
 22 **A.** That's correct.
 23 **Q.** Sir Michael McBride, to whom I made reference earlier,
 24 Ms O'Neill, said in his witness statement that:
 25 "There is simply not the agility and responsiveness
 21

1 Northern Ireland, there were people who were saying
 2 "Well, Exercise Cygnus is taking place to test our
 3 response to a possible pandemic, we need to know that
 4 we've got the resources to be able to meet the demands
 5 of such a pandemic were it to eventuate". Why were
 6 those issues or questions not being ventilated at your
 7 level in the department? It seems to be vital to the
 8 issue of preparedness and your response to the exercise
 9 to know whether or not you had the resources to be able
 10 to deal with a pandemic.
 11 **A.** I think that that would have come naturally as a result
 12 of the feedback from the exercise itself, and our
 13 ability to participate and our preparedness that would
 14 have been judged result of the exercise itself. So
 15 I would suspect that, as a minister in the aftermath of
 16 such an exercise, when the official feedback and report
 17 comes, along with it would come recommendations from the
 18 relevant official to what we need to do, and
 19 particularly in relation to resourcing what we need to
 20 do.
 21 **Q.** So is it your supposition that until Northern Ireland
 22 was placed in a position of dealing with
 23 Exercise Cygnus, perhaps little or no thought was
 24 actually given to its state of preparedness for health
 25 emergencies prior to that time?
 23

1 within the Department [of Health] to adequately resource
 2 or respond to multiple competing/urgent demands in an
 3 emergency."
 4 He goes on to say:
 5 "It has to be acknowledged that this is an area of
 6 vulnerability and risk to the Department."
 7 When you were Minister of Health, was that
 8 vulnerability and risk brought to your attention, in
 9 short that there were inadequate resources to be able to
 10 respond to multiple competing urgent demands in
 11 an emergency?
 12 **A.** Perhaps not per se to an emergency, but that there was
 13 a distinct lack of resource in which to basically run
 14 our health and social care system, and that would have
 15 been across the board, every area within the
 16 responsibility of the Department of Health would have
 17 dealt -- or would have found it very difficult to manage
 18 within the resource that they had, particularly as
 19 a direct result of austerity.
 20 **Q.** Exercise Cygnus, to which we'll come in a moment, was
 21 a Tier 1 exercise commissioned by the Department of
 22 Health in Westminster, but an exercise in which the
 23 devolved administrations took full part, to test the
 24 UK's response to a serious influenza pandemic. Surely,
 25 at a high level within the Department of Health in
 22

1 **A.** I don't think that would be fair to say that. I think
 2 that clearly from listening to the CMO's evidence to
 3 the Inquiry where he spoke about the different areas of
 4 work that they were concerned with and working on, I've
 5 no doubt that they have, and he has referenced himself,
 6 the challenges that they faced in terms of planning for
 7 and making preparedness arrangements. So the point I'm
 8 making is that I would expect those things to come to
 9 me, to which I can't recall any issue ever coming to me
 10 in terms of -- or in that regard.
 11 **Q.** So although it may have been discussed at the CMO level
 12 and senior official level in the Department of Health,
 13 it doesn't appear it ever came to the ministerial level?
 14 **A.** That's correct.
 15 **Q.** That is regrettable, is it not?
 16 **A.** It is indeed.
 17 **Q.** In the exercise, the exercise was formed and planned by
 18 the United Kingdom Government, but the devolved
 19 administrations all played their part in it, a full part
 20 in it, and do you recall that the operational remit of
 21 the exercise was designed to include DA-specific issues.
 22 So Scotland, Wales and Northern Ireland were all asked:
 23 what particular specific objectives do you want to see
 24 flowing from this exercise? Do you recall that?
 25 **A.** Yes, I do.
 24

1 Q. Do you recall being briefed on the exercise in advance
2 of it taking place in October 2016?
3 A. I recall the briefing that I would have received, which
4 has now been provided to me again, which points out the
5 areas in which the exercise would focus on. I don't
6 recall any specific conversations with officials in
7 terms of their participation. That would have come,
8 I suppose, in the aftermath of the feedback from the
9 operation itself.
10 Q. Do you recall being invited to attend the exercise?
11 I ask because my Lady has heard evidence that two Welsh
12 ministers attended Exercise Cygnus and played their part
13 in the role play part of Exercise Cygnus, but there were
14 no ministers attending from Northern Ireland. Do you
15 know why that was?
16 A. So, as you can see from the documentation, I was fully
17 committed to Operation Cygnus and had fully intended to
18 attend the role play scenario. I did delegate to my CMO
19 at that time and I can -- when I spoke earlier about the
20 transformation plan, my Lady, it was launched just
21 a number of days after Operation Cygnus operation and
22 the -- I suppose the part to which I was invited as
23 a minister. So I thought that the CMO would give it the
24 attention that it deserved, and I was focused on trying
25 to achieve political agreement for the transformation

25

1 executive meetings trying to get political support for
2 the plan, financial meetings with the Finance Minister
3 and, again, with the wider service, just to try to get
4 that full -- so to give the plan the very, very best
5 chance it had to actually start to fix things that were
6 wrong.

7 Q. Could we have, please, INQ000188775.
8 Ms O'Neill, this is a Department of Health lessons
9 learned report on Exercise Cygnus, which you will see
10 did take place between 18 and 20 October.
11 If we turn to page 3, paragraph 1.2.1, you will see
12 there that:
13 "The UK objectives were initially agreed with the
14 4 UK Countries as follows:
15 "1. To exercise organisational pandemic influenza
16 plans at local and national levels ...
17 "2. To exercise co-ordination of messaging ...
18 "3. To exercise strategic decision-making processes
19 ... at both local and national levels during
20 an influenza pandemic ...
21 "4. To exercise the provision of scientific advice,
22 including SAGE ..."

23 Then, over the page, in addition to -- actually
24 perhaps we could go back to the bottom of the first
25 page, page 3, please. Yes, thank you.

27

1 plan, the finances to back it up and the system
2 response, because I thought I had one chance at getting
3 buy-in for this plan and eventually starting to turn
4 things around and fix our health service.
5 Q. It should be said that Professor Sir Michael McBride did
6 play a very full part in --
7 A. He did.
8 Q. -- Exercise Cygnus.
9 You refer, then, to the obligation to try to get the
10 review out at that time. Are you referring to the fact
11 that the review by Professor Rafael Bengoa was made
12 available in October of 2016, the same time as
13 Exercise Cygnus?
14 A. No.
15 Q. Is that what the issue was?
16 A. No, the review was made available to me at the end of
17 July 2016, and I, for that number of months between that
18 and I think it was around 20 October when I launched
19 the -- my response to Professor Rafael Bengoa's review,
20 and I spent those short number of months going out into
21 the health and social care system, speaking to service
22 users, service providers, trying to get whole scale
23 report for -- once and for all for a plan that actually
24 could actually turn things around. And in those days in
25 the lead-up to my launch in October I was engaged in

26

1 "The following additional objectives were added by
2 England in 2016 however these were not being tested by
3 the Devolved Administrations."

4 Then the list is set out there, at:
5 "5. To explore the social care policy implications
6 during a pandemic.

7 "6. To explore the use of the 3rd sector ..."
8 By which we -- we think that's a reference to the
9 voluntary and community sector, VCS:

10 "... to support the response.
11 "7. Exercise the coordination of resources ...
12 "8. Identify issues raised around the impact of flu
13 in the prison population."

14 Now, that point number 5, to explore the social care
15 policy implications during a pandemic, it's apparent
16 from the fact that that is in that list that that was
17 not one of the areas that was tested by Exercise Cygnus.

18 In the context of you being the Minister of Health,
19 and de facto social care, would you agree that that was
20 a significant lacuna in the test process that was
21 Exercise Cygnus that devolved administrations, but in
22 particular Northern Ireland, didn't look at, to the same
23 degree it was looking at other aspects of the healthcare
24 system, social care policy implications that might arise
25 during a pandemic?

28

1 A. Yes, I agree.

2 Q. Do you recall, Ms O'Neill, whether or not you were
3 briefed about or had raised with you the extent to which
4 Exercise Cygnus was going to explore the impact on the
5 social care sector of a pandemic?

6 A. I don't recall any specific briefing, but we are
7 an integrated health and social care system, which is
8 distinctly different from the system in England --

9 Q. Indeed.

10 A. -- and I would assume that when we're testing our
11 planning we do so across health and social care.

12 Q. But the reality was, wasn't it, that the social care
13 planning and the policy guidance for Northern Ireland
14 wasn't tested as part of Exercise Cygnus, was it?

15 A. Clearly not, from that document.

16 Q. Therefore, by the time of the pandemic in 2020, the
17 guidance, particularly in relation to social care and
18 the planning for social care, had fallen behind, had it
19 not, the planning and the guidance and the preparedness
20 features for other parts of the healthcare system in
21 Northern Ireland?

22 A. I know that's certainly the evidence of the Chief
23 Medical Officer, when he spoke with you.

24 Q. Yes, and you of course were faced with the consequences
25 of that when you took office in January 2020?

29

1 the healthcare systems in devolved administrations had
2 not been as thorough as it might have been and that
3 generally the focus on clinical management had come at
4 the expense of social care.

5 Is that not a significant feature of Exercise Cygnus
6 which was relayed to the United Kingdom Government in
7 London which you would expect to have been relayed to
8 the actual minister of the department with which this
9 was concerned?

10 A. That is correct.

11 Q. But it was not; is that your evidence?

12 A. That's right.

13 Q. By the time you left office on 2 March 2017, do you
14 accept that the evidence appears to show that
15 Exercise Cygnus had not fully tested the healthcare
16 systems in Northern Ireland for a prospective pandemic?

17 A. I think that's a reasonable assessment, yes.

18 Q. And that the result of Exercise Cygnus was that certain
19 workstreams were identified as being necessary to bring
20 the system up to scratch -- after the event, not all
21 those workstreams were fully implemented, although that
22 was of course after you left office?

23 A. Post my time in office, but I have listened to the
24 evidence of the Chief Medical Officer and others who
25 have referred to that.

31

1 A. That's correct.

2 Q. So that's another regrettable feature of the run-up to
3 the pandemic, isn't it, that there was that failure to
4 explore the social care side consequences of a planned
5 or prospective pandemic?

6 A. That's correct.

7 Q. The exercise gave rise to a further document which is of
8 relevance to us, INQ000006210.

9 "Exercise Cygnus: CCS [Civil Contingencies
10 Secretariat] Round Table with Devolved Administrations."

11 There is there a very short summary of the debate
12 that was held, Ms O'Neill, between the devolved
13 administrations and the CCS within the Cabinet Office in
14 London.

15 Importantly, within the heading -- under the heading
16 of "DA [devolved administrations] Feedback", the section
17 in the middle of the page, the penultimate bullet point
18 says this:

19 "Although the DAs were complimentary of the planning
20 on clinical management, some felt it was at the cost of
21 social care."

22 So the Cabinet Office was made aware following
23 Exercise Cygnus, and this would appear to have been
24 a document prepared fairly soon after October 2016, of
25 the fact that the examination of the social care side of

30

1 Q. There is evidence before my Lady from officials in the
2 Department of Health that Northern Ireland was "falling
3 behind the rest of the United Kingdom in terms of
4 preparedness". It is impossible to say whether or not
5 that parlous state of affairs commenced whilst you were
6 Minister of Health, but it was certainly a feature by
7 December 2018.

8 Would you agree with this proposition: that in terms
9 of resourcing and in terms of keeping the departmental
10 eye on the ball in terms of emergency preparedness, that
11 is something that should have been done under your
12 tenure?

13 A. So, if you could put that to me again, just?

14 Q. Yes.

15 A. Yeah.

16 Q. Were you aware, and if you were not do you accept, that
17 the issue of resourcing and the general level of
18 preparedness in Northern Ireland for health emergencies
19 were important matters that should have been within the
20 view, the brief, the discharge of the functions of the
21 minister of health?

22 A. I would probably make a few points on that.

23 Q. Please.

24 A. Firstly, there are many things there that should have
25 been brought to the minister's attention, and you would

32

1 accept or expect that that would be what happens.

2 On the issue of resourcing, austerity has been so
3 detrimental to all of our public services, not least the
4 health service, and I think when we -- and we'll come
5 back to this later when we reflect on lessons learned,
6 austerity decimates public services, austerity puts --
7 undermines our Health Department and other departments'
8 ability to be resilient when faced with adversity and,
9 in this case, when faced with a pandemic.

10 So I think the resourcing point would be a point
11 that you will find me well on the record having raised
12 in a general sense, and our ability to be able to
13 deliver first class health and social care for
14 everybody.

15 But I think that there are certainly issues that you
16 have now raised that I'm aware of because of the
17 information that we have received where you would expect
18 those things to be elevated to a minister, particularly
19 if there are areas of concern.

20 **Q.** Thank you.

21 May we now then look at the consequences of the
22 collapse in the power-sharing agreement between 2017 and
23 2020.

24 I'm sure you would agree that the presence of
25 ministers is of absolutely fundamental importance to the

33

1 certainly has led to -- I suppose has made a significant
2 difference in two ways. The first way, I would suggest,
3 as you have, the general lack of leadership, direction,
4 and secondly, I think, on a more specific health-related
5 point, the fact that there wasn't the political
6 leadership to carry on the work which I had started in
7 transforming the health and social care system.

8 So I think for those two general points I agree with
9 the absence of the Executive meant that we couldn't --
10 we weren't as advanced in that health reform as we
11 should have been.

12 **Q.** You very fairly make the point in your witness
13 statement, Ms O'Neill, that, from the viewpoint of
14 January 2020, having an elected Assembly and Executive,
15 a locally elected Assembly and Executive, was
16 undoubtedly the most effective way to protect public
17 health. It must follow, surely, that therefore the
18 absence of an Assembly and Executive is bound to have
19 damaging consequences on the protection of public
20 health?

21 **A.** Yeah, I think all of us in political leadership have
22 a responsibility to try to make the political system
23 work, to find the compromises where we can, to find ways
24 to work together, and that's all of us in terms of the
25 political parties in the north, but given our special

35

1 proper maintenance of government?

2 **A.** It's a fundamental.

3 **Q.** Internally, only ministers can give proper direction to
4 the civil service and the officials, set priorities,
5 determine resourcing issues, change resourcing
6 priorities and so on. Externally, only ministers can
7 liaise with ministers in other countries, so for example
8 with the Republic of Ireland, and only ministers in
9 Northern Ireland can really speak to other UK ministers.
10 You also provide, do you not, democratic accountability,
11 you engender trust on the part of the population in the
12 policies of the government of the day?

13 **A.** That's correct.

14 **Q.** So would you agree that the absence of the power-sharing
15 agreement after 2017 was itself, putting aside austerity
16 for the moment, and we'll come back to that, was of
17 itself damaging to the general state of health of
18 Northern Ireland?

19 **A.** Well, I think that in politics we're always much more
20 successful when we work together. I believe in our
21 power-sharing agreement, I believe in making politics
22 work, and I believe in working with the other parties of
23 the Executive in our special and unique system of
24 governance. I do accept, as I have done in my
25 statement, that the absence of political leadership

34

1 and unique circumstances, it's also the role and
2 responsibility of both the British and the Irish
3 governments.

4 **Q.** But beyond the generic harm, I mean, obviously there is
5 damage done to the body politic in Northern Ireland by
6 virtue of the absence of proper governance arrangements.
7 You accept in your statement that had there been
8 an Executive in place prior to January 2020, you're of
9 the opinion that local preparedness would have been
10 better, so you link the absence of the Executive and the
11 Assembly to the issue of local preparedness.

12 What did you mean by that? What areas of local
13 preparedness did you have in mind as being damaged by
14 the absence of the Executive and the Assembly?

15 **A.** I think in the main I'm referring to the transformation
16 of the health service, so that we would have a health
17 service that when a pandemic hit or when the pandemic
18 hit that would have been much more resilient, that we
19 would have been advanced in terms of our transformation
20 work, that we would have been able to have waiting lists
21 under control, that we would have been able to fix the
22 things that we've identified that require to be fixed.

23 So I think when I refer this -- to my statement, I'm
24 referring to -- as I said, in two general points: one,
25 political leadership as a whole is necessary; and

36

1 secondly, I think that the advancement of that
2 healthcare reform was not at the state of readiness
3 where it should have been had we have been on the
4 journey from 2016 when I announced it, which was
5 a ten-year plan, we would have been, you know,
6 four years into that transformation work.

7 **Q.** Try to go a little slower, please, Ms O'Neill.

8 So in essence you identify the generic political
9 harm, but also, because of the frustration of your
10 health and social care reforms, a general lack of
11 resilience and a general degrading in the standard of
12 healthcare in Northern Ireland by 2020; they're at those
13 levels, would you agree?

14 **A.** They're at those levels. It was very clear from 2016
15 that we were on -- and Professor Bengoa's report refers
16 to this, that we were on a certain trajectory with our
17 health service, and if we didn't intervene that we would
18 be in a much worse state than we were in 2016. And
19 I think -- I regret the fact that we weren't able to
20 progress those reforms and that's why I make that
21 statement.

22 **Q.** Does it perhaps go further, Ms O'Neill? I want to ask
23 you whether you would agree with the following
24 propositions, primarily from Sir David Sterling, who was
25 formerly head of the Civil Service in Northern Ireland

37

1 **Q.** Would there also have been an inability on the part of
2 the civil servants to change broad spending patterns and
3 priorities? So in the absence of ministers, if there is
4 a particular department or an area of importance to the
5 governance of Northern Ireland, for example civil
6 contingencies and health emergency planning, only
7 ministers can change the spending priorities in order to
8 make good deficiencies in the system, only they can
9 order that further resources be made available and
10 spending priorities be changed; is that correct?

11 **A.** It's correct that there are certainly limitations to
12 what a civil servant can do in the absence of having
13 locally elected ministers in place.

14 **Q.** With a particular eye on your speciality from 2016 to
15 2017 as Minister of Health, Mr Swann has said that there
16 was, in the Department of Health, an adverse effect on
17 the preparedness of the health and social care system,
18 inadequate staffing levels, decisions not being taken,
19 an unsustainable gap between demand and health and
20 social care capacity. Would you agree with all that?

21 **A.** I do.

22 **Q.** Now, you've referred to the review by
23 Professor Rafael Bengoa, the Basque Country minister who
24 prepared an expert panel review called *Systems, Not*
25 *Structures*, and you've told us that you were given

39

1 and also permanent secretary of the Executive Office.

2 He says that the three-year period from 2017 to 2020
3 left public services and the Civil Service in
4 Northern Ireland in a state of decay and stagnation, and
5 he points to the fact that there had been an inability
6 to put into place direction over the Civil Service,
7 proper ministerial direction over public services
8 generally, and also the required programme for
9 government that the Executive of course in
10 Northern Ireland brings to the governance of that
11 country.

12 Would you agree that there was a general malaise on
13 top of the areas that you've identified?

14 **A.** So, yes, I don't disagree with what David Sterling has
15 said. And I know, my Lady, you don't want us to stray
16 into the politics, so I will try not to, but I do think
17 that I would just make this one point, that from the
18 collapse of the institutions, the Executive, every day
19 I work to try to restore the Executive because I believe
20 in local power sharing, and I believe that politics will
21 work better and we serve our population better if we can
22 work together. So every effort was made from 2017 until
23 we eventually got there in January 2020 to have
24 a restored Executive, and that is still my determination
25 today.

38

1 a copy of that review in July 2016. I think it was made
2 publicly available in October when you published your
3 own governmental response, and your plans.

4 To what degree, prior to you leaving office, was it
5 possible to put into practical operation the
6 recommendations from Professor Bengoa?

7 **A.** So in terms of the action plan itself that accompanied
8 the delivering together, which is my response and the
9 action plan for the next ten years, 2016 to 2026, it was
10 called *Delivering Together 2026*, there were 15,
11 I believe, recommendations, some of which we were able
12 to progress, and some of which I'm aware that the CMO
13 reported have been implemented, but that was just the
14 start of a process, that was the first 12 months of
15 a ten-year programme. So not everything has been
16 advanced.

17 **Q.** May we presume that because it was a ten-year programme,
18 resourcing decisions were required to be made, personnel
19 were expected to be appointed to carry out new functions
20 and new posts within that broad review; it's one thing
21 to have a mandate or a plan, it's a different thing to
22 bring about practical change. Was it possible in that
23 relatively short period to bring about any practical
24 change?

25 **A.** So, yes, there was, we were able to progress some of the

40

1 areas where we needed to look at how we delivered
 2 services, for example, and I think the former health
 3 minister referred to some of these in his evidence,
 4 for example elective care centres, so prioritising
 5 routine surgeries, that it wasn't interrupted by
 6 emergency surgery, for example, there was a number of
 7 strategies as part of those first recommendations that
 8 have been taken forward -- which I'm happy to confirm
 9 for the Inquiry, if that's helpful, at another stage --
 10 but it was very clear to me, and I made this as a very
 11 public statement at the time, if we were going to be
 12 successful in transforming health and social care, we
 13 needed two things. We needed a plan in which to do so,
 14 to which I believe we had and for the very first time
 15 commanded that cross-party political support. Secondly,
 16 we needed the resources in which to do so, and the
 17 austerity budgets that were being imposed upon us year
 18 after year were making it very, very difficult to do
 19 that.

20 I was very confident that if we were going to be
 21 successful in a transformation agenda we needed to be
 22 able to do what we need to do every day in the health
 23 service but alongside that we need additional funding
 24 from the British Treasury in order to do the
 25 transformation work. That would have been the case that

41

1 collaboratively.
 2 **Q.** Therefore, Ms O'Neill, I must ask you whether, as a --
 3 it's not a personal question, but as a politician in
 4 Northern Ireland and as with all the politicians in
 5 Northern Ireland, you carry a share of the
 6 responsibility for the fact that the power-sharing
 7 arrangement was not able to continue and was, therefore,
 8 not able to bring about the benefits of which you have
 9 spoken this morning. It is a political failure, in
 10 essence, is it not?

11 **A.** Well, I think it's the duty of all political leaders.
 12 We all have a responsibility in which to make politics
 13 work. As I said, I am committed to the power-sharing
 14 arrangement and day after day will attempt to have it
 15 restored, because obviously it's not sitting even as we
 16 speak today.

17 **Q.** Therefore, from the vantage point of the citizens of
 18 Northern Ireland, to whom there was a duty owed to
 19 protect them, to put them in the best possible place to
 20 ensure that they would survive the trauma of a health
 21 emergency, perhaps not one expected to be as severe as
 22 Covid, that there was a general failure to discharge
 23 that duty of care, because they are the ones who paid
 24 the price?

25 **A.** I think we all -- as I said, we all have our political

43

1 I would have continued to make throughout that period of
 2 the hiatus.

3 **Q.** But you were not able to do so because of the collapse
 4 of the power-sharing agreement in Northern Ireland.

5 Now turning to the North South Ministerial Council,
 6 about which the Inquiry has already heard. Does it
 7 follow that the collapse of the power-sharing agreement
 8 meant that after January 2017 the North South
 9 Ministerial Council was no longer able to met?

10 **A.** That's right.

11 **Q.** Had you been a member of that council as Minister of
 12 Health?

13 **A.** Yes.

14 **Q.** May we presume that that arrangement, that cross-border
 15 ministerial forum, had very real utility, it was
 16 a beneficial system, and therefore its absence would
 17 have had deleterious consequences?

18 **A.** That's correct. It had huge potential and demonstrated
 19 its potential on a number of occasions, where we find
 20 areas of co-operation where we can -- you know, mutual
 21 co-operation -- assist to develop services on
 22 an all-island basis, and we were able to do that across
 23 cardiac care for children, for example, cancer services.
 24 There's a whole range of examples we can point to where
 25 we were successful in being able to work

42

1 responsibility. That's all of the political parties in
 2 the north. It's also the responsibility of the
 3 British Government and the Irish Government. So I think
 4 we all have to bear the responsibility and we all have
 5 the responsibility to ensure that it does work.

6 **Q.** Can I now turn to the question of the issue of the
 7 extent to which, as the Minister of Health, you were
 8 aware of the way in which the Northern Irish approach to
 9 pandemic flu preparedness was aligned with the
 10 UK position, or I should say the Westminster position.

11 Were you familiar with the United Kingdom 2011
 12 strategy on pandemic influenza from which the
 13 Northern Irish 2013 guidance was very heavily drawn?

14 **A.** Yes, so I was aware of the 2011 strategy, and as -- if
 15 you refer to my statement, I've said that I'm aware of
 16 it, what I wasn't quite sure is how it integrates into
 17 our local scenario.

18 **Q.** Now, nobody has, it must be said, come forward and said
 19 they were aware that there were a number of strategic
 20 flaws in the strategy concerning the absence of debate
 21 about the inherent unpredictability of viral
 22 characteristics, so the need to debate differing
 23 transmission levels, differing levels of severity,
 24 incubation period and so on, and therefore a failure to
 25 debate what possible countermeasures might be required.

44

1 But in your statement, you make, in another context,
2 a point about the uniqueness of the Northern Irish
3 position, insofar as it shares a land border with
4 another country and it is, of course, itself part of
5 an island epidemiologically and geographically. There
6 is no nod, no reference to that in the 2013
7 Northern Irish strategy for dealing with a pandemic
8 influenza.

9 That is an issue which must have been apparent to
10 everybody. It's a feature of life in Northern Ireland.
11 Why was that not addressed in the strategy when you were
12 Minister of Health?

13 **A.** So you're referring to a document that was produced
14 in 2013, but I can make a general point that, and this
15 was a recurring position that was advanced by many
16 professors throughout the pandemic,
17 Professor Gabriel Scally, for example, is one person who
18 advocated the all-island approach.

19 You know, I have been Minister for Agriculture, and
20 when it comes to plant health and animal health we have
21 a Fortress Ireland approach, where we work collectively
22 across the island to ensure that we protect the whole of
23 the island from potential disease.

24 It follows logically, in my opinion, and certainly
25 in the opinion of others that have expressed it

45

1 Coming back to the question that I asked you, which
2 is: given that you were surely aware, as Minister of
3 Agriculture from 2011 to May 2016, of the issue of the
4 potential advantage to be gained from considering,
5 epidemiologically, Northern Ireland as part of the
6 island of Ireland, and given that you were aware in
7 public health terms of the advantages, or the possible
8 consequences, why was that thinking not applied to the
9 area of pandemic flu preparedness and that
10 2013 strategy?

11 **A.** So I can't speak to something that happened prior to my
12 time. What I can say is that it became very evident in
13 January 2020, when it came to the response to the
14 pandemic, that it became evident that we didn't have the
15 same kind of policy in place as we had for plant and
16 animal health. And whilst there are many areas of
17 co-operation, which is evident, this is one area where
18 there's a distinct lack of joined-up-ness.

19 I know that the Chief Medical Officer has referred
20 to, and in his evidence refers to, good working
21 relationships across the island, and that is a welcome
22 thing. We need formalised structures in which to deal
23 with the areas of mutual co-operation.

24 **Q.** Ms O'Neill, as Minister of Health, you were aware of
25 the 2013 strategy. You may not have been aware that it

47

1 throughout the last number of years, that we should have
2 the same approach when it comes to public health. So
3 I suggest that as a learning and going forward that this
4 is something that must be a feature.

5 I would go even further than just an all-island
6 approach, I think, because that in itself gives you
7 a geographical advantage, I think that both the British
8 and Irish Government should collaborate in terms of
9 a two-island approach. And if I may offer an example of
10 where I thought that we could have been really joined
11 up, and that's in the issue of travel.

12 My Lady, the Common Travel Area to which we're all
13 part, I and the Exec, the entire Executive, had
14 advocated that we approach the issue of travel in
15 relation to the pandemic together. That's something
16 that could be planned for in advance, in my opinion. We
17 advocated that position, the Welsh Government advocated
18 that position, the Scottish Government advocated that
19 position, but that never came through in terms of
20 a response to the pandemic, and I think that that's
21 something that needs to be taken forward in the lessons
22 learned and potentially then shaping future documents
23 that will assist us to deal with any future pandemic.

24 **Q.** Well, you've got your licks in early but that's a matter
25 for the response in Module 2C.

46

1 required rapid refresh, to use the expression, and that
2 it was out of date to a large extent and you may not
3 have been aware of the strategic flaws that we now know
4 it contained, but that 2013 strategy addressed the
5 primary risk facing Northern Ireland, how to deal with
6 a pandemic influenza. Surely, when that strategy was
7 brought to your attention by your civil servants, you
8 would have thought to yourself: well, it just doesn't
9 deal with the very important point, the epidemiological
10 island point that you have regarded as being of great
11 importance in the related fields of public health and
12 agriculture and travel. Why was that possibility of
13 developing the strategy missed?

14 **A.** So I think a couple of points I would make in relation
15 to that. Firstly, as I've said, my focus was on the
16 transformation agenda, the change agenda. Secondly,
17 when I made the point earlier that I would expect that
18 if there are issues of concern that those would be
19 elevated to me and to my ministerial office, and there
20 was no area of concern in relation to this that was
21 elevated. It was only whenever -- we come to the
22 January 2020 and the issue of the pandemic when this
23 becomes very much a feature of -- and I suppose a shock
24 to a lot of people that we didn't have a similar
25 formalised approach as we do in Fortress Ireland

48

1 approach.

2 **Q.** I'm now going to turn to the issue of the Chief
3 Scientific Adviser in Ireland, who you will recall was
4 Professor Young.

5 As Minister of Health did you have many dealings
6 with the scientific advisory structure in
7 Northern Ireland?

8 **A.** Not that I recall. At any time any of the officials in
9 the department are available to the minister; had I have
10 ever needed the Chief Scientific Adviser I would have
11 asked for him.

12 **Q.** Were you aware that there was a Chief Scientific Adviser
13 in your department? That there are two in the
14 Northern Irish government, one in your Department of
15 Health --

16 **A.** Yes.

17 **Q.** -- and also one --

18 **A.** In my former department of DAERA.

19 **Q.** DAERA.

20 Were you aware that there was no chief government
21 scientific adviser?

22 **A.** So the first time I became aware of that is obviously
23 our experience of the pandemic itself, and it's very
24 clear that that was identified as something that we
25 needed to address.

49

1 **A.** That's right.

2 **Q.** When you became deputy First Minister, or a couple of
3 months after you became deputy First Minister, there was
4 established by Professor Sir Michael McBride, in April
5 of 2020, a new body called the Strategic Intelligence
6 Group that attempted to bring together scientific advice
7 in a more Northern Ireland-centric way and to include in
8 it properly and sensibly a greater amount of
9 Northern Irish data.

10 May we presume that those steps were taken and that
11 SIG was set up because it was realised that there was
12 a lacuna in the process; hitherto the government in
13 Northern Ireland had not had sufficient or adequate
14 access to the sort of scientific data it needed?

15 **A.** That's correct.

16 **Q.** All right.

17 **LADY HALLETT:** Are you moving to a different subject?

18 **MR KEITH:** My Lady, that's a convenient moment.

19 **LADY HALLETT:** Certainly.

20 We will ensure that we finish your evidence before
21 we break for lunch.

22 **THE WITNESS:** Thank you.

23 **LADY HALLETT:** But we will take a break now, and I shall
24 return at 11.25.

25 **(11.11 am)**

51

1 I'm glad to say -- and we may want to come on to
2 this at a future module -- but I'm very glad to say that
3 we have went out to recruitment, identified this as
4 an area that the Executive requires its own chief
5 scientific and technology adviser. We have went out to
6 recruitment on that post, and one of the job description
7 points is that that post should then become integrated
8 with all the other UK Government structures where you
9 would expect to see your Chief Scientific Adviser.

10 **Q.** Because Professor Young was -- and I don't mean this
11 pejoratively -- only the CSA for the Department of
12 Health; he wasn't, therefore, a Government Chief
13 Scientific Adviser, and therefore he wasn't linked by
14 virtue of that position into the UK CSA network. Was
15 that the problem?

16 **A.** Yes, that's correct.

17 **Q.** And at the same time Northern Ireland had no automatic
18 right to be a full participant in any SAGE that was
19 called, and the system of scientific advice depended,
20 therefore, did it not, to a very great extent on the
21 personal or the day-to-day relationships between the
22 United Kingdom Chief Medical Officers and whatever
23 advice and information that might be relayed to
24 Northern Ireland by observer status or participant
25 status in the other various committees?

50

1 **(A short break)**

2 **(11.25 am)**

3 **MR KEITH:** The final topic, Ms O'Neill, please, it concerns
4 the general nature of communications between
5 Northern Irish ministers and ministers in London.

6 It's notable that the emergency preparedness,
7 response and resilience arrangements, and the guidance
8 and the paperwork in Northern Ireland, makes no specific
9 arrangements for co-ordination to take place at
10 ministerial level, and there's plenty of evidence which
11 suggests that the Chief Medical Officers across the
12 United Kingdom liaise very closely together and that
13 there is a system in place, by way of scientific
14 advisory committees and COBR briefing room meetings and
15 so on, where, in the event of a specific emergency or
16 exigency, communications take place.

17 Outwith those particular arrangements, did you find
18 as Minister of Health and then latterly as deputy First
19 Minister that there was an easy flow of communication at
20 ministerial level with London?

21 **A.** That wouldn't be my experience. And I can, I suppose,
22 testify to this more in regards to the pandemic
23 response. So not to stray into future modules, but
24 I can only speak to my experience over this period,
25 which reflects, in fact, I believe, a finding from the

52

1 Cygnus report which you, I think, shared with
 2 Robin Swann, the previous Health Minister. I found that
 3 meetings were called at short notice, documentation
 4 wasn't shared in advance, and that would have been to
 5 the detriment of planning for such a meeting for the
 6 minister, but equally to the detriment of the officials
 7 who were trying to brief the minister.
 8 I found that these were meetings to hand down the
 9 decision that had already been taken by the
 10 British Government, as opposed to any attempt to find
 11 an agreed way forward. So I felt that quite -- on many
 12 occasions they were what I would describe as ad hoc and
 13 tick box meetings.

14 **Q.** As Minister of Health, did you have a large number of
 15 meetings with other ministers? Did the demands of that
 16 post require you to speak regularly with other
 17 ministers?

18 **A.** I don't recall in terms of the time in Health in 2016,
 19 however I'm quite sure at that time I would have had
 20 regular engagement with my counterpart. So I think the
 21 experience probably would be at a minister-to-minister
 22 level with your counterpart, that probably is something
 23 that happens more naturally and organically, as does the
 24 CMO engagement. But I think as a systems-wide
 25 engagement, British Government to devolved arrangement,

53

1 **MR LAVERY:** I will use my discretion, my Lady.
 2 I want to ask you about scientific input into
 3 decision-making, and about Professor Young and his role
 4 as Chief Scientific Adviser.
 5 You have been asked about this already, but what
 6 I wanted to do was put to you what Sir Patrick Vallance
 7 said to the Inquiry on 22 June 2023. He concluded that
 8 scientific advisers:
 9 "... need to be a part of the everyday activity and
 10 the policy and operational discussions taking place in
 11 those departments, so that they can bring in science and
 12 science advice to areas which perhaps a policymaker
 13 who's not from a scientific background wouldn't ...
 14 think that science technology, innovation or engineering
 15 might have a part to play."
 16 I think that's described sometimes as horizon
 17 scanning or horizon planning. Is that a concept that
 18 you were aware of?

19 **A.** It is, particularly in relation to the last number of
 20 years in the pandemic itself.

21 **Q.** During your period as Minister for Health, is that
 22 something that you were conscious of and what sort of
 23 advice were you receiving from the Chief Scientific
 24 Adviser?

25 **A.** So I would have called on the Chief Scientific Adviser

55

1 I don't think that's a very well structured engagement.
 2 **Q.** It sounds from what you've saying that those particular
 3 problems that you identified were more prevalent after
 4 January 2020 under the extreme demands of the pandemic
 5 as opposed to being apparent to you when you were
 6 Minister of Health; would that be fair?

7 **A.** Probably because it just -- the nature of the situation
 8 meant that there was more intense engagement or the need
 9 for more intense engagement.

10 **MR KEITH:** Thank you.
 11 My Lady, those are all the questions I have for
 12 Ms O'Neill. There are a number of areas in relation to
 13 which you've granted permission for 15 minutes of
 14 questions to be asked by Covid-19 Bereaved Families for
 15 Justice Northern Ireland.

16 **LADY HALLETT:** Mr Lavery.
 17 **Questions from MR LAVERY KC**

18 **MR LAVERY:** Thank you.
 19 Ms O'Neill, my name is Lavery, and I represent the
 20 Northern Ireland Covid-19 Bereaved Families for Justice,
 21 and, as you've just heard, her Ladyship has permitted me
 22 to ask you about a couple of issues, some of which,
 23 my Lady, have been covered to some extent, so I won't
 24 deal for very long with the first issue.

25 **LADY HALLETT:** Thank you.

54

1 as I would have called on any other departmental
 2 official as and when required. So there was never any
 3 reluctance, you know, to call on Professor Ian Young;
 4 had I have needed him I would have done so. I was very
 5 aware that he was part of the team that was developing
 6 policies, working with the CMO, so probably more limited
 7 in terms of my time in the Health Department, but
 8 obviously more frequently engaged with him throughout
 9 the pandemic.

10 **Q.** That advice, then, when you became deputy First
 11 Minister, that advice ought to have really fed back in
 12 through the Department of Health into the Executive
 13 Office as well?

14 **A.** That's correct, and Professor Young became an invaluable
 15 component part to how we responded to the pandemic, and
 16 he was regularly part of our Executive meetings
 17 throughout the period.

18 **Q.** But there was no scientific advice given in the
 19 five years prior to the pandemic?

20 **A.** I don't think that speaks to a reluctance to bring in
 21 Professor Young in particular from a Health perspective,
 22 his scientific advice. It just -- perhaps given there
 23 was three years where the institutions weren't sitting,
 24 and in those other two years I suspect there wasn't
 25 an occasion on which he was required. But I will say

56

1 this, that it's very evident to me, having now come
2 through this experience, having been in the position of
3 the Executive Office, that we clearly need a chief
4 scientific adviser to the Executive, and further to that
5 we need a chief scientific and technology adviser, which
6 we have tried to recruit for. That process hasn't been
7 successful but we intend to go out again to recruit,
8 because I think that's a necessary part of government.

9 **Q.** A necessary part of that role would be to be proactive
10 and bring scientific advice rather than waiting to be
11 asked for advice?

12 **A.** Yes, absolutely, I think that, and that's very clear
13 from the job description which we have now set out, that
14 we want the chief scientific and technology adviser to
15 be part of all the other structures, so that we have
16 that coherence of information, knowledge share, horizon
17 sharing and all those parts on which you speak.

18 **Q.** Lady Foster in her statement was of the view that
19 Northern Ireland was well plugged into UK-wide
20 scientific advice, and Mr Keith earlier put to you the
21 various organisations that either had observer status on
22 or no representation on SAGE prior to March 2020.

23 Would you describe us as well plugged in or do you
24 think we're at a disadvantage in terms of not being
25 fully part of those organisations?

57

1 legislate. That's something that I would be open to
2 going forward, particularly if it's a lesson learned
3 from the Inquiry, which seems to be the wisdom of many
4 people who have presented.

5 **Q.** This was one of the recommendations of Cygnus, isn't
6 that right?

7 **A.** Well, again, those recommendations came after my time in
8 office.

9 **Q.** Yes. But was this ever discussed at the
10 Executive Office level?

11 **A.** No. So we were in post for just a short number of weeks
12 before the pandemic hit and then we were actively into
13 the response stage at that time.

14 **Q.** Now, in his statement, Peter May, the former
15 permanent secretary for the Department of Health, says
16 that, in the absence of ministers, civil servants at the
17 request of the Chief Medical Officer took the decision
18 in 2017 to divert resources away from the development of
19 a Northern Ireland Public Health Bill to other areas,
20 stalling its progress.

21 Now, do you -- I'm sure -- were you aware of that?
22 Was that something which was brought to your attention?

23 **A.** No, so that would have been in the period that we were
24 not in office.

25 **Q.** Can you explain why there was no

59

1 **A.** Well, I think it's right and proper that we are part of
2 the organisations, and I think that's been accepted
3 across the board, and that's why I think, given our
4 experience of the pandemic, that we're now moving to
5 recruit our own scientific adviser that can be part of
6 those structures but also be part of how we conduct our
7 business in the Executive going forward.

8 **Q.** I want to ask you about the civil contingencies
9 legislation now and the 2004 Act. A large part of that
10 which contained obligations on public authorities didn't
11 apply to Northern Ireland, doesn't apply to
12 Northern Ireland, and you're probably aware as well that
13 when the Act was brought in, in 2005, the
14 Secretary of State -- the expectation was that devolved
15 legislation would be brought in, in those specific
16 areas.

17 Is that something that you're aware of, and is that
18 something that you were conscious of during your time as
19 Minister for Health, that there was a legislative
20 lacuna, or gap, to use plain speaking?

21 **A.** It's something that I'm aware of now, given my role or
22 my short time -- previous role in DFM in the Executive
23 Office. And I've listened to many of the evidence
24 sessions where reference has been made to -- further to
25 the guidance that we now have, to go further and to

58

1 Northern Ireland-specific pandemic preparedness or civil
2 contingency legislation brought in, because there's
3 significant enough timescale, it's almost 20 years from
4 the 2004 Act?

5 **A.** I can only draw on the evidence that you've heard to
6 this point, and particularly from those people within
7 the Civil Service that have been engaged in the civil
8 contingency planning. You will be aware, and we'll
9 probably come on to this at a later stage again, that
10 since the pandemic we have taken a number of different
11 pieces of guidance and actually brought them into one
12 document and going forward. That obviously marks some
13 improvement. However, we may need to go that much
14 further and, if legislation is required, then I think
15 that's what we actually should -- we absolutely should
16 do.

17 I'm also aware from listening to some of the
18 evidence that the broad principles in terms of
19 preparedness and planning have been the same throughout
20 that period, and that there have been some adaptations
21 made to strategies and plans. However, if there's room
22 for improvement, then we must improve.

23 **Q.** Would you agree that Northern Ireland is at
24 a disadvantage without legislative obligations on public
25 authorities?

60

1 **A.** Well, I could say it a different way. I probably could
 2 say that I didn't disagree with Denis McMahon whenever
 3 he said that legislation would be helpful.
 4 **Q.** Yes, I think I put that to Lady Foster yesterday, that
 5 there were three areas, and I won't repeat those, you
 6 probably heard that evidence.
 7 In terms of the decision that was made to stall the
 8 Public Health Bill, and that was made in the absence of
 9 ministers, do you agree that it was an inappropriate
 10 position for the Chief Medical Officer and civil
 11 servants to be in, to have to make that decision in the
 12 absence of ministerial oversight?
 13 **A.** I think that there is no doubt that that would have been
 14 a very difficult decision to make. There is no doubt
 15 that the -- throughout that period, particularly in
 16 regards to Operation Yellowhammer, when we were
 17 preparing for a potential Brexit -- or no-deal Brexit,
 18 that so much, so many resources were taken off their day
 19 job, if you like, off their normal function and put on
 20 to this area of work. That's always going to lead to
 21 adverse scenario for the areas of work that they should
 22 have been working on, and I think that's borne out by
 23 some of the evidence that we saw from different people
 24 within the department, particularly the statement in
 25 relation to being 18 months behind because of work being

61

1 **LADY HALLETT:** Thank you very much indeed, Ms O'Neill.
 2 **THE WITNESS:** Thank you.
 3 **LADY HALLETT:** Thank you for your help and thank you for
 4 nearly avoiding politics.
 5 **THE WITNESS:** I tried. Thank you.
 6 **LADY HALLETT:** Thank you.
 7 **(The witness withdrew)**
 8 **MR KEITH:** My Lady, would you rise for five minutes, please,
 9 whilst we make arrangements for the next witnesses?
 10 **LADY HALLETT:** Yes, because we have three witnesses
 11 together, so people understand, so we need to allow time
 12 for that.

13 **(11.41 am)**14 **(A short break)**15 **(11.45 am)**16 **LADY HALLETT:** I hope you've got enough room there.17 **MS BLACKWELL:** Thank you, my Lady.

18 In the witness box we have three witnesses
 19 representing the local government associations of
 20 England, Wales and Northern Ireland.

21 As you can see them, from right to left, they are
 22 Chris Llewelyn, Mark Lloyd and Alison Allen. May they
 23 be sworn, please?

24 **LADY HALLETT:** Please.

25

63

1 redirected.

2 **Q.** So was it inappropriate for them to be put in that
3 position?

4 **A.** Well, I think that the favoured position always should
 5 be that we have power-sharing up and working, that we're
 6 working together in the Executive and that we're making
 7 politics work. That should always be the number one
 8 go-to.

9 **MR LAVERY:** Ms O'Neill, thank you very much.

10 Thank you, my Lady.

11 **MR KEITH:** My Lady, may I just make one observations, if
 12 I may be permitted to do so. There is obviously a point
 13 to be made about the absence of progress on the Public
 14 Health Bill in Northern Ireland, but insofar as my
 15 learned friend suggested that Northern Ireland was
 16 without legislative obligations on public authorities,
 17 my Lady has received evidence that part 1 of the Civil
 18 Contingencies Act certainly did and does apply in
 19 Northern Ireland, and you'll recall there was evidence
 20 that the Police Service of Northern Ireland and the
 21 coastguard, the MCA, are Category 1 responders and
 22 telecom operators are Category 2 responders.

23 **LADY HALLETT:** Thank you very much.

24 **MR KEITH:** My Lady, that concludes the evidence of
 25 Ms O'Neill.

62

1 **MR CHRIS LLEWELYN (affirmed)**
 2 **MR MARK LLOYD (affirmed)**
 3 **MS ALISON ALLEN (affirmed)**
 4 **Questions from COUNSEL TO THE INQUIRY**

5 **MS BLACKWELL:** Thank you.

6 Mr Llewelyn, you are chief executive of the Welsh
 7 Local Government Association. You took up office there
 8 in January of 2019, having joined the organisation as
 9 Director of Lifelong Learning, Leisure and Information
 10 in 2002, and you were also the deputy chief executive
 11 from 2010.

12 Mr Lloyd, you are chief executive of the Local
 13 Government Association, and you were appointed to that
 14 role in November of 2015, having previously worked in
 15 local government as chief executive of Cambridgeshire
 16 County Council and before that Durham County Council.

17 Ms Allen, you are chief executive of the
 18 Northern Ireland Local Government Association, a role
 19 that you have held since February of 2022. You have
 20 20 years' experience in public service, including a wide
 21 range of roles in Belfast City Council, Antrim Borough
 22 Council, and the Electoral Office for the Northern Irish
 23 Assembly. Is that right? Thank you very much.

24 I'm going to deal with the organisations that you
 25 represent in the same order.

64

1 The Welsh Local Government Association, Mr Llewelyn,
2 is a membership organisation that represents all
3 22 local authorities in Wales, the three fire and rescue
4 authorities and the three national park authorities as
5 well. Is that right?

6 **MR LLEWELYN:** Yes, that's correct.

7 **MS BLACKWELL:** The Local Government Association is
8 a cross-party organisation with the overall purpose to
9 promote, improve and support local government. It has
10 a membership body of all but two of the 333 principal
11 councils in England, and indeed the 22 principal Welsh
12 councils are also members through a corporate membership
13 scheme. Is that right?

14 **MR LLOYD:** Yes, other than from April 2023 there was local
15 government reorganisation in parts of England that has
16 now reduced the number of councils from 333 to 317.

17 **MS BLACKWELL:** Right, thank you very much for correcting me.
18 The Northern Ireland Local Government Association is
19 a council-led representative body for the local
20 authorities in Northern Ireland, and the members are
21 drawn from each of the 11 councils; is that right?

22 **MS ALLEN:** That's correct.

23 **MS BLACKWELL:** Thank you.

24 For the sake of completeness, there is also
25 a Scottish organisation called the Convention of

65

1 annually together.

2 **MS BLACKWELL:** Thank you.

3 The first topic is the Civil Contingencies Act of
4 2004 and its associated guidance. My Lady has heard
5 that the Act is the statutory framework in relation to
6 civil contingencies, certainly in England and Wales,
7 where all principal local authorities are Category 1
8 responders, but it does not apply in precisely the same
9 way in Northern Ireland.

10 Ms Allen, is it right that there is a Northern Irish
11 Civil Contingencies Framework that was brought into
12 being in 2005 by the Office of First Minister and deputy
13 First Minister, as it then was, as a reaction to the Act
14 coming into force the previous year?

15 **MS ALLEN:** That's correct, and that document was
16 subsequently updated in 2011.

17 **MS BLACKWELL:** Right, and does that document note that one
18 of its aims was to ensure civil protection standards in
19 Northern Ireland were brought into line with those
20 provided by the Act?

21 **MS ALLEN:** I believe that was the ambition of the document.

22 **MS BLACKWELL:** Thank you.

23 The Inquiry has heard evidence about the statutory
24 duties that Category 1 responders hold, which include
25 the duty to assess risk of emergencies and put in place

67

1 Scottish Local Authorities or COSLA, to which mention
2 may be made. Their representative is absent today.

3 I would like to begin by asking you, Mr Lloyd, how
4 the local authority organisations work together, and to
5 what extent there is a level of community between the
6 four organisations.

7 **MR LLOYD:** We think of ourselves as kindred organisations.

8 We work together on a number of issues with the
9 UK governments, the most current example being
10 immigration and asylum, where we've got common cause in
11 our negotiations with central government. And we've all
12 got an interest in making sure that our local
13 authorities do the best job they can for their
14 communities.

15 **MS BLACKWELL:** Now, you're very quickly speaking. Can I ask
16 you to slow down, please.

17 Is there a set agenda or timetable of how many times
18 each year the four organisations would come together, or
19 is it an ad hoc basis?

20 **MR LLOYD:** It depends a little bit on the ambitions of our
21 political leadership. We've just had a new chair
22 appointed in our organisation who is very keen to
23 further the relationship with our three sister
24 organisations, and so I'm expecting the frequency of
25 liaison to increase, but it's been at least once

66

1 emergency plans and share information and co-operate
2 with other responders. But the Act does not prescribe
3 specifically what the appropriate local structures are
4 or should be for ensuring that any organisation is in
5 compliance with the duties.

6 So there is, I'm going to suggest, a level of
7 flexibility in how local authorities are able to deliver
8 their legal requirements.

9 Mr Lloyd, do you view the fact that the Act doesn't
10 prescribe how much the duties are fulfilled and the fact
11 that there is flexibility in interpreting and applying
12 requirements and guidance as a positive or a negative?

13 **MR LLOYD:** The Local Government Association has not called
14 for significant changes to the Act, which I therefore
15 conclude is a positive. We do have some -- in the light
16 of the torrid experience of our nation through the
17 pandemic, we do think there's some learning that needs
18 to be taken into how the Act is constructed and
19 delivered. I'd sum those up probably as three points.

20 Point 1, local government to be a properly trusted
21 part of the civil response mechanism. We cannot respond
22 unless local government is at the heart of it. If we
23 want to stop, find, support and assist our communities,
24 maintain business and community well-being, and recover,
25 local government is at the heart of those responses.

68

1 That's point 1.

2 Point 2, the Act is silent on the involvement of
3 local democratic leaders and we think that's
4 an oversight. They're important, community leaders.
5 They can also ensure that there is scrutiny and
6 oversight of the proposals in a local resilience forum.
7 So there's more that we need to do to engage local
8 leaders.

9 Point 3, government has increasingly looked to local
10 resilience forums to respond to a range of issues that
11 one wouldn't naturally describe as an emergency. So
12 EU exit, for example, the death of the monarch,
13 for example. So we need to be clear about what they're
14 for. But with those qualifications I think we're in
15 a good place.

16 **MS BLACKWELL:** Thank you.

17 One issue which you raise in your witness statement
18 is the government's willingness to share critical
19 planning information with local responders, both in
20 a timely way or indeed at all.

21 We'll come to this in more detail later on in your
22 evidence, but at a high level at this stage, what are
23 the challenges in relation to ensuring that local
24 government are in receipt of crucial planning
25 information?

69

1 agency. That was a standing example -- a standing
2 practice in our engagement with central government.

3 **MS BLACKWELL:** Right, thank you.

4 Moving to look at local government emergency
5 preparedness structures, Ms Allen, you outline in your
6 witness statement to the Inquiry the series of changes
7 that have occurred with the local government structures
8 in Northern Ireland during the time period of Module 1,
9 and it is right to say, I think, that as of January 2020
10 emergency preparedness functions at a local level in
11 Northern Ireland were primarily delivered through what
12 are called emergency preparedness groups, or EPGs; is
13 that right?

14 **MS ALLEN:** That's correct.

15 **MS BLACKWELL:** And there are three: north, south and
16 Belfast.

17 **MS ALLEN:** That's correct.

18 **MS BLACKWELL:** The regional resourcing model in place to
19 support local multi-agency arrangements included a local
20 government regional officer, and three resilience
21 managers; is that right?

22 **MS ALLEN:** That's correct, yes.

23 **MS BLACKWELL:** The EPGs fed into the Northern Irish EPG,
24 which itself is a subgroup of the Civil Contingencies
25 Group?

71

1 **MR LLOYD:** Councils were expected to lead a response in
2 their community to a whole range of issues. We were
3 learning of the issues and the expected response in the
4 afternoon press conferences in the same way as the rest
5 of the nation. Our communities were looking to council
6 leaders and senior officers for what that meant, what it
7 was going to mean in their communities, and quite
8 frankly we did not know.

9 So that's at the highest level, but then we can go
10 through all aspects of the response, like the support
11 for businesses, what the furlough scheme was, what the
12 expectations are around shielding extremely vulnerable
13 people. Local government were not sighted on the detail
14 and were having to interpret statements by way of local
15 interventions and support.

16 **MS BLACKWELL:** Was that experience during the Covid pandemic
17 a reflection of what you would see as a lack of
18 information provided to local organisations in the
19 previous planning stages?

20 **MR LLOYD:** Yes, I would. I've already mentioned the
21 preparation for EU exit as an example. When it came to
22 port authorities trying to access information about the
23 likely impact on their transport infrastructure of
24 a no-deal exit from the EU, we could not access, without
25 extreme pressure, data from the relevant government

70

1 **MS ALLEN:** Yes.

2 **MS BLACKWELL:** Thank you.

3 Did that structure allow for issues to escalate down
4 from -- or rather, cascade down from the central group
5 to the local groups and also escalate up the other way
6 round, and was that effective, do you think?

7 **MS ALLEN:** Speaking from a local government perspective, if
8 I start at the Civil Contingencies Group level, a lead
9 chief executive from local government in
10 Northern Ireland has a seat to represent the local
11 government sector at that level, and it's important in
12 the context of providing a sectoral view in support of
13 wider public services and emergency planning. The next
14 level at the Northern Ireland emergency preparedness
15 group level, each -- each of those groups -- sorry, the
16 Northern Ireland group, is co-chaired by the police and
17 local government, again by a lead chief executive. The
18 three emergency preparedness groups are also co-chaired
19 by council and by police.

20 So the prominence of local government's role in
21 facilitating information sharing both within the sector
22 but also up and down through those structures was -- I'm
23 informed that it was effective in the context of our
24 sector. I obviously can't speak to others.

25 **MS BLACKWELL:** Yes, of course you weren't in position at the

72

1 time.

2 **MS ALLEN:** That's correct, yes.

3 **MS BLACKWELL:** Thank you for that.

4 Mr Llewelyn, the Inquiry has heard evidence in

5 relation to the Welsh structures at a high level. Did

6 they include the Wales Resilience Forum, the Welsh local

7 resilience forums and also the Wales Resilience

8 Partnership Team?

9 **MR LLEWELYN:** Yes, they did.

10 May I go back in terms of -- I agree with my

11 colleague's comments in terms of the Civil

12 Contingencies --

13 **MS BLACKWELL:** Yes, certainly.

14 **MR LLEWELYN:** -- Act, but I think it is important to

15 recognise that the arrangements under the Act were put

16 in place to deal with one-off time limited events, and

17 emergency planning is a dynamic context. If you look at

18 the changes since the Civil Defence Act in 1948, it's

19 a constantly changing environment which -- and

20 experiential learning is so central to it.

21 When the Civil Contingencies Act was passed, I don't

22 think the -- an event like a global pandemic was

23 conceived of where there would have been a national

24 lockdown. Because it was seen as a response to, as

25 I say, one-off, time-limited events, the democratic

73

1 devolving to a local -- down to a local level as much as

2 possible -- as an association we often talk about -- we

3 reflect, you know, there, it's not just in emergency

4 planning, that the role of central government is to set

5 the strategy nationally, and the role of local

6 government is to interpret that national strategy and

7 deliver locally based on local circumstances.

8 We know within a Welsh context local circumstances

9 varied considerably, and especially at the outbreak of

10 Covid, authorities and other partners had to respond

11 very quickly before government was able to put guidance

12 in place.

13 So the system going forward needs to learn from that

14 experience and accommodate as much (inaudible)

15 decentralisation, subsidiarity, allowing partners at

16 a local level to make plans and to be involved in

17 implementation as much as possible.

18 **MS BLACKWELL:** Thank you.

19 Mr Lloyd, the English system relies primarily on

20 a series of local resilience forums, of which there are,

21 I think, 38. Is that still right?

22 **MR LLOYD:** That's right.

23 **MS BLACKWELL:** Yes. The Inquiry has heard some evidence

24 about the local resilience fora structure. Are they

25 multi-agency partnerships responsible for identifying

75

1 oversight wasn't a particularly strong feature in it,

2 and one of our concerns would be that the -- moving

3 forward, we need to recognise and learn from this

4 experience, and accommodate greater democratic

5 oversight, the involvement of local members, of leaders,

6 and greater accountability through the political

7 processes, rather than allow those to develop in

8 a responsive and in an ad hoc way. The structures

9 you've mentioned, the Wales Resilience Forum, and

10 others, were in place, operated effectively, but had to

11 be supplemented with other arrangements.

12 **MS BLACKWELL:** Going forwards, if those relationships are to

13 be strengthened, how is that best arranged? Is that

14 through a series of regulations or by drawing up plans

15 with the people who are in the roles that you've just

16 set out, or is it something more dramatic than that?

17 **MR LLEWELYN:** I think we need a whole-system approach, we

18 need to engage all partners in the way we reform or

19 re-design those arrangements.

20 I think the -- we know that the current model by and

21 large works very effectively, which is why I'm

22 suggesting supplementing or adding to it rather than

23 changing it in a drastic way, but some of the principles

24 we outline, I think, in our evidence, in terms of trust

25 and confidence in the system, of subsidiarity, of

74

1 and planning for local civil resilience risks, and do

2 the local authorities work closely with other

3 respondents such as the police and fire and rescue

4 services and also the voluntary sector and business

5 groups?

6 **MR LLOYD:** Ms Blackwell, your description is perfect, yes.

7 **MS BLACKWELL:** Thank you very much.

8 Key responsibilities of the fora include supporting

9 the preparation of multi-agency plans and protocols,

10 documents and, as we will come to, exercises and

11 training.

12 What is, though, Mr Lloyd, the community risk

13 register about which the Inquiry has heard a small

14 amount of evidence so far?

15 **MR LLOYD:** So we have the National Risk Register, and in the

16 same way that Mr Llewelyn's talked about identifying the

17 things that could impact nationwide, the community risk

18 register looks at the particular community that the

19 local resilience fora serves, and spots things in that

20 particular context that are a risk. So if we have

21 rivers, if we've got large industrial sites, if --

22 you know, the kinds of things where incidents are likely

23 or possible to occur, it's to make sure that partners

24 locally understand all of those risks and have plans in

25 place should the worst happen.

76

1 **MS BLACKWELL:** In terms of geography, the local resilience
 2 fora are based on a police force area, so can they
 3 include vastly varying different numbers within them?
 4 **MR LLOYD:** Again, you're exactly right. We have some parts
 5 of the country where the coterminosity between a local
 6 resilience fora, police force area and local authorities
 7 is tidy. There are parts of the country where that is
 8 not the case and we therefore have many local
 9 authorities engaging in a single local resilience forum.
 10 Overall, local government's view in England would be
 11 that the arrangement works well still.
 12 **MS BLACKWELL:** Historically, am I right in saying that there
 13 was no funding provided to support the secretariats
 14 needed to run the fora, and is that still the position?
 15 **MR LLOYD:** Historically you are correct, the funding of the
 16 local resilience fora fell to the local partners. That
 17 changed during EU exit preparation when some resources
 18 came in.
 19 During the period that you're referencing,
 20 of course, local authorities were subject to significant
 21 financial pressures. During that period the resources
 22 that councils were able to invest in local resilience
 23 fora decreased by some 35%. Local authorities' wider
 24 budgets faced very significant reductions as well. So
 25 the resilience, the capability and the capacity within

77

1 Would you expand on that, please.
 2 **MR LLOYD:** Of course.
 3 So the principal link between national government
 4 and the local resilience fora comes through the
 5 Department for Housing and Communities, DLUHC as we now
 6 know it. They have officers that are linked to each of
 7 the local resilience fora, and that's a strong link.
 8 As we now know, when central government is acting on
 9 a national incident, much of the activity is driven
 10 through the Cabinet Office, and then the responsibility
 11 for a pandemic sits with the Department of Health and
 12 Social Care, so you can see the fragmentation
 13 immediately in the relationship and the work that we
 14 expect of our colleagues in DLUHC to manage that
 15 interface. So they've got a big challenge that I know
 16 you've explored with their witnesses to date.
 17 So -- and we've also got the added complication that
 18 DHSC would default to using their existing channels
 19 through the NHS for much of their communication, and to
 20 another partnership called the local health resilience
 21 partnership, that shares the same footprint as LRFs but
 22 has a distinct focus on health issues and health
 23 resilience. So the key thing we need to do at a local
 24 level is to make sure that the health resilience
 25 partnership and the local resilience fora integrate

79

1 local government to respond to events has been put under
 2 increased pressure throughout this time period.
 3 So back to your core question, local partners needed
 4 to fund the LRFs, the amount we could put into them was
 5 reducing, some money came in during EU exit, and there
 6 are still some resources coming in, but at relatively
 7 modest levels.
 8 **MS BLACKWELL:** All right.
 9 Did the input of funding in the way in which you
 10 describe during the exit from Europe confuse the
 11 situation or improve the situation?
 12 **MR LLOYD:** It helped. Partners were exercising more
 13 activity together, we were working together more
 14 frequently on that particular instance, which actually
 15 gave us a stronger platform for when we faced the events
 16 of the pandemic. So I think that's a positive overall.
 17 **MS BLACKWELL:** Just focusing on planning at the local level
 18 for a moment, I want to ask you, first of all, Mr Lloyd,
 19 the extent to which government departments as
 20 risk owners at the national level are involved with
 21 those particular risks at a local level, because you
 22 describe in your witness statement that communication,
 23 for example, from the Department of Health and Social
 24 Care to non-health bodies such as the local resilience
 25 fora, was highlighted as being poor.

78

1 together, and the key person in this regard, when we
 2 were going into pandemic planning, is the director of
 3 public health, who play a pivotal and critical role.
 4 **MS BLACKWELL:** Right, thank you.
 5 Would better engagement between the Department of
 6 Health and Social Care and local resilience fora improve
 7 the position about which my Lady has heard some evidence
 8 of concern that's been expressed in relation to
 9 preparedness and resilience of adult social care?
 10 **MR LLOYD:** Undoubtedly so.
 11 **MS BLACKWELL:** All right.
 12 How might that be achieved?
 13 **MR LLOYD:** So I've already referenced the financial
 14 pressures that local government was under. Of course
 15 local government fund a significant proportion of the
 16 adult social care market, both care homes and
 17 domiciliary care. Those providers of that care are
 18 also -- were also fragile at the period that we're
 19 talking about as a consequence of what we'll call
 20 austerity. Understanding how they can respond to
 21 a pandemic, how they can link in to the local resilience
 22 fora is absolutely key. We've got the Care Quality
 23 Commission, of course, that oversee and regulate the
 24 whole of the care market, and trying to knit together
 25 health and social care with the local resilience fora,

80

1 with DHSC, CQC and others, is a key element of our
2 response to a pandemic and it could have been better.

3 **LADY HALLETT:** You're going very quickly, I'm afraid.
4 Sorry.

5 **MS BLACKWELL:** Sorry.
6 We're moving into local government public health.
7 Before I ask about the Health and Social Care Act of
8 2012 and the fundamental changes that that brought, is
9 there anything, Ms Allen or Mr Llewelyn, that you want
10 to add to the evidence just given by Mr Lloyd?

11 **MS ALLEN:** No, thank you.

12 **MR LLEWELYN:** Can I just add that I think the four police
13 forces in Wales, the LRF footprint followed the police
14 force footprints. In some instances there is
15 coterminosity with other public service structures, but
16 that isn't the case in every instance. By and large the
17 arrangements work very effectively. Sometimes it can be
18 tempting to look to restructure or regionalise in
19 response to crises and different events, but in this
20 instance we think that the focus should be on making
21 existing arrangements work as effectively as possible
22 rather than trying to reform or restructure.

23 **MS BLACKWELL:** Thank you.
24 The Inquiry has heard evidence about the Health and
25 Social Care Act coming into force in 2012 and, as I have
81

1 UK would recognise that local government is all about
2 the well-being of its place, including public health,
3 and by bringing the public health function firmly back
4 into local governments, it ensured that in everything we
5 do around tackling homelessness, the work we do around
6 employment and jobs, the things that we do to support
7 anybody that has any kind of vulnerability, we started
8 to view that through the public health lens.

9 So not only did we move the relatively small public
10 health teams in, we turned councils in their entirety
11 into public health organisations.

12 That's a great big win.

13 Yes, there are still some join-ups that we have to
14 work on from that point to today with our colleagues in
15 the NHS, and making sure that the commissioning and the
16 planning of a wide range of services is effective. But
17 day in, day out, our colleagues that lead the public
18 health function, together with regional health
19 protection teams, deal with hundreds and thousands of
20 incidents across the country that will never get the
21 attention of groups like this.

22 So it's a good -- it was a good transition and one
23 that we applauded, and we'll keep working to join up the
24 silos that it might have created.

25 **MS BLACKWELL:** Thank you.
83

1 said, bringing with it fundamental change, because since
2 that time local authorities and Public Health England,
3 as it then was, jointly held primary responsibility for
4 the delivery and management of public health.

5 You've already made mention, Mr Lloyd, of the
6 directors of public health and the important role that
7 they fulfil in terms of public health at a local level.

8 You say in your written evidence that the
9 responsibilities imposed by the Act had a considerable
10 impact on emergency planning, and you also say that
11 there was some fragmentation of health protection,
12 intelligence architecture and commissioning functions,
13 and also some duplication and overlap which council
14 public health teams have argued limited their capacity
15 to effect the significant change that arrived.

16 That was in 2012. Are you able to explain to
17 the Inquiry how matters have progressed between that
18 date and now?

19 **MR LLOYD:** So everything you've described reflects our
20 evidence and we stand by that. But -- and if I could
21 underline that "but", I would -- the changes the Act put
22 in and the transfer of public health back to local
23 governments in 2013 is probably one of the best parts of
24 that Act.

25 Local government across, I think, the whole of the
82

1 Mr Llewelyn?

2 **MR LLEWELYN:** Yes, I recognise Mark's comments and agree
3 completely. The position in Wales is different, and we
4 outlined the differences in our written evidence.
5 Historically we've argued for a similar arrangement in
6 Wales to that that exists in England. For some of the
7 reasons that I've mentioned already, we think that local
8 government is -- it's (inaudible) subsidiarity, we think
9 that local government is so close to the communities and
10 the people they represent that more of the public health
11 function should reside within local government. Almost
12 everything that local government does relates to public
13 health and the health and well-being of the people that
14 they serve. In this instance we think there's probably
15 an unnecessary fragmentation. We've got a tier of
16 government which is close to those communities. There
17 are other -- there are environmental, health, trading
18 standards, other support activities that local
19 authorities discharge that align very closely with the
20 public health function, and, as I say, historically
21 we've argued for that to be returned into local
22 government. There are aspects of community care which
23 we think could be delivered by local government as well,
24 and we think that the Covid experience emphasises the
25 effectiveness of local government in that arena.
84

1 As I say, we outline this more fully in the written
2 evidence.

3 **MS BLACKWELL:** Yes, thank you very much.

4 I should say that, although I didn't formally ask
5 for your statements to be published, I will ask for
6 permission for that to be done now. Thank you, my Lady.

7 Ms Allen, you appeared to be nodding in approval
8 when Mr Lloyd was setting out his support for public
9 health being managed at a local level. Is that right,
10 and it is there anything else you would like to add from
11 a Northern Ireland perspective?

12 **MS ALLEN:** Thank you. I was nodding my support around the
13 initial comments about the unique position of local
14 authorities being embedded in their communities, both at
15 a political and officer level, and how that places them
16 in a very special position to understand the needs and
17 to respond quickly. It's not the position of local
18 government in Northern Ireland that they are advocating
19 for a transfer of public health powers.

20 **MS BLACKWELL:** Right, thank you very much for clarifying
21 that.

22 Mr Lloyd, back to you. Is it right that directors
23 of public health do not sit on the local resilience
24 fora?

25 **MR LLOYD:** There is not one answer to that question. Each

85

1 issues with the risk assessment processes which mean
2 that risk assessments do not significantly assist
3 an area's ability to respond to an issue always.

4 What are those either perceived or actual concerns
5 in terms of the efficacy of a local risk assessment and
6 planning in that regard?

7 **MR LLOYD:** So you've already asked me to expand on the
8 purpose of the community risk register.

9 **MS BLACKWELL:** Yes.

10 **MR LLOYD:** In addition, councils, the local resilience fora,
11 will want to respond, have plans in place to respond to
12 issues identified in the National Risk Register. We had
13 plans in place to respond to an influenza pandemic, we
14 did not have plans in place to respond to a Covid-like
15 pandemic. That's the core issue that we have here.

16 The vast majority of councils, 87%, say that they
17 adapted their flu pandemic plans well to respond to
18 Covid, but quite simply a Covid-like response was not in
19 the local plan.

20 **MS BLACKWELL:** Right. I just want to focus for a moment on
21 why that might have been, and whether or not there are
22 problems that you have perceived from your role in the
23 information that's contained within the National
24 Security Risk Assessment filtering down and being made
25 available for those at a local level.

87

1 local resilience forum will have a different structure.

2 **MS BLACKWELL:** Right.

3 **MR LLOYD:** If we're into a response mode, it would be
4 unthinkable that directors of public health wouldn't be
5 in the strategic co-ordinating group that would be set
6 up and leading very important strands of work, and in
7 a long-term response to an event like a pandemic we do
8 need to have a number of people taking on lead roles in
9 the local resilience fora, including chairing them, and
10 during periods through the pandemic directors of public
11 health took on that most senior role, and rightly so.

12 **MS BLACKWELL:** Right, so that isn't a procedure that needs
13 any further formalisation; it's working well, as you've
14 described? Thank you.

15 Staying with you, please, Mr Lloyd, I want to move
16 on to local risk assessment and emergency planning,
17 which we've touched upon in terms of the perhaps
18 perceived difficulty of information flowing in to the
19 Local Government Association members who have the
20 responsibility of performing the community risk
21 assessments.

22 Category 1 responders indeed do have a duty to
23 undertake these risk assessments and to devise emergency
24 plans within their areas. You say in your witness
25 statement, Mr Lloyd, however, that there are a number of

86

1 You may know that Catherine Frances, the director
2 general for the Local Government, Resilience and
3 Communities division, gave evidence to my Lady already,
4 and she said to the Inquiry that the NSRA is shared with
5 every local resilience forum in England. She made it
6 clear that there are elements of it that have to remain
7 secure, such as those parts which are deemed to be
8 official-sensitive, but that they can be accessed
9 through secure routes, and that local resilience fora
10 nominate a person who has access to that interpretation.

11 It may be my interpretation, and I don't put it any
12 higher than that, but Ms Frances appeared to suggest
13 that there was no difficulty with that process, and that
14 it was effective as far as she was concerned.

15 Does that accord with your experience, Mr Lloyd?

16 **MR LLOYD:** So, the trickiness in here is that the local
17 resilience fora are planning entities, they are not
18 legal entities in any sense.

19 **MS BLACKWELL:** What effect does that have?

20 **MR LLOYD:** That the responsibility for the actual response
21 beyond the planning sits in the -- with the Category 1
22 and Category 2 responders --

23 **MS BLACKWELL:** Right.

24 **MR LLOYD:** -- and ensuring that information flows into those
25 organisations in a way that means they can form proper,

88

1 fulsome plans is a core issue here.

2 It does come back to the issue that I, Mr Llewelyn
3 and I think Ms Allen have raised around trust and
4 ensuring that we get to a place where local partners are
5 involved in identifying the issues that should be in the
6 National Risk Register and how we will be part of the
7 response, in the way that Mr Llewelyn said, to those
8 issues, and also ensuring that we provide the challenge
9 to the approaches that are being proposed in the
10 national register, like, for example, the omission of
11 non-pharmaceutical interventions in that register.

12 So I just think whilst, of course, Ms Frances's
13 assessment of a flow is right, whether that allows for
14 effective planning at a local level is the question that
15 we should debate further.

16 **MS BLACKWELL:** So there may not be much of a problem in the
17 information cascading down, but I think -- I've
18 interpreted your evidence as meaning that there may be
19 a continuing difficulty in allowing the information to
20 flow sideways in to your partners?

21 **MR LLOYD:** That's right. With -- there are instances where
22 it's been specified that a named individual receive
23 information on a confidential basis. In a planning
24 partnership that's not an effective way of engaging
25 a wide range of different organisations.

89

1 responsibilities. As I say, protocols, written, some
2 kind of codification of how information is shared and
3 the appropriate channels of information sharing.

4 **MS BLACKWELL:** Thank you.

5 Ms Allen, you tell us in your witness statement that
6 a Northern Ireland risk register was produced by the
7 Office of First Minister and deputy First Minister, as
8 it then was, in 2013. But, as it was marked
9 "official-sensitive" that wasn't shared with all local
10 government representatives, nor were local councils
11 involved in its creation.

12 Do you have any views on the failure to share that
13 risk register with the local government representatives?

14 **MS ALLEN:** Thank you, and just, yes, to agree with the
15 points that have been made by my colleagues, that it
16 speaks to a need to improve the trust between regional
17 government and local government, and that is something
18 that's very important in a Northern Ireland context as
19 well.

20 I think the impact of that is the ability at
21 an individual council level and both in a multi-agency
22 context to be able to appropriately plan in the context
23 of not fully understanding the level of risk that has
24 been deemed to potentially exist. And I think in that
25 context, just to speak that obviously pandemic planning

91

1 **MS BLACKWELL:** What's the solution?

2 **MR LLOYD:** We need that trusted local relationship with the
3 Category 1 responders, so that we are part of the
4 solution, building from local to national to global in
5 our response to issues facing our nation.

6 **MS BLACKWELL:** Mr Llewelyn?

7 **MR LLEWELYN:** I wanted to respond to your point about
8 information cascading down.

9 I think that there is an issue in relation to
10 devolved administrations. It isn't always clear that
11 the UK Government shares information in non-devolved
12 areas with local authorities and other public sector
13 partners in those areas. Again, we mentioned this in
14 our written evidence. I think we need to look at
15 communication in a wider sense than just simply the one
16 you were referring to in your last question. But
17 I think there is a substantive issue and we need to
18 develop better understandings and possible protocols in
19 terms of how information is shared to whom, when and so
20 on.

21 **MS BLACKWELL:** So you would advocate a more substantial
22 consideration, perhaps involving a structural change, or
23 is it more of a clarity of understanding of roles and
24 how the information needs to be shared?

25 **MR LLEWELYN:** Certainly clarity on roles and

90

1 in Northern Ireland context was deemed to be regional,
2 so local government's involvement in that was extremely
3 limited and was limited to the areas in which we had
4 statutory duties, which were around bereavement
5 services. So that was the extent of our involvement in
6 pandemic planning in Northern Ireland.

7 **MS BLACKWELL:** So because the Northern Ireland risk
8 register, the national document, and indeed the process
9 that lay behind it, had no input at a regional or local
10 level, and the product of it wasn't shared at a local
11 level, it was impossible for those with the
12 responsibility at a local level to engage in that at
13 all?

14 **MS ALLEN:** To fully understand the risks as they were
15 assessed at a regional level and, just to further
16 emphasise some points from colleagues, obviously at
17 a local council level but also on a multi-agency basis,
18 understanding of the risks and analysis of risks are key
19 to developing both emergency plans and business
20 continuity plans, and that was done at a local level,
21 but obviously there is a significant difference between
22 the risks as understood at a regional or indeed national
23 level and something which is local to a particular
24 place.

25 **MS BLACKWELL:** Thank you.

92

1 In terms of local emergency plans and moving back to
2 England for a moment, I'd like to look at the extent to
3 which the 2011 influenza pandemic strategy provided
4 local planners with sufficient guidance to develop
5 a pandemic plan that was suitable to respond to
6 a pandemic such as Covid-19.

7 Mr Lloyd, was it suitable? You've mentioned already
8 the fact that at a local level there was an inability to
9 plan for non-pharmaceutical interventions, and of course
10 that's not something that is covered in any detail in
11 the strategy. Did the strategy then guide the local
12 plans, and was it possible for those responsible for
13 drafting the local plans and taking things forwards to
14 have an input of any areas that were missing from the
15 strategy, or is that an unreasonable expectation?

16 **MR LLOYD:** So, councils in England have not reported to us
17 ahead of the Inquiry concerns about the strategy that
18 you've highlighted, and the survey that we conducted on
19 behalf of the Inquiry identifies that councils believed
20 that they had plans and that they thought those plans
21 were effective and that they'd been tested in a good
22 number of cases. So I don't have a more substantial
23 response to your question. I'm happy to follow up
24 afterwards, if it's helpful.

25 **MS BLACKWELL:** Thank you.

93

1 **MS BLACKWELL:** Thank you.

2 Just returning to you momentarily, Mr Lloyd, if
3 I may, in your witness statement you describe that many
4 existing plans were ripped up when Covid arrived because
5 they didn't reflect the situation. Is that something
6 which local authorities have reported back to you during
7 the course of your survey, which, I think it's right to
8 say, was undertaken by both England and Wales in
9 preparation for this Inquiry?

10 **MR LLOYD:** So our plans were prepared for an influenza
11 pandemic with no non-pharmaceutical interventions. We
12 were in a different scenario. "Ripped up" is probably
13 an emotive word in this. Councils definitely adapted,
14 and adapted quickly, to make sure that they were in
15 a position to evolve their influenza plans into a Covid
16 plan, to deliver the financial support, to protect the
17 clinically extremely vulnerable, to work with rough
18 sleepers, to support our schools, to support businesses.
19 So we adapted, I think would be my summary.

20 **MS BLACKWELL:** All right, thank you very much.

21 Ms Allen, you explain to us in your written evidence
22 that post local government reform, each new council in
23 Northern Ireland developed its own internal emergency
24 plan, and that in relation to multi-agency plans, each
25 council now participates as a partner in its local

95

1 Mr Llewelyn, the Pan-Wales Response Plan, did that
2 in your view provide a particular focus to local
3 planners on what local pandemic plans should look like?

4 **MR LLEWELYN:** I think -- as has been expressed by my
5 colleagues already, I think the scale and scope of the
6 pandemic wasn't anticipated and expected. Our survey
7 shows that authorities thought that they were well
8 prepared for an influenza epidemic, but the scale and
9 scope of Covid was not something they had expected or
10 had planned for.

11 There is, I think, significant evidence of the
12 effectiveness of the emergency plans that were in place.
13 The -- at the start of 2020, I think it was
14 Storm Dennis, the flood -- the floods and the impact of
15 that storm were widely felt in South Wales. Authorities
16 were very effective in responding and were prepared.

17 It's interesting to note as well that the
18 arrangements that had been put in place through the WLGA
19 for mutual support came to the fore, in that instance,
20 so we had authorities from North Wales, Flintshire
21 for example providing support for Rhondda Cynon Taf,
22 when they had floods. So the arrangements that were in
23 place, all the evidence suggests they worked very
24 effectively. But, as I say, the scale and scope of
25 Covid caught everybody by surprise.

94

1 emergency preparedness group, which we've already
2 described.

3 Are you aware of any concerns in respect of local
4 emergency plans in Northern Ireland and their ability to
5 withstand what's described as an unforeseen challenge
6 posed by Covid-19?

7 **MS ALLEN:** That's quite difficult to comment on, and I say
8 that specifically because the direction give to us was
9 that pandemic planning would be undertaken at a regional
10 level, and that was made on a number of occasions.
11 Indeed, in the local government division circular 07/06
12 it specifically recognises that a communicable disease
13 pandemic should be dealt with by the Department of
14 Health, so local government was very much told to plan
15 on the basis of its own services and business
16 continuity, which it did.

17 **MS BLACKWELL:** Right, thank you.

18 I'm moving on now to look at some of the exercises
19 about which the Inquiry has heard, and turning first of
20 all to Winter Willow, which is at INQ000056627,
21 reminding ourselves that this was an influenza pandemic
22 exercise in 2007 but a number of points of learning
23 flowed from this exercise which are relevant to the
24 local authority planning.

25 If we turn to page 4, first of all, please, so that

96

1 we can set the scene, it was an exercise delivered in
2 two stages. Stage 1 was held on 30 January 2007 and
3 comprised a national-level tabletop exercise meeting of
4 the Civil Contingencies Committee that simulated
5 a United Kingdom alert level 2 of World Health
6 Organisation Phase 6.

7 Then there was a second stage between 16 and
8 21 February which followed up the decisions taken in
9 stage 1, with a full national exercise held over several
10 days.

11 Now, if we move, please, to page 5 and paragraph 5,
12 we can see that -- thank you.

13 "The Exercise also highlighted the need for better
14 engagement with the public and communities and
15 particularly community responsibility for vulnerable
16 people. There was a need for clearer advice to the
17 public on the use of antiviral drugs, facemasks and
18 other measures and on the stocking of home supplies."

19 If we can move to page 11, please, and look at the
20 fifth bullet point. Thank you.

21 "The Exercise also showed the need to improve
22 linkages between the established regional and local
23 resilience structures and their equivalents in the
24 National Health Service ... In particular, a better
25 separation needed to be created between crisis response

97

1 situation and what it calls a "rising tide" situation,
2 like the spread of a pandemic, and it does require
3 a different kind of response.

4 And, Ms Blackwell, I think when we get to the
5 recommendations in the Winter Willow evaluation, it
6 highlights the need for national/local links to be
7 improved around policy and information, and we agree, in
8 English local government, as I'm sure my colleagues will
9 in Wales and Northern Ireland. So there are lessons
10 that were highlighted that have not been learned as we
11 have gone forward over the years, and we will come to
12 other exercises that perhaps trigger even deeper
13 emotions in due course.

14 **MS BLACKWELL:** Thank you.

15 Mr Llewelyn, is there anything that you would like
16 to add?

17 **MR LLEWELYN:** No, I agree with those comments, nothing to
18 add.

19 **MS BLACKWELL:** Ms Allen?

20 **MS ALLEN:** Just to advise that participation in Winter
21 Willow did not extend to local government in
22 Northern Ireland, it's our understanding that took place
23 at a regional level, so we are not aware of the
24 recommendations in any detail.

25 **MS BLACKWELL:** Thank you.

99

1 and recovery roles at the local level. It was
2 recognised that the management of a 'rising tide' event
3 was significantly different to a sudden incident and
4 some regions identified the need for greater clarity in
5 individual roles and the trigger for establishing
6 Regional Nominated Co-ordinators, and their equivalents
7 in the devolved administrations, under the Civil
8 Contingencies Act 2004."

9 Finally, then, page 12 and paragraph 4, please:

10 "The Exercise highlighted the need for the process
11 for the collection of regular data and information at
12 the local level, and its collation into reports to the
13 centre, to be reviewed. There were several possible
14 communication routes between local responders and the
15 centre with the potential to lead to confusion. The
16 templates for reporting data also needed some revision
17 to ensure a consistent picture of the emerging
18 situation."

19 Now, these were all areas in which issues remained
20 in January of 2020, some 13 years after this exercise
21 took place.

22 Mr Lloyd, coming to you first, would you agree with
23 that?

24 **MR LLOYD:** I would. The report helpfully reminds us of the
25 difference between a blue light emergency services led

98

1 There was limited local resilience fora involvement
2 in Exercise Cygnus and, Mr Lloyd, you tell us in your
3 witness statement that only eight of the local
4 resilience fora took part in the exercise. Is it
5 possible that some of the other local resilience fora
6 may have had some informal engagement with the exercise
7 about which the LGA may not be aware?

8 **MR LLOYD:** So the exercise was first planned in 2014, with
9 a larger number of local resilience fora lined up to
10 participate, delayed and delayed and eventually
11 exercised in 2016, by which time some had dropped out.
12 To the best of my knowledge, there were eight that
13 participated in the final exercise.

14 **MS BLACKWELL:** Do you think that there should have been
15 a more formalised arrangement for the remaining local
16 resilience fora to be part and parcel of the exercise?

17 **MR LLOYD:** Well, we hope that the Inquiry will conclude that
18 we need a systematic approach to rehearsing a whole set
19 of potential incidents across the country, that are
20 planned involving local as well as national, so that we
21 can know what we're going to deal with over the five or
22 ten years.

23 So, yes, of course we would like to have seen more
24 involvement, and Ms Blackwell, I guess the core thing
25 that creates a reaction in English local government is

100

1 the fact that Exercise Cygnus, the conclusions of it,
 2 its recommendations, were kept secret from local
 3 government.

4 **MS BLACKWELL:** Well, I'm going to come on to that in
 5 a moment, but the poor attendance -- and I don't mean
 6 that in any pejorative sense, but the numbers of local
 7 resilience fora and their involvement being so low is
 8 particularly concerning, isn't it, given that the --
 9 well, one of the overarching findings of the report was
 10 that the United Kingdom was not equipped for a pandemic?

11 **MR LLOYD:** Yeah, and I think it comes back to the
 12 recommendations that Bruce Mann's put to you about
 13 needing a more people-focused resilience structure in
 14 our country.

15 If in an exercise like Cygnus we recognise this is
 16 actually about every community across the country, you
 17 would want your local communities and their response
 18 mechanisms involved in an exercise like this. But at
 19 the moment it's seen as a top-down approach to these
 20 kinds of events and local government is brought in as
 21 a participant on a small scale rather than at the core
 22 of the exercise.

23 **MS BLACKWELL:** Before we break for lunch, I'm going to ask
 24 you to expand on the evidence that you've just given
 25 about the fact that the report was kept secret from you.

101

1 **MS BLACKWELL:** But those were judicial processes which had
 2 been commenced by the Local Government Association?

3 **MR LLOYD:** No, that's not the case, they were commenced by
 4 members of the legal profession -- sorry, the medical
 5 profession, forgive me.

6 **LADY HALLETT:** So they started judicial review proceedings?

7 **MR LLOYD: (Witness nods)**

8 **MS BLACKWELL:** Is that a convenient moment?

9 **LADY HALLETT:** Certainly. How are we doing for time?

10 **MS BLACKWELL:** I think we're all right, actually, having
 11 a normal length of lunch break, thank you.

12 **LADY HALLETT:** I shall return at 1.45.

13 **(12.45 pm)**

14 **(The short adjournment)**

15 **(1.45 pm)**

16 **LADY HALLETT:** Ms Blackwell.

17 **MS BLACKWELL:** Thank you, my Lady.

18 Just before we broke for lunch, Mr Lloyd, we were
 19 discussing the fact that few local resilience fora were
 20 involved in Exercise Cygnus, and you were telling
 21 my Lady that in fact it took a JR, a judicial review
 22 process being launched in order for the report from
 23 Exercise Cygnus to be provided, which I think was
 24 eventually done in June of 2020.

25 Taking place during the same year as Exercise Cygnus

103

1 Explain to the Inquiry, please, Mr Lloyd, the
 2 circumstances of that and what efforts were made by the
 3 Local Government Association in order to attempt to
 4 obtain a copy of the report.

5 **MR LLOYD:** So in -- the exercise, as you've said, was
 6 planned in 2014, took place in 2016, involved some local
 7 resilience fora. The plan to evaluate the effectiveness
 8 of the exercise didn't include those LRFs in every
 9 element of evaluation, it was only some.

10 The feedback, as far as we're aware, to the LRFs was
 11 limited, if at all. Careful choice of words for
 12 the Inquiry. The Local Government Association was not
 13 sighted on the exercise's conclusions and we only became
 14 aware of the detail when judicial processes were
 15 triggered in 2020 that, before their conclusion,
 16 resulted in DHSC's Secretary of State releasing the
 17 report. Its recommendations are significant in terms of
 18 pandemic planning and all local government wishes we
 19 were sighted on those recommendations earlier.

20 **MS BLACKWELL:** When you say it was released during the
 21 course of the approach to judicial processes, what do
 22 you mean by that?

23 **MR LLOYD:** We didn't get to a final ruling. The department
 24 decided to publish before the judicial processes reached
 25 a conclusion.

102

1 was Exercise Alice. Is it right, Mr Lloyd, that the
 2 Local Government Association did not become aware of
 3 Exercise Alice taking place until the autumn of last
 4 year, 2022?

5 **MR LLOYD:** That is correct.

6 **MS BLACKWELL:** All right.

7 You tell us in your witness statement that the fact
 8 that the exercise taking place was kept a secret from
 9 the Local Government Association was itself surprising
 10 and regrettable. Why was it regrettable?

11 **MR LLOYD:** So Exercise Alice was a desktop exercise
 12 exploring the consequence of the UK experiencing a SARS,
 13 MERS outbreak. The local government family, I think
 14 that applies to the whole of the nation, didn't become
 15 aware of the exercise having taken place, nor its
 16 conclusions, until the report became known through the
 17 work of this Inquiry.

18 Why it matters, having now retrospectively seen that
 19 work, it was the first time when issues like quarantine
 20 featured in planning. It would have changed what we
 21 were doing in our local planning to have knowledge of
 22 that kind of intent should we experience a pandemic of
 23 those strains.

24 **MS BLACKWELL:** Is there a culture of secrecy, do you think,
 25 that exists between what's going on in central

104

1 government and what is allowed to be known at the local
2 level?

3 **MR LLOYD:** So Exercise Winter Willow conclusions were shared
4 without negative consequence back in 2017. Cygnus
5 wasn't, Alice wasn't, more recently. I think that takes
6 me to answer your question as: yes, there is an approach
7 to secrecy around the conclusions.

8 **MS BLACKWELL:** And the ramifications of not disclosing,
9 I mean, the existence of an exercise but, perhaps as
10 importantly, the report that flows from the exercise to
11 local government level, is that there is a lack of
12 knowledge which affects the level of preparation and
13 planning?

14 **MR LLOYD:** So, as I think as all three of us have made
15 clear, the local-national interface -- this is a shared
16 endeavour to manage the nation through events, like the
17 tragic event of a pandemic. If we're not sighted on the
18 recommendations like the 22 set out in Exercise Cygnus,
19 like recommendation 21 around excess death management
20 and the consequences for us at a local level, we're not
21 planning in the way that we should be. So you're
22 absolutely right, it has significant consequences.

23 **MS BLACKWELL:** Mr Llewelyn?

24 **MR LLEWELYN:** Thank you.
25 We weren't sighted on Alice, as was the case with
105

1 services, and that no matter how difficult we find that
2 as public servants that we should be able to find a way
3 to manage that.

4 Our experience certainly is there have been
5 significant improvements in the revised Civil
6 Contingencies Framework in Northern Ireland in 2021,
7 which we feel properly reflects the contribution that
8 councils and local multi-agency structures can make in
9 an emergency response.

10 **MS BLACKWELL:** Thank you.

11 **LADY HALLETT:** Can I just go back to Exercise Alice.
12 You said, Mr Lloyd, the Local Government Association
13 only became aware and, by the sounds of it, so did other
14 local government associations. Does that mean that no
15 local bodies were involved in Exercise Alice? Cygnus
16 you said eight, I think it was.

17 **MS BLACKWELL:** Yes.

18 **MR LLOYD:** That's right, so in Cygnus there was the
19 engagement of eight local resilience fora. To the best
20 of my knowledge there was no local government
21 involvement in the desktop exercise known as
22 Exercise Alice.

23 **LADY HALLETT:** So no input and then you're not even told
24 what the recommendations are?

25 **MR LLOYD:** That's correct.
107

1 the NJ(?), but I think it is interesting to note that
2 Wales ran its own Cygnus exercise in 2014, in October of
3 that year. It was a Wales-only exercise, it was
4 national and local, and the collective recommendations
5 were shared and were discussed within the Wales
6 Resilience Partnership Team.

7 It's also interesting to note that the
8 recommendations refer to preparations for an influenza
9 outbreak, which would not have helped in preparation for
10 Covid, but there was nothing -- none of the
11 recommendations covered non-pharmaceutical interventions
12 or made reference to, for example, schools closing. So
13 in that sense perhaps the recommendations might not have
14 been as useful in preparedness for Covid, but it is
15 interesting to note, I think, that the recommendations
16 were shared collectively. It didn't cover things like
17 an all-Wales risk register, which in hindsight would
18 have been useful as well.

19 **MS BLACKWELL:** Ms Allen, is there anything that you would
20 like to add?

21 **MS ALLEN:** Thank you. Just speaking to the difference in
22 public services delivery in Northern Ireland,
23 particularly with the public health function being
24 managed by a separate organisation, however NILGA would
25 feel that the public have a right to integrated public
106

1 **MS BLACKWELL:** Or even the existence of the exercise having
2 taken place.

3 Moving towards from 2016 and from Exercise Cygnus
4 which we know took place in October of that year, a key
5 workstream included the development of a pandemic flu
6 standard as part of the National Resilience Standards,
7 intended to assist the local resilience fora with
8 planning, but, as we know, that workstream was delayed
9 due to preparations for a no-deal EU exit.

10 I would like to look, though, at a local resilience
11 forum pandemic flu preparedness report which we have at
12 INQ000023154.

13 This is a report that is England-centric and it was
14 prepared by RED. It was, as we can see from the
15 executive summary, a questionnaire which was developed
16 and commissioned to support the work of the Pandemic Flu
17 Readiness Board prior to Covid, and:
18 "This summary of the LRF responses represent the
19 situation at the point of collection in
20 February 2020 ..."
21 So outside, just, of our time period. But it:
22 "... has been repurposed to support preparations for
23 Covid-19. A range of actions are recommended that fall
24 to the local and national tiers to take forward ..."
25 I'm particularly interested to go to page 6, please,
108

1 and to look at what the LRF concerns were.
 2 If we can highlight the paragraph under "LRF
 3 concerns", please:
 4 "Recommendation 9 -- government to continue to share
 5 guidance on pandemic preparedness to allow refers to
 6 review their arrangements.
 7 "Concerns broadly covering one or more of the
 8 following, often interlinked, areas [were these]:
 9 "Excess Deaths;
 10 "Supply of Appropriate Equipment/Medicines;
 11 "C3;
 12 "Logistics;
 13 "Information/guidance from Central Government;
 14 "Health and Social Care sector capacity;
 15 "Ethics/Complex Decisions;
 16 "Skilled staff; Roles & Responsibilities;
 17 "Critical Care;
 18 "Testing/"First few hundred";
 19 "Finance;
 20 "Legislation;
 21 "Essential Services;
 22 "Business Continuity;
 23 "Planning assumptions ...
 24 "Scope of Plan;
 25 "Communications;

109

1 local resilience fora, for example working with the
 2 voluntary community sector's an omission, so we would
 3 have added some value to this document.

4 **MS BLACKWELL:** Thank you.

5 I want to move on to deal with the abolition of the
 6 Government Offices Resilience Manager role, which you
 7 talk about in your witness statement, Mr Lloyd.

8 Do you think that there is an argument for
 9 a regional level approach and that particular office, of
 10 Government Officer of Resilience, to be -- well,
 11 consideration at least to be given to its reinstatement?

12 **MR LLOYD:** My answer isn't straightforward. So the
 13 Department for Levelling Up, Housing and Communities
 14 does have link officers with local resilience fora.
 15 They do a good job of acting as a liaison point into
 16 that department. The core issue, if we believe that our
 17 response in this country should be local to national,
 18 the question really relates to what does each local
 19 resilience forum require to be more effective. Some
 20 have mass and scale. I immediately think of
 21 Greater Manchester when I say that. Some are smaller
 22 and could benefit from mutual aid and support from near
 23 neighbours. So I think there's -- arrangements may vary
 24 across the country to allow the scale and capacity to
 25 respond to incidents. I wouldn't simply say it must be

111

1 "Recovery;
 2 "Quarantine;
 3 "Vulnerable people;"
 4 If we go over the page:
 5 "Bereavement and social issues; and
 6 "Discharge protocols."
 7 Now, these matters, some of these matters we now
 8 know, from our discussion of the recommendations in
 9 Winter Willow, and of Cygnus and Alice in more recent
 10 times, some of these issues had been flagged for many
 11 years.

12 When, Mr Lloyd, did you first become aware of this
 13 report from RED?

14 **MR LLOYD:** My short answer is: in preparation for this
 15 Inquiry.

16 **MS BLACKWELL:** Right. Did you know of its existence prior
 17 to that?

18 **MR LLOYD:** Personally I did not.

19 **MS BLACKWELL:** Right. Would you, as chief executive of
 20 the LGA, expect to have been informed, firstly, that
 21 a report of this nature had been prepared and, perhaps
 22 taking it back a stage, that the local resilience fora
 23 had been engaged with RED in order to provide their
 24 opinion on these matters?

25 **MR LLOYD:** Yes. There would additions to this list from

110

1 a regional answer. It's what will work in each
 2 circumstance.

3 **MS BLACKWELL:** Remaining with you for the moment, if I may,
 4 Mr Lloyd, I also want to ask you about assurance,
 5 because when Catherine Frances gave evidence to
 6 the Inquiry, she confirmed that, in terms of plans, the
 7 central government organisations and groups do not have
 8 any level of assurance role over the local government
 9 plans.

10 Is there a need for there to be any level of
 11 assurance provided by central government or, in your
 12 opinion, is the local assurance working and there's no
 13 need for looking at altering or potentially improving
 14 the system?

15 **MR LLOYD:** So I think my answer to both of your questions is
 16 no. So I think what's missing at the moment is, as
 17 Mr Llewelyn said earlier in our evidence session, the
 18 engagement of democratically elected leaders in a place
 19 who can provide both leadership for community, oversight
 20 of the work of local resilience fora, scrutiny and
 21 challenge around what the plans look like. Point one.

22 Point two, I think there's the potential for LRFs
 23 who are all trying to do the same thing in their
 24 different ways to peer review each other's activities.

25 This is something the Local Government Association has

112

1 proposed on previous occasions, and has not been taken
2 up by our central government colleagues, to put in place
3 an arrangement that would allow competent, able,
4 experienced people in the local resilience fora to go to
5 other places, test plans and check. I would start there
6 before introducing some kind of top-down assessments.

7 **MS BLACKWELL:** Is it right that in fact -- I don't mean this
8 in any critical way, but at the moment all that's
9 happening is that each local resilience forum is
10 effectively marking its own homework, they are assuring
11 their own plans?

12 **MR LLOYD:** That plays exactly to the point I'm making. By
13 inviting other experts in the field, other LRFs, who
14 know the issues they're grappling with in their local
15 community risk register, to look into other LRFs and
16 test whether their plans are robust, comprehensive,
17 inclusive, include the voluntary community, et cetera,
18 et cetera, we don't have that arrangement at the moment,
19 and it would add value.

20 **MS BLACKWELL:** Thank you.

21 Mr Llewelyn, do you want to make any comments on
22 assurance?

23 **MR LLEWELYN:** In terms of arrangements in Wales, and the
24 political engagement in particular, we recognised the
25 democratic deficit early on within the -- and during the

113

1 **LADY HALLETT:** Sorry, could I go back to Mr Llewelyn.

2 You said that you had added democratic process.
3 What do you mean in actual terms, what happened, what
4 did you change?

5 **MR LLEWELYN:** So what we -- at some points during the Covid
6 crisis we would arrange meetings of the 22 local
7 authority leaders with government ministers which
8 provided, as I said, democratic oversight,
9 an alternative forum for discussion of various aspects
10 of the response. At key stages during the crisis these
11 meetings took place on a daily basis, on weekends. We
12 were able to respond as and when. As we went through
13 the crisis they occurred less frequently but we were
14 able to stand up these arrangements at incredibly short
15 notice, sometimes within a matter of hours.

16 **LADY HALLETT:** Thank you.

17 **MS BLACKWELL:** Mr Lloyd, Catherine Frances explained to
18 the Inquiry that ResilienceDirect is the key platform to
19 share strategy and planning documents between central
20 government and the local resilience fora.

21 Is that, in your opinion, an effective platform for
22 the sharing of such documents?

23 **MR LLOYD:** So I think it's important I put on the record
24 that I personally do not have access to that platform,
25 so I'm sharing reports with you. Access to documents is

115

1 Covid crisis, and as an association put arrangements in
2 place to provide greater member oversight and cover of
3 the response, but also close engagement with the
4 Welsh Government as well. So in a sense we almost
5 initiated a parallel democratic process to sit alongside
6 the arrangements under the Civil Contingencies Act.
7 I think those arrangements worked very effectively.
8 They've continued post-Covid, and they've been part of
9 the Wales response to the Ukraine humanitarian crisis
10 and, more recently, the cost of living crisis as well.

11 **MS BLACKWELL:** Thank you.

12 Ms Allen, is there anything which you would like to
13 add?

14 **MS ALLEN:** Just to specify, the arrangements for assurance
15 in Northern Ireland are slightly difficult. Each
16 council obviously has its own internal audit function,
17 which its emergency plan and business continuity plan
18 will be scrutinised through, which does -- is overseen,
19 obviously, by democratically elected officials.

20 There is an arm's length body of government in
21 Northern Ireland called the Northern Ireland Audit
22 Office which is an independent arm of government which
23 provides that scrutiny over councils and the activities
24 of councils as well.

25 **MS BLACKWELL:** All right, thank you very much.

114

1 restricted to certain people within a local resilience
2 forum or within some of the Category 1 responders.

3 Then, during the EU exit preparations and during
4 Covid, other channels for sharing documents and
5 information were used by our colleagues in Department
6 for Levelling Up, Housing and Communities, so it wasn't
7 consistently through ResilienceDirect, but I don't have
8 a critique of the system to share with you from those
9 people that do have access.

10 **MS BLACKWELL:** Right.

11 Do you think, from your point of view and from your
12 position, that consideration might be given to expanding
13 the pool of organisations and partners that might have
14 access to it?

15 **MR LLOYD:** That's implicit in my answers. Let me make it
16 explicit. I have said earlier on in my evidence that
17 local resilience fora are a planning partnership. They
18 are utterly dependent on the Category 1 and sometimes
19 Category 2 responders to bring to life those plans, so
20 ensuring the key personnel within those responder
21 organisations have sight of key documents is very
22 important.

23 **MS BLACKWELL:** Have your members made any comments to you
24 about the length and complexity of planning documents?

25 **MR LLOYD:** There's a call for documents to be consolidated

116

1 in one place, which plays to your core points, for them
 2 to be simplified and for them to be up to date. So yes.
 3 **MS BLACKWELL:** So those three aspects.
 4 Mr Llewelyn, is that mirrored in your knowledge from
 5 your members?
 6 **MR LLEWELYN:** Yeah, more or less, I think, yes.
 7 **MS BLACKWELL:** And Ms Allen?
 8 **MS ALLEN:** Yes, particularly the point about documents being
 9 kept up to date.
 10 **MS BLACKWELL:** Up to date, thank you very much.
 11 Inequalities and vulnerabilities should form part of
 12 the consideration for preparedness response and
 13 recovery. So you say, Ms Allen, in your witness
 14 statement to the Inquiry.
 15 You also refer to the fact that the CCG(NI)
 16 Vulnerable People Protocol, which was established in
 17 2016, should form a normal part of all preparation and
 18 activation.
 19 Is that currently being done, do you think?
 20 **MS ALLEN:** Speaking from a local government perspective,
 21 I can say that our preparation is very much
 22 person-centred, which is how we plan and respond,
 23 particularly as councillors are democratically elected
 24 and are held very accountable at that local level.
 25 I think in a Northern Ireland context that is

117

1 and can represent them very effectively, and connect
 2 with other organisations who can share their
 3 experiences. So I think the ability to be able to fully
 4 try and anticipate their needs is core to any effective
 5 emergency plan and response.
 6 What I would say is obviously, from our own
 7 perspective, some of the impacts of Covid-19 weren't
 8 anticipated. I think that's reflective of my
 9 colleagues' contribution as well. But the -- our
 10 experience in local government is that the training and
 11 experience of emergency planners is a very unique --
 12 it's a very unique method of doing a full 360 to
 13 understand what the potential direct impacts may be,
 14 but, more importantly, some of the unintended
 15 consequences of decisions. It's a very valuable insight
 16 that we very much value in our sector.
 17 **MS BLACKWELL:** Mr Llewelyn, is there anything that you would
 18 like to add?
 19 **MR LLEWELYN:** I think this is -- vulnerability is a very
 20 difficult and complex issue, and the reality is --
 21 I think you were alluding to this -- that we're all
 22 vulnerable in different settings and in different
 23 contexts and, depending on the nature of the emergency
 24 or the crisis, there is a significant contextual
 25 dimension to it. Our survey reflects the local

119

1 brought to life with additional legislation via the
 2 section 75 of the Northern Ireland Act 1998 which,
 3 rather than just being a protocol, places a statutory
 4 duty on all public bodies to give due consideration in
 5 the delivery of public services to any disadvantage that
 6 may be felt by protected groups, of which there are
 7 a number, and I think also that is brought to life
 8 through the involvement of the voluntary community and
 9 faith sector, which bring important insight in
 10 supporting vulnerable people, and I can give you the
 11 assurance that those sectors are very heavily
 12 represented at a sub-regional and regional level in our
 13 responses.
 14 **MS BLACKWELL:** The Inquiry has heard evidence from witnesses
 15 who say it's impossible to fully pre-empt the groups of
 16 people who will be most severely affected by an incident
 17 such as a pandemic. However, do you believe that in the
 18 work at local government level there is much that can be
 19 done in order to identify which vulnerabilities are
 20 likely to be most exacerbated by the onset of
 21 a pandemic?
 22 **MS ALLEN:** The answer is yes, and I'll explain that answer.
 23 First of all, local government is completely embedded in
 24 the communities it serves. Our councillors and our
 25 officers know very deeply the needs of those communities

118

1 authority views in terms of their preparedness and the
 2 way they responded.
 3 There is a high degree of awareness of the public
 4 sector equality duty under the Equalities Act and the
 5 need to respond to the needs of those with protected
 6 characteristics, and again those needs will vary
 7 according to the nature of the crisis, which in turn
 8 determines the vulnerability.
 9 What I think is clearly evident from the Covid
 10 experience is, as has been mentioned, that local
 11 authorities are embedded in their communities both in
 12 terms of elected members and officers, and I think the
 13 evidence of the way -- certainly in Wales, but I believe
 14 it's the case across the United Kingdom -- when we look
 15 at the initial interventions when schools were closed,
 16 the first Monday of the closure, local authorities were
 17 able to provide school meals to vulnerable children,
 18 those in receipt of free school meals, care workers and
 19 so on.
 20 The shielding scheme, similarly, the local authority
 21 assessment of vulnerability was able to extend far
 22 beyond any statutory responsibility. Because those
 23 officers and members were rooted in their communities,
 24 they were able to provide bespoke responses before any
 25 government guidance had been provided.

120

1 It's part of that thread of subsidiarity that runs
2 through our evidence. Central government is
3 well positioned to provide strategic direction, but it's
4 only those bodies -- local authorities but also their
5 partners, the voluntary sector, the business sector --
6 that are able to interpret that strategy and provide
7 a response which is bespoke to the needs of their
8 community.

9 So I think in every instance authorities were able
10 to go beyond any immediate or proscribed definition of
11 vulnerability.

12 **MS BLACKWELL:** Mr Lloyd, is there anything which you would
13 like to add?

14 **MR LLOYD:** To amplify, if I may, the dynamic nature of
15 vulnerability in an incident. So it does depend on
16 what's happened, what the response is, what the
17 circumstances are of the affected individuals and what
18 their support systems look like.

19 An example that springs to my mind from running
20 councils is dealing with flooding, and I'm immediately
21 concerned about homelessness. But if the flooding takes
22 out the power supply, I become concerned about the
23 people in the care home up the hill. So it changes
24 depending on what's happening.

25 That was certainly the case in councils, as both my
121

1 changing circumstances and demands made of them.
2 Because they are so service and delivery focused,
3 I think that they're able to respond in a way that
4 perhaps other tiers of government aren't able to.

5 So in -- it's clear that the possibility of
6 a no-deal departure from the European Union had
7 an impact on local government in terms of preparedness.
8 Concerns about supply chains and workforce issues were
9 clearly evident.

10 Local authorities in Wales worked very closely with
11 the Welsh Government in terms of that preparedness, but
12 for most of the time it would have been an operational
13 focus. And, as I say, authorities are able to -- they
14 are incredibly fleet of foot and are able to adapt and
15 respond to changing circumstances very, very quickly.

16 I mentioned earlier the response to Storm Dennis at
17 the start of 2020, and it's an interesting example of
18 the way local authorities were involved in recovery
19 following the floods of Storm Dennis but also equally
20 involved in the response to Covid, and that's the same
21 principles apply in terms of a no-deal Brexit.

22 Authorities were making preparations, their emergency
23 planning teams were focused on it, but they were also
24 focused on other areas as well.

25 **MS BLACKWELL:** Right, thank you.
123

1 colleagues have illustrated, during the pandemic, with
2 elected councillors rooted in their communities being
3 absolutely sighted on the issues in their community and
4 the need for a council to bring a whole organisation,
5 a whole partnership response, including the voluntary
6 and community sector, to supporting the community
7 through what was, as I said earlier, a torrid time for
8 us all.

9 So I do think councils responded effectively to
10 vulnerability, but recognising there's more for us all
11 to do, much learning for us, around understanding in the
12 Covid context the different transmissions, the different
13 vulnerabilities, the different susceptibilities and the
14 different treatments.

15 **MS BLACKWELL:** All right.

16 Now, Mr Llewelyn, you mentioned the survey, and
17 we're going to come to that shortly, but before we do,
18 I'd just like to ask about the impact of preparing for
19 a no-deal EU exit and what level of local authority
20 resources were funnelled into that and away from
21 preparedness so far as your experience or the experience
22 of your members is concerned.

23 **MR LLEWELYN:** The immediate thing to say is that local
24 authorities are incredibly flexible and agile and fleet
25 of foot and are able to respond with some immediacy to
122

1 Mr Lloyd, in your witness statement to the Inquiry,
2 you tell a slightly different story in terms of the
3 experience of one council officer and the advice that he
4 was receiving from central government, in that he had
5 contacted government about an area of risk away from
6 Brexit and was told: if it's not Brexit, it's not
7 happening.

8 Is that also an experience that has been reflected
9 to you by other members?

10 **MR LLOYD:** I think it's important I say that my organisation
11 on the issue of Brexit had no political position, we
12 just set out to deal with the consequences.

13 **MS BLACKWELL:** Thank you.

14 **MR LLOYD:** So, having said that -- so there's a plus and
15 a minus on this. So the plus, the work on
16 no-deal Brexit preparation actually brought partners
17 together and meant that we were working on issues that
18 provided a helpful starting point for the very, very
19 significant challenges that then came our way.

20 On the negative side, the consequence of that focus
21 so rigorously on no-deal preparation did mean that
22 routine activity, the reviewing of plans, the testing
23 and training, work on pan flu, et cetera, was deferred.

24 There is a definite consequence. Local government,
25 as Mr Llewelyn has said, is very dynamic and we will
124

1 move resources around to the issue that's presenting to
 2 our community, but we in the main have to do it with the
 3 resources that we've got. You've had previous witnesses
 4 that talked about the increase in capacity in central
 5 government to deal with Yellowhammer. Local government
 6 didn't increase its capacity, we had to move staff
 7 around. The consequence of moving staff around was some
 8 things had to go. Add to that my previous reference to
 9 the impact of financial cuts in councils, typically
 10 emergency planning staff halved during that decade, so
 11 there was less capacity anyway going into no-deal
 12 planning.

13 **MS BLACKWELL:** Ms Allen, anything which you would like to
 14 add?

15 **MS ALLEN:** Just to agree with Mr Lloyd's comments.

16 **MS BLACKWELL:** Thank you very much.

17 Then let's turn, please, to look at the results of
 18 the survey which the Local Government Association and
 19 the Welsh Local Government Association have conducted
 20 specifically in preparation for my Lady's Inquiry.

21 We can see if we look at page 42, please, and
 22 table 18, the results of the survey in terms of adequacy
 23 of funding. Thank you.

24 If we look at table 18, at the lower part of the
 25 page, we can see that less than a fifth of respondents,
 125

1 authorities, is there any point to be made about that?

2 **MR LLOYD:** So different roles and responsibilities, so the
 3 single tier councils carry responsibility for adult
 4 social care and children's services. District councils
 5 have vital services in their communities, but they don't
 6 have those demand-led services around adult social care
 7 or children's.

8 **MS BLACKWELL:** Thank you.

9 Could we now go to page 46, please, and look at some
 10 of the underlying responses from the survey respondents,
 11 which I think reflect upon what you have just set out.

12 In fact, can we go to the next page, please.

13 Thank you.

14 What do we see in table 20 here, Mr Lloyd?

15 **MR LLOYD:** We see councils that are recognising that they're
 16 under stress and capability in their workforce, that
 17 during the period that's preceded councils have seen --
 18 councils don't have people on standby waiting to respond
 19 to a crisis. We need to deploy staff -- re-deploy staff
 20 in those circumstances, and we see here those stresses
 21 being reported.

22 **MS BLACKWELL:** In your witness statement, you tell
 23 the Inquiry that councils in England have had their core
 24 funding from central government reduced by £15 billion
 25 over the ten-year period from 2010 to 2020, in cash
 127

1 that's 18% in England and 14% in Wales, considered that
 2 in January 2020 they were adequately funded for
 3 a national emergency, and in England the proportion was
 4 slightly higher in shire districts than single tier
 5 authorities and counties.

6 Mr Lloyd, is there any reason for that, that springs
 7 to mind?

8 **MR LLOYD:** So if I may, please, record my thanks to Covid
 9 Bereaved Families for Justice UK for highlighting
 10 an error in the original version of this survey. We
 11 transposed those numbers. The results, as they show at
 12 the moment, illustrate the fact that councils were
 13 financially stressed with, say, over four-fifths saying
 14 we don't have resources in place to deal with a national
 15 emergency and we do need to look to national government
 16 to respond. Councils have limited access to financial
 17 reserves, and once they're gone, we can't use them for
 18 other critical vital services.

19 So this highlights the overall stress that was
 20 facing councils financially, and the need then for
 21 government to help us in our emergency response -- which
 22 did follow, I hasten to add, but that will be Module 2.

23 **MS BLACKWELL:** Right.

24 In terms of the fact that the proportion was
 25 slightly higher in shire districts than single tier
 126

1 terms, and that that in your estimation is a real terms
 2 reduction of 57%.

3 When Ms Frances gave evidence to the Inquiry, she
 4 told my Lady that that is not a measure of the resources
 5 available to local government, particularly because it
 6 doesn't include resources from council tax. Do you
 7 agree with her assessment of your setting out of the
 8 figures?

9 **MR LLOYD:** Okay, it all depends on how one wants to present
 10 the argument, to be frank. If we were looking at
 11 central government grant to local councils, I could say
 12 to you, under oath, that 60p in every pound of
 13 government grants was reduced.

14 Catherine Frances will talk about core spending
 15 power of councils, which includes our ability to raise
 16 council tax, and she's right, but the degree to which
 17 councils can raise council tax is constrained by central
 18 government and is set, normally, at a level flow
 19 inflation, so we have a diminishing resource base.

20 So I think the easiest way to agree this between
 21 ourselves and the Department for Levelling Up, Housing
 22 and Communities is probably to refer to the National
 23 Audit Office and the Public Accounts Committee, who do
 24 acknowledge that there were very significant cuts in
 25 local government funding, and they put the overall
 128

1 reduction in spending by local government at 26%.
2 That's probably a good place to land between the two
3 presentations.

4 **MS BLACKWELL:** All right. Thank you very much, that sounds
5 very fair, if I might say so.

6 Mr Llewelyn, what comments do you have for
7 the Inquiry in terms of funding in Wales?

8 **MR LLEWELYN:** The period of austerity had a massive impact
9 on local government finances, inevitably with a period
10 of cuts around ten years. What happens is that
11 authorities are forced to focus on their statutory
12 services.

13 Wales has 22 unitary authorities. They deliver
14 social services, adult and children's education and
15 other statutory services. Inevitably, when their
16 budgets are cut so significantly, they can compensate to
17 a very small extent through increases in council tax,
18 but with all the restrictions that have been mentioned,
19 what in reality happens is that non-statutory services
20 are cut, culture, leisure, other discretionary services.
21 It has had an impact on emergency planning services as
22 well. They would have been reduced.

23 There are other further consequences as well, in
24 terms of the -- as spending on council services is
25 reduced we also know that demand for council services

129

1 restraints but also workforce capacity?

2 **MR LLEWELYN:** And knock-on consequences.

3 **MS BLACKWELL:** Thank you.

4 Ms Allen, you tell us in your witness statement that
5 individual councils in Northern Ireland do not receive
6 specific funding to undertake emergency planning, and
7 that it's for each council to determine the resource
8 that they will internally provide based on their local
9 assessment?

10 **MS ALLEN:** That's correct.

11 **MS BLACKWELL:** Are there any comments that you would like to
12 make about the level of budgetary provision in the
13 run-up to Covid for the local authority organisations
14 that you represent?

15 **MS ALLEN:** Yes, and it speaks to the point a couple of
16 colleagues have made in relation to the wider pressures
17 on council finances, particularly in the context where
18 in Northern Ireland it is a discretionary enabling power
19 for councils under Article 29 of Local Government Order,
20 so the --

21 **LADY HALLETT:** Could you go more slowly, please.

22 **MS ALLEN:** I'm sorry.

23 It is a discretionary enabling power in relation to
24 council roles and emergency planning, and in that
25 context discretionary services often suffer under

131

1 increases during a period of austerity as well. In
2 weaker communities and parts of the economy that impact
3 is disproportionate and is exaggerated. In many parts
4 of Wales, local government is one of the best -- one of
5 the few employers and, again, in cutting local
6 government services, it has a detrimental effect on the
7 wider economy as well and on the supply chain within
8 that local economy. So we see services diminish, demand
9 for services increase, and the impact is inevitably felt
10 more widely.

11 Then, in terms of going forward, the lack of
12 financial resilience, both within local government in
13 Wales but also the Welsh Government as well, the
14 Welsh Government in terms of its reserves is very
15 restricted as well.

16 During -- in response to the Covid crisis, because
17 of the lockdown, because local government services had
18 been closed down, some of the leisure centres, leisure
19 services and others that I mentioned, authorities could
20 redeploy those staff, but it's not inconceivable that in
21 a future crisis that capacity to redeploy wouldn't be
22 there in the same way, which is why we say that more
23 thought and more planning needs to be put into that, the
24 process of redeploying.

25 **MS BLACKWELL:** All right, so not just a matter of budgeting

130

1 financially constrained times in terms of
2 prioritisation. So we definitely believe that more
3 resource is needed to support preparedness.

4 **MS BLACKWELL:** Thank you.

5 Finally I would like to look at table 21 of the
6 survey which is, I think, at pages 48 to 50 --
7 thank you -- and talk about factors negatively impacting
8 readiness.

9 Could we move forwards, please, to the next page,
10 and the next page, please. Thank you.

11 Now, I'm going to seek to summarise what we have
12 here, because of course the survey itself will be
13 published following the evidence of the three of you
14 today, but the authorities were asked, were they not, to
15 identify any factors between 2009 and 2020 that
16 negatively affected their state of preparedness for
17 Covid-19.

18 Is it right, Mr Lloyd, I'll come to you, that two
19 factors were identified by markedly more respondents in
20 England than the others, and those were: national
21 guidance related to pandemic preparation and plans not
22 reflecting the challenges due to a full lockdown never
23 being anticipated, and in fact the same number of
24 authorities, 87%, identified those two factors, lack of
25 national guidance and no reference whatsoever to

132

1 lockdown, as being two of the greatest challenges?

2 **MR LLOYD:** That's exactly the case. I think that's run
3 through the evidence of Mr Llewelyn, Ms Allen and
4 myself, that councils were -- have robust local plans to
5 deal with significant incidents, we had really good
6 plans in place for pandemic flu, we did not have plans
7 in place for a Covid-like incident in this country, and
8 because of that, having not modelled the MERS and SARS
9 consequences, we did not model the non-pharmaceutical
10 interventions and we had to adapt and change to reflect
11 those circumstances.

12 **MS BLACKWELL:** Mr Llewelyn, is there anything which you
13 would like to add?

14 **MR LLEWELYN:** No, I think that's a very good summary, I've
15 nothing to add.

16 **MS BLACKWELL:** Ms Allen?

17 **MS ALLEN:** I agree.

18 **MS BLACKWELL:** Thank you very much.
19 My Lady, that concludes my questions. You have
20 provisionally provided permission, I think, to both
21 Covid Bereaved Families for Justice UK and also the
22 Northern Ireland group to ask a small collection of
23 questions to the panel.

24 **LADY HALLETT:** Thank you.

25 **MS BLACKWELL:** Thank you.

133

1 problems with a lack of candour in terms of the report
2 not being published?

3 **MR LLOYD:** Mr Weatherby, thanks first for notice of the
4 question. Yes is the short answer. Local governments
5 with our partners have been concerned about the issues
6 of managing increases in death rates in our communities
7 for some time. The example that starts my evidence
8 relates to the swine flu outbreak and the work that we
9 did in that regard around speeding up death
10 certification a decade ago, so that we could maintain
11 dignity for bereaved people at those moments in time.
12 That work carried over into our pandemic flu
13 planning, and recognising at that point across councils
14 that local government, despite having the obligation
15 that you've highlighted, in the main almost entirely
16 does not own mortuaries and is dependent mostly on NHS
17 and undertakers.
18 That carried forward into the work that you've
19 identified in Cygnus that was kept secret, and there is
20 a recommendation -- sorry, a lesson, lesson 21 in the
21 Cygnus report, that requires the Cabinet Office,
22 Home Office, the former DCLG, MoD, Department for Work
23 and Pensions, Ministry of Justice, Department of Health,
24 to do work on excess death planning. To the best of our
25 knowledge that's not been taken forward.

135

1 **LADY HALLETT:** Mr Weatherby.

2 **Questions from MR WEATHERBY KC**

3 **MR WEATHERBY:** I thought the microphone genie had struck,
4 but it hasn't.
5 I'm going to ask a very small number of questions on
6 behalf of Covid Bereaved Families for Justice UK.
7 They're going to be directed primarily at you, Mr Lloyd,
8 but we represent families from across the UK, bereaved
9 families from across the UK, so no doubt the Inquiry
10 will be assisted if there's anything that any of the
11 three of you want to say.
12 It's a discrete topic, and it's excess death
13 management, and in particular the aspect of that which
14 is the treatment of the deceased and the bereaved,
15 issues of dignity.
16 Mr Lloyd, in your witness statement at paragraph 232
17 you deal with this to some extent, and this is
18 a section of your statement where you deal with the
19 issues about Exercise Cygnus that you've already given
20 evidence about.
21 In your statement you make the point that the Cygnus
22 report found uneven levels of resilience and limited
23 capacity in some areas to surge resources into excess
24 death management.
25 Now, does that provide us with an example of the

134

1 **MR WEATHERBY:** I'm going to come on to that if I may in
2 a moment, but that's really helpful, and the fact that
3 you didn't know about the Cygnus recommendation
4 until 2020 meant that you and local partners couldn't
5 use that work to make progress yourselves.
6 Now, at paragraph 232 you highlight also that in
7 preparation for assisting this Inquiry this was a topic
8 which was then raised by local government with you, but
9 you also referred, and I think you've already spoken to
10 this, that independently you had feedback about these
11 topics, so these were very real, persistent and ongoing
12 issues for local government.
13 Is it right that the planning that had been done by
14 local government focused primarily on mass fatality
15 events rather than a broader focus on excess death
16 management during a pandemic, or a more prolonged
17 period?

18 **MR LLOYD:** So I think both are true --

19 **MR WEATHERBY:** Yes.

20 **MR LLOYD:** -- and, as we've illustrated through our evidence
21 today, different local resilience fora in their local
22 plans have different issues they need to grapple with.
23 Some would be catering for both the things you describe,
24 some just the latter.

25 **MR WEATHERBY:** Yes.

136

1 **MR LLOYD:** And councils during -- we'll come on to this in
2 Module 2, I'm sure, Mr Weatherby, but councils were
3 working with the Civil Contingencies Secretariat with
4 RED to try and be clear in the pandemic around probable
5 numbers that we would need to grapple with.

6 **MR WEATHERBY:** Yes.

7 **MR LLOYD:** And I think it's fair to say that we had to act
8 locally at risk in the absence of numbers being given to
9 us to make sure that we, as local councils through our
10 local resilience fora, were ensuring dignity in death
11 should that occur --

12 **MR WEATHERBY:** Yes.

13 **MR LLOYD:** -- by commissioning extra capacity.

14 **MR WEATHERBY:** Yes. And of course dealing with the sheer
15 number of excess deaths is one side of it and then the
16 other side of the equation is the dignity side of it,
17 which is very important, and there are many reports,
18 including from those we represent, of very upsetting
19 circumstances of where people have not been able to have
20 post death rituals or personal items have been disposed
21 of and very severely time limited funerals, so all of
22 those issues are issues that arise in this excess death
23 management area, aren't they?

24 **MR LLOYD:** Exactly, they are, and local government is
25 absolutely concerned about the family, faith

137

1 it's right, I think, that there is a draft consultation
2 document provided by the Department of Levelling Up,
3 dated 22 May 2018.

4 I'll give the reference but for time I'm not going
5 to put it up because you've seen it, Mr Lloyd, but it's
6 INQ000108395.

7 That is clearly headed "Draft for consultation.
8 A Framework for Planners preparing to manage deaths".
9 You've seen it today, but I'm right, I think, that
10 you've never seen it before?

11 **MR LLOYD:** So I've checked with the colleagues within the
12 LGA that would deal with this, and there's a small
13 number of them, and I can report that none of them have
14 seen this document.

15 **MR WEATHERBY:** Yes, and that kind of illustrates the point
16 we were just discussing, doesn't it, that if there is
17 work to be done on this, then it just be done in
18 collaboration with local partners and local government
19 associations across the UK.

20 **MR LLOYD:** Exactly.

21 **MR WEATHERBY:** So it's right that there has been some work
22 done on this, and in fact that document does make
23 passing reference to dignity in a couple of areas. But
24 in fact in terms of contingency planning options, it has
25 a whole annex which goes on -- annex D, which I think

139

1 obligations, et cetera, at those moments in time.

2 **MR WEATHERBY:** Would you agree that there is, therefore,
3 a need for clarity and the assistance of clear national
4 guidance to ensure standard, minimum standards, perhaps,
5 are applied across this area to deal with dignity?

6 **MR LLOYD:** So, Mr Weatherby, in playing back the conclusions
7 from Cygnus, you will have noted the omission of local
8 government from the parties that have an interest in
9 this.

10 **MR WEATHERBY:** Yes.

11 **MR LLOYD:** Which illustrates the lack of the join-up between
12 central and local that I think we've all illustrated
13 through our evidence session, so the answer to your
14 question is: yes, we do need a plan, but that plan
15 cannot be produced just by a list of government
16 departments.

17 **MR WEATHERBY:** No. It should in fact -- if it is to be
18 national guidance, it should be developed in association
19 with yourselves --

20 **MR LLOYD:** It should be co-produced, yes.

21 **MR WEATHERBY:** Yes. That brings me on to my next point,
22 which is -- I was going to ask you whether you were
23 aware of, in fact, a consultation document, but we
24 provided that to you today so that you're not ambushed
25 by my question, and so I know the answer to this, but

138

1 you've seen -- which refers to the other side, the
2 practical excess death management, but doesn't in fact
3 refer to any issues affecting -- positively affecting
4 dignity at all, does it?

5 **MR LLOYD:** My fast reading agrees with your conclusion, but
6 I would want to look in more detail at the document.

7 **MR WEATHERBY:** Sure. That's, if I may say, a perfectly
8 reasonable answer.

9 So there is a need, isn't there, for
10 a people-centred approach to excess death management and
11 clear and consistent standards to help everybody,
12 including local government, to understand the issues?
13 Is that a fair way of putting it?

14 **MR LLOYD:** That's right, and it needs to be produced not
15 just with local government but our colleagues that run
16 the hospitals --

17 **MR WEATHERBY:** Yes.

18 **MR LLOYD:** -- with our colleagues in the funeral director
19 companies, et cetera, so it's a wide range of interests.

20 **MR WEATHERBY:** Yes, and that guidance should include
21 specific post death rites for particular communities,
22 for example the Jewish community or the Muslim
23 communities, many other communities as well, and it
24 should deal with communication with the bereaved where
25 the extent of funerals, for example, need to be

140

1 curtailed, so manage the way in which that is done. So
2 it needs to be a holistic approach doesn't it?

3 **MR LLOYD:** 100% agree.

4 **MR WEATHERBY:** Yes.

5 Finally, this: you've dealt with assurance in other
6 respects but in terms of this area, would you agree that
7 there is a role for ensuring that different geographical
8 areas, local resilience fora, other areas of local
9 government, are assured with respect to this very
10 important issue?

11 **MR LLOYD:** So I think there's a precursor to your point.
12 I believe that if we do as Mr Llewelyn and Ms Allen have
13 said, and we properly involve locally democratic --
14 local democratically elected leaders in our planning
15 processes --

16 **MR WEATHERBY:** Yes.

17 **MR LLOYD:** -- they will be defending the rights of people in
18 the plans for managing death.

19 Then, secondly, we need to do that peer review of
20 each other's plans across LRF --

21 **MR WEATHERBY:** Okay. The specifics of it might be for
22 another time but you would agree there needs to be some
23 kind of assurance in order to ensure that each
24 geographical area does have a sufficient concentration
25 and planning with respect to this important area?

141

1 and develops and champions government, local government
2 by developing policy, and am I right that that is, in
3 the main, not mandatory, in terms of any policies that
4 you communicate on to councils, but it's in the main not
5 on a statutory footing; is that correct?

6 **MS ALLEN:** That's correct. So we build policy positions
7 from our member councils up, and we work to develop
8 consensus and build our positions from that.

9 **MS CAMPBELL:** So just building on, really, the visual image
10 that Ms Blackwell gave us of you cascading information
11 down to local councils and then elevating or escalating
12 information up to the regional level: I mean, is it your
13 experience that individual councils are actively engaged
14 in that process both, one, to learn and to share their
15 experiences?

16 **MS ALLEN:** I think given our small size as a region I think
17 that is much easier in terms of sharing information. We
18 are 11 councils. NILGA provides the -- obviously, as
19 a political body, the opportunity to share political
20 perspectives and input and the Society of Local
21 Authority Chief Executives is the officer network. Both
22 organisations meet monthly and they also meet together
23 in the sharing of information, and I participate in
24 their meetings and they participate in our meetings. So
25 I think it is -- there's always room for improvement in

143

1 **MR LLOYD:** I think it would be very odd to disagree with
2 that proposition.

3 **MR WEATHERBY:** Yes.

4 Thank you very much indeed.

5 **LADY HALLETT:** Thank you, Mr Weatherby.

6 Ms Campbell.

7 **MS CAMPBELL:** My Lady, I'll just rearrange the furniture, if
8 I may. I won't be very long.

9 **LADY HALLETT:** As long as you don't jinx the microphone,
10 Ms Campbell.

11 **MS CAMPBELL:** No, or the water. Thank you.

12 Questions from MS CAMPBELL KC

13 **MS CAMPBELL:** Now, if I might just introduce myself, my name
14 is Brenda Campbell and I represent, together with
15 others, the Northern Irish bereaved families, which
16 means it follows, Ms Allen, that many of my questions,
17 if not all of them, are for you, but if I may just thank
18 all of you for the clarity and the depth of your
19 answers.

20 Ms Allen, the first topic is on really how the
21 Northern Ireland Local Government Association functions
22 to bridge that gap between, I suppose, local and
23 regional levels, and you deal with this in your
24 statement when you set out that the NILGA, the
25 Northern Irish Local Government Association, promotes

142

1 the sharing of information, but at the moment no issues
2 have been particularly highlighted to me.

3 **MS CAMPBELL:** Yes. I suppose that across the board all
4 three of you would really champion a very vibrant and
5 active local community, but one of the unique things
6 that certainly we think about Northern Ireland is that
7 we do have a very engaged population at community level
8 and a very engaged civil society, and you would agree
9 with that.

10 In terms then of escalating information up to
11 government departments, you describe in your statement,
12 and for the record it's paragraph 1.7, that in the past
13 government departments have regularly consulted with the
14 predecessor organisation, the ALANI on matters such as
15 proposed legislation, and then you go at a later stage
16 to see that NILGA had previously had involvement in
17 local government emergency planning, and civil
18 contingencies policy.

19 Is it your experience, or does the organisation
20 consider -- perhaps I should put it that way -- that
21 the Executive in Northern Ireland currently makes
22 sufficient use of NILGA and its position and its
23 expertise in relation to the development of local
24 government and emergency planning and guidance?

25 **MS ALLEN:** I'll respond to that, I suppose, by first of all

144

1 highlighting that we are also a small association, and
 2 local government in Northern Ireland is a much smaller
 3 sector than would be the case in the rest of the UK.
 4 However, we feel we have a massive contribution to make
 5 because of the points already raised. I think
 6 particularly because NILGA is a political organisation,
 7 so whenever NILGA speaks, NILGA speaks with a mandate,
 8 a political mandate coming from the 11 councils, and
 9 I think it is always useful to have that political
 10 oversight and scrutiny. So we would be happy to be used
 11 more, particularly practically, in the way that the
 12 other local government associations are clearly embedded
 13 in the development of policy.

14 **MS CAMPBELL:** Well, that really brings me on to another
 15 question really: are there forums that you have
 16 identified within local government, perhaps emergency
 17 management groups or civil contingency groups in
 18 Northern Ireland, that NILGA's voice could and should be
 19 heard where perhaps it currently hasn't been or isn't
 20 adequately heard?

21 **MS ALLEN:** So obviously not being in post at the time but
 22 certainly nothing has been highlighted to me
 23 particularly and I think that is down to the separation
 24 of function between NILGA as a strategic --

25 **MS BLACKWELL:** Sorry to interrupt, I think the stenographer
 145

1 the north.

2 Does NILGA have a position on that? Do you consider
 3 that to ensure consistency in responses from councils
 4 throughout the north, particularly given restrictions on
 5 funding and diversions of resources, that there should
 6 be statutory guidance in relation to emergency
 7 preparedness?

8 **MS ALLEN:** So the short answer is yes. I'll explain why.
 9 First of all, a statutory duty means partners are
 10 compelled. As things stand at present, the council
 11 cannot compel any partner to participate in emergency
 12 preparedness. It is therefore a coalition of the
 13 willing.

14 We also think that a statutory duty would go some
 15 way to protecting the resources, given those push/pull
 16 factors around financial pressures, and we think
 17 a statutory duty would also go some way to codifying
 18 roles, responsibilities and appropriate governance.

19 **MS CAMPBELL:** Well, we know from your statement that in the
 20 past NILGA and your predecessor had been involved in
 21 those discussions, particularly in fact around the civil
 22 contingencies Bill back in 2004. Where did those
 23 discussions -- or can you tell us why those discussions
 24 stopped approaching 20 years ago? Or did they?

25 **MS ALLEN:** So I can't speak as far back as that. I can only
 147

1 is really finding it very difficult. If you could
 2 continue to keep your speech at a slower level.

3 **MS ALLEN:** Certainly.

4 The separation of what is a political role and what
 5 is an operational function. So the -- as you'll have
 6 seen from my previous evidence, the Society of Local
 7 Authority Chief Executives are very heavily embedded in
 8 the operational management of emergency preparedness and
 9 response, right from council level right up to their
 10 involvement in the Civil Contingencies Group.

11 If those chief executives highlighted to us that
 12 there was a need for political input via the mechanisms
 13 that I have already highlighted, then we would of course
 14 step in at that point.

15 **MS CAMPBELL:** Are you aware of that having happened in the
 16 past?

17 **MS ALLEN:** Not specifically in relation to preparedness but
 18 in relation to other matters, yes.

19 **MS CAMPBELL:** Well, I wonder, then, if I could pick up on
 20 some of your evidence in relation to the fact that
 21 emergency preparedness is really a discretionary power
 22 at local government level, and you'll be aware that one
 23 of the aspects of the evidence that this Inquiry has
 24 heard is whether or not there should be more firmer or
 25 a statutory footing for civil contingency planning in
 146

1 advise what I'm advised most recently, that NILGA has
 2 been highlighting the need for legislation for
 3 a significant period of time. The reasons for that are
 4 best outlined in the chief executive review of local
 5 council roles and responsibilities in a post 2015
 6 context, following local government reform, so I can't
 7 speak as far back as that, but the NILGA -- the role of
 8 NILGA now is very much supported by the multi-agency
 9 regional resilience team, so they have stepped very much
 10 into the operational co-ordination role which NILGA may
 11 have occupied before, under the 26-council arrangement,
 12 and we work very closely with them to make sure that we
 13 support in relation to matters that need highlighting
 14 with central government, particularly politically --

15 **MS CAMPBELL:** Just slow down a little bit again, sorry. It
 16 may be that the accents are familiar it's a bit easier
 17 for some of us to follow than others.

18 Sorry, had you finished?

19 **MS ALLEN:** Yes.

20 **MS CAMPBELL:** Okay.

21 Just picking up on your answer, back to the guidance
 22 of 2015 and the developments back then, can we bring it
 23 up to modern or to the current timeframe. Are you being
 24 asked for your opinion as to what that statutory footing
 25 might look like or what ought to properly go into
 148

1 a statutory framework to enable local councils in
 2 Northern Ireland to respond to any future pandemic?
 3 **MS ALLEN:** Not to the best of my knowledge in relation to
 4 legislation.
 5 **MS CAMPBELL:** Do you think that you should be?
 6 **MS ALLEN:** Yes, I have every confidence that if those
 7 discussions start that NILGA would be involved, as well
 8 as the Society of Local Authority Chief Executives.
 9 I am not aware of those discussions commencing at the
 10 moment.
 11 **MS CAMPBELL:** Thank you very much.
 12 **LADY HALLETT:** Thank you, Ms Campbell.
 13 **MS BLACKWELL:** My Lady, that completes the evidence of these
 14 three witnesses.
 15 **LADY HALLETT:** Thank you very much indeed, you have all been
 16 extremely helpful and, just to assure those in Scotland,
 17 we'll obviously make sure that your Scottish
 18 colleague -- any contributions he or she -- I think it's
 19 a she --
 20 **MS BLACKWELL:** It is.
 21 **LADY HALLETT:** -- wishes to make will be taken into
 22 consideration, so thank you again for all your help.
 23 **(The witnesses withdrew)**
 24 **LADY HALLETT:** I think we have pushed our luck as far as our
 25 patient, I hope --

149

1 **A.** They are my witness statements, and they are true to the
 2 best of my knowledge, and I should perhaps just
 3 acknowledge that I have had considerable help in
 4 developing those because I wasn't there during the
 5 period.
 6 **Q.** All right. Well, we'll deal with that in a moment.
 7 Can I just note that you speak quite quietly,
 8 Mr Dawson, so please keep your voice up during your
 9 evidence and speak into the microphones directly so
 10 that -- I think the position you're in now is fine --
 11 the stenographer can hear you for the transcript.
 12 You are chief executive of the Public Health Agency
 13 in Northern Ireland, but, as you have just noted, you
 14 took up that role in June of 2021, and so we appreciate
 15 that you were not in post during the time period with
 16 which this module is concerned, and during which some of
 17 the evidence that's to be elicited by the questions will
 18 be based. But I hope that, given the assistance that
 19 you have had in preparing your witness statements and
 20 the role that you currently occupy, that you will be
 21 able to speak to most, if not all, of the issues.
 22 You have a 30-year experience of working within the
 23 health service in Northern Ireland. You have held
 24 various roles and responsibilities in the Belfast Health
 25 and Social Care Trust, including holding responsibility

151

1 **MS BLACKWELL:** And brave.
 2 **LADY HALLETT:** -- and brave stenographer is concerned, so we
 3 will break now and return at 3.05.
 4 **MS BLACKWELL:** Thank you, my Lady.
 5 **(2.50 pm)**
 6 **(A short break)**
 7 **(3.05 pm)**
 8 **LADY HALLETT:** Ms Blackwell.
 9 **MS BLACKWELL:** Thank you, my Lady. The final witness of the
 10 day is Aidan Dawson. May he be sworn, please.
 11 **MR AIDAN DAWSON (sworn)**
 12 **Questions from COUNSEL TO THE INQUIRY**
 13 **LADY HALLETT:** Sorry to keep you waiting, Mr Dawson,
 14 I gather you have been hanging around.
 15 **THE WITNESS:** Thank you, my Lady.
 16 **LADY HALLETT:** We do our best not to inconvenience people,
 17 but it doesn't always work.
 18 **MS BLACKWELL:** Thank you, my Lady.
 19 Mr Dawson, thank you for the assistance you have so
 20 far given to the Inquiry.
 21 You have provided two witness statements. The first
 22 is at INQ000187474. Thank you. The second witness
 23 statement is at INQ000179733. Can you confirm that
 24 those are your witness statements and that they're true
 25 to the best of your knowledge and belief?

150

1 for mental health services, and you've also worked with
 2 the British Red Cross and Disability Action.
 3 What was your experience specifically in public
 4 health prior to joining the PHA?
 5 **A.** I probably don't have -- I don't have a background in
 6 public health, but I joined PHA as the chief executive.
 7 It wasn't a requirement. However, having worked in
 8 health and social care sector in the community and
 9 voluntary sector for quite a period of time, I have
 10 an understanding of it. I also would have worked during
 11 that period of time, when I worked in the trust, with
 12 representatives of the Public Health Agency, because one
 13 of the responsibilities for the agency is to provide
 14 professional advice to commissioning arrangements across
 15 Northern Ireland in the health and social care sector
 16 and to the Health and Social Care Board, and therefore
 17 I would have met regularly with representatives of
 18 Public Health Agency.
 19 **Q.** So no direct experience of public health, but lots of
 20 experience of health in Northern Ireland --
 21 **A.** Yes.
 22 **Q.** -- and you knew how the system worked?
 23 **A.** Yes, I've worked, I think as you outlined, across most
 24 of the health and social care. I had worked in the
 25 acute sector, I'd worked in the community sector, I had

152

1 worked in children's, elderly care and mental health, as
 2 you said, elective and acute services. I'd even worked
 3 in Central Services Agency, which was the precursor of
 4 BSO. I had worked in the Health and Social Care Board
 5 previously as well, so I had a broad range of health and
 6 social care positions across those 30 years, and had
 7 worked across much of the sector as well, therefore
 8 I had a good understanding of it.

9 **Q.** BSO being the Business Services Organisation?
 10 **A.** Business Services Organisation, yes.

11 **Q.** My Lady has heard evidence already during the course of
 12 the Inquiry about the creation and history of the Public
 13 Health Agency, and so, Mr Dawson, I will confine myself
 14 to a very high-level summary of the agency itself in
 15 that it was established under the Health and Social Care
 16 (Reform) Act (Northern Ireland) 2009, and has functions
 17 under three broad headings: improvement in health and
 18 social well-being, including: reducing health
 19 inequalities; second, health protection; and third,
 20 service development, which is providing input into the
 21 commissioning of health and social care services.

22 Is that right?
 23 **A.** That's right. There are a few other elements as well.
 24 Do you wish me to outline them?
 25 **Q.** Well, I'm going to come on to roles and responsibilities

153

1 knows everyone, we have really good relationships with
 2 the Department of Health, and therefore we are very much
 3 dependent -- co-dependent on each other for the delivery
 4 of our services.

5 **Q.** The Public Health Agency does indeed work very closely
 6 with the Health and Social Care Board and the BSO. In
 7 terms of its responsibilities for emergency planning and
 8 response, do they include, so far as PHA is concerned,
 9 responding to public health emergencies through the
 10 provision of local arrangements, working with the HSCB
 11 to ensure that trusts and other frontline service
 12 providers maintain emergency plans, working to
 13 facilitate the training of and emergency preparedness
 14 exercises relating to staff provision, including the
 15 promotion of training initiatives, participating in
 16 multi-agency emergency preparedness and response,
 17 providing organisations with emergency preparedness
 18 guidance, and co-ordinating and providing an annual
 19 report, together with the HSCB and the BSO, on emergency
 20 planning activities to the Department of Health?

21 **A.** Yes, that is correct. Up until April of this year,
 22 obviously HSCB was in existence.

23 **Q.** Yes.

24 **A.** Obviously at the beginning of April this year, the
 25 Health and Social Care Board closed and became -- its

155

1 in a moment, which I hope will reflect upon the other
 2 areas which you have in mind, and please say so if they
 3 don't.

4 Before I do so, is the Public Health Agency to be
 5 described as an arm's length statutory body?
 6 **A.** We are an arm's length statutory body, yes.

7 **Q.** To what extent, then, is the agency properly described
 8 as being independent from the influence of ministers?
 9 **A.** I'm not sure that that's a wholly accurate statement,
 10 because we --

11 **Q.** Right.

12 **A.** I am accountable to the board of the Public Health
 13 Agency, and the chair and the non-executive directors of
 14 that board, and there are seven non-executive directors,
 15 are appointed by the minister and are there to ensure
 16 that the agency carries out the roles and desires of the
 17 minister.

18 **Q.** Right. So there is a level of influence, you would say,
 19 naturally, because it is a statutory arm's length body?
 20 **A.** It is a statutory arm's length body, yes, but we also
 21 work very closely with the Department of Health, who are
 22 our sponsorship body in Northern Ireland.

23 It is a very small nation, we've only a 1.8 million
 24 population, the health service system in
 25 Northern Ireland is very small, and everyone perhaps

154

1 responsibilities were then absorbed, migrated into the
 2 Department of Health, and they now sit as the Strategic
 3 Planning and Performance Group within the Department of
 4 Health. However, we are still working with them very
 5 closely in the delivery of commissioning as well.

6 **Q.** I appreciate it's only been a matter of a couple of
 7 months or so since that change. Have you in your
 8 position as chef executive of the agency noticed any
 9 practical change with the movement or migration, as you
 10 describe, of those services from the HSCB over to the
 11 Department of Health?

12 **A.** I think that transfer is still ongoing. We are still
 13 working under a draft framework document which would set
 14 out the roles and responsibilities of both
 15 organisations, and inevitably some things have to
 16 change, because previously, say, there was a temporary
 17 change in maternity services in one of the trusts, it
 18 would have been up to the Public Health Agency and the
 19 Health and Social Care Board to consider that and make
 20 a recommendation to the department. But obviously as
 21 now SPPG is part of the department, that ensures that
 22 there has to be a change in the way that we work
 23 together. So, yes, there is a change in our
 24 relationship which is still developing. And also
 25 I think that's influenced by our commissioning

156

1 arrangements are changing and we are piloting ICS
 2 Northern Ireland, which is an Integrated Care System in
 3 Northern Ireland, at this time. It is being developed.
 4 Without legislation, it can't come into being until
 5 April of next year and can only come into being if we
 6 have legislation to allow that to happen. So our
 7 relationship is changing as well around how we
 8 commission services and discussions are ongoing between
 9 the two organisations and the department about how that
 10 relationship is transacted in the future.

11 **Q.** Thank you.

12 So far as EPRR stretches are concerned, my Lady has
 13 heard evidence that in England the directors of public
 14 health are employed by local authorities, and in fact
 15 Professor McManus, who is the president of the
 16 Association of Directors of Public Health, has confirmed
 17 that whilst there are 152 local authorities in England,
 18 there are 130 or so directors of public health because
 19 some share an authority.

20 Is it right, Mr Dawson, that across Northern Ireland
 21 there is only one director of public health for the
 22 whole of the population?

23 **A.** That's correct.

24 **Q.** Right, and that director of public health is employed by
 25 the Public Health Agency and is accountable to the Chief

157

1 **A.** It has changed. I mean, in the bringing together of the
 2 Health and Social Care Boards into one agency, all of
 3 the director -- there were previously four directors of
 4 public health or -- sitting under those. They all came
 5 together in one group, so there would be a reduction,
 6 obviously, because there was duplication at that point
 7 in time.

8 Now, in talking this through with my team, it has
 9 changed considerably, so there would have been two
 10 consultants in public health initially which looked
 11 after emergency planning. That sort of reduced around
 12 sort of 2015 to one. Then there was an appointment of
 13 a band 8c around about 2017/18 into that role, and
 14 I think the headcount now is there is a public health
 15 consultant who has emergency planning as part of her
 16 role. There is the 8c senior emergency planning
 17 officer. There are two band 7s reporting to her, and
 18 there's one band 4. But I think overall the
 19 headcount -- but I think it's -- has perhaps stayed the
 20 same, but the multidisciplinary nature of the team has
 21 changed, so I think it's a different approach.

22 **Q.** Right, and in your view, looking at it from the position
 23 that you occupy, are there any concerns about, perhaps
 24 not the reduction in numbers but the reduction in focus
 25 that can be given to emergency preparedness by the team

159

1 Medical Officer for Northern Ireland?

2 **A.** Well, they're an executive director at the Public Health
 3 Agency and are accountable to me in that role. However,
 4 they would also have a line of professional
 5 responsibility to the CMO as well.

6 **Q.** Right. Does the director of Public Health have overall
 7 responsibility for all public health functions,
 8 including emergency preparedness and the development of
 9 public health emergency plans?

10 **A.** Yes, she does.

11 **Q.** All right.

12 What is the Emergency preparedness/environmental
 13 hazards team, or the EPEH team?

14 **A.** Sorry, say that to me again.

15 **Q.** The Emergency preparedness/environmental hazards team.

16 **A.** They're the team which sits under Joanne, and across the
 17 bodies as well, that looks across Northern Ireland for
 18 being -- emergency preparedness for reacting to
 19 emergencies.

20 **Q.** So they sit with the director of Public Health?

21 **A.** Yes.

22 **Q.** All right.

23 Do you know whether or not that team has been
 24 reduced in numbers over the ten-year period with which
 25 this module is concerned?

158

1 as it's currently constituted?

2 **A.** Yes. I think that is fair to say. I would like
 3 a bigger emergency planning team. We are currently
 4 undergoing a review within the organisation which
 5 Ernst & Young are facilitating, both ourselves and our
 6 sponsorship branch under the CMO, to look at how the
 7 organisation is formed, how it is set up, the functions
 8 that it provides, et cetera, and emergency planning will
 9 come into that. But I suppose, in direct answer, yes,
 10 I would have concerns that it is not big enough perhaps
 11 to take on all the roles which we would wish it to in
 12 the future.

13 **Q.** Moving on to public health laboratories. The Inquiry
 14 has heard from the Chief Medical Officer, Professor Sir
 15 Michael McBride, that prior to Covid-19, each of the
 16 five HSC trusts in Northern Ireland had its own hospital
 17 laboratory, which included microbiology and serology
 18 capacity with them, and there is also a regional
 19 virology laboratory and regional services for genetic
 20 testing.

21 Now, in your second witness statement to
 22 the Inquiry, you've told us that microbiology is not
 23 part of the PHA and is overseen through the Pathology
 24 Network.

25 So then, did Northern Ireland have a modest network

160

1 of microbiology and public health laboratories which
2 were part of the HSC Trust, and is that sufficient, do
3 you think? Because we've also heard that certain
4 aspects of the work which needs from time to time to be
5 done is outsourced over to Public Health England's
6 laboratory at Colindale.

7 **A.** Yes. I mean, we don't -- I know Public Health Wales is
8 different from us and they sort of run laboratories
9 across Northern Ireland. There is a current project
10 under way with NIBTS as well looking to bring all the
11 laboratories in Northern Ireland under one structure --

12 **Q.** What's NIBTS, please?

13 **A.** Northern Ireland Blood Transfusion Service. Sorry for
14 the use of acronyms. And that is progressing. But
15 I think the point that you make is that we have a small
16 service. We're obviously a very small region, as
17 outlined previously, and they're looking to bring about
18 efficiencies of scale by bringing it under one
19 management structure. But there is no doubt that we
20 have to at times send stuff to England, which is not
21 ideal.

22 **Q.** Is there any prospect of there being an expansion of the
23 capacity within Northern Ireland so that the need to
24 engage with Colindale is removed?

25 **A.** I wouldn't be able to answer that question. As I say,
161

1 broader powers under their Acts --

2 **Q.** Yes.

3 **A.** -- and they -- we -- the 1967 Act tends to focus on
4 disease, whereas in England, Scotland and Wales they've
5 now sort of got a much broader scope to consider all
6 hazards, like biological, radiological, nuclear and
7 environmental hazard. So it was more -- in my
8 understanding, it's more an expansion in the roles.

9 Also it would have expanded the number of diseases
10 which are notifiable, which would be very much helpful,
11 because, 1967, there's a lot more pathogens out there
12 now than there -- which are identifiable, and we don't
13 have powers for those to be notifiable, that's --

14 **Q.** Right, so an urgent need, I'm going to describe it as,
15 for that 1967 legislation to be updated?

16 **A.** Yes.

17 **Q.** Thank you.

18 Epidemic modelling. You tell us that the department
19 has or had no epidemic modelling function or capability
20 and no staff whose role was to act as a consultant
21 epidemiologist.

22 **A.** We would have public health consultants and we would
23 have epidemiologists working in the Public Health
24 Agency. We wouldn't -- sorry, could you repeat that for
25 me?

163

1 we don't manage the laboratory services. There is a --
2 as I've said, I don't wish to repeat myself, but there
3 is an ongoing project looking at that. I'm not aware --
4 what I can say is I'm not aware of any move to increase
5 that capacity so as we don't have that reliance on
6 Colindale.

7 **Q.** All right, thank you. In terms of surveillance, you
8 tell us in your second witness statement that:

9 "[The Public Health Agency] had a team of health
10 protection surveillance and information scientists who
11 were responsible for communicable disease surveillance
12 and epidemiology."

13 But in your first witness statement, you have
14 already told us that work to update the Public Health
15 Act (Northern Ireland) 1967, which sets out the
16 statutory notifiable disease requirements, was under way
17 in 2016 but was not progressed due to the suspension of
18 the Northern Ireland Assembly.

19 In terms of surveillance and what is currently set
20 out within the 1967 Act, are you able to help us with
21 what proposals or amendments were proposed?

22 **A.** I'm sorry, I wouldn't have that detail. I know, as
23 I said in the statement, that we are -- it was being
24 reviewed. I think the expansion -- if we look at our
25 colleagues in England, Scotland and Wales they have much
162

1 **Q.** Yes. In your second witness statement, you say this:

2 "The department had no epidemic modelling function
3 or capability. [It] had no staff whose role was [to
4 act] as a consultant epidemiologist."

5 **A.** Yes. That would be correct. We did not have the
6 capacity before Covid to do modelling of disease
7 progression within Northern Ireland. That was developed
8 in -- with the Department of Health and Queen's and
9 others contributing to that, under the sort of Chief
10 Scientific Adviser, Professor Ian Young.

11 **Q.** Should there have been a consultant epidemiologist
12 employed by the agency?

13 **A.** I think in hindsight, yes, but also in hindsight the
14 ability to have our own Northern Ireland modelling
15 capabilities there, because one of the varying factors
16 that we have which is not seen in the rest of the UK is
17 that we have an open land border with the
18 Republic of Ireland, which may have had a variation
19 impact on disease progression within Northern Ireland,
20 and therefore the ability to monitor and have realtime
21 monitoring -- or modelling, I should say, in
22 Northern Ireland was important.

23 **Q.** Well, let's have a look, please, at the witness
24 statement of Professor Ian Young, the Chief Scientific
25 Adviser to the Department of Health.

164

1 Thank you very much. For the record, it's
 2 INQ000185346. Paragraph 16, he tells the Inquiry this:
 3 "Northern Ireland did not have established capacity
 4 in pandemic modelling which could be immediately stood
 5 up at the outset of the pandemic. In the initial stages
 6 of the pandemic, Northern Ireland relied on UK modelling
 7 which was presented to SAGE. I established
 8 [a Northern Ireland] modelling group at the end of
 9 March 2020 at the request of the [Chief Medical Officer]
 10 when I returned to work, and this group played
 11 an important role in informing [Northern Irish] policy
 12 as the pandemic progressed. UK modelling (which
 13 included modelling of the pandemic in [Northern Ireland]
 14 by UK groups) was helpful, but generally lagged behind
 15 NI local modelling which used the most up-to-date data
 16 to inform advice to the Minister of Health and the
 17 [Northern Ireland] Executive."

18 If at the time the Public Health Agency didn't have
 19 its own modelling capability, does it follow that it
 20 didn't have the means to challenge any forecasting or
 21 modelling provided to it by the Health Protection Agency
 22 which became Public Health England?

23 **A.** Yes, and I think it says in the statement that we are --
 24 Public Health Agency are consumers of sort of modelling
 25 and advice from Public Health England, and currently

165

1 We had done that by bringing in consultants who are
 2 specialists in data management, plus also input from one
 3 of our public health consultants as well. And we have
 4 developed and strengthened that.

5 As I said, the agency is currently under review. It
 6 is our intention, learning from where we've come from
 7 through Covid, as part of that review we have identified
 8 that we will establish a new directorate of digital and
 9 information and innovation and appoint a director to
 10 that.

11 Now that is an area which we're currently getting
 12 into, but we have maintained those modelling skills and
 13 analytic platforms that are required to do that, so that
 14 we are able, if this was to happen tomorrow, to have
 15 that ability to carry out some data analytics.

16 It is still very much in development, but I see it
 17 as a key way forward for the organisation in order to be
 18 able to deliver on its responsibilities.

19 **Q.** Right. Well, just reflecting upon what you've said and
 20 what's within the review of Dr Hussey in terms of
 21 evidence and data, could we go to page 15 of the report
 22 and highlight at page 15 the penultimate paragraph,
 23 please. Because Dr Hussey concluded that:

24 "Evidence and data are the 'life blood' of public
 25 health practice. The [Public Health Agency] should be

167

1 UKHSA as well, and we wouldn't have had the ability to
 2 challenge because we wouldn't have had the data to do
 3 that.

4 **Q.** Right, thank you.

5 Can we take that down, please, and look at the
 6 Hussey review, which is at INQ000102852.

7 This is the report from December of 2020 of a:

8 "Rapid, focused external review of the Public Health
 9 Agency (PHA) for Northern Ireland's resource
 10 requirements to respond to ... Covid-19 ..."

11 Whilst appreciating immediately that, again, this is
 12 outside of the Module 1 time period, I'd like to
 13 nevertheless look at some of the results of the review.

14 If we can go to page 8, please, thank you.

15 Now, we can see here that "The effective use of
 16 evidence, health information, epidemiology and research"
 17 identifies a series of specific points raised.

18 If we look at the sixth bullet point down, we can
 19 see that there was concern in relation to limited
 20 modelling skills available in the Public Health Agency,
 21 despite some academic supplementation.

22 Is that something which you recognised when you came
 23 into your role as chief executive?

24 **A.** Yes. It was evident when I came into this role that we
 25 had developed a modelling approach within the agency.

166

1 a leader in developing and using science and
 2 intelligence to inform its work. Modern public health
 3 practice requires access to a broad base of sciences,
 4 such as epidemiology, microbiology, behavioural,
 5 economic and data sciences to name a few."

6 Is it your experience, Mr Dawson, that, moving
 7 forwards, various elements of medicine and clinical
 8 practice, and indeed behavioural, economic and data
 9 sciences, are all necessary in order to provide the
 10 Public Health Agency with the skills and the tools
 11 needed to prepare for the next pandemic that's coming
 12 down the line?

13 **A.** Yes. I mean, the reason that we are looking to develop
 14 that new directorate, currently we have three executive
 15 directors: Operations, the director of Public Health,
 16 and the director of Nursing and AHPs. The development
 17 of a further director focused on digital and information
 18 and innovation will have a remit to look across those
 19 areas. Probably we haven't defined it as well as it is
 20 defined there, but it is one of the areas which we
 21 intend to develop closely with partners in the
 22 Department of Health and EY over the next year.

23 **Q.** Right, thank you.

24 I'd like to look at two further features, please, of
 25 improvements to the way in which the Public Health

168

1 Agency carries forwards its responsibilities in terms of
2 EPRR and pandemic planning.

3 The first is to go back to another aspect of the
4 witness statement of Professor Ian Young at
5 INQ000185346.

6 This time, please, can we look at page 6,
7 paragraph 21, and read only from the final sentence of
8 this page, and over the page on to page 7. He says
9 here, dealing with pandemic modelling, at the bottom:

10 "In terms of inequalities, one area which requires
11 improvement is coding of ethnicity within the Electronic
12 Health Care Record. Due to inadequacies of ethnicity
13 coding, it was not possible for us to analyse
14 differential impacts of the pandemic according to
15 ethnicity in our general population, although it is also
16 important to note that Northern Ireland has a much
17 smaller proportion of ethnic minorities than other parts
18 of the UK. In contrast, we were able to look at the
19 influence of social deprivation on various impacts of
20 the pandemic."

21 Taking on board what Professor Young says about the
22 smaller proportion of ethnic minority people in the
23 population of Northern Ireland, is it, though,
24 necessary, going forwards, to ensure that ethnicity
25 coding forms part of the Electronic Health Care Record?

169

1 organisation that you've just named, but is it right
2 that, prior to the pandemic, the surveillance team
3 within PHA didn't have access to information technology
4 that permitted scalable and repeatable data processing
5 and analytical processes?

6 **A.** That is correct. I mean, I think I said earlier that
7 brought in consultants during Covid to help us establish
8 an analytics platform, and that is one of our major
9 drivers going forward, is to enhance and drive better
10 use of analytical platforms and innovative ways of
11 handling data.

12 **Q.** All right, thank you.

13 Please could we return momentarily to the Hussey
14 review at INQ000102852 -- thank you -- and look at some
15 of the points raised under "Health Protection Service
16 and Emergency Preparedness", in particular at point 7:

17 "The lessons learned so far not yet undertaken -- no
18 time to reflect."

19 Then towards the bottom -- thank you.

20 "IT inadequate -- hardware and software, phones and
21 internet crashing."

22 If we could go further down, please, on to the next
23 page, thank you, we can see at the bottom bullet point
24 under the next section:

25 "Working environment poor -- IT and accommodation."

171

1 **A.** Yes. I think it might be helpful to understand that
2 coding in England is much better than it would have
3 traditionally been in Northern Ireland, partly because
4 England operates a tariff system and the tariff is based
5 on the coding. Northern Ireland has a block contract
6 system of commissioning. It is less reliant on coding
7 to ensure payment from the commissioner or purchaser
8 through to the trust. Therefore I don't think we've
9 ever had the same focus on coding as probably
10 counterparts in England and Wales would have had.

11 The second thing that I would come to is that
12 Northern Ireland is currently in the process of a major
13 reform of the patient records, electronic records
14 system. That project is entitled "Encompass" and that
15 is currently being piloted, in terms of roll-out, to one
16 of the trusts in the South Eastern trust, with the view
17 that it will roll out over other trusts as well. And
18 therefore the coding would come under that group, which
19 sits within -- I'm going to use another acronym, which
20 is DHCNI, which I think stands for Digital Health and
21 Care Northern Ireland, which is a directorate of the
22 Department of Health.

23 **Q.** Thank you. We can take that down, please, off the
24 screen.

25 I don't know whether this has any bearing upon the

170

1 Under "Contact Tracing Service", penultimate bullet
2 point:

3 "New IT system established at pace."

4 Was there a problem within public health and the
5 Public Health Agency in terms of the IT that it was
6 using, the systems and the capabilities of those
7 systems?

8 **A.** I think it was somewhat limited, yes, which is why we've
9 moved to better analytical platforms and why we've
10 invested in that, and we are continuing to look at how
11 we could do better modelling not only in health
12 protection areas but on the wider public health issues
13 as well going forward. And IT has been a significant
14 issue for us, yes.

15 **Q.** Just reminding ourselves that this review and report was
16 commissioned in -- well, towards the end of 2020. Were
17 these matters not appreciated before Dr Hussey performed
18 her review? And if so, why not?

19 **A.** Obviously that was before I was there, and --

20 **Q.** Yes.

21 **A.** But my assessment would be, looking at it, was they
22 weren't appreciated. I think the review was necessary,
23 and -- so I would accept that there was probably
24 an impact over a period of time that we had a number of
25 interim chief executives, over a period of years, which

172

1 may have contributed to that.

2 **Q.** All right. Thank you, we can take that down.

3 I want to move on to funding, please. To what

4 extent within the Public Health Agency are funds spent

5 on pandemic preparedness ringfenced?

6 **A.** They do have a budget. There is that team which is

7 established. So to that extent they are ringfenced, and

8 haven't changed to any great extent year on year.

9 **Q.** Did the Public Health Agency feel that the provision of

10 budget in relation to pandemic preparedness and EPRR

11 functions was adequate, or did the agency, over the

12 period of time with which this module is concerned, feel

13 that it was underfunded?

14 **A.** In preparing, I did consider that, and discussed it with

15 my team. They have advised me that the team was small,

16 it did -- but it could do within the resource that it

17 had. I suppose my observation back to them was: well,

18 it was not on the risk register as a concern, and

19 therefore the only thing that I could lead to or

20 conclude from that is that it hadn't been considered

21 a significant enough risk, therefore must have been

22 considered adequate at that time.

23 **Q.** Do you mean that funding wasn't identified on the risk

24 register?

25 **A.** That's correct.

173

1 that something that you recognise?

2 **A.** Yes, and I think if we -- one of the other issues

3 I think you'll probably raise with me is planning for

4 EU -- Brexit.

5 **Q.** Yes.

6 **A.** And one of the significant factors there would be that

7 we have a small team, as I outlined earlier --

8 **Q.** Yes.

9 **A.** -- and when they were doing Brexit, that was the team

10 that was focused in preparing for Brexit, and therefore

11 you have the opportunity cost of: if they were doing

12 that, then they couldn't be focused on emergency

13 planning in the sense that they generally were.

14 **Q.** Before we turn to look at the effects on the agency of

15 being caused to focus on the possibility of a no-deal EU

16 exit, I just want to cover emergency response plans.

17 Because, at a very high level, would you agree with

18 other witnesses from whom the Inquiry has heard that

19 there was a plethora of plans within all aspects of

20 health in Northern Ireland, that the situation could and

21 should be simplified, and that that is because too many

22 plans, too many strategies cause significant confusion?

23 **A.** Yes. I would agree. I agree on that, and I think the

24 outcome of one of the exercises, maybe it was Stannis,

25 was that there was a recognition of the number of plans

175

1 **Q.** All right.

2 What about the training budget? Is there a separate

3 budget for training within the department?

4 **A.** There is a budget of £30,000 per year, and there is

5 an option to seek an enhancement of that for additional

6 training and exercise --

7 **Q.** Sorry to interrupt you, but was there a plea put

8 forwards for that to be increased to £50,000 in the year

9 2018 to 2019?

10 **A.** Now, there might have been but I'm not aware of that,

11 and it's not something that was brought to my attention.

12 **Q.** All right. Is that something which you would support?

13 Is there a need for the training budget to be increased?

14 **A.** I think going forward, and as we take the lessons out of

15 Covid as we go through the review, I would imagine that

16 is one of the things that we would look to increase, as

17 I imagine the training may take a different approach

18 going forward as well. So I think it will have to

19 increase.

20 **Q.** One of the matters which was raised by Michelle O'Neill

21 in her witness statement to the Inquiry, and indeed one

22 of the findings in the Hussey review, was that there

23 were overstretched staffing problems, insufficient

24 training budget, and that was across the emergency

25 prevention, preparedness and response capability. Is

174

1 that could lead to confusion and a need to simplify the

2 system of emergency planning.

3 I think it also recognised that those that worked in

4 the system seemed to know what they were doing and how

5 they should interact, et cetera, and how they should

6 respond. But there was a recognition that simplicity,

7 especially in the face of an emergency and a need to

8 respond at scale, would benefit from a more simplified

9 approach.

10 **Q.** Thank you.

11 Coming then to the impact of the United Kingdom's

12 exit from the European Union.

13 From your perspective -- and I appreciate coming

14 into the role when you did in 2021 -- what have your

15 colleagues told you about the practical effect on them

16 being asked to focus upon ensuring that plans were in

17 place for the possibility of a no-deal Brexit and how

18 that affected their level of preparation for

19 emergencies?

20 **A.** I think in -- 2017 saw the appointment of the emergency

21 planning officer, band 8c. In speaking to her, she

22 would advise me that the biggest issue was that she

23 wasn't doing the emergency preparedness to the extent

24 that she should have been, that they were -- also had

25 a number of vacancies at that time and therefore all her

176

1 focus was into Brexit and preparing for that, and
2 therefore there was an opportunity cost, because it's
3 one team, they could only do that one thing at a time,
4 and therefore there were perhaps missed opportunities to
5 focus on planning for the pandemic.

6 **Q.** The Inquiry has received a witness statement from
7 Peter May, who tells my Lady that in July of 2019 the
8 task and finish group submitted the draft
9 Northern Ireland health and social care influenza
10 pandemic surge guidance to the department, but the
11 department considered that the draft didn't fully meet
12 the brief, and that subsequent consideration and
13 reflection upon it really just fell by the wayside
14 because of the need to refocus on the possibility of
15 a no-deal EU exit.

16 Did the Public Health Agency have any involvement in
17 the preparation and drafting of that guidance?

18 **A.** Yes.

19 **Q.** All right.

20 **A.** The Public Health Agency were one of the lead agencies
21 in developing that guidance, and I think it was
22 submitted by Dr Carolyn Harper, who was then the DPH in
23 the Public Health Agency.

24 **Q.** Right.

25 So are you able to assist us, Mr Dawson, with when

177

1 and structures should be put in place to prepare for
2 future planning on an all-island basis at an official
3 level as well as at a political level. Do you agree
4 with that?

5 **A.** At the minute there are no formal structures between
6 Northern Ireland and the Republic of Ireland. There are
7 very good operational and professional relationships
8 where we exercise together, we share information,
9 et cetera. I do think it would be helpful, because we
10 are an island with an open border, if we did have some
11 degree of formal structures to enable us to have those
12 regularised points of contact and not be reliant on
13 individual relationships.

14 To what extent that should be developed would
15 obviously be a government matter, and I wouldn't wish to
16 comment further on that, and that would be sitting
17 between the two jurisdictions and governments. But as
18 a Public Health Agency who have responsibility,
19 I feel -- as does my organisation -- it would be helpful
20 to have regularised and formal relationships to take
21 away the risk that if individuals, left the
22 relationships may deteriorate or no longer exist.

23 I would hope that that wouldn't happen, but clarity
24 and process and structure, which is embedded, would --
25 is always more helpful than dependent on individuals

179

1 that guidance was once again picked up and reconsidered
2 and whether or not it's been finalised?

3 **A.** I spoke to my team about this last week, and what they
4 advised me was that the first that they'd heard that it
5 didn't quite meet the brief was when they'd seen that in
6 Peter May's statement.

7 **Q.** Right. So --

8 **A.** And therefore we haven't officially heard back any
9 commentary from the department on that guidance since it
10 was submitted.

11 **Q.** And if that was in the process currently of being
12 reflected upon, and perhaps parts of it being redrafted,
13 that would be done with the assistance and involvement
14 of the Public Health Agency, would it not?

15 **A.** Yes, it would.

16 **Q.** So can we therefore take it that that piece of work has
17 not yet been finalised?

18 **A.** It has not been finalised, that's correct.

19 **Q.** And you don't have any update to provide to the Inquiry
20 as to when that might be done, because you've not heard
21 anything back from the Department of Health?

22 **A.** That is correct.

23 **Q.** Thank you.

24 Finally, the Inquiry has heard that, as Ireland is
25 a single epidemiological unit, formal systems, processes

178

1 having relationships.

2 **Q.** Thank you very much.

3 **A.** Does that answer the question?

4 **MS BLACKWELL:** Yes, it does, thank you very much.

5 My Lady, that completes my questioning for
6 Mr Dawson. I know that provisional permission has been
7 given to Covid Bereaved Families for Justice
8 Northern Ireland to ask a short collection of questions.
9 I don't know whether it's Mr Lavery or Ms Campbell
10 King's Counsel.

11 **LADY HALLETT:** I've got Ms Campbell on my list.

12 **MS BLACKWELL:** Great. Well, I'll hand over to her, then.

13 **LADY HALLETT:** Ms Campbell.

14 Questions from MS CAMPBELL KC

15 **MS CAMPBELL:** Mr Dawson, thank you. As you've just heard,
16 my name is Brenda Campbell and I, together with others,
17 represent the Northern Ireland Covid Bereaved Families
18 for Justice.

19 The primary question that we have for you -- and
20 I'll break it down in a moment, but if I can let you
21 know what it is -- is whether you agree, from your
22 reflection as well as your current post, that in
23 significant respects the Northern Ireland Executive and
24 the Public Health Agency appears to have been unprepared
25 or ill prepared for the pandemic that hit us. Now,

180

1 that's a very broad question. Are you able to give us
2 a yes/no answer?

3 **A.** I can give you a yes/no answer, I think, on the Public
4 Health Agency. And on reflection, in discussion with
5 people that worked in post in the agency at the time, it
6 is fair to say that they were not prepared for the
7 pandemic in the scale that it arrived. So you asked for
8 a broad answer; I can comment on the agency on that.
9 However, I don't think any part of the system of
10 healthcare in Northern Ireland was prepared for that,
11 and perhaps government.

12 In terms of commenting on the Executive, I don't
13 have enough information, I feel, and I don't know that
14 it's my place to comment on the Executive because it's
15 part of government. I would feel comfortable in
16 commenting on my own organisation that I have
17 responsibility for now, but I -- whilst I wish to be
18 helpful to the Inquiry, as I sit here, I don't feel that
19 I am in a position to give an appropriate answer on the
20 preparation and preparedness of the Executive.

21 **Q.** Well, I think that's fair, and therefore for the
22 remainder of my questions, if we can focus on your role
23 and the role of the Public Health Agency before you, if
24 you like, came on board.

25 The evidence may point to the fact that there were
181

1 **Q.** Well, as it happens, to a significant or perhaps greater
2 or lesser extent, those three issues prevail: we still
3 don't have or we currently don't have an Assembly; you
4 may have heard the evidence of Professor Sir Michael
5 McBride that the situation for health and social care is
6 perhaps worse than it was in 2020; and of course there
7 are still pressures in relation to Brexit.

8 So the question from the Public Health Agency's
9 perspective is: well, what can be done to ensure that as
10 an agency, given that those issues still prevail, there
11 is sufficient focus on pandemic preparedness in future?

12 **A.** I think we are, as I said earlier in my evidence,
13 undergoing a review as an organisation, that has been
14 ongoing now for about a year and we've still probably
15 got a year left to run, about how we organise ourselves,
16 how we create better resilience within our workforce,
17 how we provide better training, how we provide better IT
18 and analytic platforms, and also how we better model
19 impacts of things that we might do in terms of the space
20 of public health to improve health and social wellbeing
21 going forward, to ensure that we're adopting best
22 practice in those fields.

23 **Q.** Well, we know, including the answers that you've just
24 given, that you've told us about the need for a bigger
25 emergency planning team within your department, the need

183

1 both macro issues and also micro issues. The macro
2 issues facing Northern Ireland that we have heard about
3 are the collapse of the Assembly, the impact of
4 austerity and financial restraints in particular on the
5 health and social care services, and the diversion of
6 resources away from pandemic planning to preparation for
7 a no-deal EU exit.

8 Do you recognise those three significant strands as
9 having an impact on the Public Health Agency's
10 preparedness?

11 **A.** As part of the Northern Ireland health and social care
12 system, we all faced those pressures, and therefore
13 I would suggest obviously it would have had an impact
14 upon the Public Health Agency, as it would have the
15 wider health and social care system, and the sort of
16 Delivering Together and work of Professor Bengoa
17 indicated that we needed to move towards a more
18 resilient population, one with better health and one
19 with better health and social -- one with better mental
20 wellbeing as well, and I don't think that we progressed
21 that in the way that we could have, as a society, across
22 Northern Ireland.

23 **Q.** And is that prior to the pandemic, or in preparation
24 for?

25 **A.** I think prior to the pandemic.

182

1 for a significant and urgent review of the 1967 public
2 health legislation, the employment of a consultant
3 epidemiologist, the need to ensure consistent modelling
4 capacity, the improved IT, the need to code for
5 ethnicity minorities to ensure we understand the
6 community that any response has got to reflect.

7 It's a very significant amount of work that needs to
8 be undertaken in the Public Health Agency?

9 **A.** It is.

10 **Q.** And if it is going to be achieved within the next year,
11 bearing in mind we don't know what the future holds,
12 I mean, on behalf of the bereaved families, what
13 assurance can you give us that it's achievable and will
14 be achieved?

15 **A.** I don't think we -- what we're trying to achieve in the
16 next year is to build the platform and foundation for
17 that. I imagine it will take a number of years after
18 that to get all the pieces in place. And I would say in
19 terms of public health, healthcare is just one part of
20 it. The other bits of what defines your health are the
21 environments in which you live in, your income, the job,
22 your education, the places that you work. So it really
23 takes a cross-departmental approach, and one of the
24 things which we know is -- there, is making life
25 better -- which was the sort of approach to the strategy

184

1 document for improving public health and providing that
 2 better resilience -- has come to an end in 2023. There
 3 is a new all-party -- sorry, it's not all-party --
 4 all-departmental officials working group to be
 5 established under Professor Sir Michael McBride as CMO,
 6 which we will contribute to, to ensure that we try and
 7 build that better society which is more resilient with
 8 all of the parts of government playing into that.

9 **Q.** But are we not in some sense circular, because although
 10 we can have building blocks and cross-departmental
 11 discussions and recognitions, if we don't have finances
 12 and a functioning Executive and elected representatives,
 13 there is a limit to which you can fulfil those
 14 ambitions?

15 **A.** Yeah. There will always be a limit to what a Public
 16 Health Agency working in isolation can achieve. It does
 17 require all of government and all of society to improve
 18 and step forward, and I suppose, as others have said,
 19 the absence of a working Assembly perhaps takes away the
 20 drive or impetus to achieve that.

21 **MS CAMPBELL:** Thank you very much.
 22 Thank you, my Lady.

23 **LADY HALLETT:** Thank you, Ms Campbell.

24 **MS BLACKWELL:** My Lady, that concludes the evidence of
 25 Mr Dawson, and indeed the evidence for today.

1 **LADY HALLETT:** Thank you very much indeed for your help,
 2 Mr Dawson.

3 **THE WITNESS:** Thank you, my Lady.
 4 **(The witness withdrew)**

5 **LADY HALLETT:** 10 o'clock tomorrow?

6 **MS BLACKWELL:** Yes, please.

7 **LADY HALLETT:** Thank you.

8 **(4.00 pm)**

9 **(The hearing adjourned until 10 am**
 10 **on Thursday, 13 July 2023)**

1 **INDEX**

2 MS MICHELLE O'NEILL (affirmed) 1

3

4 Questions from LEAD COUNSEL TO THE 1
 5 INQUIRY

6

7 Questions from MR LAVERY KC 54

8

9 MR CHRIS LLEWELYN (affirmed) 64

10

11 MR MARK LLOYD (affirmed) 64

12

13 MS ALISON ALLEN (affirmed) 64

14

15 Questions from COUNSEL TO THE INQUIRY 64

16

17 Questions from MR WEATHERBY KC 134

18

19 Questions from MS CAMPBELL KC 142

20

21 MR AIDAN DAWSON (sworn) 150

22

23 Questions from COUNSEL TO THE INQUIRY 150

24

25 Questions from MS CAMPBELL KC 180

<p>LADY HALLETT: [45] 1/3 4/17 4/19 5/12 15/7 51/17 51/19 51/23 54/16 54/25 62/23 63/1 63/3 63/6 63/10 63/16 63/24 81/3 103/6 103/9 103/12 103/16 107/11 107/23 115/1 115/16 131/21 133/24 134/1 142/5 142/9 149/12 149/15 149/21 149/24 150/2 150/8 150/13 150/16 180/11 180/13 185/23 186/1 186/5 186/7</p> <p>MR KEITH: [10] 1/4 1/9 5/14 15/14 51/18 52/3 54/10 62/11 62/24 63/8</p> <p>MR LAVERY: [3] 54/18 55/1 62/9</p> <p>MR LLEWELYN: [19] 65/6 73/9 73/14 74/17 81/12 84/2 90/7 90/25 94/4 99/17 105/24 113/23 115/5 117/6 119/19 122/23 129/8 131/2 133/14</p> <p>MR LLOYD: [77] 65/14 66/7 66/20 68/13 70/1 70/20 75/22 76/6 76/15 77/4 77/15 78/12 79/2 80/10 80/13 82/19 85/25 86/3 87/7 87/10 88/16 88/20 88/24 89/21 90/2 93/16 95/10 98/24 100/8 100/17 101/11 102/5 102/23 103/3 103/7 104/5 104/11 105/3 105/14 107/18 107/25 110/14 110/18 110/25 111/12 112/15 113/12 115/23 116/15 116/25 121/14 124/10 124/14 126/8 127/2 127/15 128/9 133/2 135/3 136/18 136/20 137/1 137/7 137/13 137/24 138/6 138/11 138/20 139/11 139/20 140/5 140/14 140/18 141/3 141/11 141/17 142/1</p> <p>MR WEATHERBY: [20] 134/3 136/1 136/19 136/25 137/6 137/12 137/14 138/2 138/10 138/17 138/21 139/15 139/21 140/7 140/17 140/20 141/4</p>	<p>141/16 141/21 142/3 MS ALLEN: [36] 65/22 67/15 67/21 71/14 71/17 71/22 72/1 72/7 73/2 81/11 85/12 91/14 92/14 96/7 99/20 106/21 114/14 117/8 117/20 118/22 125/15 131/10 131/15 131/22 133/17 143/6 143/16 144/25 145/21 146/3 146/17 147/8 147/25 148/19 149/3 149/6</p> <p>MS BLACKWELL: [115] 63/17 64/5 65/7 65/17 65/23 66/15 67/2 67/17 67/22 69/16 70/16 71/3 71/15 71/18 71/23 72/2 72/25 73/3 73/13 74/12 75/18 75/23 76/7 77/1 77/12 78/8 78/17 80/4 80/11 81/5 81/23 83/25 85/3 85/20 86/2 86/12 87/9 87/20 88/19 88/23 89/16 90/1 90/6 90/21 91/4 92/7 92/25 93/25 95/1 95/20 96/17 99/14 99/19 99/25 100/14 101/4 101/23 102/20 103/1 103/8 103/10 103/17 104/6 104/24 105/8 105/23 106/19 107/10 107/17 108/1 110/16 110/19 111/4 112/3 113/7 113/20 114/11 114/25 115/17 116/10 116/23 117/3 117/7 117/10 118/14 119/17 121/12 122/15 123/25 124/13 125/13 125/16 126/23 127/8 127/22 129/4 130/25 131/3 131/11 132/4 133/12 133/16 133/18 133/25 145/25 149/13 149/20 150/1 150/4 150/9 150/18 180/4 180/12 185/24 186/6</p> <p>MS CAMPBELL: [15] 142/7 142/11 142/13 143/9 144/3 145/14 146/15 146/19 147/19 148/15 148/20 149/5 149/11 180/15 185/21</p> <p>THE WITNESS: [5] 51/22 63/2 63/5 150/15 186/3</p> <hr/> <p>'11 [1] 9/18</p>	<p>'First [1] 109/18 'life [1] 167/24 'rising [1] 98/2</p> <hr/> <p>0</p> <p>06 [1] 96/11 07/06 [1] 96/11</p> <hr/> <p>1</p> <p>1.2.1 [1] 27/11 1.45 [1] 103/12 1.45 pm [1] 103/15 1.7 [1] 144/12 10 am [1] 186/9 10 February 2018 [1] 3/3 10 o'clock [1] 186/5 10.00 am [1] 1/2 100 [1] 141/3 11 [2] 97/19 143/18 11 councils [2] 65/21 145/8 11 January [1] 3/13 11.11 am [1] 51/25 11.25 [1] 51/24 11.25 am [1] 52/2 11.41 am [1] 63/13 11.45 am [1] 63/15 12 [1] 98/9 12 July 2023 [1] 1/1 12 months [1] 40/14 12.45 pm [1] 103/13 13 July 2023 [1] 186/10 13 years [1] 98/20 130 or [1] 157/18 14 [1] 126/1 14 June 2021 [1] 3/14 15 [3] 40/10 167/21 167/22 15 billion [1] 127/24 15 minutes [1] 54/13 152 local [1] 157/17 16 [2] 97/7 165/2 16 January 2017 [1] 2/12 18 [5] 27/10 125/22 125/24 126/1 159/13 18 months [1] 61/25 19 [9] 54/14 54/20 93/6 96/6 108/23 119/7 132/17 160/15 166/10 19 April 2023 [1] 1/18 1948 [1] 73/18 1967 [6] 162/15 162/20 163/3 163/11 163/15 184/1 1998 [4] 4/13 4/14 6/6 118/2</p>	<p>2</p> <p>2 March [1] 2/15 2 March 2017 [1] 31/13 2.50 pm [1] 150/5 20 [1] 127/14 20 October [2] 26/18 27/10 20 years [2] 60/3 147/24 20 years' [1] 64/20 2002 [1] 64/10 2004 [3] 67/4 98/8 147/22 2004 Act [2] 58/9 60/4 2005 [2] 58/13 67/12 2007 [2] 96/22 97/2 2009 [2] 132/15 153/16 2010 [2] 64/11 127/25 2011 [6] 1/24 44/11 44/14 47/3 67/16 93/3 2012 [4] 10/4 81/8 81/25 82/16 2013 [7] 10/18 44/13 45/6 45/14 48/4 82/23 91/8 2013 strategy [1] 47/10 2014 [3] 100/8 102/6 106/2 2015 [4] 64/14 148/5 148/22 159/12 2016 [28] 1/24 2/1 8/5 9/19 11/1 11/2 12/15 14/5 18/24 21/14 25/2 26/12 26/17 28/2 30/24 37/4 37/14 37/18 39/14 40/1 40/9 47/3 53/18 100/11 102/6 108/3 117/17 162/17 2017 [18] 2/1 2/7 2/8 2/12 8/5 18/24 18/24 21/14 31/13 33/22 34/15 38/2 38/22 39/15 42/8 59/18 105/4 176/20 2017/18 [1] 159/13 2018 [5] 3/3 18/24 32/7 139/3 174/9 2019 [3] 64/8 174/9 177/7 2020 [31] 3/3 8/17 9/8 29/16 29/25 33/23 35/14 36/8 37/12 38/2 38/23 47/13 48/22 51/5 54/4 57/22 71/9 94/13 98/20 102/15 103/24 108/20 123/17 126/2 127/25 132/15</p>	<p>136/4 165/9 166/7 172/16 183/6 2021 [4] 3/14 107/6 151/14 176/14 2022 [4] 3/6 3/22 64/19 104/4 2023 [6] 1/1 1/18 55/7 65/14 185/2 186/10 2026 [2] 40/9 40/10 21 [4] 105/19 132/5 135/20 169/7 21 February [1] 97/8 22 [1] 105/18 22 June 2023 [1] 55/7 22 local [2] 65/3 115/6 22 March 2017 [1] 2/1 22 May 2018 [1] 139/3 22 principal [1] 65/11 22 unitary [1] 129/13 23 [1] 1/19 232 [2] 134/16 136/6 24 [1] 19/19 25 May 2016 [2] 2/1 11/2 26 [1] 129/1 26-council [1] 148/11 29 [1] 131/19 2C [2] 9/5 46/25</p> <hr/> <p>3</p> <p>3.05 [1] 150/3 3.05 pm [1] 150/7 30 January 2007 [1] 97/2 30 years [1] 153/6 30,000 [1] 174/4 317 [1] 65/16 333 [2] 65/10 65/16 35 [1] 77/23 360 [1] 119/12 38 [1] 75/21 3rd [1] 28/7</p> <hr/> <p>4</p> <p>4 February 2022 [1] 3/6 4 UK [1] 27/14 4.00 pm [1] 186/8 42 [1] 125/21 46 [1] 127/9 48 [1] 132/6</p> <hr/> <p>5</p> <p>5 May [1] 4/1 50 [1] 132/6 50,000 [1] 174/8 57 [1] 128/2</p>
--	--	---	---	--

7	absence [17] 34/14 34/25 35/9 35/18 36/6 36/10 36/14 39/3 39/12 42/16 44/20 59/16 61/8 61/12 62/13 137/8 185/19	168/18 174/24 182/21	173/11 173/22	59/7 98/20 159/11 184/17
75 [1] 118/2	absent [1] 66/2	act [34] 4/13 58/9 58/13 60/4 62/18 67/3 67/5 67/13 67/20 68/2 68/9 68/14 68/18 69/2 73/14 73/15 73/18 73/21 81/7 81/25 82/9 82/21 82/24 98/8 114/6 118/2 120/4 137/7 153/16 162/15 162/20 163/3 163/20 164/4	adequately [3] 22/1 126/2 145/20	aftermath [2] 23/15 25/8
7s [1] 159/17	absolutely [8] 14/24 33/25 57/12 60/15 80/22 105/22 122/3 137/25	acting [2] 79/8 111/15	adjourned [1] 186/9	afternoon [1] 70/4
8	absorbed [1] 156/1	action [5] 13/17 19/21 40/7 40/9 152/2	adjournment [1] 103/14	afterwards [1] 93/24
87 [2] 87/16 132/24	academic [1] 166/21	actions [6] 20/6 20/21 20/24 21/13 21/17 108/23	administrations [11] 17/6 22/23 24/19 28/3 28/21 30/10 30/13 30/16 31/1 90/10 98/7	again [20] 3/22 4/5 9/14 11/20 25/4 27/3 32/13 57/7 59/7 60/9 72/17 77/4 90/13 120/6 130/5 148/15 149/22 158/14 166/11 178/1
8c [3] 159/13 159/16 176/21	accents [1] 148/16	activation [1] 117/18	adult [5] 80/9 80/16 127/3 127/6 129/14	agencies [1] 177/20
9	accept [6] 31/14 32/16 33/1 34/24 36/7 172/23	active [1] 144/5	advance [3] 25/1 46/16 53/4	agency [59] 71/1 71/19 75/25 76/9 91/21 92/17 95/24 107/8 148/8 151/12 152/12 152/13 152/18 153/3 153/13 153/14 154/4 154/7 154/13 154/16 155/5 155/16 156/8 156/18 157/25 158/3 159/2 162/9 163/24 164/12 165/18 165/21 165/24 166/9 166/20 166/25 167/5 167/25 168/10 169/1 172/5 173/4 173/9 173/11 175/14 177/16 177/20 177/23 178/14 179/18 180/24 181/4 181/5 181/8 181/23 182/14 183/10 184/8 185/16
9 January 2017 [1] 2/8	accepted [1] 58/2	activities [4] 84/18 112/24 114/23 155/20	adversity [1] 33/8	Agency's [2] 182/9 183/8
90 members [1] 5/15	access [11] 51/14 70/22 70/24 88/10 115/24 115/25 116/9 116/14 126/16 168/3 171/3	activity [4] 55/9 78/13 79/9 124/22	advice [18] 27/21 50/19 50/23 51/6 55/12 55/23 56/10 56/11 56/18 56/22 57/10 57/11 57/20 97/16 124/3 152/14 165/16 165/25	agenda [4] 41/21 48/16 48/16 66/17
A	accommodate [2] 74/4 75/14	Acts [1] 163/1	advise [3] 99/20 148/1 176/22	agile [1] 122/24
ability [12] 23/13 33/8 33/12 87/3 91/20 96/4 119/3 128/15 164/14 164/20 166/1 167/15	accommodation [1] 171/25	actual [5] 14/2 31/8 87/4 88/20 115/3	advised [3] 148/1 173/15 178/4	agility [1] 21/25
able [49] 9/14 14/5 14/10 15/20 22/9 23/4 23/9 33/12 36/20 36/21 37/19 40/11 40/25 41/22 42/3 42/9 42/22 42/25 43/7 43/8 68/7 75/11 77/22 82/16 91/22 107/2 113/3 115/12 115/14 119/3 120/17 120/21 120/24 121/6 121/9 122/25 123/3 123/4 123/13 123/14 137/19 151/21 161/25 162/20 167/14 167/18 169/18 177/25 181/1	accompanied [1] 40/7	actually [12] 13/17 23/24 26/23 26/24 27/5 27/23 60/11 60/15 78/14 101/16 103/10 124/16	advise [3] 99/20 148/1 176/22	ago [2] 135/10 147/24
abolition [1] 111/5	accord [1] 88/15	ad [3] 53/12 66/19 74/8	adviser [16] 49/3 49/10 49/12 49/21 50/5 50/9 50/13 55/4 55/24 55/25 57/4 57/5 57/14 58/5 164/10 164/25	agree [34] 20/20 21/18 28/19 29/1 32/8 33/24 34/14 35/8 37/13 37/23 38/12 39/20 60/23 61/9 73/10 84/2 91/14 98/22 99/7 99/17 125/15 128/7 128/20 133/17 138/2 141/3 141/6 141/22 144/8 175/17 175/23 175/23 179/3 180/21
about [82] 3/24 4/8 6/5 8/13 8/16 10/8 10/20 11/3 13/1 15/10 17/3 21/10 21/13 24/3 25/19 29/3 40/22 40/23 42/6 43/8 44/21 45/2 54/22 55/2 55/3 55/5 58/8 62/13 67/23 69/13 70/22 75/2 75/24 76/13 76/16 80/7 80/19 81/7 81/24 83/1 85/13 90/7 93/17 96/19 100/7 101/12 101/16 101/25 111/7 112/4 116/24 117/8 121/21 121/22 122/18 123/8 124/5 125/4 127/1 128/14 131/12 132/7 134/19 134/20 135/5 136/3 136/10 137/25 144/6 153/12 157/9 159/13 159/23 161/17 169/21 174/2 176/15 178/3 182/2 183/14 183/15 183/24	account [1] 1/21	ad hoc [1] 53/12	advisers [1] 55/8	agreed [3] 6/23 27/13 53/11
abolition [1] 111/5	accountability [2] 34/10 74/6	adapt [2] 123/14 133/10	advisory [2] 49/6 52/14	agreement [13] 2/23 3/9 3/10 4/12 4/13 6/5 7/6 25/25 33/22 34/15 34/21 42/4 42/7
abolition [1] 111/5	accountable [7] 7/9 7/15 7/16 117/24 154/12 157/25 158/3	adapted [4] 87/17 95/13 95/14 95/19	advocate [1] 90/21	agrees [1] 140/5
about [82] 3/24 4/8 6/5 8/13 8/16 10/8 10/20 11/3 13/1 15/10 17/3 21/10 21/13 24/3 25/19 29/3 40/22 40/23 42/6 43/8 44/21 45/2 54/22 55/2 55/3 55/5 58/8 62/13 67/23 69/13 70/22 75/2 75/24 76/13 76/16 80/7 80/19 81/7 81/24 83/1 85/13 90/7 93/17 96/19 100/7 101/12 101/16 101/25 111/7 112/4 116/24 117/8 121/21 121/22 122/18 123/8 124/5 125/4 127/1 128/14 131/12 132/7 134/19 134/20 135/5 136/3 136/10 137/25 144/6 153/12 157/9 159/13 159/23 161/17 169/21 174/2 176/15 178/3 182/2 183/14 183/15 183/24	accounts [1] 128/23	adapted [4] 87/17 95/13 95/14 95/19	advocated [5] 45/18 46/14 46/17 46/17 46/18	agriculture [5] 1/23 9/17 45/19 47/3 48/12
above [1] 5/5	accurate [1] 154/9	ad hoc [1] 53/12	advocating [1] 85/18	
	achievable [1] 184/13	adapt [2] 123/14 133/10	affairs [1] 32/5	
	achieve [5] 16/1 25/25 184/15 185/16 185/20	adapted [4] 87/17 95/13 95/14 95/19	affected [4] 118/16 121/17 132/16 176/18	
	achieved [4] 14/8 80/12 184/10 184/14	adapting [1] 60/20	affecting [2] 140/3 140/3	
	acknowledge [2] 128/24 151/3	add [16] 5/2 81/10 81/12 85/10 99/16 99/18 106/20 113/19 114/13 119/18 121/13 125/8 125/14 126/22 133/13 133/15	affected [4] 118/16 121/17 132/16 176/18	
	acknowledged [1] 22/5	added [4] 28/1 79/17 111/3 115/2	affects [1] 105/12	
	acronym [1] 170/19	adding [1] 74/22	affirmed [8] 1/7 64/1 64/2 64/3 187/2 187/9 187/11 187/13	
	acronyms [1] 161/14	addition [2] 27/23 87/10	afraid [1] 81/3	
	across [31] 22/15 29/11 42/22 45/22 47/21 52/11 58/3 82/25 83/20 100/19 101/16 111/24 120/14 134/8 134/9 135/13 138/5 139/19 141/20 144/3 152/14 152/23 153/6 153/7 157/20 158/16 158/17 161/9	additional [4] 28/1 41/23 118/1 174/5	after [16] 3/8 18/22 25/21 30/24 31/20 31/22 34/15 41/18 42/8 43/14 51/3 54/3	

<p>A</p> <p>ahead [1] 93/17</p> <p>AHPs [1] 168/16</p> <p>aid [1] 111/22</p> <p>Aidan [3] 150/10 150/11 187/21</p> <p>Aidan Dawson [1] 150/10</p> <p>aims [1] 67/18</p> <p>ALANI [1] 144/14</p> <p>albeit [2] 9/1 10/5</p> <p>alert [1] 97/5</p> <p>Alice [9] 104/1 104/3 104/11 105/5 105/25 107/11 107/15 107/22 110/9</p> <p>align [1] 84/19</p> <p>aligned [1] 44/9</p> <p>Alison [3] 63/22 64/3 187/13</p> <p>Alison Allen [1] 63/22</p> <p>all [109] 4/22 5/3 7/1 10/13 10/14 11/20 18/8 24/19 24/22 26/23 31/20 33/3 35/21 35/24 39/20 42/22 43/4 43/11 43/12 43/25 43/25 44/1 44/4 44/4 45/18 46/5 46/12 50/8 51/16 54/11 57/15 57/17 65/2 65/10 66/11 67/7 69/20 70/10 74/18 76/24 78/8 78/18 80/11 83/1 91/9 92/13 94/23 95/20 96/20 96/25 98/19 102/11 102/18 103/10 104/6 105/14 106/17 112/23 113/8 114/25 117/17 118/4 118/23 119/21 122/8 122/10 122/15 128/9 129/4 129/18 130/25 137/21 138/12 140/4 142/17 142/18 144/3 144/25 147/9 149/15 149/22 151/6 151/21 158/7 158/11 158/22 159/2 159/4 160/11 161/10 162/7 163/5 168/9 171/12 173/2 174/1 174/12 175/19 176/25 177/19 179/2 182/12 184/18 185/3 185/3 185/4 185/8 185/17 185/17</p> <p>all right [19] 18/8 51/16 78/8 80/11 95/20 103/10 104/6 114/25 122/15 129/4 130/25 151/6 158/11 158/22 171/12 173/2</p>	<p>174/1 174/12 177/19</p> <p>all-departmental [1] 185/4</p> <p>all-island [1] 45/18</p> <p>all-party [2] 185/3 185/3</p> <p>Allen [23] 63/22 64/3 64/17 67/10 71/5 81/9 85/7 89/3 91/5 95/21 99/19 106/19 114/12 117/7 117/13 125/13 131/4 133/3 133/16 141/12 142/16 142/20 187/13</p> <p>allow [7] 63/11 72/3 74/7 109/5 111/24 113/3 157/6</p> <p>allowed [1] 105/1</p> <p>allowing [2] 75/15 89/19</p> <p>allows [1] 89/13</p> <p>alluding [1] 119/21</p> <p>almost [4] 60/3 84/11 114/4 135/15</p> <p>along [2] 19/16 23/17</p> <p>alongside [3] 13/23 41/23 114/5</p> <p>already [18] 42/6 53/9 55/5 70/20 80/13 82/5 84/7 87/7 88/3 93/7 94/5 96/1 134/19 136/9 145/5 146/13 153/11 162/14</p> <p>also [68] 1/13 10/11 11/22 17/1 17/13 34/10 36/1 37/9 38/1 38/8 39/1 44/2 49/17 58/6 60/17 64/10 65/12 65/24 69/5 72/5 72/18 72/22 73/7 76/4 79/17 80/18 80/18 82/10 82/13 89/8 92/17 97/13 97/21 98/16 106/7 112/4 114/3 117/15 118/7 121/4 123/19 123/23 124/8 129/25 130/13 131/1 133/21 136/6 136/9 143/22 145/1 147/14 147/17 152/1 152/10 154/20 156/24 158/4 160/18 161/3 163/9 164/13 167/2 169/15 176/3 176/24 182/1 183/18</p> <p>altering [1] 112/13</p> <p>alternative [1] 115/9</p> <p>although [6] 24/11 30/19 31/21 85/4 169/15 185/9</p> <p>always [12] 6/15 34/19 61/20 62/4 62/7 87/3 90/10 143/25 145/9 150/17 179/25</p>	<p>185/15</p> <p>am [13] 1/2 5/8 43/13 51/25 52/2 63/13 63/15 77/12 143/2 149/9 154/12 181/19 186/9</p> <p>ambition [1] 67/21</p> <p>ambitions [2] 66/20 185/14</p> <p>ambushed [1] 138/24</p> <p>amendments [1] 162/21</p> <p>amount [5] 11/16 51/8 76/14 78/4 184/7</p> <p>amplify [1] 121/14</p> <p>analyse [1] 169/13</p> <p>analysis [1] 92/18</p> <p>analytic [2] 167/13 183/18</p> <p>analytical [3] 171/5 171/10 172/9</p> <p>analytics [2] 167/15 171/8</p> <p>animal [2] 45/20 47/16</p> <p>annex [2] 139/25 139/25</p> <p>announced [1] 37/4</p> <p>annual [1] 155/18</p> <p>annually [1] 67/1</p> <p>another [9] 30/2 41/9 45/1 45/4 79/20 141/22 145/14 169/3 170/19</p> <p>answer [23] 4/16 21/10 85/25 105/6 110/14 111/12 112/1 112/15 118/22 118/22 135/4 138/13 138/25 140/8 147/8 148/21 160/9 161/25 180/3 181/2 181/3 181/8 181/19</p> <p>answers [3] 116/15 142/19 183/23</p> <p>anticipate [1] 119/4</p> <p>anticipated [3] 94/6 119/8 132/23</p> <p>antiviral [1] 97/17</p> <p>Antrim [1] 64/21</p> <p>any [61] 2/24 11/8 15/4 16/10 16/14 16/15 19/6 24/9 25/6 29/6 40/23 46/23 49/8 49/8 50/18 53/10 56/1 56/2 68/4 83/7 86/13 88/11 88/18 91/12 93/10 93/14 96/3 99/24 101/6 112/8 112/10 113/8 113/21 116/23 118/5 119/4 120/22 120/24 121/10 126/6 127/1 131/11</p>	<p>132/15 134/10 140/3 143/3 147/11 149/2 149/18 156/8 159/23 161/22 162/4 165/20 170/25 173/8 177/16 178/8 178/19 181/9 184/6</p> <p>anybody [1] 83/7</p> <p>anything [11] 81/9 85/10 99/15 106/19 114/12 119/17 121/12 125/13 133/12 134/10 178/21</p> <p>anyway [1] 125/11</p> <p>apologise [1] 9/11</p> <p>apology [1] 9/12</p> <p>apparent [4] 17/4 28/15 45/9 54/5</p> <p>appear [2] 24/13 30/23</p> <p>appeared [2] 85/7 88/12</p> <p>appears [2] 31/14 180/24</p> <p>applauded [1] 83/23</p> <p>applied [2] 47/8 138/5</p> <p>applies [1] 104/14</p> <p>apply [5] 58/11 58/11 62/18 67/8 123/21</p> <p>applying [1] 68/11</p> <p>appoint [1] 167/9</p> <p>appointed [10] 3/2 3/4 3/12 11/1 12/10 12/14 40/19 64/13 66/22 154/15</p> <p>appointment [3] 17/15 159/12 176/20</p> <p>appreciate [3] 151/14 156/6 176/13</p> <p>appreciated [2] 172/17 172/22</p> <p>appreciating [1] 166/11</p> <p>appreciation [1] 5/3</p> <p>approach [27] 3/10 5/8 6/17 6/17 44/8 45/18 45/21 46/2 46/6 46/9 46/14 48/25 49/1 74/17 100/18 101/19 102/21 105/6 111/9 140/10 141/2 159/21 166/25 174/17 176/9 184/23 184/25</p> <p>approaches [1] 89/9</p> <p>approaching [1] 147/24</p> <p>appropriate [5] 68/3 91/3 109/10 147/18 181/19</p> <p>appropriately [1] 91/22</p> <p>approval [1] 85/7</p> <p>April [6] 1/18 51/4</p>	<p>65/14 155/21 155/24 157/5</p> <p>April 2023 [1] 65/14</p> <p>architecture [1] 82/12</p> <p>are [185] 4/11 4/11 7/3 7/5 7/8 7/12 7/15 7/25 8/2 8/9 11/10 16/12 18/1 19/22 19/25 20/20 20/21 26/10 29/6 32/24 33/15 33/19 39/11 43/23 47/16 48/18 49/9 49/13 51/17 54/11 54/12 58/1 62/21 62/22 63/21 64/6 64/12 64/17 65/12 65/20 67/7 68/3 68/7 68/10 69/22 69/24 70/12 71/12 71/15 72/18 74/12 74/15 75/20 75/24 76/20 76/22 77/2 77/7 77/15 78/6 78/20 79/6 80/17 82/16 83/13 84/17 84/17 84/22 85/18 86/25 87/4 87/21 88/6 88/7 88/17 88/17 89/4 89/9 89/21 90/3 92/18 96/3 96/23 99/9 99/23 100/19 102/17 103/9 107/24 108/23 111/21 112/23 113/10 113/16 114/15 116/17 116/18 117/23 117/24 118/6 118/11 118/19 120/11 121/6 121/17 122/24 122/25 123/2 123/13 123/14 123/14 127/15 129/11 129/16 129/20 129/23 131/11 136/18 137/17 137/22 137/24 138/5 141/9 142/17 143/13 143/18 145/1 145/12 145/15 146/7 146/15 147/9 148/3 148/16 148/23 150/24 151/1 151/1 151/12 153/23 154/6 154/14 154/15 154/15 154/21 155/2 156/4 156/12 157/1 157/1 157/8 157/12 157/14 157/17 157/18 158/3 159/17 159/23 160/3 160/5 162/20 162/23 163/10 163/12 165/23 165/24 167/1 167/13 167/14 167/24 168/9 168/13 172/10 173/4 173/7 177/25 179/5 179/6 179/10 181/1 182/3 183/7 183/12 184/20 185/9</p>
---	--	---	--	--

A	arrived [3] 82/15 95/4 181/7	assumptions [1] 109/23	11/20 12/8 12/22 12/23 18/1 18/6 18/12	25/11 26/2 33/16 37/9 38/19 40/17 42/3
area [20] 8/21 22/5 22/15 39/4 46/12 47/9 47/17 48/20 50/4 61/20 77/2 77/6 124/5 137/23 138/5 141/6 141/24 141/25 167/11 169/10	Article [1] 131/19 Article 29 [1] 131/19 as [304] As I say [1] 85/1 aside [2] 8/11 34/15 ask [19] 4/8 25/11 37/22 43/2 54/22 55/2 58/8 66/15 78/18 81/7 85/4 85/5 101/23 112/4 122/18 133/22 134/5 138/22 180/8	assurance [10] 112/4 112/8 112/11 112/12 113/22 114/14 118/11 141/5 141/23 184/13 assure [1] 149/16 assured [1] 141/9 assuring [1] 113/10 asylum [1] 66/10 at [195] at present [1] 147/10 attempt [3] 43/14 53/10 102/3 attempted [1] 51/6 attend [3] 18/16 25/10 25/18 attendance [2] 21/10 101/5 attended [1] 25/12 attending [1] 25/14 attention [17] 9/21 10/1 10/23 16/12 17/2 17/20 18/15 19/17 21/8 21/21 22/8 25/24 32/25 48/7 59/22 83/21 174/11 audit [3] 114/16 114/21 128/23 austerity [10] 22/19 33/2 33/6 33/6 34/15 41/17 80/20 129/8 130/1 182/4 authorities [43] 58/10 60/25 62/16 65/3 65/4 65/4 65/20 66/1 66/13 67/7 68/7 70/22 75/10 76/2 77/6 77/9 77/20 82/2 84/19 85/14 90/12 94/7 94/15 94/20 95/6 120/11 120/16 121/4 121/9 122/24 123/10 123/13 123/18 123/22 126/5 127/1 129/11 129/13 130/19 132/14 132/24 157/14 157/17 authorities' [1] 77/23 authority [11] 66/4 96/24 115/7 120/1 120/20 122/19 131/13 143/21 146/7 149/8 157/19 automatic [1] 50/17 automatically [1] 3/13 autonomy [2] 7/1 7/14 autumn [1] 104/3 available [8] 26/12 26/16 39/9 40/2 49/9 87/25 128/5 166/20 avoiding [1] 63/4 aware [48] 10/6	30/22 32/16 33/16 40/12 44/8 44/14 44/15 44/19 47/2 47/6 47/24 47/25 48/3 49/12 49/20 49/22 55/18 56/5 58/12 58/17 58/21 59/21 60/8 60/17 96/3 99/23 100/7 102/10 102/14 104/2 104/15 107/13 110/12 138/23 146/15 146/22 149/9 162/3 162/4 174/10 awareness [1] 120/3 away [6] 59/18 122/20 124/5 179/21 182/6 185/19	43/15 43/23 46/6 50/10 51/11 54/7 57/8 60/2 61/25 63/10 73/24 78/21 82/1 92/7 95/4 96/8 112/5 120/22 123/2 128/5 130/16 130/17 132/12 133/8 139/5 145/5 145/6 151/4 152/12 154/10 154/19 156/16 157/18 159/6 161/3 163/11 164/15 166/2 167/23 170/3 175/17 175/21 177/2 177/14 178/20 179/9 181/14 185/9 become [5] 50/7 104/2 104/14 110/12 121/22 becomes [2] 6/1 48/23 been [124] 3/8 3/12 4/24 8/16 10/6 10/8 10/23 11/3 11/21 12/17 14/10 14/22 15/9 18/12 22/15 23/14 24/11 25/4 30/23 31/2 31/2 31/7 32/11 32/19 32/25 33/2 35/11 36/7 36/9 36/18 36/19 36/20 36/21 37/3 37/3 37/5 38/5 39/1 40/13 40/15 41/8 41/25 42/11 45/9 45/19 46/10 47/25 48/3 53/4 53/9 54/23 55/5 57/2 57/6 58/2 58/24 59/23 60/7 60/19 60/20 61/13 61/22 66/25 73/23 78/1 80/8 81/2 87/21 89/22 91/15 91/24 93/21 94/4 94/18 99/10 100/14 103/2 106/14 106/18 107/4 108/22 110/10 110/20 110/21 110/23 113/1 114/8 120/10 120/25 123/12 124/8 129/18 129/22 130/18 135/5 135/25 136/13 137/19 137/20 139/21 144/2 145/19 145/22 147/20 148/2 149/15 150/14 156/6 156/18 158/23 159/9 164/11 170/3 172/13 173/20 173/21 174/10 176/24 178/2 178/17 178/18 180/6 180/24 183/13 before [26] 4/15 13/8 15/2 15/4 16/19 32/1
area's [1] 87/3 areas [35] 11/24 12/5 12/6 24/3 25/5 28/17 33/19 36/12 38/13 41/1 42/20 47/16 47/23 54/12 55/12 58/16 59/19 61/5 61/21 86/24 90/12 90/13 92/3 93/14 98/19 109/8 123/24 134/23 139/23 141/8 141/8 154/2 168/19 168/20 172/12 aren't [2] 123/4 137/23 arena [1] 84/25 argued [3] 82/14 84/5 84/21 argument [2] 111/8 128/10 arguments [1] 3/24 arise [2] 28/24 137/22 arm [1] 114/22 arm's [5] 114/20 154/5 154/6 154/19 154/20 around [29] 13/13 26/4 26/18 26/24 28/12 70/12 83/5 83/5 85/12 89/3 92/4 99/7 105/7 105/19 112/21 122/11 125/1 125/7 125/7 127/6 129/10 135/9 137/4 147/16 147/21 150/14 157/7 159/11 159/13 arrange [1] 115/6 arranged [1] 74/13 arrangement [11] 8/1 42/14 43/7 43/14 53/25 77/11 84/5 100/15 113/3 113/18 148/11 arrangements [33] 8/15 9/24 9/25 10/9 11/15 11/18 13/2 15/22 24/7 36/6 52/7 52/9 52/17 63/9 71/19 73/15 74/11 74/19 81/17 81/21 94/18 94/22 109/6 111/23 113/23 114/1 114/6 114/7 114/14 115/14 152/14 155/10 157/1	Assembled [1] 85/1 ask [19] 4/8 25/11 37/22 43/2 54/22 55/2 58/8 66/15 78/18 81/7 85/4 85/5 101/23 112/4 122/18 133/22 134/5 138/22 180/8 asked [11] 24/22 47/1 49/11 54/14 55/5 57/11 87/7 132/14 148/24 176/16 181/7 asking [1] 66/3 aspect [2] 134/13 169/3 aspects [8] 28/23 70/10 84/22 115/9 117/3 146/23 161/4 175/19 Assembly [25] 2/11 2/14 2/20 3/7 4/1 4/3 4/4 4/9 5/7 5/14 5/19 5/21 7/9 7/15 7/17 35/14 35/15 35/18 36/11 36/14 64/23 162/18 182/3 183/3 185/19 assess [1] 67/25 assessed [1] 92/15 assessment [11] 11/12 31/17 86/16 87/1 87/5 87/24 89/13 120/21 128/7 131/9 172/21 assessments [4] 86/21 86/23 87/2 113/6 assist [7] 4/21 42/21 46/23 68/23 87/2 108/7 177/25 assistance [5] 1/16 138/3 150/19 151/18 178/13 assisted [1] 134/10 assisting [1] 136/7 associated [1] 67/4 association [24] 64/7 64/13 64/18 65/1 65/7 65/18 68/13 75/2 86/19 102/3 102/12 103/2 104/2 104/9 107/12 112/25 114/1 125/18 125/19 138/18 142/21 142/25 145/1 157/16 associations [4] 63/19 107/14 139/19 145/12 assume [1] 29/10	back [33] 10/18 14/15 15/7 17/17 26/1 27/24 33/5 34/16 47/1 56/11 73/10 78/3 82/22 83/3 85/22 89/2 93/1 95/6 101/11 105/4 107/11 110/22 115/1 138/6 147/22 147/25 148/7 148/21 148/22 169/3 173/17 178/8 178/21 background [2] 55/13 152/5 ball [1] 32/10 band [4] 159/13 159/17 159/18 176/21 band 4 [1] 159/18 band 7s [1] 159/17 band 8c [1] 176/21 Baroness [2] 3/14 3/19 Baroness Foster [2] 3/14 3/19 base [2] 128/19 168/3 based [5] 75/7 77/2 131/8 151/18 170/4 basically [1] 22/13 basis [7] 42/22 66/19 89/23 92/17 96/15 115/11 179/2 Basque [1] 39/23 be [209] bear [1] 44/4 bearing [2] 170/25 184/11 became [13] 12/23 47/12 47/14 49/22 51/2 51/3 56/10 56/14 102/13 104/16 107/13 155/25 165/22 because [60] 3/7 3/23 4/22 6/5 10/2		

B	bespoke [2] 120/24 121/7	body [15] 5/19 5/21 10/10 18/18 36/5 51/5 65/10 65/19 114/20 143/19 154/5 154/6 154/19 154/20 154/22	British Treasury [1] 41/24	81/19 82/20 82/21 83/16 87/18 88/8 88/12 89/17 90/16 91/8 92/17 92/21 94/8 94/24 96/22 101/5 101/6 101/18 103/1 105/9 106/1 106/10 106/14 108/8 108/21 113/8 114/3 115/13 116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
before... [20] 51/20 59/12 64/16 75/11 81/7 101/23 102/15 102/24 103/18 113/6 120/24 122/17 139/10 148/11 154/4 164/6 172/17 172/19 175/14 181/23	best [16] 4/23 27/4 43/19 66/13 74/13 82/23 100/12 107/19 130/4 135/24 148/4 149/3 150/16 150/25 151/2 183/21	borne [1] 61/22	brought [25] 9/21 9/25 17/2 17/20 18/14 19/16 21/7 21/20 22/8 32/25 48/7 58/13 58/15 59/22 60/2 60/11 67/11 67/19 81/8 101/20 118/1 118/7 124/16 171/7 174/11	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
begin [1] 66/3	better [25] 13/20 15/9 16/8 36/10 38/21 38/21 80/5 81/2 90/18 97/13 97/24 170/2 171/9 172/9 172/11 182/18 182/19 182/19 183/16 183/17 183/17 183/18 184/25 185/2 185/7	Borough [1] 64/21	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
beginning [1] 155/24	between [36] 1/24 2/1 8/5 17/7 17/8 17/10 26/17 27/10 30/12 33/22 39/19 50/21 52/4 66/5 77/5 79/3 80/5 82/17 91/16 92/21 97/7 97/22 97/25 98/14 98/25 104/25 115/19 128/20 129/2 132/15 138/11 142/22 145/24 157/8 179/5 179/17	both [24] 4/11 27/19 36/2 46/7 69/19 72/21 80/16 85/14 91/21 92/19 95/8 112/15 112/19 120/11 121/25 130/12 133/20 136/18 136/23 143/14 143/21 156/14 160/5 182/1	broke [1] 103/18	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
behalf [3] 93/19 134/6 184/12	big [3] 79/15 83/12 160/10	bottom [5] 20/17 27/24 169/9 171/19 171/23	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
behavioural [2] 168/4 168/8	bigger [2] 160/3 183/24	bound [1] 35/18	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
behind [5] 29/18 32/3 61/25 92/9 165/14	biggest [1] 176/22	box [2] 53/13 63/18	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
being [57] 9/14 19/9 21/13 21/13 23/6 25/1 25/10 28/2 28/18 31/19 36/13 39/18 41/17 42/25 48/10 54/5 57/24 61/25 61/25 66/9 67/12 68/24 78/25 83/2 84/13 85/9 85/14 87/24 89/9 101/7 103/22 106/23 117/8 117/19 118/3 122/2 127/21 132/23 133/1 135/2 137/8 145/21 148/23 153/9 153/18 154/8 157/3 157/4 157/5 158/18 161/22 162/23 170/15 175/15 176/16 178/11 178/12	Bill [4] 59/19 61/8 62/14 147/22	branch [2] 10/11 160/6	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
Belfast [3] 64/21 71/16 151/24	biological [2] 20/1 163/6	break [9] 51/21 51/23 52/1 63/14 101/23 103/11 150/3 150/6 180/20	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
belief [1] 150/25	bit [5] 2/17 8/13 66/20 148/15 148/16	Brenda [2] 142/14 180/16	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
believe [16] 18/19 19/22 34/20 34/21 34/22 38/19 38/20 40/11 41/14 52/25 67/21 111/16 118/17 120/13 132/2 141/12	bits [1] 184/20	Brenda Campbell [2] 142/14 180/16	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
believed [1] 93/19	Blackwell [6] 76/6 99/4 100/24 103/16 143/10 150/8	Brief [11] 4/15 4/18 8/23 9/3 9/13 9/14 11/5 32/20 53/7 177/12 178/5	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
beneficial [1] 42/16	block [1] 170/5	briefed [4] 10/8 11/3 25/1 29/3	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
benefit [3] 1/14 111/22 176/8	blocks [1] 185/10	briefing [10] 9/6 9/7 9/15 11/23 11/25 12/17 15/10 25/3 29/6 52/14	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
benefits [1] 43/8	Blood [1] 161/13	bring [18] 7/10 13/10 14/9 18/4 31/19 40/22 40/23 43/8 51/6 55/11 56/20 57/10 116/19 118/9 122/4 148/22 161/10 161/17	broader [3] 136/15 163/1 163/5	116/7 119/9 119/14 120/13 121/3 121/4 121/21 122/10 122/17 123/11 123/19 123/23 125/2 126/22 127/5 128/16 129/18 130/13 130/20 131/1 132/14 134/4 134/8 136/2 136/8 137/2 138/14 138/23 138/25 139/4 139/5 139/9 139/23 140/2 140/5 140/15 141/6 141/22 142/17 143/4 144/1 144/5 145/21 146/17 148/7 150/17 151/13 151/18 152/6 152/19 154/20 156/20 159/18 159/19 159/20 159/24 160/9 161/14 161/19 162/2 162/13 162/17 164/13 165/14 167/12 167/16 168/20 171/1 172/12 172/21 173/16 174/7 174/10 176/6 177/10 179/17 179/23 180/20 181/17 185/9
Bengoa [7] 13/13 13/23 14/16 26/11 39/23 40/6 182/16	board [17] 14/18 18/16 18/16 21/10 22/15 58/3 108/17 144/3 152/16 153/4 154/12 154/14 155/6 155/25 156/19 169/21 181/24	bringing [6] 17/19 82/1 83/3 159/1 161/18 167/1	broader	

C				
Campbell... [12]	41/12 42/23 43/23	109/13 112/7 112/11	checked [1] 139/11	clearly [8] 9/15 24/2
142/10 142/12 142/14	78/24 79/12 80/6 80/9	113/2 115/19 121/2	chef [1] 156/8	29/15 57/3 120/9
149/12 180/9 180/11	80/16 80/16 80/17	124/4 125/4 127/24	chemical [1] 20/1	123/9 139/7 145/12
180/13 180/14 180/16	80/17 80/22 80/24	128/11 128/17 138/12	chief [43] 15/17	clinical [3] 30/20
185/23 187/19 187/25	80/25 81/7 81/25	148/14 153/3	29/22 31/24 47/19	31/3 168/7
can [84] 1/14 8/13	84/22 109/14 109/17	centre [3] 10/12	49/2 49/10 49/12	clinically [1] 95/17
9/10 25/16 25/19 34/3	120/18 121/23 127/4	98/13 98/15	49/20 50/4 50/9 50/12	close [3] 84/9 84/16
34/6 34/9 35/23 38/21	127/6 151/25 152/8	centred [2] 117/22	50/22 52/11 55/4	114/3
39/7 39/8 39/12 42/20	152/15 152/16 152/24	140/10	55/23 55/25 57/3 57/5	closed [3] 120/15
42/24 44/6 45/14	153/1 153/4 153/6	centres [2] 41/4	57/14 59/17 61/10	130/18 155/25
47/12 52/21 52/24	153/15 153/21 155/6	130/18	64/6 64/10 64/12	closely [9] 52/12
55/11 58/5 59/25 60/5	155/25 156/19 157/2	centric [2] 51/7	64/15 64/17 72/9	76/2 84/19 123/10
63/21 66/13 66/15	159/2 169/12 169/25	108/13	72/17 110/19 143/21	148/12 154/21 155/5
69/5 70/9 77/2 79/12	170/21 177/9 182/5	certain [4] 31/18	146/7 146/11 148/4	156/5 168/21
80/20 80/21 81/12	182/11 182/15 183/5	37/16 116/1 161/3	149/8 151/12 152/6	closing [1] 106/12
81/17 88/8 88/25 97/1	care homes [1] 80/16	certainly [18] 29/22	157/25 160/14 164/9	closure [1] 120/16
97/12 97/19 100/21	Careful [1] 102/11	32/6 33/15 35/1 39/11	164/24 165/9 166/23	CMO [12] 15/17 18/5
107/8 107/11 108/14	carefully [1] 20/22	45/24 51/19 62/18	172/25	18/7 24/11 25/18
109/2 112/19 117/21	caretaker [2] 2/16	67/6 73/13 90/25	children [2] 42/23	25/23 40/12 53/24
118/10 118/18 119/1	2/19	103/9 107/4 120/13	120/17	56/6 158/5 160/6
119/2 125/21 125/25	Carolyn [1] 177/22	121/25 144/6 145/22	children's [4] 127/4	185/5
127/12 128/17 129/16	carried [3] 20/25	146/3	127/7 129/14 153/1	CMO's [1] 24/2
139/13 147/23 147/25	135/12 135/18	certification [1]	choice [1] 102/11	CMOG [2] 15/17
148/22 150/23 151/7	carries [2] 154/16	135/10	Chris [3] 63/22 64/1	15/21
151/11 157/5 159/25	169/1	cetera [8] 113/17	187/9	co [15] 27/17 42/20
162/4 166/5 166/14	carry [5] 35/6 40/19	113/18 124/23 138/1	Chris Llewelyn [1]	42/21 47/17 47/23
166/15 166/18 169/6	43/5 127/3 167/15	140/19 160/8 176/5	63/22	52/9 68/1 72/16 72/18
170/23 171/23 173/2	cascade [1] 72/4	179/9	circular [2] 96/11	86/5 98/6 138/20
178/16 180/20 181/3	cascading [3] 89/17	chain [1] 130/7	185/9	148/10 155/3 155/18
181/8 181/22 183/9	90/8 143/10	chains [2] 20/3 123/8	circumstance [1]	72/18
184/13 185/10 185/13	case [12] 17/9 17/24	chair [2] 66/21	112/2	co-chaired [2] 72/16
185/16	33/9 41/25 77/8 81/16	154/13	circumstances [10]	co-dependent [1]
can't [7] 24/9 47/11	103/3 105/25 120/14	chaired [3] 14/17	36/1 75/7 75/8 102/2	155/3
72/24 126/17 147/25	121/25 133/2 145/3	72/16 72/18	121/17 123/1 123/15	co-operate [1] 68/1
cancer [1] 42/23	cases [1] 93/22	chairing [1] 86/9	127/20 133/11 137/19	co-operation [4]
candour [1] 135/1	cash [1] 127/25	challenge [6] 79/15	citizens [1] 43/17	42/20 42/21 47/17
cannot [3] 68/21	Category [11] 62/21	89/8 96/5 112/21	City [1] 64/21	47/23
capabilities [2]	62/22 67/7 67/24	165/20 166/2	civil [50] 8/7 8/9 8/15	co-ordinating [2]
164/15 172/6	86/22 88/21 88/22	challenges [6] 13/8	8/19 8/25 9/8 9/20	86/5 155/18
capability [6] 77/25	90/3 116/2 116/18	132/22 133/1	10/11 11/13 12/8	co-ordination [3]
127/16 163/19 164/3	116/19	champion [1] 144/4	17/10 17/12 30/9 34/4	27/17 52/9 148/10
165/19 174/25	Category 1 [7] 62/21	champions [1] 143/1	37/25 38/3 38/6 39/2	Co-ordinators [1]
capacity [20] 2/16	67/7 67/24 86/22 90/3	chance [2] 26/2 27/5	39/5 39/12 48/7 58/8	98/6
2/19 39/20 77/25	116/2 116/18	change [17] 34/5	59/16 60/1 60/7 60/7	co-produced [1]
82/14 109/14 111/24	Category 2 [3] 62/22	39/2 39/7 40/22 40/24	61/10 62/17 67/3 67/6	138/20
125/4 125/6 125/11	88/22 116/19	48/16 82/1 82/15	67/11 67/18 68/21	coalition [4] 6/2 6/4
130/21 131/1 134/23	catering [1] 136/23	90/22 115/4 133/10	71/24 72/8 73/11	6/10 147/12
137/13 160/18 161/23	Catherine [4] 88/1	156/7 156/9 156/16	73/18 73/21 76/1 97/4	coastguard [1] 62/21
162/5 164/6 165/3	112/5 115/17 128/14	156/17 156/22 156/23	98/7 107/5 114/6	COBR [1] 52/14
184/4	Catherine Frances [4] 88/1 112/5	changed [7] 39/10	137/3 144/8 144/17	code [1] 184/4
cardiac [1] 42/23	115/17 128/14	77/17 104/20 159/1	145/17 146/10 146/25	codification [1] 91/2
care [75] 13/9 13/14	caught [1] 94/25	159/9 159/21 173/8	147/21	codifying [1] 147/17
13/25 16/7 19/4 19/5	cause [2] 66/10	changes [6] 68/14	clarifying [1] 85/20	coding [8] 169/11
20/14 22/14 26/21	175/22	71/6 73/18 81/8 82/21	clarity [6] 90/23	169/13 169/25 170/2
28/5 28/14 28/19	caused [1] 175/15	121/23	90/25 98/4 138/3	170/5 170/6 170/9
28/24 29/5 29/7 29/11	CBRNE [1] 20/2	changing [6] 73/19	142/18 179/23	170/18
29/12 29/17 29/18	CCG [1] 117/15	74/23 123/1 123/15	class [1] 33/13	coherence [1] 57/16
30/4 30/21 30/25 31/4	CCPB [1] 10/11	157/1 157/7	clear [16] 8/23 9/2	161/24 162/6
33/13 35/7 37/10	CCS [2] 30/9 30/13	channels [3] 79		

<p>C</p> <p>collapse [6] 2/23 33/22 38/18 42/3 42/7 182/3</p> <p>collation [1] 98/12</p> <p>colleague [1] 149/18</p> <p>colleague's [1] 73/11</p> <p>colleagues [16] 79/14 83/14 83/17 91/15 92/16 94/5 99/8 113/2 116/5 122/1 131/16 139/11 140/15 140/18 162/25 176/15</p> <p>colleagues' [1] 119/9</p> <p>collection [4] 98/11 108/19 133/22 180/8</p> <p>collective [3] 5/9 7/18 106/4</p> <p>collectively [2] 45/21 106/16</p> <p>column [2] 19/21 20/6</p> <p>column 8 [1] 20/6</p> <p>combine [1] 14/1</p> <p>come [35] 14/15 15/25 16/5 16/12 19/12 22/20 23/11 23/17 24/8 31/3 33/4 34/16 44/18 48/21 50/1 57/1 60/9 66/18 69/21 76/10 89/2 99/11 101/4 122/17 132/18 136/1 137/1 153/25 157/4 157/5 160/9 167/6 170/11 170/18 185/2</p> <p>comes [6] 6/4 23/17 45/20 46/2 79/4 101/11</p> <p>comfortable [1] 181/15</p> <p>coming [10] 24/9 47/1 67/14 78/6 81/25 98/22 145/8 168/11 176/11 176/13</p> <p>command [1] 14/2</p> <p>commanded [2] 14/6 41/15</p> <p>commenced [3] 32/5 103/2 103/3</p> <p>commencing [1] 149/9</p> <p>comment [4] 96/7 179/16 181/8 181/14</p> <p>commentary [1] 178/9</p> <p>commenting [2] 181/12 181/16</p> <p>comments [10] 4/15 73/11 84/2 85/13 99/17 113/21 116/23 125/15 129/6 131/11</p> <p>commission [2]</p>	<p>80/23 157/8</p> <p>commissioned [4] 18/3 22/21 108/16 172/16</p> <p>commissioner [1] 170/7</p> <p>commissioning [8] 82/12 83/15 137/13 152/14 153/21 156/5 156/25 170/6</p> <p>committed [2] 25/17 43/13</p> <p>committee [5] 5/20 6/20 7/10 97/4 128/23</p> <p>committees [2] 50/25 52/14</p> <p>common [2] 46/12 66/10</p> <p>communicable [2] 96/12 162/11</p> <p>communicate [1] 143/4</p> <p>communication [6] 52/19 78/22 79/19 90/15 98/14 140/24</p> <p>communications [3] 52/4 52/16 109/25</p> <p>communities [25] 66/14 68/23 70/5 70/7 79/5 84/9 84/16 85/14 88/3 97/14 101/17 111/13 116/6 118/24 118/25 120/11 120/23 122/2 127/5 128/22 130/2 135/6 140/21 140/23 140/23</p> <p>community [29] 28/9 66/5 68/24 69/4 70/2 76/12 76/17 76/18 84/22 86/20 87/8 97/15 101/16 111/2 112/19 113/15 113/17 118/8 121/8 122/3 122/6 122/6 125/2 140/22 144/5 144/7 152/8 152/25 184/6</p> <p>companies [1] 140/19</p> <p>comparable [1] 7/23</p> <p>compel [1] 147/11</p> <p>compelled [1] 147/10</p> <p>compensate [1] 129/16</p> <p>competence [1] 7/21</p> <p>competent [1] 113/3</p> <p>competing [2] 22/2 22/10</p> <p>competing/urgent [1] 22/2</p> <p>completely [2] 84/3 118/23</p> <p>completeness [1] 65/24</p> <p>completes [2] 149/13</p>	<p>180/5</p> <p>complex [3] 4/7 109/15 119/20</p> <p>complexity [1] 116/24</p> <p>compliance [1] 68/5</p> <p>complication [1] 79/17</p> <p>complimentary [1] 30/19</p> <p>component [1] 56/15</p> <p>comprehensive [1] 113/16</p> <p>comprise [1] 6/10</p> <p>comprised [1] 97/3</p> <p>comprises [1] 6/20</p> <p>compromises [1] 35/23</p> <p>conceived [1] 73/23</p> <p>concentration [1] 141/24</p> <p>concept [1] 55/17</p> <p>concern [6] 33/19 48/18 48/20 80/8 166/19 173/18</p> <p>concerned [17] 9/9 15/23 17/3 24/4 31/9 88/14 121/21 121/22 122/22 135/5 137/25 150/2 151/16 155/8 157/12 158/25 173/12</p> <p>concerning [5] 8/15 11/17 17/19 44/20 101/8</p> <p>concerns [11] 52/3 74/2 87/4 93/17 96/3 109/1 109/3 109/7 123/8 159/23 160/10</p> <p>conclude [3] 68/15 100/17 173/20</p> <p>concluded [2] 55/7 167/23</p> <p>concludes [3] 62/24 133/19 185/24</p> <p>conclusion [3] 102/15 102/25 140/5</p> <p>conclusions [6] 101/1 102/13 104/16 105/3 105/7 138/6</p> <p>condolences [1] 4/22</p> <p>conduct [1] 58/6</p> <p>conducted [2] 93/18 125/19</p> <p>conferences [1] 70/4</p> <p>confidence [2] 74/25 149/6</p> <p>confident [1] 41/20</p> <p>confidential [1] 89/23</p> <p>confine [1] 153/13</p> <p>confirm [2] 41/8 150/23</p> <p>confirmed [2] 112/6 157/16</p>	<p>confuse [1] 78/10</p> <p>confusion [3] 98/15 175/22 176/1</p> <p>connect [1] 119/1</p> <p>conscious [2] 55/22 58/18</p> <p>consensus [1] 143/8</p> <p>consequence [6] 80/19 104/12 105/4 124/20 124/24 125/7</p> <p>consequences [14] 19/5 29/24 30/4 33/21 35/19 42/17 47/8 105/20 105/22 119/15 124/12 129/23 131/2 133/9</p> <p>consider [5] 144/20 147/2 156/19 163/5 173/14</p> <p>considerable [3] 11/15 82/9 151/3</p> <p>considerably [2] 75/9 159/9</p> <p>consideration [7] 90/22 111/11 116/12 117/12 118/4 149/22 177/12</p> <p>considered [4] 126/1 173/20 173/22 177/11</p> <p>considering [1] 47/4</p> <p>consistency [1] 147/3</p> <p>consistent [3] 98/17 140/11 184/3</p> <p>consistently [1] 116/7</p> <p>consolidated [1] 116/25</p> <p>constantly [1] 73/19</p> <p>constituted [1] 160/1</p> <p>constitutional [1] 4/8</p> <p>constrained [2] 128/17 132/1</p> <p>constructed [1] 68/18</p> <p>consultant [5] 159/15 163/20 164/4 164/11 184/2</p> <p>consultants [5] 159/10 163/22 167/1 167/3 171/7</p> <p>consultation [3] 138/23 139/1 139/7</p> <p>consulted [1] 144/13</p> <p>consumers [1] 165/24</p> <p>contact [2] 172/1 179/12</p> <p>contacted [1] 124/5</p> <p>contained [3] 48/4 58/10 87/23</p> <p>contains [1] 1/19</p> <p>context [18] 14/13 28/18 45/1 72/12</p>	<p>72/23 73/17 75/8 76/20 91/18 91/22 91/22 91/25 92/1 117/25 122/12 131/17 131/25 148/6</p> <p>contexts [1] 119/23</p> <p>contextual [1] 119/24</p> <p>contingencies [31] 8/7 8/9 8/15 8/19 8/25 9/8 9/20 10/11 11/13 12/9 13/1 17/11 30/9 39/6 58/8 62/18 67/3 67/6 67/11 71/24 72/8 73/12 73/21 97/4 98/8 107/6 114/6 137/3 144/18 146/10 147/22</p> <p>contingency [6] 17/12 60/2 60/8 139/24 145/17 146/25</p> <p>continue [3] 43/7 109/4 146/2</p> <p>continued [4] 2/13 2/19 42/1 114/8</p> <p>continuing [2] 89/19 172/10</p> <p>continuity [4] 92/20 96/16 109/22 114/17</p> <p>contract [1] 170/5</p> <p>contrast [1] 169/18</p> <p>contribute [1] 185/6</p> <p>contributed [1] 173/1</p> <p>contributing [1] 164/9</p> <p>contribution [3] 107/7 119/9 145/4</p> <p>contributions [1] 149/18</p> <p>control [1] 36/21</p> <p>convenient [2] 51/18 103/8</p> <p>Convention [1] 65/25</p> <p>conversations [1] 25/6</p> <p>coordination [1] 28/11</p> <p>copy [2] 40/1 102/4</p> <p>core [11] 8/17 78/3 87/15 89/1 100/24 101/21 111/16 117/1 119/4 127/23 128/14</p> <p>corporate [1] 65/12</p> <p>correct [52] 1/25 2/4 2/10 2/16 2/25 3/5 3/11 3/16 3/21 4/5 4/14 5/17 5/23 6/18 7/7 8/6 8/12 15/12 19/15 21/4 21/22 24/14 30/1 30/6 31/10 34/13 39/10 39/11 42/18 50/16 51/15 56/14 65/6 65/22 67/15 71/14 71/17 71/22 73/2 77/15</p>
---	--	--	---	--

C	Countermeasure [1] 119/24 120/7 127/19 20/18	119/24 120/7 127/19 130/16 130/21	70/25 98/11 98/16 165/15 166/2 167/2	decay [1] 38/4
correct... [12] 104/5 107/25 131/10 143/5 143/6 155/21 157/23 164/5 171/6 173/25 178/18 178/22	countermeasures [1] 44/25	critical [5] 69/18 80/3 109/17 113/8 126/18	167/15 167/21 167/24 168/5 168/8 171/4 171/11	deceased [1] 134/14
correcting [1] 65/17	counterpart [2] 53/20 53/22	critique [1] 116/8	date [10] 17/20 18/5 19/21 48/2 79/16 82/18 117/2 117/9 117/10 165/15	December [2] 32/7 166/7
COSLA [1] 66/1	counterparts [1] 170/10	cross [8] 7/4 14/8 41/15 42/14 65/8 152/2 184/23 185/10	dated [2] 1/18 139/3	December 2018 [1] 32/7
cost [4] 30/20 114/10 175/11 177/2	counties [1] 126/5	cross-border [1] 42/14	David [2] 37/24 38/14	decentralisation [1] 75/15
coterminosity [2] 77/5 81/15	countries [2] 27/14 34/7	cross-cutting [1] 7/4	David Sterling [1] 38/14	decided [1] 102/24
could [43] 1/9 1/12 14/2 18/21 19/8 20/5 26/24 27/7 27/24 32/13 46/10 46/16 61/1 61/1 70/24 76/17 78/4 81/2 82/20 84/23 111/22 115/1 127/9 128/11 130/19 131/21 132/9 135/10 145/18 146/1 146/19 163/24 165/4 167/21 171/13 171/22 172/11 173/16 173/19 175/20 176/1 177/3 182/21	country [12] 38/11 39/23 45/4 77/5 77/7 83/20 100/19 101/14 101/16 111/17 111/24 133/7	cross-departmental [1] 185/10	Dawson [14] 150/10 150/11 150/13 150/19 151/8 153/13 157/20 168/6 177/25 180/6 180/15 185/25 186/2 187/21	decision-making [2] 27/18 55/3
couldn't [4] 14/22 35/9 136/4 175/12	County [2] 64/16 64/16	cross-party [1] 41/15	day [20] 2/20 7/10 7/10 8/23 9/3 9/13 11/5 13/10 13/16 34/12 38/18 41/22 43/14 43/14 50/21 50/21 61/18 83/17 83/17 150/10	decisions [6] 6/22 39/18 40/18 97/8 109/15 119/15
council [31] 42/5 42/9 42/11 64/16 64/16 64/21 64/22 65/19 70/5 72/19 82/13 91/21 92/17 95/22 95/25 114/16 122/4 124/3 128/6 128/16 128/17 129/17 129/24 129/25 131/7 131/17 131/24 146/9 147/10 148/5 148/11	couple [6] 48/14 51/2 54/22 131/15 139/23 156/6	cross-political [1] 14/8	day one [2] 13/10 13/16	declaration [1] 1/19
council tax [3] 128/6 128/16 128/17	course [21] 19/11 29/24 31/22 38/9 45/4 72/25 77/20 79/2 80/14 80/23 89/12 93/9 95/7 99/13 100/23 102/21 132/12 137/14 146/13 153/11 183/6	crucial [1] 69/24	days [4] 3/17 25/21 26/24 97/10	decreased [1] 77/23
councillors [3] 117/23 118/24 122/2	cover [3] 106/16 114/2 175/16	CSA [2] 50/11 50/14	DCLG [1] 135/22	deemed [3] 88/7 91/24 92/1
councils [47] 65/11 65/12 65/16 65/21 70/1 77/22 83/10 87/10 87/16 91/10 93/16 93/19 95/13 107/8 114/23 114/24 121/20 121/25 122/9 125/9 126/12 126/16 126/20 127/3 127/4 127/15 127/17 127/18 127/23 128/11 128/15 128/17 131/5 131/19 133/4 135/13 137/1 137/2 137/9 143/4 143/7 143/11 143/13 143/18 145/8 147/3 149/1	covered [3] 54/23 93/10 106/11	culture [2] 104/24 129/20	de [1] 28/19	deeper [1] 99/12
COUNSEL [7] 1/8 64/4 150/12 180/10 187/4 187/15 187/23	covering [1] 109/7	current [5] 66/9 74/20 148/23 161/9 180/22	de facto [1] 28/19	deeply [1] 118/25
	Covid [42] 43/22 54/14 54/20 70/16 75/10 84/24 87/14 87/18 87/18 93/6 94/9 94/25 95/4 95/15 96/6 106/10 106/14 108/17 108/23 114/1 114/8 115/5 116/4 119/7 120/9 122/12 123/20 126/8 130/16 131/13 132/17 133/7 133/21 134/6 160/15 164/6 166/10 167/7 171/7 174/15 180/7 180/17	currently [15] 117/19 144/21 145/19 151/20 160/1 160/3 162/19 165/25 167/5 167/11 168/14 170/12 170/15 178/11 183/3	deal [36] 11/12 23/10 46/23 47/22 48/5 48/9 54/24 61/17 64/24 70/24 73/16 83/19 100/21 108/9 111/5 122/19 123/6 123/21 124/12 124/16 124/21 125/5 125/11 126/14 133/5 134/17 134/18 138/5 139/12 140/24 142/23 151/6 175/15 176/17 177/15 182/7	default [1] 79/18
	Covid-19 [9] 54/14 54/20 93/6 96/6 108/23 119/7 132/17 160/15 166/10	curtailed [1] 141/1	dealing [7] 12/12 20/7 23/22 45/7 121/20 137/14 169/9	Defence [1] 73/18
	CQC [1] 81/1	cut [2] 129/16 129/20	dealings [1] 49/5	defending [1] 141/17
	crashing [1] 171/21	cuts [3] 125/9 128/24 129/10	dealt [3] 22/17 96/13 141/5	deferred [1] 124/23
	create [1] 183/16	cutting [2] 7/4 130/5	death [15] 69/12 105/19 134/12 134/24 135/6 135/9 135/24 136/15 137/10 137/20 137/22 140/2 140/10 140/21 141/18	deficiencies [1] 39/8
	created [2] 83/24 97/25	Cygnus [46] 10/25 12/17 12/21 12/23 14/24 16/17 22/20 23/2 23/23 25/12 25/13 25/17 25/21 26/8 26/13 27/9 28/17 28/21 29/4 29/14 30/9 30/23 31/5 31/15 31/18 53/1 59/5 100/2 101/1 101/15 103/20 103/23 103/25 105/4 105/18 106/2 107/15 107/18 108/3 110/9 134/19 134/21 135/19 135/21 136/3 138/7	deaths [3] 109/9 137/15 139/8	defined [2] 168/19 168/20
	creates [1] 100/25	Cynon [1] 94/21	debate [5] 30/11 44/20 44/22 44/25 89/15	defines [1] 184/20
	creation [2] 91/11 153/12	Cynon Taf [1] 94/21	decade [3] 3/10 125/10 135/10	definite [1] 124/24
	crises [1] 81/19	D		definitely [2] 95/13 132/2
	crisis [13] 9/25 97/25 114/1 114/9 114/10 115/6 115/10 115/13	DA [2] 24/21 30/16		definition [1] 121/10
		DA-specific [1] 24/21		degrading [1] 37/11
		DAERA [2] 49/18 49/19		degree [6] 8/13 28/23 40/4 120/3 128/16 179/11
		daily [1] 115/11		delayed [3] 100/10 100/10 108/8
		damage [1] 36/5		delegate [1] 25/18
		damaged [1] 36/13		deleterious [1] 42/17
		damaging [2] 34/17 35/19		deliver [9] 13/7 16/8 20/15 33/13 68/7 75/7 95/16 129/13 167/18
		DAs [1] 30/19		delivered [5] 41/1 68/19 71/11 84/23 97/1
		data [15] 51/9 51/14		delivering [3] 40/8 40/10 182/16
				delivery [6] 82/4 106/22 118/5 123/2 155/3 156/5
				delve [1] 16/22
				demand [4] 39/19 127/6 129/25 130/8
				demand-led [1] 127/6
				demands [6] 22/2 22/10 23/4 53/15 54/4 123/1

D	deprivation [1] 143/1 169/19	develops [1] 143/1	dignity [7] 134/15 135/11 137/10 137/16 138/5 139/23 140/4	distinct [3] 22/13 47/18 79/22			
democratic [9] 34/10 69/3 73/25 74/4 113/25 114/5 115/2 115/8 141/13	depth [3] 11/8 12/1 142/18	devise [1] 86/23	devolution [1] 8/1	distinctly [1] 29/8			
democratically [4] 112/18 114/19 117/23 141/14	deputy [18] 1/5 2/8 3/4 3/12 3/20 3/23 6/23 7/5 7/8 8/16 18/1 51/2 51/3 52/18 56/10 64/10 67/12 91/7	devolved [14] 17/5 22/23 24/18 28/3 28/21 30/10 30/12 30/16 31/1 53/25 58/14 90/10 90/11 98/7	dimension [1] 119/25	District [1] 127/4			
demonstrated [1] 42/18	describe [10] 53/12 57/23 69/11 78/10 78/22 95/3 136/23 144/11 156/10 163/14	DHCNI [1] 170/20	diminish [1] 130/8	districts [2] 126/4 126/25			
denied [2] 16/25 17/1	described [9] 10/17 17/12 55/16 82/19 86/14 96/2 96/5 154/5 154/7	DHSC [2] 79/18 81/1	diminishing [1] 128/19	diversion [1] 182/5			
Denis [1] 61/2	description [3] 50/6 57/13 76/6	DHSC's [1] 102/16	direct [4] 22/19 119/13 152/19 160/9	diversions [1] 147/5			
Denis McMahon [1] 61/2	deserved [1] 25/24	did [52] 2/7 3/13 11/17 12/7 12/25 18/16 25/18 26/5 26/7 27/10 36/12 36/13 49/5 50/20 52/17 53/14 53/15 62/18 70/8 72/3 73/5 73/9 78/9 83/9 87/14 93/11 94/1 96/16 99/21 104/2 107/13 110/12 110/16 110/18 115/4 124/21 126/22 133/6 133/9 135/9 147/22 147/24 160/25 164/5 165/3 173/9 173/11 173/14 173/16 176/14 177/16 179/10	direction [6] 34/3 35/3 38/6 38/7 96/8 121/3	divert [1] 59/18			
Dennis [3] 94/14 123/16 123/19	design [1] 74/19	didn't [21] 11/8 18/23 28/22 37/17 47/14 48/24 58/10 61/2 85/4 95/5 102/8 102/23 104/14 106/16 125/6 136/3 165/18 165/20 171/3 177/11 178/5	directly [2] 7/15 151/9	divide [2] 17/7 17/8			
department [84] 2/2 7/14 7/16 8/3 8/4 11/7 12/6 13/5 13/15 14/18 14/20 15/10 15/16 15/24 16/11 16/24 17/13 17/22 18/10 18/11 18/17 18/18 19/2 19/6 19/7 19/14 20/25 21/18 22/1 22/6 22/16 22/21 22/25 23/7 24/12 27/8 31/8 32/2 33/7 39/4 39/16 49/9 49/13 49/14 49/18 50/11 56/7 56/12 59/15 61/24 78/23 79/5 79/11 80/5 96/13 102/23 111/13 111/16 116/5 128/21 135/22 135/23 139/2 154/21 155/2 155/20 156/2 156/3 156/11 156/20 156/21 157/9 163/18 164/2 164/8 164/25 168/22 170/22 174/3 177/10 177/11 178/9 178/21 183/25	designed [2] 20/22 24/21	difference [4] 35/2 92/21 98/25 106/21	director [14] 64/9 80/2 88/1 140/18 157/21 157/24 158/2 158/6 158/20 159/3 167/9 168/15 168/16 168/17	division [2] 88/3 96/11			
departmental [9] 10/24 18/22 19/13 21/1 32/9 56/1 184/23 185/4 185/10	desires [1] 154/16	differences [1] 84/4	directorates [3] 167/8 168/14 170/21	divisive [1] 7/3			
departments [8] 7/2 8/2 11/22 55/11 78/19 138/16 144/11 144/13	desktop [2] 104/11 107/21	different [33] 10/2 10/3 10/6 24/3 29/8 40/21 51/17 60/10 61/1 61/23 77/3 81/19 84/3 86/1 89/25 95/12 98/3 99/3 112/24 119/22 119/22 122/12 122/12 122/13 122/14 124/2 127/2 136/21 136/22 141/7 159/21 161/8 174/17	directors [11] 82/6 85/22 86/4 86/10 154/13 154/14 157/13 157/16 157/18 159/3 168/15	DLUHC [2] 79/5 79/14			
departments' [1] 33/7	deteriorate [1] 179/22	differing [2] 44/22 44/23	disability [1] 152/2	do [109] 4/24 9/6 9/13 9/21 9/23 15/8 16/13 16/13 21/9 21/12 21/19 23/18 23/20 24/20 24/23 24/24 24/25 25/1 25/10 25/14 29/2 29/11 31/13 32/16 34/10 34/24 38/16 39/12 39/21 41/13 41/16 41/18 41/22 41/22 41/24 42/3 42/22 48/25 55/6 57/23 59/21 60/16 61/9 62/12 66/13 68/9 68/15 68/17 69/7 72/6 76/1 79/23 83/5 83/5 83/6 85/23 86/7 86/22 87/2 91/12 100/14 102/21 104/24 111/8 111/15 112/7 112/23 113/21 115/3 115/24 116/9 116/11 117/19 118/17 122/9 122/11 122/17 125/2 126/15 127/14 128/6 128/23 129/6 131/5 135/24 138/14 141/12 141/19 144/7 147/2 149/5 150/16 153/24 154/4 155/8 158/23 161/2 164/6 166/2 167/13 172/11 173/6 173/16 173/23 177/3 179/3 179/9 182/8 183/19	disadvantage [3] 57/24 60/24 118/5	discretionary [5] 129/20 131/18 131/23 131/25 146/21	document [23] 9/6 14/5 17/17 21/3 21/7 21/13 29/15 30/7 30/24 45/13 60/12 67/15 67/17 67/21 92/8 111/3 138/23 139/2 139/14 139/22 140/6 156/13 185/1
departments' [1] 33/7	determination [1] 38/24	difficult [9] 4/23 22/17 41/18 61/14 96/7 107/1 114/15 119/20 146/1	disagree [3] 38/14 61/2 142/1	documentation [4] 11/16 17/15 25/16 53/3			
departure [1] 123/6	determines [1] 120/8	difficult [9] 4/23 22/17 41/18 61/14 96/7 107/1 114/15 119/20 146/1	discharge [6] 6/14 12/7 32/20 43/22 84/19 110/6	documents [12] 11/10 11/24 46/22 76/10 115/19 115/22			
depend [1] 121/15	detriment [2] 53/5 53/6	digital [3] 167/8 168/17 170/20	disclosing [1] 105/8				
depended [1] 50/19	detrimental [2] 33/3 130/6		discrete [1] 134/12				
dependent [5] 116/18 135/16 155/3 155/3 179/25	develop [10] 19/12 20/8 20/9 42/21 74/7 90/18 93/4 143/7 168/13 168/21		discretion [1] 55/1				
depending [2] 119/23 121/24	developed [8] 95/23 108/15 138/18 157/3 164/7 166/25 167/4 179/14		discreet [1] 134/12				
depends [2] 66/20 128/9	developing [8] 48/13 56/5 92/19 143/2 151/4 156/24 168/1 177/21		disclosure [1] 105/8				
deploy [2] 127/19 127/19	development [11] 1/23 9/18 20/12 59/18 108/5 144/23 145/13 153/20 158/8 167/16 168/16		disclosure [1] 105/8				

D	Dr Hussey [3] 167/20 167/23 172/17	113/25	emergencies [10] 8/11 10/7 16/23 19/25 23/25 32/18 67/25 155/9 158/19 176/19	107/19 112/18 113/24 114/3
documents... [6] 115/25 116/4 116/21 116/24 116/25 117/8	DR6 [1] 19/19	easier [2] 143/17 148/16	emergency [85] 10/3 11/7 12/9 13/3 14/21 15/15 15/23 17/7 17/12 19/6 22/3 22/11 22/12 32/10 39/6 41/6 43/21 52/6 52/15 68/1 69/11 71/4 71/10 71/12 72/13 72/14 72/18 73/17 75/3 82/10 86/16 86/23 92/19 93/1 94/12 95/23 96/1 96/4 98/25 107/9 114/17 119/5 119/11 119/23 123/22 125/10 126/3 126/15 126/21 129/21 131/6 131/24 144/17 144/24 145/16 146/8 146/21 147/6 147/11 155/7 155/12 155/13 155/16 155/17 155/19 158/8 158/9 158/12 158/15 158/18 159/11 159/15 159/16 159/25 160/3 160/8 171/16 174/24 175/12 175/16 176/2 176/7 176/20 176/23 183/25	engaging [2] 77/9 89/24
does [37] 6/14 7/20 8/17 21/18 37/22 42/6 44/5 53/23 62/18 67/8 67/17 68/2 84/12 88/15 88/19 89/2 99/2 107/14 111/14 111/18 114/18 121/15 134/25 135/16 139/22 140/4 141/24 144/19 147/2 155/5 158/6 158/10 165/19 179/19 180/3 180/4 185/16	draft [5] 139/1 139/7 156/13 177/8 177/11	easiest [1] 128/20	engender [1] 34/11	engineering [1] 55/14
doesn't [10] 19/10 24/13 48/8 58/11 68/9 128/6 139/16 140/2 141/2 150/17	drafting [2] 93/13 177/17	Eastern [1] 170/16	England [28] 28/2 29/8 63/20 65/11 65/15 67/6 77/10 82/2 84/6 88/5 93/2 93/16 95/8 108/13 126/1 126/3 127/23 132/20 157/13 157/17 161/20 162/25 163/4 165/22 165/25 170/2 170/4 170/10	England's [1] 161/5
DoH [1] 15/23	dramatic [1] 74/16	easy [1] 52/19	England-centric [1] 108/13	English [3] 75/19 99/8 100/25
doing [8] 14/13 103/9 104/21 119/12 175/9 175/11 176/4 176/23	draw [1] 60/5	economic [2] 168/5 168/8	enhance [1] 171/9	enhancement [1] 174/5
domiciliary [1] 80/17	drawn [2] 44/13 65/21	economy [3] 130/2 130/7 130/8	enough [5] 60/3 63/16 160/10 173/21 181/13	enquiries [1] 16/21
don't [45] 15/4 18/19 21/16 24/1 25/5 29/6 38/14 38/15 50/10 53/18 54/1 56/20 73/21 88/11 93/22 101/5 113/7 113/18 116/7 126/14 127/5 127/18 142/9 152/5 152/5 154/3 161/7 162/1 162/2 162/5 163/12 170/8 170/25 178/19 180/9 181/9 181/12 181/13 181/18 182/20 183/3 183/3 184/11 184/15 185/11	drive [2] 171/9 185/20	effect [5] 39/16 82/15 88/19 130/6 176/15	ensure [20] 6/16 43/20 44/5 45/22 51/20 67/18 69/5 98/17 138/4 141/23 147/3 154/15 155/11 169/24 170/7 183/9 183/21 184/3 184/5 185/6	ensured [1] 83/4
Donaldson [1] 13/24	driven [1] 79/9	effective [14] 16/18 35/16 72/6 72/23 83/16 88/14 89/14 89/24 93/21 94/16 111/19 115/21 119/4 166/15	ensures [1] 156/21	ensuring [9] 68/4 69/23 88/24 89/4 89/8 116/20 137/10 141/7 176/16
done [20] 18/20 32/11 34/24 36/5 56/4 85/6 92/20 103/24 117/19 118/19 136/13 139/17 139/17 139/22 141/1 161/5 167/1 178/13 178/20 183/9	drivers [1] 171/9	effectively [9] 74/10 74/21 81/17 81/21 94/24 113/10 114/7 119/1 122/9	entire [2] 14/6 46/13	entirely [1] 135/15
doubt [6] 12/23 24/5 61/13 61/14 134/9 161/19	drives [1] 8/14	effects [1] 175/14	entirety [1] 83/10	entities [2] 88/17 88/18
down [24] 2/17 16/2 53/8 66/16 72/3 72/4 72/22 75/1 87/24 89/17 90/8 101/19 113/6 130/18 143/11 145/23 148/15 166/5 166/18 168/12 170/23 171/22 173/2 180/20	dropped [1] 100/11	efficiency [1] 161/18	entitled [1] 170/14	environment [2] 73/19 171/25
DPH [1] 177/22	drugs [1] 97/17	efficiencies [1] 161/18	environmental [4] 84/17 158/12 158/15 163/7	environmets [1] 184/21
Dr [4] 167/20 167/23 172/17 177/22	due [7] 19/7 99/13 108/9 118/4 132/22 162/17 169/12	effort [1] 38/22	EPH [1] 158/13	EPG [1] 71/23
Dr Carolyn Harper [1] 177/22	duplication [2] 82/13 159/6	efforts [1] 102/2	EPGs [2] 71/12 71/23	epidemic [4] 94/8 163/18 163/19 164/2
	Durham [1] 64/16	eight [5] 8/2 100/3 100/12 107/16 107/19	epidemiological [2] 48/9 178/25	
	during [36] 27/19 28/6 28/15 28/25 55/21 58/18 70/16 71/8 77/17 77/19 77/21 78/5 78/10 86/10 95/6 102/20 103/25 113/25 115/5 115/10 116/3 116/3 122/1 125/10 127/17 130/1 130/16 136/16 137/1 151/4 151/8 151/15 151/16 152/10 153/11 171/7	either [3] 9/23 57/21 87/4		
	duties [4] 67/24 68/5 68/10 92/4	elderly [1] 153/1		
	duty [10] 43/11 43/18 43/23 67/25 86/22 118/4 120/4 147/9 147/14 147/17	elected [11] 5/15 35/14 35/15 39/13 112/18 114/19 117/23 120/12 122/2 141/14 185/12		
	dynamic [3] 73/17 121/14 124/25	elections [4] 2/14 2/20 4/1 4/1		
	E	elective [2] 41/4 153/2		
	each [22] 7/13 7/16 7/16 7/20 65/21 66/18 72/15 72/15 79/6 85/25 95/22 95/24 111/18 112/1 112/24 113/9 114/15 131/7 141/20 141/23 155/3 160/15	Electoral [1] 64/22		
	earlier [14] 21/10 21/12 21/23 25/19 48/17 57/20 102/19 112/17 116/16 122/7 123/16 171/6 175/7 183/12	electronic [3] 169/11 169/25 170/13		
	early [3] 13/6 46/24	element [2] 81/1 102/9		
		elements [3] 88/6 153/23 168/7		
		elevated [3] 33/18 48/19 48/21		
		elevating [1] 143/11		
		elicited [1] 151/17		
		else [1] 85/10		
		emanation [1] 21/12		
		embedded [6] 85/14 118/23 120/11 145/12 146/7 179/24		
		end [4] 26/16 165/8 172/16 185/2		
		endeavour [1] 105/16		
		ended [1] 2/6		
		engage [4] 69/7 74/18 92/12 161/24		
		engaged [7] 26/25 56/8 60/7 110/23 143/13 144/7 144/8		
		engagement [14] 53/20 53/24 53/25 54/1 54/8 54/9 71/2 80/5 97/14 100/6		

E	EU [12] 69/12 70/21 70/24 77/17 78/5 108/9 116/3 122/19 175/4 175/15 177/15 182/7	134/20 135/7 136/20 138/13 146/6 146/20 146/23 149/13 151/9 151/17 153/11 157/13 166/16 167/21 167/24 181/25 183/4 183/12 185/24 185/25	Executive Office's [1] 8/18	122/19 175/16 176/12 177/15 182/7
epidemiologically [2] 45/5 47/5	EU exit [5] 69/12 70/21 77/17 78/5 116/3	evident [8] 13/6 47/12 47/14 47/17 57/1 120/9 123/9 166/24	executives [5] 143/21 146/7 146/11 149/8 172/25	expand [3] 79/1 87/7 101/24
epidemiologist [4] 163/21 164/4 164/11 184/3	Europe [1] 78/10	evolve [1] 95/15	exercise [84] 7/20 12/23 15/2 22/20 22/21 22/22 23/2 23/8 23/12 23/14 23/16 23/23 24/17 24/17 24/21 24/24 25/1 25/5 25/10 25/12 25/13 26/8 26/13 27/9 27/15 27/17 27/18 27/21 28/11 28/17 28/21 29/4 29/14 30/7 30/9 30/23 31/5 31/15 31/18 96/22 96/23 97/1 97/3 97/9 97/13 97/21 98/10 98/20 100/2 100/4 100/6 100/8 100/13 100/16 101/1 101/15 101/18 101/22 102/5 102/8 103/20 103/23 103/25 104/1 104/3 104/8 104/11 104/11 104/15 105/3 105/9 105/10 105/18 106/2 106/3 107/11 107/15 107/21 107/22 108/1 108/3 134/19 174/6 179/8	expanded [1] 163/9
epidemiologists [1] 163/23	European [2] 123/6 176/12	exacerbated [1] 118/20	exercised [1] 100/11	expanding [1] 116/12
epidemiology [3] 162/12 166/16 168/4	European Union [2] 123/6 176/12	exactly [6] 21/9 77/4 113/12 133/2 137/24 139/20	exercising [2] 20/16 78/12	expansion [3] 161/22 162/24 163/8
EPRR [3] 157/12 169/2 173/10	evaluate [1] 102/7	exaggerated [1] 130/3	exigency [1] 52/16	expect [12] 16/13 16/16 19/13 21/6 24/8 31/7 33/1 33/17 48/17 50/9 79/14 110/20
Equalities [1] 120/4	evaluation [3] 15/2 99/5 102/9	examination [1] 30/25	existence [6] 4/12 10/12 105/9 108/1 110/16 155/22	expectation [4] 17/23 17/24 58/14 93/15
Equalities Act [1] 120/4	even [10] 7/24 15/3 15/5 15/9 43/15 46/5 99/12 107/23 108/1 153/2	examined [1] 19/19	existing [3] 79/18 81/21 95/4	expectations [1] 70/12
equality [1] 120/4	event [9] 2/10 11/6 13/3 31/20 52/15 73/22 86/7 98/2 105/17	example [24] 34/7 39/5 41/2 41/4 41/6 42/23 45/17 46/9 66/9 69/12 69/13 70/21 71/1 78/23 89/10 94/21 106/12 111/1 121/19 123/17 134/25 135/7 140/22 140/25	Exercise Alice [6] 104/1 104/3 104/11 107/11 107/15 107/22	expected [10] 14/25 17/18 17/21 21/20 40/19 43/21 70/1 70/3 94/6 94/9
equally [3] 17/1 53/6 123/19	events [8] 73/16 73/25 78/1 78/15 81/19 101/20 105/16 136/15	exasperated [1] 4/25	Exercise Cygnus [26] 12/23 22/20 23/2 23/23 25/12 25/13 26/8 26/13 27/9 28/17 28/21 29/4 29/14 30/9 30/23 31/5 31/15 31/18 100/2 101/1 103/20 103/23 103/25 105/18 108/3 134/19	expense [1] 31/4
equation [1] 137/16	eventually [4] 26/3 38/23 100/10 103/24	excess [10] 105/19 109/9 134/12 134/23 135/24 136/15 137/15 137/22 140/2 140/10	exercising [2] 20/16 78/12	experience [29] 49/23 52/21 52/24 53/21 57/2 58/4 64/20 68/16 70/16 74/4 75/14 84/24 88/15 104/22 107/4 119/10 119/11 120/10 122/21 122/21 124/3 124/8 143/13 144/19 151/22 152/3 152/19 152/20 168/6
Equipment [1] 109/10	eventuate [1] 23/5	exclusive [2] 7/21 8/10	exercised [1] 100/11	experienced [1] 113/4
Equipment/Medicines [1] 109/10	eventuates [1] 19/11	Exec [1] 46/13	exercises [6] 5/16 76/10 96/18 99/12 155/14 175/24	experiences [2] 119/3 143/15
equipped [1] 101/10	ever [10] 11/17 14/8 15/4 18/14 18/16 24/9 24/13 49/10 59/9 170/9	executive [79] 2/9 2/12 2/20 3/8 4/2 4/10 5/7 5/9 5/20 5/22 6/2 6/15 6/20 6/21 6/22 6/25 7/10 7/13 7/19 7/20 7/21 8/2 8/10 8/14 8/18 8/20 8/22 9/16 14/6 17/11 27/1 34/23 35/9 35/14 35/15 35/18 36/8 36/10 36/14 38/1 38/9 38/18 38/19 38/24 46/13 50/4 56/12 56/16 57/3 57/4 58/7 58/22 59/10 62/6 64/6 64/10 64/12 64/15 64/17 72/9 72/17 108/15 110/19 144/21 148/4 151/12 152/6 154/13 154/14 156/8 158/2 165/17 166/23 168/14 180/23 181/12 181/14 181/20 185/12	exercising [2] 20/16 78/12	experiencing [1] 104/12
equivalents [2] 97/23 98/6	every [11] 22/15 38/18 38/22 41/22 81/16 88/5 101/16 102/8 121/9 128/12 149/6	Executive Office [4] 7/13 8/10 38/1 59/10	exists [2] 84/6 104/25	experiential [1] 73/20
Ernst [1] 160/5	everybody [4] 33/14 45/10 94/25 140/11		exit [13] 69/12 70/21 70/24 77/17 78/5 78/10 108/9 116/3	expert [1] 39/24
error [1] 126/10	everyday [1] 55/9			expertise [1] 144/23
escalate [2] 72/3 72/5	everyone [2] 154/25 155/1			experts [1] 113/13
escalating [2] 143/11 144/10	everything [4] 40/15 82/19 83/4 84/12			explain [7] 13/4 59/25 82/16 95/21 102/1 118/22 147/8
especially [2] 75/9 176/7	evidence [71] 1/12 12/3 17/4 24/2 25/11 29/22 31/11 31/14 31/24 32/1 41/3 47/20 51/20 52/10 58/23 60/5 60/18 61/6 61/23 62/17 62/19 62/24 67/23 69/22 73/4 74/24 75/23 76/14 80/7 81/10 81/24 82/8 82/20 84/4 85/2 88/3 89/18 90/14 94/11 94/23 95/21 101/24 112/5 112/17 116/16 118/14 120/13 121/2 128/3 132/13 133/3			explained [1] 115/17
essence [2] 37/8 43/10				explicit [1] 116/16
essential [3] 9/19 9/24 109/21				explore [6] 2/22 28/5 28/7 28/14 29/4 30/4
essentially [2] 6/12 7/6				explored [1] 79/16
establish [2] 167/8 171/7				exploring [1] 104/12
established [9] 51/4 97/22 117/16 153/15 165/3 165/7 172/3 173/7 185/5				explosive [1] 20/2
establishing [1] 98/5				expressed [3] 45/25 80/8 94/4
estimation [1] 128/1				expression [2] 14/19 48/1
et [8] 113/17 113/18 124/23 138/1 140/19 160/8 176/5 179/9				extend [2] 99/21 120/21
et cetera [8] 113/17 113/18 124/23 138/1 140/19 160/8 176/5 179/9				extent [19] 29/3 44/7 48/2 50/20 54/23 66/5 78/19 92/5 93/2
Ethics [1] 109/15				
Ethics/Complex [1] 109/15				
ethnic [2] 169/17 169/22				
ethnicity [5] 169/11 169/12 169/15 169/24 184/5				

E	180/17 184/12 family [2] 104/13 137/25 far [15] 1/16 10/18 14/22 76/14 88/14 102/10 120/21 122/21 147/25 148/7 149/24 150/20 155/8 157/12 171/17 fast [2] 6/9 140/5 fatality [1] 136/14 fatigue [1] 13/15 favoured [1] 62/4 feature [7] 30/2 31/5 32/6 45/10 46/4 48/23 74/1 featured [1] 104/20 features [3] 19/22 29/20 168/24 February [6] 3/3 3/6 3/22 64/19 97/8 108/20 February 2020 [1] 108/20 February 2022 [1] 3/22 fed [2] 56/11 71/23 feedback [7] 15/1 23/12 23/16 25/8 30/16 102/10 136/10 feel [10] 16/11 106/25 107/7 145/4 173/9 173/12 179/19 181/13 181/15 181/18 fell [3] 8/25 77/16 177/13 felt [5] 30/20 53/11 94/15 118/6 130/9 few [9] 2/5 4/15 18/2 32/22 103/19 109/18 130/5 153/23 168/5 few weeks [1] 18/2 field [1] 113/13 fields [2] 48/11 183/22 fifth [2] 97/20 125/25 fifths [1] 126/13 figures [1] 128/8 filtering [1] 87/24 final [5] 52/3 100/13 102/23 150/9 169/7 finalised [3] 178/2 178/17 178/18 finally [6] 5/6 20/17 98/9 132/5 141/5 178/24 Finance [2] 27/2 109/19 finances [4] 26/1 129/9 131/17 185/11 financial [9] 27/2 77/21 80/13 95/16 125/9 126/16 130/12 147/16 182/4	financially [3] 126/13 126/20 132/1 find [10] 16/23 33/11 35/23 35/23 42/19 52/17 53/10 68/23 107/1 107/2 finding [2] 52/25 146/1 findings [2] 101/9 174/22 fine [1] 151/10 finish [2] 51/20 177/8 finished [1] 148/18 fire [2] 65/3 76/3 firmer [1] 146/24 firmly [1] 83/3 first [63] 1/4 1/5 2/8 3/4 3/12 3/15 3/18 3/20 3/23 3/24 4/20 6/23 6/24 7/4 7/5 7/8 7/8 8/16 8/23 9/2 9/13 10/22 11/5 12/18 13/22 14/4 14/7 18/1 20/6 27/24 33/13 35/2 40/14 41/7 41/14 49/22 51/2 51/3 52/18 54/24 56/10 67/3 67/12 67/13 78/18 91/7 91/7 96/19 96/25 98/22 100/8 104/19 110/12 118/23 120/16 135/3 142/20 144/25 147/9 150/21 162/13 169/3 178/4 First Minister [8] 3/15 3/18 3/24 6/23 7/4 7/8 67/12 91/7 firstly [4] 19/1 32/24 48/15 110/20 fit [1] 16/16 five [5] 5/9 56/19 63/8 100/21 160/16 five minutes [1] 63/8 five years [1] 56/19 fix [4] 13/17 26/4 27/5 36/21 fixed [1] 36/22 flagged [1] 110/10 flaws [2] 44/20 48/3 fledgling [1] 5/7 fleet [2] 122/24 123/14 flexibility [2] 68/7 68/11 flexible [1] 122/24 Flintshire [1] 94/20 flood [1] 94/14 flooding [3] 10/4 121/20 121/21 floods [3] 94/14 94/22 123/19 flow [4] 52/19 89/13 89/20 128/18 flowed [1] 96/23	flowing [2] 24/24 86/18 flows [2] 88/24 105/10 flu [13] 20/9 20/12 28/12 44/9 47/9 87/17 108/5 108/11 108/16 124/23 133/6 135/8 135/12 focus [20] 25/5 31/3 48/15 79/22 81/20 87/20 94/2 123/13 124/20 129/11 136/15 159/24 163/3 170/9 175/15 176/16 177/1 177/5 181/22 183/11 focused [12] 13/19 16/9 25/24 101/13 123/2 123/23 123/24 136/14 166/8 168/17 175/10 175/12 focusing [1] 78/17 follow [7] 6/14 35/17 42/7 93/23 126/22 148/17 165/19 followed [3] 4/14 81/13 97/8 following [9] 3/9 18/1 28/1 30/22 37/23 109/8 123/19 132/13 148/6 follows [4] 19/3 27/14 45/24 142/16 foot [2] 122/25 123/14 footing [3] 143/5 146/25 148/24 footprint [2] 79/21 81/13 footprints [1] 81/14 fora [40] 75/24 76/8 76/19 77/2 77/6 77/14 77/16 77/23 78/25 79/4 79/7 79/25 80/6 80/22 80/25 85/24 86/9 87/10 88/9 88/17 100/1 100/4 100/5 100/9 100/16 101/7 102/7 103/19 107/19 108/7 110/22 111/1 111/14 112/20 113/4 115/20 116/17 136/21 137/10 141/8 force [5] 67/14 77/2 77/6 81/14 81/25 forced [1] 129/11 forces [1] 81/13 fore [1] 94/19 forecasting [1] 165/20 forefront [1] 14/22 forgive [1] 103/5 form [4] 8/17 88/25 117/11 117/17	formal [5] 15/3 178/25 179/5 179/11 179/20 formalisation [1] 86/13 formalised [3] 47/22 48/25 100/15 formally [1] 85/4 formed [5] 2/21 3/8 4/3 24/17 160/7 former [6] 1/5 13/24 41/2 49/18 59/14 135/22 formerly [1] 37/25 forms [1] 169/25 Fortress [2] 45/21 48/25 Fortress Ireland [1] 48/25 forum [12] 42/15 69/6 73/6 74/9 77/9 86/1 88/5 108/11 111/19 113/9 115/9 116/2 forums [4] 69/10 73/7 75/20 145/15 forward [25] 8/14 13/10 14/10 41/8 44/18 46/3 46/21 53/11 58/7 59/2 60/12 74/3 75/13 99/11 108/24 130/11 135/18 135/25 167/17 171/9 172/13 174/14 174/18 183/21 185/18 forwards [7] 74/12 93/13 132/9 168/7 169/1 169/24 174/8 Foster [4] 3/14 3/19 57/18 61/4 found [4] 22/17 53/2 53/8 134/22 foundation [1] 184/16 four [7] 17/16 37/6 66/6 66/18 81/12 126/13 159/3 four years [1] 37/6 four-fifths [1] 126/13 fragile [1] 80/18 fragmentation [3] 79/12 82/11 84/15 framework [7] 11/13 67/5 67/11 107/6 139/8 149/1 156/13 frameworks [3] 11/11 11/18 20/8 Frances [6] 88/1 88/12 112/5 115/17 128/3 128/14 Frances's [1] 89/12 frank [1] 128/10 frankly [1] 70/8 free [1] 120/18
----------	--	--	---	---

F	G	goes [4] 17/17 19/25 22/4 139/25	109/13 111/6 111/10 112/7 112/8 112/11 112/25 113/2 114/4 114/20 114/22 115/7 115/20 117/20 118/18 118/23 119/10 120/25 121/2 123/4 123/7 123/11 124/4 124/5 124/24 125/5 125/5 125/18 125/19 126/15 126/21 127/24 128/5 128/11 128/13 128/18 128/25 129/1 129/9 130/4 130/6 130/12 130/13 130/14 130/17 131/19 135/14 136/8 136/12 136/14 137/24 138/8 138/15 139/18 140/12 140/15 141/9 142/21 142/25 143/1 143/1 144/11 144/13 144/17 144/24 145/2 145/12 145/16 146/22 148/6 148/14 179/15 181/11 181/15 185/8 185/17	165/14 guess [1] 100/24 guidance [33] 11/10 11/19 11/24 18/4 20/12 29/13 29/17 29/19 44/13 52/7 58/25 60/11 67/4 68/12 75/11 93/4 109/5 109/13 120/25 132/21 132/25 138/4 138/18 140/20 144/24 147/6 148/21 155/18 177/10 177/17 177/21 178/1 178/9 guide [2] 11/12 93/11 guides [2] 11/13 11/14
frequency [1] 66/24 frequently [3] 56/8 78/14 115/13 Friday [3] 4/12 4/13 6/5 friend [1] 62/15 frontline [2] 5/4 155/11 frustration [1] 37/9 fulfil [2] 82/7 185/13 fulfilled [1] 68/10 full [10] 1/9 5/16 22/23 24/19 26/6 27/4 50/18 97/9 119/12 132/22 fully [11] 25/16 25/17 31/15 31/21 57/25 85/1 91/23 92/14 118/15 119/3 177/11 fulsome [1] 89/1 function [12] 17/10 61/19 83/3 83/18 84/11 84/20 106/23 114/16 145/24 146/5 163/19 164/2 functioning [1] 185/12 functions [14] 6/15 6/21 8/18 8/20 12/7 32/20 40/19 71/10 82/12 142/21 153/16 158/7 160/7 173/11 fund [2] 78/4 80/15 fundamental [4] 33/25 34/2 81/8 82/1 funded [1] 126/2 funding [12] 41/23 77/13 77/15 78/9 125/23 127/24 128/25 129/7 131/6 147/5 173/3 173/23 funds [1] 173/4 funeral [1] 140/18 funerals [2] 137/21 140/25 funnelled [1] 122/20 furlough [1] 70/11 furniture [1] 142/7 further [19] 4/3 13/1 30/7 37/22 39/9 46/5 57/4 58/24 58/25 60/14 66/23 86/13 89/15 92/15 129/23 168/17 168/24 171/22 179/16 future [11] 46/22 46/23 50/2 52/23 130/21 149/2 157/10 160/12 179/2 183/11 184/11 Féin [1] 3/2	Gabriel [1] 45/17 gained [1] 47/4 gap [3] 39/19 58/20 142/22 gather [1] 150/14 gave [6] 30/7 78/15 88/3 112/5 128/3 143/10 general [15] 19/25 32/17 33/12 34/17 35/3 35/8 36/24 37/10 37/11 38/12 43/22 45/14 52/4 88/2 169/15 general for [1] 88/2 generally [6] 7/20 8/8 31/3 38/8 165/14 175/13 generic [2] 36/4 37/8 genetic [1] 160/19 genie [1] 134/3 geographical [3] 46/7 141/7 141/24 geographically [1] 45/5 geography [1] 77/1 get [11] 5/5 5/10 26/9 26/22 27/1 27/3 83/20 89/4 99/4 102/23 184/18 getting [2] 26/2 167/11 Givan [2] 3/18 3/23 give [13] 1/9 1/12 25/23 27/4 34/3 96/8 118/4 118/10 139/4 181/1 181/3 181/19 184/13 given [26] 1/17 23/24 35/25 39/25 47/2 47/6 56/18 56/22 58/3 58/21 81/10 101/8 101/24 111/11 116/12 134/19 137/8 143/16 147/4 147/15 150/20 151/18 159/25 180/7 183/10 183/24 gives [1] 46/6 glad [2] 50/1 50/2 global [2] 73/22 90/4 go [32] 6/8 11/8 21/17 27/24 37/7 37/22 46/5 57/7 58/25 60/13 62/8 70/9 73/10 107/11 108/25 110/4 113/4 115/1 121/10 125/8 127/9 127/12 131/21 144/15 147/14 147/17 148/25 166/14 167/21 169/3 171/22 174/15 go-to [1] 62/8	gone [2] 99/11 126/17 good [17] 1/4 4/12 4/13 6/5 39/8 47/20 69/15 83/22 83/22 93/21 111/15 129/2 133/5 133/14 153/8 155/1 179/7 Good Friday [1] 4/13 got [17] 16/20 23/4 38/23 46/24 63/16 66/10 66/12 76/21 79/15 79/17 80/22 84/15 125/3 163/5 180/11 183/15 184/6 governance [6] 15/22 34/24 36/6 38/10 39/5 147/18 government [178] 1/22 5/19 6/3 6/10 9/4 10/10 10/17 19/7 24/18 31/6 34/1 34/12 38/9 44/3 44/3 46/8 46/17 46/18 49/14 49/20 50/8 50/12 51/12 53/10 53/25 57/8 63/19 64/7 64/13 64/15 64/18 65/1 65/7 65/9 65/15 65/18 66/11 68/13 68/20 68/22 68/25 69/9 69/24 70/13 70/25 71/2 71/4 71/7 71/20 72/7 72/9 72/11 72/17 75/4 75/6 75/11 78/1 78/19 79/3 79/8 80/14 80/15 81/6 82/25 83/1 84/8 84/9 84/11 84/12 84/16 84/22 84/23 84/25 85/18 86/19 88/2 90/11 91/10 91/13 91/17 91/17 95/22 96/11 96/14 99/8 99/21 100/25 101/3 101/20 102/3 102/12 102/18 103/2 104/2 104/9 104/13 105/1 105/11 107/12 107/14 107/20 109/4	government's [4] 69/18 72/20 77/10 92/2 governmental [1] 40/3 governments [6] 36/3 66/9 82/23 83/4 135/4 179/17 grant [1] 128/11 granted [1] 54/13 grants [1] 128/13 grapple [2] 136/22 137/5 grappling [1] 113/14 grateful [2] 4/20 5/8 gratitude [1] 5/2 great [6] 10/4 48/10 50/20 83/12 173/8 180/12 greater [9] 16/22 19/19 51/8 74/4 74/6 98/4 111/21 114/2 183/1 Greater Manchester [1] 111/21 greatest [3] 5/25 12/13 133/1 group [20] 15/17 18/5 18/7 51/6 71/25 72/4 72/8 72/15 72/16 86/5 96/1 133/22 146/10 156/3 159/5 165/8 165/10 170/18 177/8 185/4 groups [12] 71/12 72/5 72/15 72/18 76/5 83/21 112/7 118/6 118/15 145/17 145/17	handling [1] 171/11 hanging [1] 150/14 happen [5] 15/25 76/25 157/6 167/14 179/23 happened [4] 47/11 115/3 121/16 146/15 happening [3] 113/9 121/24 124/7
			H	
			had [101] 3/8 12/18 14/8 15/9 16/14 16/15 22/18 23/9 25/17 26/2 27/5 29/3 29/18 29/18 31/1 31/3 31/15 35/6 36/7 37/3 38/5 41/14 42/11 42/15 42/17 42/18 46/13 47/15 49/9 50/17 51/13 51/13 53/9 53/19 56/4 57/21 66/21 74/10 75/10 82/9 87/12 92/3 92/9 93/20 94/9 94/10 94/18 94/20 94/22 100/6 100/11 103/1 110/10 110/21 110/23 115/2 120/25 123/6 124/4 124/11 125/3 125/6 125/8 127/23 129/8 129/21 130/17 133/5 133/10 134/3 136/10 136/13 137/7 144/16 144/16 147/20 148/18 151/3 151/19 152/24 152/25 153/4 153/5 153/6 153/8 160/16 162/9 163/19 164/2 164/3 164/18 166/1 166/2 166/25 167/1 170/9 170/10 172/24 173/17 176/24 182/13 hadn't [1] 173/20 halved [1] 125/10 hand [3] 19/20 53/8 180/12 handling [1] 171/11 hanging [1] 150/14 happen [5] 15/25 76/25 157/6 167/14 179/23 happened [4] 47/11 115/3 121/16 146/15 happening [3] 113/9 121/24 124/7	

H	headcount [2] 159/14 159/19	highest [3] 10/16 10/18 70/9	107/1 117/22 128/9 142/20 152/22 157/7 157/9 160/6 160/7 172/10 176/4 176/5 176/17 183/15 183/16 183/17 183/17 183/18	122/9 154/4 179/9
happens [6] 16/10 33/1 53/23 129/10 129/19 183/1	headed [1] 139/7	highlight [3] 109/2 136/6 167/22	however [12] 28/2 53/19 60/13 60/21 86/25 106/24 118/17 145/4 152/7 156/4 158/3 181/9	I don't [27] 15/4 18/19 21/16 24/1 25/5 29/6 38/14 50/10 53/18 54/1 56/20 73/21 88/11 93/22 113/7 116/7 152/5 162/2 170/8 170/25 180/9 181/9 181/12 181/13 181/18 182/20 184/15
happy [3] 41/8 93/23 145/10	headings [1] 153/17	highlighted [10] 78/25 93/18 97/13 98/10 99/10 135/15 144/2 145/22 146/11 146/13	HSC [2] 160/16 161/2	I established [1] 165/7
hard [2] 1/14 16/2	health [282]	highlighting [4] 126/9 145/1 148/2 148/13	HSC Trust [1] 161/2	I feel [2] 179/19 181/13
hard-working [1] 1/14	health-related [1] 35/4	highlights [2] 99/6 126/19	HSCB [4] 155/10 155/19 155/22 156/10	I felt [1] 53/11
hardware [1] 171/20	healthcare [9] 13/7 28/23 29/20 31/1 31/15 37/2 37/12 181/10 184/19	highly [1] 20/20	Hub [1] 10/12	I first [1] 4/20
harm [2] 36/4 37/9	hear [2] 16/18 151/11	hill [1] 121/23	huge [1] 42/18	I found [2] 53/2 53/8
Harper [1] 177/22	heard [31] 3/14 12/3 25/11 42/6 54/21 60/5 61/6 67/4 67/23 73/4 75/23 76/13 80/7 81/24 96/19 118/14 145/19 145/20 146/24 153/11 157/13 160/14 161/3 175/18 178/4 178/8 178/20 178/24 180/15 182/2 183/4	him [3] 49/11 56/4 56/8	hugely [1] 8/21	I gather [1] 150/14
has [83] 4/24 5/14 5/25 11/21 12/3 22/5 24/5 25/4 25/11 33/2 35/1 35/1 38/14 39/15 40/15 42/6 44/18 47/19 54/21 58/24 62/17 65/9 65/15 67/4 67/23 68/13 69/9 72/10 73/4 75/23 76/13 78/1 79/22 80/7 81/24 83/7 88/10 91/23 94/4 96/19 105/22 108/22 112/25 113/1 114/16 118/14 120/10 124/8 124/25 129/13 129/21 130/6 139/21 139/24 145/22 146/23 148/1 153/11 153/16 156/22 157/12 157/16 158/23 159/1 159/8 159/15 159/19 159/20 160/14 163/19 169/16 170/5 170/25 172/13 175/18 177/6 178/16 178/18 178/24 180/6 183/13 184/6 185/2	hearing [1] 186/9	himself [1] 24/5	human [1] 20/3	I go [2] 73/10 115/1
hasn't [3] 57/6 134/4 145/19	heart [3] 21/17 68/22 68/25	hindsight [3] 106/17 164/13 164/13	humanitarian [1] 114/9	I guess [1] 100/24
hasten [1] 126/22	Heath [1] 44/7	his [8] 13/13 21/24 41/3 47/20 55/3 56/22 59/14 85/8	hundred' [1] 109/18	I had [7] 26/2 35/6 152/24 152/25 153/4 153/5 153/8
have [316]	heavily [3] 44/13 118/11 146/7	historically [4] 77/12 77/15 84/5 84/20	hundreds [1] 83/19	I hasten [1] 126/22
haven't [4] 14/10 168/19 173/8 178/8	held [10] 2/24 3/6 3/7 30/12 64/19 82/3 97/2 97/9 117/24 151/23	history [1] 153/12	Hussey [6] 166/6 167/20 167/23 171/13 172/17 174/22	I have [12] 31/23 34/24 45/19 49/9 54/11 56/4 81/25 116/16 146/13 151/3 152/9 181/16
having [22] 3/12 8/16 9/23 33/11 35/14 39/12 57/1 57/2 64/8 64/14 70/14 103/10 104/15 104/18 108/1 124/14 133/8 135/14 146/15 152/7 180/1 182/9	help [8] 63/3 126/21 140/11 149/22 151/3 162/20 171/7 186/1	hit [4] 36/17 36/18 59/12 180/25	I agree [5] 29/1 35/8 73/10 133/17 175/23	I hope [4] 63/16 149/25 151/18 154/1
hazard [1] 163/7	helped [2] 78/12 106/9	hitherto [1] 51/12	I also [2] 112/4 152/10	I imagine [2] 174/17 184/17
hazards [3] 158/13 158/15 163/6	helpful [13] 41/9 61/3 93/24 124/18 136/2 149/16 163/10 165/14 170/1 179/9 179/19 179/25 181/18	hoc [3] 53/12 66/19 74/8	I am [5] 5/8 43/13 149/9 154/12 181/19	I immediately [1] 111/20
he [20] 22/4 24/3 24/5 26/7 29/23 38/2 38/5 50/12 50/13 55/7 56/5 56/16 56/25 61/3 124/3 124/4 149/18 150/10 165/2 169/8	her [10] 54/21 57/18 128/7 159/15 159/17 172/18 174/21 176/21 176/25 180/12	hold [1] 67/24	I announced [1] 37/4	I joined [1] 152/6
head [1] 37/25	her Ladyship [1] 54/21	holding [1] 151/25	I answer [1] 4/16	I just [6] 81/12 87/20 89/12 107/11 151/7 175/16
	here [10] 4/20 87/15 88/16 89/1 127/14 127/20 132/12 166/15 169/9 181/18	holds [2] 14/19 184/11	I apologise [1] 9/11	I know [8] 29/22 38/15 47/19 79/15 138/25 161/7 162/22 180/6
	hiatus [1] 42/2	holistic [1] 141/2	I appreciate [2] 156/6 176/13	I launched [1] 26/18
	high [13] 10/18 11/9 11/21 11/23 12/1 12/16 15/9 22/25 69/22 73/5 120/3 153/14 175/17	home [3] 97/18 121/23 135/22	I ask [3] 25/11 66/15 81/7	I made [3] 21/23 41/10 48/17
	high-level [2] 11/23 153/14	Home Office [1] 135/22	I asked [1] 47/1	I make [2] 4/15 37/20
	higher [3] 88/12 126/4 126/25	homelessness [2] 83/5 121/21	I became [1] 49/22	I may [9] 13/4 62/12 95/3 112/3 121/14 126/8 136/1 140/7 142/8
		homes [1] 80/16	I become [1] 121/22	I mean [7] 36/4 105/9 143/12 159/1 168/13 171/6 184/12
		homework [1] 113/10	I believe [10] 34/20 34/21 34/22 38/19 40/11 41/14 52/25 67/21 120/13 141/12	I mentioned [2] 123/16 130/19
		hope [6] 63/16 100/17 149/25 151/18 154/1 179/23	I can [14] 25/19 45/14 47/12 52/21 52/24 60/5 117/21 118/10 139/13 147/25 162/4 180/20 181/3 181/8	I might [2] 129/5 142/13
		horizon [3] 55/16 55/17 57/16	I came [1] 166/24	I must [1] 43/2
		hospital [1] 160/16	I can't [4] 24/9 47/11 147/25 148/6	I never [1] 16/14
		hospitals [1] 140/16	I could [5] 61/1 82/20 128/11 146/19 173/19	I now [2] 9/13 44/6
		hours [1] 115/15	I did [3] 25/18 110/18 173/14	I obviously [1] 72/24
		Housing [4] 79/5 111/13 116/6 128/21 13/7 16/18 41/1 44/16 48/5 56/15 58/6 66/3 66/17 68/7 68/10 68/18 74/13 80/12 80/20 80/21 82/17 85/15 89/6 90/19 90/24 91/2 103/9	I do [8] 9/13 24/25 34/24 38/16 39/21	I outlined [1] 175/7

I	94/13 95/7 95/19 99/4 101/11 103/10 103/23 104/13 105/5 105/14 106/15 107/16 111/23 112/15 112/16 112/22 114/7 115/23 117/6 117/25 118/7 119/3 119/8 119/19 119/21 120/9 120/12 121/9 123/3 124/10 127/11 128/20 132/6 133/2 133/14 133/20 136/9 136/18 137/7 139/1 139/9 139/25 141/11 142/1 143/16 143/16 143/25 145/5 145/9 145/23 145/25 149/24 151/10 152/23 156/12 156/25 159/14 159/18 159/19 159/21 160/2 161/15 162/24 164/13 165/23 170/1 170/20 171/6 172/8 172/22 174/14 174/18 175/2 175/3 175/23 176/3 176/20 177/21 181/3 181/21 182/25 183/12	172/23 174/15 175/23 179/23 181/15 182/13 184/18 I wouldn't [4] 111/25 161/25 162/22 179/15 I'd [8] 11/20 68/19 93/2 122/18 152/25 153/2 166/12 168/24 I'll [8] 118/22 132/18 139/4 142/7 144/25 147/8 180/12 180/20 I'm [49] 4/20 16/2 20/20 24/7 33/16 33/24 36/15 36/23 40/12 41/8 44/15 49/2 50/1 50/2 53/19 58/21 59/21 60/17 64/24 66/24 68/6 72/22 74/21 81/3 93/23 96/18 99/8 101/4 101/23 108/25 113/12 115/25 121/20 131/22 132/11 134/5 136/1 137/2 139/4 139/9 148/1 153/25 154/9 162/3 162/4 162/22 163/14 170/19 174/10 I'm afraid [1] 81/3 I've [13] 24/4 44/15 48/15 58/23 70/20 80/13 84/7 89/17 133/14 139/11 152/23 162/2 180/11 Ian [4] 56/3 164/10 164/24 169/4 ICS [1] 157/1 ideal [1] 161/21 identifiable [1] 163/12 identified [19] 19/2 19/24 20/1 20/7 20/22 31/19 36/22 38/13 49/24 50/3 54/3 87/12 98/4 132/19 132/24 135/19 145/16 167/7 173/23 identifies [2] 93/19 166/17 identify [4] 28/12 37/8 118/19 132/15 identifying [4] 19/22 75/25 76/16 89/5 if [87] 6/17 13/4 16/10 19/1 20/5 21/6 27/11 32/13 32/16 33/19 37/17 38/21 39/3 41/9 41/11 41/20 44/14 46/9 48/18 59/2 60/14 60/21 61/19 62/11 68/22 72/7 73/17 74/12 76/20 76/21 76/21 82/20 86/3 93/24 95/2 96/25 97/11 97/19 101/15	102/11 105/17 109/2 110/4 111/16 112/3 121/14 121/21 124/6 125/21 125/24 126/8 128/10 129/5 134/10 136/1 138/17 139/16 140/7 141/12 142/7 142/13 142/17 142/17 146/1 146/11 146/19 149/6 151/21 154/2 157/5 162/24 165/18 166/14 166/18 167/14 171/22 172/18 175/2 175/11 178/11 179/10 179/21 180/20 181/22 181/23 184/10 185/11 ill [1] 180/25 illustrate [1] 126/12 illustrated [3] 122/1 136/20 138/12 illustrates [2] 138/11 139/15 image [1] 143/9 imagine [3] 174/15 174/17 184/17 immediacy [1] 122/25 immediate [2] 121/10 122/23 immediately [5] 79/13 111/20 121/20 165/4 166/11 immersed [1] 12/4 immigration [1] 66/10 impact [21] 19/8 28/12 29/4 70/23 76/17 82/10 91/20 94/14 122/18 123/7 125/9 129/8 129/21 130/2 130/9 164/19 172/24 176/11 182/3 182/9 182/13 impacting [1] 132/7 impacts [5] 119/7 119/13 169/14 169/19 183/19 impetus [1] 185/20 implementation [1] 75/17 implemented [2] 31/21 40/13 implications [3] 28/5 28/15 28/24 implicit [1] 116/15 importance [4] 12/24 33/25 39/4 48/11 important [20] 12/6 18/9 32/19 48/9 69/4 72/11 73/14 82/6 86/6 91/18 115/23 116/22 118/9 124/10 137/17 141/10 141/25 164/22 165/11 169/16	importantly [4] 20/13 30/15 105/10 119/14 imposed [2] 41/17 82/9 impossible [3] 32/4 92/11 118/15 improve [8] 60/22 65/9 78/11 80/6 91/16 97/21 183/20 185/17 improved [2] 99/7 184/4 improvement [6] 15/14 60/13 60/22 143/25 153/17 169/11 improvements [2] 107/5 168/25 improving [2] 112/13 185/1 inability [3] 38/5 39/1 93/8 inadequacies [1] 169/12 inadequate [4] 19/8 22/9 39/18 171/20 inappropriate [2] 61/9 62/2 inaudible [2] 75/14 84/8 incident [6] 20/2 79/9 98/3 118/16 121/15 133/7 incidents [5] 76/22 83/20 100/19 111/25 133/5 include [12] 20/15 24/21 51/7 67/24 73/6 76/8 77/3 102/8 113/17 128/6 140/20 155/8 included [4] 71/19 108/5 160/17 165/13 includes [1] 128/15 including [12] 19/6 27/22 64/20 83/2 86/9 122/5 137/18 140/12 151/25 155/14 158/8 183/23 including: [1] 153/18 including: reducing [1] 153/18 inclusive [2] 6/17 113/17 income [1] 184/21 incoming [1] 15/8 inconceivable [1] 130/20 inconvenience [1] 150/16 incorporating [1] 20/13 increase [7] 66/25 125/4 125/6 130/9 162/4 174/16 174/19 increased [3] 78/2
----------	---	--	---	--

I	informed [2] 72/23 110/20	instance [7] 13/22 78/14 81/16 81/20 84/14 94/19 121/9	88/24 95/15 98/12 111/15 113/15 122/20 125/11 130/23 134/23 135/12 135/18 148/10 148/25 149/21 151/9 153/20 156/1 157/4 157/5 159/2 159/13 160/9 166/23 166/24 167/12 176/14 177/1 185/8	144/21 145/2 145/18 149/2 151/13 151/23 152/15 152/20 153/16 154/22 154/25 157/2 157/3 157/20 158/1 158/17 160/16 160/25 161/9 161/11 161/13 161/23 162/15 162/18 164/7 164/14 164/18 164/19 164/22 165/3 165/6 165/8 165/13 165/17 169/16 169/23 170/3 170/5 170/12 170/21 175/20 177/9 178/24 179/6 179/6 180/8 180/17 180/23 181/10 182/2 182/11 182/22
increased... [2] 174/8 174/13	informing [1] 165/11	instances [2] 81/14 89/21	introduce [1] 142/13	Ireland's [1] 166/9
increases [3] 129/17 130/1 135/6	infrastructure [1] 70/23	institutions [3] 4/11 38/18 56/23	introducing [1] 113/6	Irish [16] 36/2 44/3 44/8 44/13 45/2 45/7 46/8 49/14 51/9 52/5 64/22 67/10 71/23 142/15 142/25 165/11
increasingly [1] 69/9	inherent [1] 44/21	insufficient [1] 174/23	invest [1] 77/22	Irish Government [2] 44/3 46/8
incredibly [3] 115/14 122/24 123/14	initial [3] 85/13 120/15 165/5	integrate [1] 79/25	invested [1] 172/10	is [439]
incubation [1] 44/24	initially [3] 12/16 27/13 159/10	integrated [4] 29/7 50/7 106/25 157/2	invited [2] 25/10 25/22	island [12] 42/22 45/5 45/18 45/22 45/23 46/5 46/9 47/6 47/21 48/10 179/2 179/10
indeed [17] 17/5 24/16 29/9 63/1 65/11 69/20 86/22 92/8 92/22 96/11 142/4 149/15 155/5 168/8 174/21 185/25 186/1	initiated [1] 114/5	integrates [1] 44/16	inviting [1] 113/13	isn't [10] 17/21 30/3 59/5 81/16 86/12 90/10 101/8 111/12 140/9 145/19
independent [2] 114/22 154/8	initiatives [1] 155/15	intelligence [3] 51/5 82/12 168/2	involved [12] 75/16 78/20 89/5 91/11 101/18 102/6 103/20 107/15 123/18 123/20 147/20 149/7	isolation [1] 185/16
independently [1] 136/10	innovation [3] 55/14 167/9 168/18	intend [2] 57/7 168/21	involved [12] 75/16 78/20 89/5 91/11 101/18 102/6 103/20 107/15 123/18 123/20 147/20 149/7	issue [31] 8/7 8/19 14/20 23/8 24/9 26/15 32/17 33/2 36/11 44/6 45/9 46/11 46/14 47/3 48/22 49/2 54/24 69/17 87/3 87/15 89/1 89/2 90/9 90/17 111/16 119/20 124/11 125/1 141/10 172/14 176/22
INDEX [1] 186/11	innovative [1] 171/10	intended [2] 25/17 108/7	involve [1] 141/13	issues [47] 15/14 16/12 17/19 23/6 24/21 28/12 33/15 34/5 48/18 54/22 66/8 69/10 70/2 70/3 72/3 79/22 87/1 87/12 89/5 89/8 90/5 98/19 104/19 110/5 110/10 113/14 122/3 123/8 124/17 134/15 134/19 135/5 136/12 136/22 137/22 137/22 140/3 140/12 144/1 151/21 172/12 175/2 182/1 182/1 182/2 183/2 183/10
indicated [1] 182/17	input [9] 55/2 78/9 92/9 93/14 107/23 143/20 146/12 153/20 167/2	intense [2] 54/8 54/9	involved [12] 75/16 78/20 89/5 91/11 101/18 102/6 103/20 107/15 123/18 123/20 147/20 149/7	it [330]
individual [6] 89/22 91/21 98/5 131/5 143/13 179/13	INQ00006210 [1] 30/8	intent [1] 104/22	involve [1] 141/13	
individuals [4] 13/19 121/17 179/21 179/25	INQ00023154 [1] 108/12	intention [1] 167/6	involved [12] 75/16 78/20 89/5 91/11 101/18 102/6 103/20 107/15 123/18 123/20 147/20 149/7	
industrial [1] 76/21	INQ00056627 [1] 96/20	interact [1] 176/5	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
inequalities [5] 13/18 16/8 117/11 153/19 169/10	INQ000102852 [2] 166/6 171/14	interest [2] 66/12 138/8	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
inevitably [4] 129/9 129/15 130/9 156/15	INQ000108395 [1] 139/6	interested [1] 108/25	involving [2] 90/22 100/20	
infectious [1] 20/4	INQ000179733 [1] 150/23	interesting [5] 94/17 106/1 106/7 106/15 123/17	Ireland [167] 1/6 1/22 2/3 2/9 2/14 3/4 3/25 4/1 4/9 4/13 5/14 5/17 5/20 5/22 6/2 6/15 6/19 6/21 6/22 7/9 7/19 9/4 9/20 9/24 10/10 10/17 11/14 12/13 12/24 14/21 17/9 20/10 20/13 23/1 23/21 24/22 25/14 28/22 29/13 29/21 31/16 32/2 32/18 34/8 34/9 34/18 36/5 37/12 37/25 38/4 38/10 39/5 42/4 43/4 43/5 43/18 45/10 45/21 47/5 47/6 48/5 48/25 49/3 49/7 50/17 50/24 51/7 51/13 52/8 54/15 54/20 57/19 58/11 58/12 59/19 60/1 60/23 62/14 62/15 62/19 62/20 63/20 64/18 65/18 65/20 67/9 67/19 71/8 71/11 72/10 72/14 72/16 85/11 85/18 91/6 91/18 92/1 92/6 92/7 95/23 96/4 99/9 99/22 106/22 107/6 114/15 114/21 114/21 117/25 118/2 131/5 131/18 133/22 142/21 144/6	
inflation [1] 128/19	INQ000183409 [1] 1/18	interests [1] 140/19	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
influence [3] 154/8 154/18 169/19	INQ000185346 [2] 165/2 169/5	interface [2] 79/15 105/15	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
influenced [1] 156/25	INQ000185379 [1] 18/21	interim [1] 172/25	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
influenza [21] 10/15 10/15 10/21 11/3 12/10 12/14 12/25 22/24 27/15 27/20 44/12 45/8 48/6 87/13 93/3 94/8 95/10 95/15 96/21 106/8 177/9	INQ000187474 [1] 150/22	interlinked [1] 109/8	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
inform [3] 11/17 165/16 168/2	INQ000188775 [1] 27/7	internal [2] 95/23 114/16	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
informal [3] 15/4 15/5 100/6	INQUIRY [56] 1/8 1/9 1/18 4/21 12/3 13/8 24/3 41/9 42/6 55/7 59/3 64/4 67/23 71/6 73/4 75/23 76/13 81/24 82/17 88/4 93/17 93/19 95/9 96/19 100/17 102/1 102/12 104/17 110/15 112/6 115/18 117/14 118/14 124/1 125/20 127/23 128/3 129/7 134/9 136/7 146/23 150/12 150/20 153/12 160/13 160/22 165/2 174/21 175/18 177/6 178/19 178/24 181/18 187/5 187/15 187/23	internally [2] 34/3 131/8	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
information [39] 33/17 50/23 57/16 64/9 68/1 69/19 69/25 70/18 70/22 72/21 86/18 87/23 88/24 89/17 89/19 89/23 90/8 90/11 90/19 90/24 91/2 91/3 98/11 99/7 109/13 116/5 143/10 143/12 143/17 143/23 144/1 144/10 162/10 166/16 167/9 168/17 171/3 179/8 181/13	inside [1] 15/15	internet [1] 171/21	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
Information/guidanc e [1] 109/13	insight [2] 118/9 119/15	interpret [3] 70/14 75/6 121/6	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	
	insofar [4] 8/1 9/8 45/3 62/14	interpretation [2] 88/10 88/11	involvement [13] 69/2 74/5 92/2 92/5 100/1 100/24 101/7 107/21 118/8 144/16 146/10 177/16 178/13	

<p>I</p> <p>it's [85] 5/15 6/4 6/5 7/7 8/21 8/21 9/15 16/2 17/4 17/24 28/15 34/2 36/1 39/11 40/20 40/21 43/3 43/11 43/15 44/2 45/10 49/23 52/6 57/1 58/1 58/21 59/2 60/3 66/25 72/11 73/18 75/3 76/23 83/22 84/8 85/17 86/13 89/22 93/24 94/17 95/7 99/22 101/19 106/7 112/1 115/23 118/15 119/12 119/15 120/14 121/1 121/3 123/5 123/17 124/6 124/6 124/10 130/20 131/7 134/12 134/12 137/7 139/1 139/5 139/21 140/19 143/4 144/12 148/16 149/18 156/6 159/19 159/21 160/1 163/8 165/1 174/11 177/2 178/2 180/9 181/14 181/14 184/7 184/13 185/3</p> <p>items [1] 137/20</p> <p>its [33] 23/24 42/16 42/19 50/4 59/20 67/4 67/18 83/2 91/11 95/23 95/25 96/15 98/12 101/2 102/17 104/15 106/2 110/16 111/11 113/10 114/16 114/17 125/6 130/14 144/22 144/22 155/7 155/25 160/16 165/19 167/18 168/2 169/1</p> <p>itself [15] 12/21 23/12 23/14 25/9 34/15 34/17 40/7 45/4 46/6 49/23 55/20 71/24 104/9 132/12 153/14</p>	<p>job [6] 50/6 57/13 61/19 66/13 111/15 184/21</p> <p>jobs [1] 83/6</p> <p>join [3] 83/13 83/23 138/11</p> <p>join-up [1] 138/11</p> <p>join-ups [1] 83/13</p> <p>joined [4] 46/10 47/18 64/8 152/6</p> <p>joined-up-ness [1] 47/18</p> <p>joining [1] 152/4</p> <p>joint [1] 7/7</p> <p>jointly [2] 7/6 82/3</p> <p>journey [1] 37/4</p> <p>JR [1] 103/21</p> <p>judged [1] 23/14</p> <p>judicial [6] 102/14 102/21 102/24 103/1 103/6 103/21</p> <p>July [5] 1/1 26/17 40/1 177/7 186/10</p> <p>July 2016 [2] 26/17 40/1</p> <p>junction [1] 13/4</p> <p>June [4] 3/14 55/7 103/24 151/14</p> <p>jurisdictions [1] 179/17</p> <p>just [67] 4/20 5/2 5/6 8/13 18/4 20/5 25/20 27/3 32/13 38/17 40/13 46/5 48/8 54/7 54/21 56/22 59/11 62/11 66/21 74/15 75/3 78/17 81/10 81/12 87/20 89/12 90/15 91/14 91/25 92/15 95/2 99/20 101/24 103/18 106/21 107/11 108/21 114/14 118/3 122/18 124/12 125/15 127/11 130/25 136/24 138/15 139/16 139/17 140/15 142/7 142/13 142/17 143/9 148/15 148/21 149/16 151/2 151/7 151/13 167/19 171/1 172/15 175/16 177/13 180/15 183/23 184/19</p> <p>Justice [8] 54/15 54/20 126/9 133/21 134/6 135/23 180/7 180/18</p> <p>Justice UK [1] 134/6</p>	<p>146/2 150/13 151/8</p> <p>keeping [1] 32/9</p> <p>Keith [2] 1/3 57/20</p> <p>kept [5] 101/2 101/25 104/8 117/9 135/19</p> <p>key [14] 17/14 17/17 76/8 79/23 80/1 80/22 81/1 92/18 108/4 115/10 115/18 116/20 116/21 167/17</p> <p>kind [8] 47/15 83/7 91/2 99/3 104/22 113/6 139/15 141/23</p> <p>kindred [1] 66/7</p> <p>kinds [2] 76/22 101/20</p> <p>King's [1] 180/10</p> <p>King's Counsel [1] 180/10</p> <p>Kingdom [10] 10/16 24/18 31/6 32/3 44/11 50/22 52/12 97/5 101/10 120/14</p> <p>Kingdom's [1] 176/11</p> <p>knew [1] 152/22</p> <p>knit [1] 80/24</p> <p>knock [1] 131/2</p> <p>knock-on [1] 131/2</p> <p>know [46] 5/4 8/16 15/19 23/3 23/9 25/15 29/22 37/5 38/15 42/20 45/19 47/19 48/3 56/3 70/8 74/20 75/3 75/8 76/22 79/6 79/8 79/15 88/1 100/21 108/4 108/8 110/8 110/16 113/14 118/25 129/25 136/3 138/25 147/19 158/23 161/7 162/22 170/25 176/4 180/6 180/9 180/21 181/13 183/23 184/11 184/24</p> <p>knowledge [10] 57/16 100/12 104/21 105/12 107/20 117/4 135/25 149/3 150/25 151/2</p> <p>known [6] 3/9 5/21 15/16 104/16 105/1 107/21</p> <p>knows [1] 155/1</p>	<p>138/11</p> <p>lacuna [3] 28/20 51/12 58/20</p> <p>Lady [41] 1/4 4/15 13/4 25/11 25/20 32/1 38/15 46/12 51/18 54/11 54/23 55/1 57/18 61/4 62/10 62/11 62/17 62/24 63/8 63/17 67/4 80/7 85/6 88/3 103/17 103/21 128/4 133/19 142/7 149/13 150/4 150/9 150/15 150/18 153/11 157/12 177/7 180/5 185/22 185/24 186/3</p> <p>Lady Foster [2] 57/18 61/4</p> <p>Lady's [1] 125/20</p> <p>Ladyship [1] 54/21</p> <p>lagged [1] 165/14</p> <p>land [3] 45/3 129/2 164/17</p> <p>large [6] 48/2 53/14 58/9 74/21 76/21 81/16</p> <p>largely [1] 6/21</p> <p>larger [1] 100/9</p> <p>last [6] 18/2 46/1 55/19 90/16 104/3 178/3</p> <p>late [1] 2/7</p> <p>later [5] 3/17 33/5 60/9 69/21 144/15</p> <p>latter [2] 7/23 136/24</p> <p>latterly [1] 52/18</p> <p>launch [2] 14/5 26/25</p> <p>launched [3] 25/20 26/18 103/22</p> <p>Lavery [5] 54/16 54/17 54/19 180/9 187/7</p> <p>lay [1] 92/9</p> <p>lead [15] 1/8 11/7 19/7 26/25 61/20 70/1 72/8 72/17 83/17 86/8 98/15 173/19 176/1 177/20 187/4</p> <p>lead-up [1] 26/25</p> <p>leader [2] 5/24 168/1</p> <p>leaders [9] 43/11 69/3 69/4 69/8 70/6 74/5 112/18 115/7 141/14</p> <p>leadership [7] 34/25 35/3 35/6 35/21 36/25 66/21 112/19</p> <p>leading [1] 86/6</p> <p>learn [3] 74/3 75/13 143/14</p> <p>learned [7] 27/9 33/5 46/22 59/2 62/15 99/10 171/17</p>	<p>learning [8] 46/3 64/9 68/17 70/3 73/20 96/22 122/11 167/6</p> <p>least [3] 33/3 66/25 111/11</p> <p>leaving [1] 40/4</p> <p>led [4] 35/1 65/19 98/25 127/6</p> <p>left [6] 31/13 31/22 38/3 63/21 179/21 183/15</p> <p>legal [3] 68/8 88/18 103/4</p> <p>legislate [1] 59/1</p> <p>legislation [16] 6/6 6/7 58/9 58/15 60/2 60/14 61/3 109/20 118/1 144/15 148/2 149/4 157/4 157/6 163/15 184/2</p> <p>legislative [4] 5/16 58/19 60/24 62/16</p> <p>leisure [4] 64/9 129/20 130/18 130/18</p> <p>length [7] 103/11 114/20 116/24 154/5 154/6 154/19 154/20</p> <p>lens [1] 83/8</p> <p>less [5] 115/13 117/6 125/11 125/25 170/6</p> <p>lesser [2] 10/5 183/2</p> <p>lesson [3] 59/2 135/20 135/20</p> <p>lesson 21 [1] 135/20</p> <p>lessons [6] 27/8 33/5 46/21 99/9 171/17 174/14</p> <p>let [2] 116/15 180/20</p> <p>let's [2] 125/17 164/23</p> <p>level [77] 11/9 11/21 11/23 12/1 12/16 15/9 22/25 23/7 24/11 24/12 24/13 32/17 52/10 52/20 53/22 59/10 66/5 68/6 69/22 70/9 71/10 72/8 72/11 72/14 72/15 73/5 75/1 75/16 78/17 78/20 78/21 79/24 82/7 85/9 85/15 87/25 89/14 91/21 91/23 92/10 92/11 92/12 92/15 92/17 92/20 92/23 93/8 96/10 97/3 97/5 98/1 98/12 99/23 105/2 105/11 105/12 105/20 111/9 112/8 112/10 117/24 118/12 118/18 122/19 128/18 131/12 143/12 144/7 146/2 146/9 146/22 153/14 154/18 175/17 176/18 179/3 179/3</p>
(64) it's - level				

L	live [1] 184/21 lives [1] 13/20 living [1] 114/10 Llewelyn [25] 63/22 64/1 64/6 65/1 73/4 81/9 84/1 89/2 89/7 90/6 94/1 99/15 105/23 112/17 113/21 115/1 117/4 119/17 122/16 124/25 129/6 133/3 133/12 141/12 187/9 Llewelyn's [1] 76/16 Lloyd [36] 63/22 64/2 64/12 66/3 68/9 75/19 76/12 78/18 81/10 82/5 85/8 85/22 86/15 86/25 88/15 93/7 95/2 98/22 100/2 102/1 103/18 104/1 107/12 110/12 111/7 112/4 115/17 121/12 124/1 126/6 127/14 132/18 134/7 134/16 139/5 187/11 Lloyd's [1] 125/15 local [283] local-national [1] 105/15 localised [1] 10/7 locally [6] 35/15 39/13 75/7 76/24 137/8 141/13 lockdown [4] 73/24 130/17 132/22 133/1 logically [1] 45/24 Logistics [1] 109/12 London [4] 30/14 31/7 52/5 52/20 long [4] 54/24 86/7 142/8 142/9 longer [2] 42/9 179/22 look [43] 2/5 9/14 19/1 20/5 28/22 33/21 41/1 71/4 73/17 81/18 90/14 93/2 94/3 96/18 97/19 108/10 109/1 112/21 113/15 120/14 121/18 125/17 125/21 125/24 126/15 127/9 132/5 140/6 148/25 160/6 162/24 164/23 166/5 166/13 166/18 168/18 168/24 169/6 169/18 171/14 172/10 174/16 175/14 looked [2] 69/9 159/10 looking [11] 15/7 28/23 70/5 112/13 128/10 159/22 161/10 161/17 162/3 168/13 172/21	looks [2] 76/18 158/17 lose [2] 3/13 4/23 lost [1] 3/22 lot [3] 14/11 48/24 163/11 lots [1] 152/19 loved [1] 4/23 low [1] 101/7 lower [1] 125/24 LRF [5] 81/13 108/18 109/1 109/2 141/20 LRFs [7] 78/4 79/21 102/8 102/10 112/22 113/13 113/15 luck [1] 149/24 lunch [4] 51/21 101/23 103/11 103/18 luxury [1] 9/14	malaise [1] 38/12 manage [7] 22/17 79/14 105/16 107/3 139/8 141/1 162/1 managed [2] 85/9 106/24 management [18] 9/25 18/10 20/18 30/20 31/3 82/4 98/2 105/19 134/13 134/24 136/16 137/23 140/2 140/10 145/17 146/8 161/19 167/2 Manager [1] 111/6 managers [1] 71/21 managing [2] 135/6 141/18 Manchester [1] 111/21 mandate [3] 40/21 145/7 145/8 mandated [1] 7/5 mandatory [2] 6/4 143/3 Mann's [1] 101/12 many [19] 13/7 32/24 45/15 47/16 49/5 53/11 58/23 59/3 61/18 66/17 77/8 95/3 110/10 130/3 137/17 140/23 142/16 175/21 175/22 March [7] 2/1 2/7 2/15 8/5 31/13 57/22 165/9 March 2017 [2] 2/7 8/5 March 2020 [2] 57/22 165/9 Mark [3] 63/22 64/2 187/11 Mark Lloyd [1] 63/22 Mark's [1] 84/2 marked [1] 91/8 markedly [1] 132/19 market [2] 80/16 80/24 marking [1] 113/10 marks [1] 60/12 Martin [1] 2/7 Martin McGuinness [1] 2/7 mass [2] 111/20 136/14 massive [2] 129/8 145/4 material [2] 9/7 17/20 materials [1] 12/9 maternity [1] 156/17 matter [7] 8/9 46/24 107/1 115/15 130/25 156/6 179/15 matters [12] 7/3 32/19 82/17 104/18	110/7 110/7 110/24 144/14 146/18 148/13 172/17 174/20 may [61] 1/21 1/24 1/24 2/1 4/1 4/15 4/20 8/5 9/18 9/19 11/2 12/15 13/4 14/23 19/4 19/11 24/11 33/21 40/17 42/14 46/9 47/3 47/25 48/2 50/1 51/10 59/14 60/13 62/11 62/12 63/22 66/2 73/10 88/1 88/11 89/16 89/18 95/3 100/6 100/7 111/23 112/3 118/6 119/13 121/14 126/8 136/1 139/3 140/7 142/8 142/17 148/10 148/16 150/10 164/18 173/1 174/17 177/7 179/22 181/25 183/4 May '11 [1] 9/18 May 2011 [1] 1/24 May 2016 [5] 1/24 8/5 9/19 12/15 47/3 May's [1] 178/6 maybe [1] 175/24 MCA [1] 62/21 McBride [7] 15/18 21/23 26/5 51/4 160/15 183/5 185/5 McGuinness [1] 2/7 McMahon [1] 61/2 McManus [1] 157/15 me [34] 5/6 9/2 11/6 12/19 13/6 13/14 17/1 24/9 24/9 25/4 26/16 32/13 33/11 41/10 48/19 54/21 57/1 65/17 87/7 103/5 105/6 116/15 138/21 144/2 145/14 145/22 153/24 158/3 158/14 163/25 173/15 175/3 176/22 178/4 meals [2] 120/17 120/18 mean [20] 19/10 36/4 36/12 50/10 70/7 87/1 101/5 102/22 105/9 107/14 113/7 115/3 124/21 143/12 159/1 161/7 168/13 171/6 173/23 184/12 meaning [1] 89/18 means [4] 88/25 142/16 147/9 165/20 meant [6] 35/9 42/8 54/8 70/6 124/17 136/4 meantime [1] 3/1 measure [1] 128/4 measures [1] 97/18
----------	---	--	---	---

M	80/12 83/24 87/21 106/13 116/12 116/13 129/5 141/21 142/13 148/25 170/1 174/10 178/20 183/19	mitigate [1] 19/23 MLA [1] 3/18 MoD [1] 135/22 mode [1] 86/3 model [4] 71/18 74/20 133/9 183/18 modelled [1] 133/8 modelling [21] 163/18 163/19 164/2 164/6 164/14 164/21 165/4 165/6 165/8 165/12 165/13 165/15 165/19 165/21 165/24 166/20 166/25 167/12 169/9 172/11 184/3 modern [2] 148/23 168/2 modest [2] 78/7 160/25 module [10] 9/5 46/25 50/2 71/8 126/22 137/2 151/16 158/25 166/12 173/12 Module 1 [2] 71/8 166/12 Module 2 [2] 126/22 137/2 Module 2C [2] 9/5 46/25 modules [1] 52/23 moment [21] 14/16 22/20 34/16 51/18 78/18 87/20 93/2 101/5 101/19 103/8 112/3 112/16 113/8 113/18 126/12 136/2 144/1 149/10 151/6 154/1 180/20 momentarily [2] 95/2 171/13 moments [3] 2/5 135/11 138/1 monarch [1] 69/12 Monday [1] 120/16 money [1] 78/5 monitor [1] 164/20 monitoring [1] 164/21 monthly [1] 143/22 months [7] 13/21 26/17 26/20 40/14 51/3 61/25 156/7 more [56] 5/21 8/13 10/7 11/8 11/9 11/25 12/18 34/19 35/4 36/18 51/7 52/22 53/23 54/3 54/8 54/9 56/6 56/8 69/7 69/21 74/16 78/12 78/13 84/10 85/1 90/21 90/23 93/22 100/15 100/23 101/13 105/5 109/7 110/9 111/19 114/10 117/6 119/14	122/10 130/10 130/22 130/23 131/21 132/2 132/19 136/16 140/6 145/11 146/24 163/7 163/8 163/11 176/8 179/25 182/17 185/7 morning [2] 1/4 43/9 mortuaries [1] 135/16 most [10] 35/16 66/9 86/11 118/16 118/20 123/12 148/1 151/21 152/23 165/15 mostly [1] 135/16 move [11] 83/9 86/15 97/11 97/19 111/5 125/1 125/6 132/9 162/4 173/3 182/17 moved [1] 172/9 movement [1] 156/9 moving [11] 51/17 58/4 71/4 74/2 81/6 93/1 96/18 108/3 125/7 160/13 168/6 Mr [89] 1/3 3/23 39/15 54/16 54/17 57/20 63/25 64/2 64/6 64/12 65/1 66/3 68/9 73/4 75/19 76/12 76/16 78/18 81/9 81/10 82/5 84/1 85/8 85/22 86/15 86/25 88/15 89/2 89/7 90/6 93/7 94/1 95/2 98/22 99/15 100/2 102/1 103/18 104/1 105/23 107/12 110/12 111/7 112/4 112/17 113/21 115/1 115/17 117/4 119/17 121/12 122/16 124/1 124/25 125/15 126/6 127/14 129/6 132/18 133/3 133/12 134/1 134/2 134/7 134/16 135/3 137/2 138/6 139/5 141/12 142/5 150/11 150/13 150/19 151/8 153/13 157/20 168/6 177/25 180/6 180/9 180/15 185/25 186/2 187/7 187/9 187/11 187/17 187/21 Mr Dawson [11] 150/13 150/19 151/8 153/13 157/20 168/6 177/25 180/6 180/15 185/25 186/2 Mr Givan [1] 3/23 Mr Keith [2] 1/3 57/20 Mr Lavery [2] 54/16 180/9 Mr Llewelyn [22]	64/6 65/1 73/4 81/9 84/1 89/2 89/7 90/6 94/1 99/15 105/23 112/17 113/21 115/1 117/4 119/17 122/16 124/25 129/6 133/3 133/12 141/12 Mr Llewelyn's [1] 76/16 Mr Lloyd [32] 64/12 66/3 68/9 75/19 76/12 78/18 81/10 82/5 85/8 85/22 86/15 86/25 88/15 93/7 98/22 100/2 102/1 103/18 104/1 107/12 110/12 111/7 112/4 115/17 121/12 124/1 126/6 127/14 132/18 134/7 134/16 139/5 Mr Lloyd's [1] 125/15 Mr Swann [1] 39/15 Mr Weatherby [5] 134/1 135/3 137/2 138/6 142/5 MS [67] 1/7 1/12 1/21 6/8 9/9 16/2 17/4 18/22 20/5 21/24 27/8 29/2 30/12 35/13 37/7 37/22 43/2 47/24 52/3 54/12 54/19 62/9 62/25 63/1 64/3 64/17 67/10 71/5 76/6 81/9 85/7 88/12 89/3 89/12 91/5 95/21 99/4 99/19 100/24 103/16 106/19 114/12 117/7 117/13 125/13 128/3 131/4 133/3 133/16 141/12 142/6 142/10 142/12 142/16 142/20 143/10 149/12 150/8 180/9 180/11 180/13 180/14 185/23 187/2 187/13 187/19 187/25 Ms Allen [19] 64/17 67/10 71/5 81/9 85/7 89/3 91/5 95/21 99/19 106/19 114/12 117/7 117/13 125/13 133/3 133/16 141/12 142/16 142/20 Ms Blackwell [6] 76/6 99/4 100/24 103/16 143/10 150/8 Ms Campbell [7] 142/6 142/10 149/12 180/9 180/11 180/13 185/23 Ms Frances [2] 88/12 128/3 Ms Frances's [1] 89/12 Ms O'Neill [22] 1/12
----------	--	---	--	--

M	85/6 85/12 88/3 88/11 91/15 94/4 95/19 99/8 100/12 103/17 103/21 107/20 110/14 111/12 112/15 116/15 116/16 119/8 121/19 121/25 124/10 125/8 125/20 126/8 128/4 133/19 133/19 135/7 138/21 138/25 140/5 142/7 142/13 142/16 146/6 149/3 149/13 150/4 150/9 150/15 150/18 151/1 151/2 153/11 157/12 159/8 163/7 172/21 173/15 173/17 174/11 177/7 178/3 179/19 180/5 180/5 180/11 180/16 181/14 181/16 181/22 183/12 185/22 185/24 186/3	110/21 119/23 120/7 121/14 159/20 near [1] 111/22 nearly [1] 63/4 necessarily [1] 19/11 necessary [9] 19/23 21/14 31/19 36/25 57/8 57/9 168/9 169/24 172/22 need [64] 2/5 9/12 12/20 13/2 16/12 18/4 23/3 23/18 23/19 41/22 41/23 44/22 47/22 54/8 55/9 57/3 57/5 60/13 63/11 69/7 69/13 74/3 74/17 74/18 79/23 86/8 90/2 90/14 90/17 91/16 97/13 97/16 97/21 98/4 98/10 99/6 100/18 112/10 112/13 120/5 122/4 126/15 126/20 127/19 136/22 137/5 138/3 138/14 140/9 140/25 141/19 146/12 148/2 148/13 161/23 163/14 174/13 176/1 176/7 177/14 183/24 183/25 184/3 184/4 needed [18] 13/6 13/16 41/1 41/13 41/13 41/16 41/21 49/10 49/25 51/14 56/4 77/14 78/3 97/25 98/16 132/3 168/11 182/17 needing [1] 101/13 needn't [1] 2/22 needs [17] 46/21 68/17 75/13 85/16 86/12 90/24 118/25 119/4 120/5 120/6 121/7 130/23 140/14 141/2 141/22 161/4 184/7 negative [3] 68/12 105/4 124/20 negatively [2] 132/7 132/16 negotiations [1] 66/11 neighbours [1] 111/23 NEILL [2] 1/7 187/2 ness [1] 47/18 network [4] 50/14 143/21 160/24 160/25 never [10] 16/14 16/25 17/1 19/16 20/24 46/19 56/2 83/20 132/22 139/10 nevertheless [3] 3/1 16/21 166/13	new [12] 3/10 3/10 17/22 40/19 40/20 51/5 66/21 95/22 167/8 168/14 172/3 185/3 next [15] 9/6 40/9 63/9 72/13 127/12 132/9 132/10 138/21 157/5 168/11 168/22 171/22 171/24 184/10 184/16 NHS [3] 79/19 83/15 135/16 NI [3] 10/11 117/15 165/15 NIBTS [2] 161/10 161/12 NILGA [16] 106/24 142/24 143/18 144/16 144/22 145/6 145/7 145/7 145/24 147/2 147/20 148/1 148/7 148/8 148/10 149/7 NILGA's [1] 145/18 NJ [1] 106/1 no [70] 2/20 2/23 9/12 11/5 12/23 18/7 19/18 23/23 24/5 25/14 26/14 26/16 42/9 45/6 45/6 48/20 49/20 50/17 52/8 56/18 57/22 59/11 59/23 59/25 61/13 61/14 61/17 70/24 77/13 81/11 88/13 92/9 95/11 99/17 103/3 107/1 107/14 107/20 107/23 108/9 112/12 112/16 122/19 123/6 123/21 124/11 124/16 124/21 125/11 132/25 133/14 134/9 138/17 142/11 144/1 152/19 161/19 163/19 163/20 164/2 164/3 171/17 175/15 176/17 177/15 179/5 179/22 181/2 181/3 182/7 no-deal [2] 124/21 125/11 no-deal Brexit [2] 61/17 124/16 nobody [1] 44/18 nod [1] 45/6 nodding [2] 85/7 85/12 nods [2] 17/25 103/7 nomenclature [1] 10/19 nominate [1] 88/10 nominated [2] 3/18 98/6 non [11] 21/10 78/24 89/11 90/11 93/9	95/11 106/11 129/19 133/9 154/13 154/14 non-attendance [1] 21/10 non-devolved [1] 90/11 non-executive [2] 154/13 154/14 non-health [1] 78/24 non-pharmaceutical [5] 89/11 93/9 95/11 106/11 133/9 non-statutory [1] 129/19 none [2] 106/10 139/13 nor [2] 91/10 104/15 normal [3] 61/19 103/11 117/17 normally [2] 15/24 128/18 north [8] 35/25 42/5 42/8 44/2 71/15 94/20 147/1 147/4 North Wales [1] 94/20 Northern [173] 1/6 1/22 2/3 2/9 2/14 3/4 3/25 4/1 4/9 4/13 5/14 5/17 5/20 5/22 6/2 6/15 6/19 6/21 6/22 7/9 7/19 9/4 9/20 9/24 10/10 10/17 11/14 12/13 12/24 14/21 17/9 20/10 20/13 23/1 23/21 24/22 25/14 28/22 29/13 29/21 31/16 32/2 32/18 34/9 34/18 36/5 37/12 37/25 38/4 38/10 39/5 42/4 43/4 43/5 43/18 44/8 44/13 45/2 45/7 45/10 47/5 48/5 49/7 49/14 50/17 50/24 51/7 51/9 51/13 52/5 52/8 54/15 54/20 57/19 58/11 58/12 59/19 60/1 60/23 62/14 62/15 62/19 62/20 63/20 64/18 64/22 65/18 65/20 67/9 67/10 67/19 71/8 71/11 71/23 72/10 72/14 72/16 85/11 85/18 91/6 91/18 92/1 92/6 92/7 95/23 96/4 99/9 99/22 106/22 107/6 114/15 114/21 114/21 117/25 118/2 131/5 131/18 133/22 142/15 142/21 142/25 144/6 144/21 145/2 145/18 149/2 151/13 151/23 152/15 152/20
----------	--	---	---	--

<p>N</p> <p>Northern... [43] 153/16 154/22 154/25 157/2 157/3 157/20 158/1 158/17 160/16 160/25 161/9 161/11 161/13 161/23 162/15 162/18 164/7 164/14 164/19 164/22 165/3 165/6 165/8 165/11 165/13 165/17 166/9 169/16 169/23 170/3 170/5 170/12 170/21 175/20 177/9 179/6 180/8 180/17 180/23 181/10 182/2 182/11 182/22</p> <p>Northern Ireland [149] 1/6 1/22 2/3 2/9 2/14 3/4 3/25 4/1 4/9 4/13 5/14 5/17 5/20 5/22 6/2 6/15 6/19 6/21 6/22 7/9 7/19 9/4 9/20 9/24 10/10 10/17 11/14 12/13 12/24 14/21 17/9 20/10 20/13 23/1 23/21 24/22 25/14 28/22 29/13 29/21 31/16 32/2 32/18 34/9 34/18 36/5 37/12 37/25 38/4 38/10 39/5 42/4 43/4 43/5 43/18 45/10 47/5 48/5 49/7 50/17 50/24 51/13 52/8 54/15 54/20 57/19 58/11 58/12 60/23 62/14 62/15 62/19 62/20 63/20 64/18 65/18 65/20 67/9 67/19 71/8 71/11 72/10 72/14 72/16 85/18 92/1 92/6 92/7 95/23 96/4 99/9 99/22 106/22 107/6 114/15 114/21 114/21 118/2 131/5 131/18 133/22 142/21 144/6 144/21 145/2 145/18 151/13 151/23 152/15 152/20 154/22 154/25 157/2 157/3 157/20 158/1 158/17 160/16 160/25 161/9 161/11 161/13 161/23 162/15 162/18 164/7 164/14 164/19 164/22 165/3 165/6 165/13 165/17 169/16 169/23 170/3 170/5 170/12 170/21 175/20 177/9 179/6 180/8 180/17 180/23 181/10 182/2 182/11 182/22</p>	<p>Northern Ireland's [1] 166/9</p> <p>Northern Ireland-centric [1] 51/7</p> <p>Northern Ireland-specific [1] 60/1</p> <p>Northern Irish [12] 44/8 44/13 45/2 45/7 49/14 51/9 52/5 64/22 71/23 142/15 142/25 165/11</p> <p>not [151] 4/11 7/23 9/22 11/2 17/1 18/3 18/7 18/13 18/14 19/11 21/25 22/12 23/6 23/9 24/15 28/2 28/17 29/2 29/15 29/19 31/2 31/5 31/11 31/15 31/20 32/4 32/16 33/3 34/10 37/2 38/16 39/18 39/24 40/15 42/3 43/3 43/7 43/8 43/10 43/15 43/21 45/11 47/8 47/25 48/2 49/8 50/20 51/13 52/23 55/13 57/24 59/24 67/8 68/2 68/13 70/8 70/13 70/24 75/3 77/8 83/9 85/17 85/23 85/25 87/2 87/14 87/18 87/21 88/17 89/16 89/24 91/23 93/10 93/16 94/9 99/10 99/21 99/23 100/7 101/10 102/12 103/3 104/2 105/8 105/17 105/20 106/9 106/13 107/23 110/18 112/7 113/1 115/24 124/6 124/6 128/4 130/20 130/25 131/5 132/14 132/21 133/6 133/8 133/9 135/2 135/16 135/25 137/19 138/24 139/4 140/14 142/17 143/3 143/4 145/21 146/17 146/24 149/3 149/9 150/16 151/15 151/21 154/9 158/23 159/24 160/10 160/22 161/20 162/3 162/4 162/17 164/5 164/16 165/3 169/13 171/17 172/11 172/17 172/18 173/18 174/10 174/11 178/2 178/14 178/17 178/18 178/20 179/12 181/6 185/3 185/9</p> <p>notable [1] 52/6</p> <p>note [7] 67/17 94/17 106/1 106/7 106/15</p>	<p>151/7 169/16 noted [2] 138/7 151/13</p> <p>nothing [4] 99/17 106/10 133/15 145/22</p> <p>notice [3] 53/3 115/15 135/3</p> <p>noticed [1] 156/8</p> <p>notifiable [3] 162/16 163/10 163/13</p> <p>November [1] 64/14</p> <p>now [59] 2/5 8/7 9/13 10/15 19/10 25/4 28/14 33/16 33/21 39/22 42/5 44/6 44/18 48/3 49/2 51/23 57/1 57/13 58/4 58/9 58/21 58/25 59/14 59/21 65/16 66/15 79/5 79/8 82/18 85/6 95/25 96/18 97/11 98/19 104/18 110/7 110/7 122/16 127/9 132/11 134/25 136/6 142/13 148/8 150/3 151/10 156/2 156/21 159/8 159/14 160/21 163/5 163/12 166/15 167/11 174/10 180/25 181/17 183/14</p> <p>NSRA [1] 88/4</p> <p>nuclear [2] 20/2 163/6</p> <p>number [39] 5/14 5/25 11/10 11/22 13/12 13/21 16/6 25/21 26/17 26/20 28/14 41/6 42/19 44/19 46/1 53/14 54/12 55/19 59/11 60/10 62/7 65/16 66/8 86/8 86/25 93/22 96/10 96/22 100/9 118/7 132/23 134/5 137/15 139/13 163/9 172/24 175/25 176/25 184/17</p> <p>number 5 [1] 28/14</p> <p>number one [1] 16/6</p> <p>numbers [7] 77/3 101/6 126/11 137/5 137/8 158/24 159/24</p> <p>Nursing [1] 168/16</p>	<p>objectives [3] 24/23 27/13 28/1</p> <p>obligation [2] 26/9 135/14</p> <p>obligations [4] 58/10 60/24 62/16 138/1</p> <p>observation [1] 173/17</p> <p>observations [1] 62/11</p> <p>observer [2] 50/24 57/21</p> <p>obtain [1] 102/4</p> <p>obviously [28] 7/1 8/21 20/22 21/3 36/4 43/15 49/22 56/8 60/12 62/12 72/24 91/25 92/16 92/21 114/16 114/19 119/6 143/18 145/21 149/17 155/22 155/24 156/20 159/6 161/16 172/19 179/15 182/13</p> <p>occasion [1] 56/25</p> <p>occasions [5] 10/2 42/19 53/12 96/10 113/1</p> <p>occupied [1] 148/11</p> <p>occupy [2] 151/20 159/23</p> <p>occur [2] 76/23 137/11</p> <p>occurred [3] 14/25 71/7 115/13</p> <p>October [12] 11/1 11/4 14/5 25/2 26/12 26/18 26/25 27/10 30/24 40/2 106/2 108/4</p> <p>October 2016 [3] 11/1 25/2 30/24</p> <p>odd [1] 142/1</p> <p>off [5] 61/18 61/19 73/16 73/25 170/23</p> <p>offer [1] 46/9</p> <p>office [43] 4/10 6/25 7/7 7/13 7/19 8/3 8/10 8/14 8/20 8/22 9/16 12/4 15/3 16/5 16/19 17/11 21/3 21/15 29/25 30/13 30/22 31/13 31/22 31/23 38/1 40/4 48/19 56/13 57/3 58/23 59/8 59/10 59/24 64/7 64/22 67/12 79/10 91/7 111/9 114/22 128/23 135/21 135/22</p> <p>Office's [1] 8/18</p> <p>officer [16] 15/17 29/23 31/24 47/19 59/17 61/10 71/20 85/15 111/10 124/3 143/21 158/1 159/17</p>	<p>160/14 165/9 176/21</p> <p>officers [8] 50/22 52/11 70/6 79/6 111/14 118/25 120/12 120/23</p> <p>Offices [1] 111/6</p> <p>official [7] 23/16 23/18 24/12 56/2 88/8 91/9 179/2</p> <p>official-sensitive [2] 88/8 91/9</p> <p>officially [1] 178/8</p> <p>officials [11] 10/24 15/5 16/11 19/22 25/6 32/1 34/4 49/8 53/6 114/19 185/4</p> <p>often [3] 75/2 109/8 131/25</p> <p>Okay [5] 2/18 4/20 128/9 141/21 148/20</p> <p>omission [3] 89/10 111/2 138/7</p> <p>on [228]</p> <p>once [5] 3/22 26/23 66/25 126/17 178/1</p> <p>one [73] 4/23 8/3 13/10 13/16 16/6 17/16 18/9 26/2 28/17 36/24 38/17 40/20 43/21 45/17 47/17 49/14 49/17 50/6 59/5 60/11 62/7 62/11 67/17 69/11 69/17 73/16 73/25 74/2 82/23 83/22 85/25 90/15 101/9 109/7 112/21 117/1 124/3 128/9 130/4 130/4 137/15 143/14 144/5 146/22 152/12 156/17 157/21 159/2 159/5 159/12 159/18 161/11 161/18 164/15 167/2 168/20 169/10 170/15 171/8 174/16 174/20 174/21 175/2 175/6 175/24 177/3 177/3 177/20 182/18 182/18 182/19 184/19 184/23</p> <p>one-off [2] 73/16 73/25</p> <p>ones [1] 43/23</p> <p>ongoing [5] 136/11 156/12 157/8 162/3 183/14</p> <p>only [25] 34/3 34/6 34/8 39/6 39/8 48/21 50/11 52/24 60/5 83/9 100/3 102/9 102/13 106/3 107/13 121/4 147/25 154/23 156/6 157/5 157/21 169/7 172/11 173/19 177/3</p> <p>onset [1] 118/20</p>
--	--	--	--	--

<p>O</p> <p>open [4] 16/21 59/1 164/17 179/10</p> <p>opener [1] 5/6</p> <p>operate [1] 68/1</p> <p>operated [3] 6/16 13/2 74/10</p> <p>operates [1] 170/4</p> <p>operation [18] 8/25 10/25 12/17 12/21 14/24 15/6 16/17 17/8 25/9 25/17 25/21 25/21 40/5 42/20 42/21 47/17 47/23 61/16</p> <p>Operation Cygnus [7] 10/25 12/17 12/21 14/24 16/17 25/17 25/21</p> <p>Operation Yellowhammer [1] 61/16</p> <p>operational [8] 10/12 24/20 55/10 123/12 146/5 146/8 148/10 179/7</p> <p>Operations [1] 168/15</p> <p>operators [1] 62/22</p> <p>opinion [8] 36/9 45/24 45/25 46/16 110/24 112/12 115/21 148/24</p> <p>opportunities [1] 177/4</p> <p>opportunity [4] 16/18 143/19 175/11 177/2</p> <p>opposed [3] 12/1 53/10 54/5</p> <p>option [1] 174/5</p> <p>options [1] 139/24</p> <p>or [126] 2/20 3/1 3/9 6/16 7/3 7/4 7/19 7/20 7/24 7/24 9/6 10/4 12/5 16/15 17/6 17/16 18/2 18/16 18/24 19/12 20/2 22/2 22/17 23/6 23/9 23/23 24/10 29/2 29/3 30/5 32/4 33/1 36/17 39/4 40/21 44/10 47/7 50/21 50/24 51/2 51/13 52/15 54/8 55/14 55/17 57/22 57/23 58/20 58/21 60/1 61/17 66/1 66/17 66/18 68/4 68/12 69/20 71/12 72/4 74/14 74/16 74/18 74/22 76/23 78/11 81/9 81/18 81/22 87/4 87/21 90/22 92/9 92/22 93/15 94/9</p>	<p>100/21 106/12 108/1 109/7 112/11 112/13 116/2 117/6 119/24 121/10 122/21 127/7 136/16 137/20 140/22 142/11 143/11 144/19 145/17 145/19 146/24 146/24 147/23 147/24 148/23 148/25 149/18 156/7 156/9 157/18 158/13 158/23 159/4 162/21 163/19 163/19 164/3 164/21 165/20 170/7 173/11 173/19 178/2 179/22 180/9 180/25 182/23 183/1 183/2 183/3 185/20</p> <p>order [14] 19/23 21/1 39/7 39/9 41/24 64/25 102/3 103/22 110/23 118/19 131/19 141/23 167/17 168/9</p> <p>ordinating [2] 86/5 155/18</p> <p>ordination [3] 27/17 52/9 148/10</p> <p>ordinators [1] 98/6</p> <p>organically [1] 53/23</p> <p>organisation [22] 64/8 65/2 65/8 65/25 66/22 68/4 97/6 106/24 122/4 124/10 144/14 144/19 145/6 153/9 153/10 160/4 160/7 167/17 171/1 179/19 181/16 183/13</p> <p>organisational [1] 27/15</p> <p>organisations [22] 57/21 57/25 58/2 64/24 66/4 66/6 66/7 66/18 66/24 70/18 83/11 88/25 89/25 112/7 116/13 116/21 119/2 131/13 143/22 155/17 156/15 157/9</p> <p>organise [1] 183/15</p> <p>original [1] 126/10</p> <p>other [65] 7/1 8/2 11/8 12/3 13/25 16/10 17/5 19/16 28/23 29/20 33/7 34/7 34/9 34/22 50/8 50/25 53/15 53/16 56/1 56/24 57/15 59/19 65/14 68/2 72/5 74/11 75/10 76/2 81/15 84/17 84/18 90/12 97/18 99/12 100/5 107/13 113/5 113/13 113/13 113/15 116/4 119/2 123/4 123/24 124/9 126/18 129/15 129/20 129/23 137/16</p>	<p>140/1 140/23 141/5 141/8 145/12 146/18 153/23 154/1 155/3 155/11 169/17 170/17 175/2 175/18 184/20</p> <p>other's [2] 112/24 141/20</p> <p>others [12] 31/24 45/25 72/24 74/10 81/1 130/19 132/20 142/15 148/17 164/9 180/16 185/18</p> <p>ought [2] 56/11 148/25</p> <p>our [107] 1/14 5/3 8/1 9/3 13/8 13/18 16/2 22/14 23/2 23/12 23/13 26/4 29/10 33/3 33/7 33/12 34/20 34/23 35/25 36/19 37/16 38/21 43/25 44/17 49/23 56/16 58/3 58/5 58/6 66/11 66/12 66/20 66/22 66/23 68/16 68/23 70/5 71/2 72/23 74/2 74/24 79/14 81/1 82/19 83/14 83/17 84/4 90/5 90/5 90/14 92/5 94/6 95/10 95/18 99/22 101/14 104/21 107/4 108/21 110/8 111/16 112/17 113/2 116/5 117/21 118/12 118/24 118/24 119/6 119/9 119/16 119/25 121/2 124/19 125/2 126/21 128/15 135/5 135/6 135/12 135/24 136/20 137/9 138/13 140/15 140/18 141/14 143/7 143/8 143/16 143/24 149/24 149/24 150/16 154/22 155/4 156/23 156/25 157/6 160/5 162/24 164/14 167/3 167/6 169/15 171/8 183/16</p> <p>ourselves [6] 66/7 96/21 128/21 160/5 172/15 183/15</p> <p>out [37] 9/15 13/8 14/11 15/3 16/19 16/23 20/25 25/4 26/10 26/20 28/4 40/19 48/2 50/3 50/5 57/7 57/13 61/22 74/16 83/17 85/8 100/11 105/18 121/22 124/12 127/11 128/7 142/24 154/16 156/14 162/15 162/20 163/11 167/15 170/15 170/17 174/14</p>	<p>outbreak [4] 75/9 104/13 106/9 135/8</p> <p>outcome [1] 175/24</p> <p>outcomes [2] 13/19 16/8</p> <p>outline [4] 71/5 74/24 85/1 153/24</p> <p>outlined [5] 84/4 148/4 152/23 161/17 175/7</p> <p>outset [1] 165/5</p> <p>outside [2] 108/21 166/12</p> <p>outsourced [1] 161/5</p> <p>Outwith [1] 52/17</p> <p>over [26] 15/11 17/17 20/11 27/23 38/6 38/7 52/24 97/9 99/11 100/21 110/4 112/8 114/23 126/13 127/25 135/12 156/10 158/24 161/5 168/22 169/8 170/17 172/24 172/25 173/11 180/12</p> <p>overall [7] 65/8 77/10 78/16 126/19 128/25 158/6 159/18</p> <p>overarching [2] 18/17 101/9</p> <p>overlap [1] 82/13</p> <p>overlapped [1] 18/25</p> <p>oversee [2] 20/12 80/23</p> <p>overseen [2] 114/18 160/23</p> <p>oversight [9] 61/12 69/4 69/6 74/1 74/5 112/19 114/2 115/8 145/10</p> <p>overstretched [1] 174/23</p> <p>owed [1] 43/18</p> <p>own [19] 7/14 7/21 15/5 16/22 40/3 50/4 58/5 95/23 96/15 106/2 113/10 113/11 114/16 119/6 135/16 160/16 164/14 165/19 181/16</p> <p>Owner [1] 19/21</p> <p>owners [1] 78/20</p>	<p>169/8 169/8 171/23 page 11 [1] 97/19 page 12 [1] 98/9 page 15 [2] 167/21 167/22</p> <p>Page 23 [1] 1/19 Page 24 [1] 19/19 page 3 [2] 27/11 27/25</p> <p>page 4 [1] 96/25 page 42 [1] 125/21 page 46 [1] 127/9 page 5 [1] 97/11 page 6 [3] 19/1 108/25 169/6 page 7 [1] 169/8 page 8 [1] 166/14 pages [1] 132/6 pages 48 [1] 132/6</p> <p>paid [1] 43/23</p> <p>pan [4] 20/9 20/12 94/1 124/23</p> <p>pan flu [2] 20/12 124/23</p> <p>Pan-Wales [1] 94/1</p> <p>pandemic [114] 4/24 5/8 5/11 9/5 10/5 10/15 10/15 10/21 11/3 12/10 12/14 12/25 22/24 23/3 23/5 23/10 27/15 27/20 28/6 28/15 28/25 29/5 29/16 30/3 30/5 31/16 33/9 36/17 36/17 44/9 44/12 45/7 45/16 46/15 46/20 46/23 47/9 47/14 48/6 48/22 49/23 52/22 54/4 55/20 56/9 56/15 56/19 58/4 59/12 60/1 60/10 68/17 70/16 73/22 78/16 79/11 80/2 80/21 81/2 86/7 86/10 87/13 87/15 87/17 91/25 92/6 93/3 93/5 93/6 94/3 94/6 95/11 96/9 96/13 96/21 99/2 101/10 102/18 104/22 105/17 108/5 108/11 108/16 109/5 118/17 118/21 122/1 132/21 133/6 135/12 136/16 137/4 149/2 165/4 165/5 165/6 165/12 165/13 168/11 169/2 169/9 169/14 169/20 171/2 173/5 173/10 177/5 177/10 180/25 181/7 182/6 182/23 182/25 183/11</p> <p>panel [2] 39/24 133/23</p> <p>papers [1] 9/15</p>
--	--	---	--	---

P	182/4	63/11 70/13 74/15 84/10 84/13 86/8 97/16 101/13 110/3 113/4 116/1 116/9 117/16 118/10 118/16 121/23 127/18 135/11 137/19 140/10 141/17 150/16 169/22 181/5	personnel [2] 40/18 116/20 perspective [9] 11/21 12/22 56/21 72/7 85/11 117/20 119/7 176/13 183/9 perspectives [1] 143/20 pertinent [1] 4/19 Peter [3] 59/14 177/7 178/6 Peter May [2] 59/14 177/7 Peter May's [1] 178/6 PHA [6] 152/4 152/6 155/8 160/23 166/9 171/3 pharmaceutical [5] 89/11 93/9 95/11 106/11 133/9 Phase [1] 97/6 phones [1] 171/20 pick [1] 146/19 picked [1] 178/1 picking [1] 148/21 picture [1] 98/17 piece [5] 13/13 13/24 14/12 16/9 178/16 pieces [5] 6/7 13/24 14/1 60/11 184/18 piloted [1] 170/15 piloting [1] 157/1 pivotal [1] 80/3 place [54] 2/14 3/19 12/12 19/23 23/2 25/2 27/10 36/8 38/6 39/13 43/19 47/15 52/9 52/13 52/16 55/10 67/25 69/15 71/18 73/16 74/10 75/12 76/25 83/2 87/11 87/13 87/14 89/4 92/24 94/12 94/18 94/23 98/21 99/22 102/6 103/25 104/3 104/8 104/15 108/2 108/4 112/18 113/2 114/2 115/11 117/1 126/14 129/2 133/6 133/7 176/17 179/1 181/14 184/18 placed [1] 23/22 places [4] 85/15 113/5 118/3 184/22 plain [1] 58/20 plainly [2] 8/4 14/16 plan [31] 11/14 13/10 13/17 14/2 25/20 26/1 26/3 26/23 27/2 27/4 37/5 40/7 40/9 40/21 41/13 87/19 91/22 93/5 93/9 94/1 95/16 95/24 96/14 102/7 109/24 114/17 114/17	117/22 119/5 138/14 138/14 planned [8] 19/21 24/17 30/4 46/16 94/10 100/8 100/20 102/6 planners [4] 93/4 94/3 119/11 139/8 planning [84] 11/14 12/21 13/1 15/15 15/23 17/8 17/9 17/13 19/8 24/6 29/11 29/13 29/18 29/19 30/19 39/6 53/5 55/17 60/8 60/19 69/19 69/24 70/19 72/13 73/17 75/4 76/1 78/17 80/2 82/10 83/16 86/16 87/6 88/17 88/21 89/14 89/23 91/25 92/6 96/9 96/24 102/18 104/20 104/21 105/13 105/21 108/8 109/23 115/19 116/17 116/24 123/23 125/10 125/12 129/21 130/23 131/6 131/24 135/13 135/24 136/13 139/24 141/14 141/25 144/17 144/24 146/25 155/7 155/20 156/3 159/11 159/15 159/16 160/3 160/8 169/2 175/3 175/13 176/2 176/21 177/5 179/2 182/6 183/25 plans [52] 11/18 12/12 27/16 40/3 60/21 68/1 74/14 75/16 76/9 76/24 86/24 87/11 87/13 87/14 87/17 89/1 92/19 92/20 93/1 93/12 93/13 93/20 93/20 94/3 94/12 95/4 95/10 95/15 95/24 96/4 112/6 112/9 112/21 113/5 113/11 113/16 116/19 124/22 132/21 133/4 133/6 133/6 136/22 141/18 141/20 155/12 158/9 175/16 175/19 175/22 175/25 176/16 plant [2] 45/20 47/15 platform [6] 78/15 115/18 115/21 115/24 171/8 184/16 platforms [4] 167/13 171/10 172/9 183/18 play [6] 16/24 25/13 25/18 26/6 55/15 80/3 played [3] 24/19 25/12 165/10
paperwork [2] 18/4 52/8	particularly [26] 21/12 22/18 23/19 29/17 33/18 55/19 59/2 60/6 61/15 61/24 74/1 97/15 101/8 106/23 108/25 117/8 117/23 128/5 131/17 144/2 145/6 145/11 145/23 147/4 147/21 148/14 parties [6] 5/9 6/11 34/22 35/25 44/1 138/8 partly [1] 170/3 partner [2] 95/25 147/11 partners [18] 74/18 75/10 75/15 76/23 77/16 78/3 78/12 89/4 89/20 90/13 116/13 121/5 124/16 135/5 136/4 139/18 147/9 168/21 partnership [8] 73/8 79/20 79/21 79/25 89/24 106/6 116/17 122/5 partnerships [1] 75/25 parts [13] 9/19 29/20 57/17 65/15 77/4 77/7 82/23 88/7 130/2 130/3 169/17 178/12 185/8 party [5] 5/25 41/15 65/8 185/3 185/3 pass [1] 19/12 passage [1] 14/25 passed [1] 73/21 passing [1] 139/23 past [3] 144/12 146/16 147/20 pathogens [1] 163/11 Pathology [1] 160/23 patient [2] 149/25 170/13 Patrick [1] 55/6 patterns [1] 39/2 Paul [1] 3/18 Paul Givan [1] 3/18 payment [1] 170/7 peer [2] 112/24 141/19 peer review [2] 112/24 141/19 pejorative [1] 101/6 pejoratively [1] 50/11 Pensions [1] 135/23 penultimate [3] 30/17 167/22 172/1 people [30] 13/7 23/1 48/24 59/4 60/6 61/23	per [2] 22/12 174/4 per se [1] 22/12 perceived [3] 86/18 87/4 87/22 perfect [1] 76/6 perfectly [1] 140/7 perform [1] 6/21 Performance [1] 156/3 performed [1] 172/17 performing [1] 86/20 performs [1] 8/20 perhaps [31] 13/4 18/2 22/12 23/23 27/24 37/22 43/21 55/12 56/22 86/17 90/22 99/12 105/9 106/13 110/21 123/4 138/4 144/20 145/16 145/19 151/2 154/25 159/19 159/23 160/10 177/4 178/12 181/11 183/1 183/6 185/19 period [32] 38/2 40/23 42/1 44/24 52/24 55/21 56/17 59/23 60/20 61/15 71/8 77/19 77/21 78/2 80/18 108/21 127/17 127/25 129/8 129/9 130/1 136/17 148/3 151/5 151/15 152/9 152/11 158/24 166/12 172/24 172/25 173/12 periods [1] 86/10 permanent [2] 38/1 59/15 permanent secretary [2] 38/1 59/15 permission [4] 54/13 85/6 133/20 180/6 permitted [3] 54/21 62/12 171/4 persistent [1] 136/11 person [6] 14/17 14/18 45/17 80/1 88/10 117/22 person-centred [1] 117/22 personal [3] 43/3 50/21 137/20 personally [2] 110/18 115/24		

P	policy [22] 8/22 9/24 10/11 11/10 11/24 12/5 12/6 17/8 17/19 18/4 28/5 28/15 28/24 29/13 47/15 55/10 99/7 143/2 143/6 144/18 145/13 165/11	50/7 53/16 59/11 95/22 114/8 137/20 140/21 145/21 148/5 151/15 180/22 181/5	52/6 60/1 60/19 71/5 71/10 71/12 72/14 72/18 80/9 96/1 106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	principles [3] 60/18 74/23 123/21
playing [2] 138/6 185/8	political [31] 4/3 14/4 14/8 15/25 25/25 27/1 34/25 35/5 35/21 35/22 35/25 36/25 37/8 41/15 43/9 43/11 43/25 44/1 66/21 74/6 85/15 113/24 124/11 143/19 143/19 145/6 145/8 145/9 146/4 146/12 179/3	post-Covid [1] 114/8	117/10 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	prior [14] 11/4 23/25 36/8 40/4 47/11 56/19 57/22 108/17 110/16 152/4 160/15 171/2 182/23 182/25
plays [2] 113/12 117/1	politically [1] 148/14	posts [2] 2/24 40/20	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	priorities [8] 16/1 16/5 16/6 34/4 34/6 39/3 39/7 39/10
plea [1] 174/7	politician [1] 43/3	potential [9] 42/18 42/19 45/23 47/4 61/17 98/15 100/19 112/22 119/13	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	prioritisation [1] 132/2
please [51] 1/9 1/12 1/21 2/17 6/8 9/9 18/21 19/1 19/19 20/5 27/7 27/25 32/23 37/7 52/3 63/8 63/23 63/24 66/16 79/1 86/15 96/25 97/11 97/19 98/9 102/1 108/25 109/3 125/17 125/21 126/8 127/9 127/12 131/21 132/9 132/10 150/10 151/8 154/2 161/12 164/23 166/5 166/14 167/23 168/24 169/6 170/23 171/13 171/22 173/3 186/6	politicians [2] 12/3 43/4	potentially [3] 46/22 91/24 112/13	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	prioritising [1] 41/4
plenty [1] 52/10	politics [7] 34/19 34/21 38/16 38/20 43/12 62/7 63/4	pound [1] 128/12	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	priority [5] 13/9 13/21 14/9 14/12 16/6
plethora [2] 8/19 175/19	pool [1] 116/13	power [16] 2/23 6/16 33/22 34/14 34/21 38/20 42/4 42/7 43/6 43/13 62/5 121/22 128/15 131/18 131/23 146/21	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	prison [1] 28/13
plugged [2] 57/19 57/23	poor [3] 78/25 101/5 171/25	power-sharing [10] 2/23 6/16 33/22 34/14 34/21 42/4 42/7 43/6 43/13 62/5	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	proactive [1] 57/9
plus [3] 124/14 124/15 167/2	port [1] 70/22	powers [4] 5/17 85/19 163/1 163/13	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	probable [1] 137/4
pm [5] 103/13 103/15 150/5 150/7 186/8	posed [1] 96/6	practical [6] 40/5 40/22 40/23 140/2 156/9 176/15	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	probably [21] 32/22 53/21 53/22 54/7 56/6 58/12 60/9 61/1 61/6 68/19 82/23 84/14 95/12 128/22 129/2 152/5 168/19 170/9 172/23 175/3 183/14
point [47] 24/7 28/14 30/17 33/10 33/10 35/5 35/12 38/17 42/24 43/17 45/2 45/14 48/9 48/10 48/17 60/6 62/12 68/20 69/1 69/2 69/9 83/14 90/7 97/20 108/19 111/15 112/21 112/22 113/12 116/11 117/8 124/18 127/1 131/15 134/21 135/13 138/21 139/15 141/11 146/14 159/6 161/15 166/18 171/16 171/23 172/2 181/25	position [35] 2/6 3/13 3/20 3/22 4/6 4/9 23/22 44/10 44/10 45/3 45/15 46/17 46/18 46/19 50/14 57/2 61/10 62/3 62/4 72/25 77/14 80/7 84/3 85/13 85/16 85/17 95/15 116/12 124/11 144/22 147/2 151/10 156/8 159/22 181/19	practically [1] 145/11	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	problem [3] 50/15 89/16 172/4
point 1 [2] 68/20 69/1	positions [4] 1/22 143/6 143/8 153/6	practice [5] 71/2 167/25 168/3 168/8 183/22	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	problems [4] 54/3 87/22 135/1 174/23
Point 2 [1] 69/2	positive [3] 68/12 68/15 78/16	pre [1] 118/15	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	procedure [1] 86/12
Point 3 [1] 69/9	positively [1] 140/3	pre-empt [1] 118/15	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	proceedings [1] 103/6
point 7 [1] 171/16	possibility [6] 16/25 48/12 123/5 175/15 176/17 177/14	preceded [2] 17/15 127/17	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	process [16] 4/4 28/20 40/14 51/12 57/6 88/13 92/8 98/10 103/22 114/5 115/2 130/24 143/14 170/12 178/11 179/24
points [17] 25/4 32/22 35/8 36/24 38/5 48/14 50/7 68/19 91/15 92/16 96/22 115/5 117/1 145/5 166/17 171/15 179/12	possible [16] 4/2 23/3 40/5 40/22 43/19 44/25 47/7 75/2 75/17 76/23 81/21 90/18 93/12 98/13 100/5 169/13	precisely [1] 67/8	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	processes [10] 27/18 74/7 87/1 102/14 102/21 102/24 103/1 141/15 171/5 178/25
police [8] 62/20 72/16 72/19 76/3 77/2 77/6 81/12 81/13	post [19] 3/6 3/7 3/17 9/23 21/3 31/23 50/6	precursor [2] 141/11 153/3	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	processing [1] 171/4
policies [6] 7/10 7/12 15/14 34/12 56/6 143/3		predecessor [2] 144/14 147/20	106/14 108/11 109/5 117/12 120/1 122/21 123/7 123/11 132/3 132/16 146/8 146/17 146/21 147/7 147/12 155/13 155/16 155/17 158/8 158/12 158/15 158/18 159/25 171/16 173/5 173/10 174/25 176/23 181/20 182/10 183/11	produced [5] 45/13 91/6 138/15 138/20 140/14

R	reforms [2] 37/10 37/20	relationships [9] 47/21 50/21 74/12 155/1 179/7 179/13 179/20 179/22 180/1	representatives [5] 91/10 91/13 152/12 152/17 185/12	resource [8] 22/1 22/13 22/18 128/19 131/7 132/3 166/9 173/16
records... [1] 170/13	refresh [1] 48/1	relatively [3] 40/23 78/6 83/9	represented [1] 118/12	resources [21] 22/9 23/4 23/9 28/11 39/9 41/16 59/18 61/18 77/17 77/21 78/6 122/20 125/1 125/3 126/14 128/4 128/6 134/23 147/5 147/15 182/6
recover [1] 68/24	regained [1] 3/17	reliant [2] 170/6 179/12	representing [2] 6/11 63/19	resourcing [9] 23/19 32/9 32/17 33/2 33/10 34/5 34/5 40/18 71/18
recovery [4] 98/1 110/1 117/13 123/18	regard [4] 24/10 80/1 87/6 135/9	relied [1] 165/6	represents [1] 65/2	respect [3] 96/3 141/9 141/25
recruit [3] 57/6 57/7 58/5	regarded [1] 48/10	relies [1] 75/19	Republic [3] 34/8 164/18 179/6	respects [2] 141/6 180/23
recruitment [2] 50/3 50/6	regards [3] 10/25 52/22 61/16	reluctance [2] 56/3 56/20	repurposed [1] 108/22	respond [31] 19/5 22/2 22/10 68/21 69/10 75/10 78/1 80/20 85/17 87/3 87/11 87/11 87/13 87/14 87/17 90/7 93/5 111/25 115/12 117/22 120/5 122/25 123/3 123/15 126/16 127/18 144/25 149/2 166/10 176/6 176/8
recurring [1] 45/15	region [2] 143/16 161/16	remain [1] 88/6	request [2] 59/17 165/9	responded [3] 56/15 120/2 122/9
RED [5] 108/14 110/13 110/23 137/4 152/2	regional [21] 71/18 71/20 83/18 91/16 92/1 92/9 92/15 92/22 96/9 97/22 98/6 99/23 111/9 112/1 118/12 118/12 142/23 143/12 148/9 160/18 160/19	remainder [1] 181/22	require [5] 36/22 53/16 99/2 111/19 185/17	respondents [4] 76/3 125/25 127/10 132/19
redeploy [2] 130/20 130/21	regionalise [1] 81/18	remained [1] 98/19	required [9] 20/25 38/8 40/18 44/25 48/1 56/2 56/25 60/14 167/13	responder [1] 116/20
redeploying [1] 130/24	regions [1] 98/4	remaining [2] 100/15 112/3	requirements [4] 68/8 68/12 162/16 166/10	responders [12] 62/21 62/22 67/8 67/24 68/2 69/19 86/22 88/22 90/3 98/14 116/2 116/19
redirected [1] 62/1	register [22] 14/20 18/11 18/12 18/22 18/24 19/3 21/2 76/13 76/15 76/18 87/8 87/12 89/6 89/10 89/11 91/6 91/13 92/8 106/17 113/15 173/18 173/24	remains [1] 15/18	requires [4] 50/4 135/21 168/3 169/10	resilience [74] 12/20 37/11 52/7 69/6 69/10 71/20 73/6 73/7 73/7 74/9 75/20 75/24 76/1 76/19 77/1 77/6 77/9 77/16 77/22 77/25 78/24 79/4 79/7 79/20 79/23 79/24 79/25 80/6 80/9 80/21 80/25 85/23 86/1 86/9 87/10 88/2 88/5 88/9 88/17 97/23 100/1 100/4 100/5 100/9 100/16 101/7 101/13 102/7 103/19 106/6 107/19 108/6 108/7 108/10 110/22 111/1 111/6 111/10 111/14 111/19 112/20 113/4 113/9 115/20 116/1 116/17 130/12 134/22 136/21 137/10 141/8 148/9 183/16 185/2
redrafted [1] 178/12	registered [1] 21/11	remember [1] 1/13	rescue [2] 65/3 76/3	resilienceDirect [2] 115/18 116/7
reduced [7] 65/16 127/24 128/13 129/22 129/25 158/24 159/11	regret [2] 14/10 37/19	reminding [2] 96/21 172/15	research [2] 13/25 166/16	resilient [4] 33/8 36/18 182/18 185/7
reducing [2] 78/5 153/18	regrettable [4] 24/15 30/2 104/10 104/10	reminds [1] 98/24	reserves [2] 126/17 130/14	responses [7] 10/6 68/25 108/18 118/13 120/24 127/10 147/3
reduction [5] 128/2 129/1 159/5 159/24 159/24	regular [2] 53/20 98/11	remit [3] 6/25 24/20 168/18	reside [1] 84/11	
reductions [1] 77/24	regularised [2] 179/12 179/20	removed [1] 161/24	resign [1] 2/8	
refer [7] 26/9 36/23 44/15 106/8 117/15 128/22 140/3	regularly [4] 53/16 56/16 144/13 152/17	reorganisation [1] 65/15	resigned [2] 3/15 3/23	
reference [9] 21/23 28/8 45/6 58/24 106/12 125/8 132/25 139/4 139/23	regulate [1] 80/23	repeat [3] 61/5 162/2 163/24	resilience [74] 12/20 37/11 52/7 69/6 69/10 71/20 73/6 73/7 73/7 74/9 75/20 75/24 76/1 76/19 77/1 77/6 77/9 77/16 77/22 77/25 78/24 79/4 79/7 79/20 79/23 79/24 79/25 80/6 80/9 80/21 80/25 85/23 86/1 86/9 87/10 88/2 88/5 88/9 88/17 97/23 100/1 100/4 100/5 100/9 100/16 101/7 101/13 102/7 103/19 106/6 107/19 108/6 108/7 108/10 110/22 111/1 111/6 111/10 111/14 111/19 112/20 113/4 113/9 115/20 116/1 116/17 130/12 134/22 136/21 137/10 141/8 148/9 183/16 185/2	
referenced [2] 24/5 80/13	regulations [1] 74/14	repeatability [1] 171/4	resilient [4] 33/8 36/18 182/18 185/7	
referencing [1] 77/19	rehearsing [1] 100/18	report [33] 13/15 13/23 14/7 14/15 15/1 15/3 15/4 15/5 23/16 26/23 27/9 37/15 53/1 98/24 101/9 101/25 102/4 102/17 103/22 104/16 105/10 108/11 108/13 110/13 110/21 134/22 135/1 135/21 139/13 155/19 166/7 167/21 172/15		
referred [6] 13/12 31/25 39/22 41/3 47/19 136/9	reinstatement [1] 111/11	reported [4] 40/13 93/16 95/6 127/21		
referring [5] 26/10 36/15 36/24 45/13 90/16	related [3] 35/4 48/11 132/21	reporting [2] 98/16 159/17		
refers [4] 37/15 47/20 109/5 140/1	relates [3] 84/12 111/18 135/8	reports [3] 98/12 115/25 137/17		
reflect [8] 33/5 75/3 95/5 127/11 133/10 154/1 171/18 184/6	relating [4] 4/4 12/6 12/9 155/14	represent [11] 54/19 64/25 72/10 84/10 108/18 119/1 131/14 134/8 137/18 142/14 180/17		
reflected [2] 124/8 178/12	relation [28] 3/24 7/3 23/19 29/17 46/15 48/14 48/20 54/12 55/19 61/25 67/5 69/23 73/5 80/8 90/9 95/24 131/16 131/23 144/23 146/17 146/18 146/20 147/6 148/13 149/3 166/19 173/10 183/7	representation [1] 57/22		
reflecting [2] 132/22 167/19	relationship [6] 66/23 79/13 90/2 156/24 157/7 157/10	representative [2] 65/19 66/2		
reflection [5] 15/13 70/17 177/13 180/22 181/4				
reflective [1] 119/8				
reflects [4] 52/25 82/19 107/7 119/25				
refocus [1] 177/14				
reform [8] 35/10 37/2 74/18 81/22 95/22 148/6 153/16 170/13				

R	revised [1] 107/5	76/1 76/24 78/21	141/13 153/2 162/2	57/10 57/14 57/20
responsibilities [15]	revision [1] 98/16	92/14 92/18 92/18	162/23 167/5 167/19	58/5 164/10 164/24
76/8 82/9 91/1 109/16	RHI [1] 2/10	92/22	171/6 183/12 185/18	scientists [1] 162/10
127/2 147/18 148/5	Rhondda [1] 94/21	rites [1] 140/21	sake [1] 65/24	scope [5] 94/5 94/9
151/24 152/13 153/25	right [92] 1/24 18/8	rituals [1] 137/20	same [18] 26/12	94/24 109/24 163/5
155/7 156/1 156/14	19/20 21/9 31/12	rivers [1] 76/21	28/22 46/2 47/15	Scotland [4] 24/22
167/18 169/1	42/10 50/18 51/1	Robin [1] 53/2	50/17 60/19 64/25	149/16 162/25 163/4
responsibility [27]	51/16 58/1 59/6 63/21	Robin Swann [1]	67/8 70/4 76/16 79/21	Scottish [5] 7/24
7/18 8/22 8/24 9/3	64/23 65/5 65/13	53/2	103/25 112/23 123/20	46/18 65/25 66/1
9/16 22/16 35/22 36/2	65/17 65/21 67/10	robust [2] 113/16	130/22 132/23 159/20	149/17
43/6 43/12 44/1 44/2	67/17 71/3 71/9 71/13	133/4	170/9	Scottish Government
44/4 44/5 79/10 82/3	71/21 75/21 75/22	role [36] 12/11 25/13	SARS [2] 104/12	[1] 46/18
86/20 88/20 92/12	77/4 77/12 78/8 80/4	25/18 36/1 55/3 57/9	133/8	scratch [1] 31/20
97/15 120/22 127/3	80/11 85/9 85/20	58/21 58/22 64/14	saw [2] 61/23 176/20	screen [1] 170/24
151/25 158/5 158/7	85/22 86/2 86/12	64/18 72/20 75/4 75/5	say [53] 4/20 19/16	scrutinised [1]
179/18 181/17	87/20 88/23 89/13	80/3 82/6 86/11 87/22	22/4 24/1 32/4 44/10	114/18
responsible [4] 7/12	89/21 95/7 95/20	111/6 112/8 141/7	47/12 50/1 50/2 56/25	scrutiny [4] 69/5
75/25 93/12 162/11	96/17 103/10 104/1	146/4 148/7 148/10	61/1 61/2 71/9 73/25	112/20 114/23 145/10
responsive [1] 74/8	104/6 105/22 106/25	151/14 151/20 158/3	82/8 82/10 84/20 85/1	se [1] 22/12
responsiveness [1]	107/18 110/16 110/19	159/13 159/16 163/20	85/4 86/24 87/16 91/1	seat [1] 72/10
21/25	113/7 114/25 116/10	164/3 165/11 166/23	94/24 95/8 96/7	seats [2] 5/25 6/1
rest [4] 32/3 70/4	122/15 123/25 126/23	166/24 176/14 181/22	102/20 111/21 111/25	second [7] 97/7
145/3 164/16	128/16 129/4 130/25	181/23	117/13 117/21 118/15	150/22 153/19 160/21
rested [1] 15/16	132/18 136/13 139/1	roles [18] 64/21	119/6 122/23 123/13	162/8 164/1 170/11
restore [1] 38/19	139/9 139/21 140/14	74/15 86/8 90/23	124/10 126/13 128/11	secondary [1] 20/14
restored [2] 38/24	143/2 146/9 146/9	90/25 98/1 98/5	129/5 130/22 134/11	secondly [6] 5/2 35/4
43/15	151/6 153/22 153/23	109/16 127/2 131/24	137/7 140/7 154/2	37/1 41/15 48/16
restraints [2] 131/1	154/11 154/18 157/20	147/18 148/5 151/24	154/18 156/16 158/14	141/19
182/4	157/24 158/6 158/11	153/25 154/16 156/14	160/2 161/25 162/4	secrecy [2] 104/24
restricted [2] 116/1	158/22 159/22 162/7	160/11 163/8	164/1 164/21 181/6	105/7
130/15	163/14 166/4 167/19	roll [2] 170/15 170/17	184/18	secret [4] 101/2
restrictions [2]	168/23 171/1 171/12	roll-out [1] 170/15	saying [4] 23/1 54/2	101/25 104/8 135/19
129/18 147/4	173/2 174/1 174/12	room [4] 52/14 60/21	77/12 126/13	Secretariat [2] 30/10
restructure [4] 18/5	177/19 177/24 178/7	63/16 143/25	says [6] 30/18 38/2	137/3
18/7 81/18 81/22	right-hand [1] 19/20	rooted [2] 120/23	59/15 165/23 169/8	secretariats [1]
result [7] 2/11 2/22	rightly [1] 86/11	122/2	169/21	77/13
4/12 22/19 23/11	rights [1] 141/17	rough [1] 95/17	scalable [1] 171/4	secretary [4] 38/1
23/14 31/18	rigorously [1] 124/21	round [2] 30/10 72/6	scale [10] 26/22 94/5	58/14 59/15 102/16
resulted [1] 102/16	ringfenced [2] 173/5	routes [2] 88/9 98/14	94/8 94/24 101/21	section [4] 30/16
results [4] 125/17	173/7	routine [2] 41/5	111/20 111/24 161/18	118/2 134/18 171/24
125/22 126/11 166/13	ripped [2] 95/4 95/12	124/22	176/8 181/7	section 75 [1] 118/2
retrospectively [1]	rise [2] 30/7 63/8	rule [1] 7/6	Scally [1] 45/17	sector [23] 19/4 28/7
104/18	rising [1] 99/1	ruling [1] 102/23	scandal [1] 2/10	28/9 29/5 72/11 72/21
return [4] 51/24	risk [55] 10/16 10/18	run [8] 22/13 30/2	scanning [1] 55/17	72/24 76/4 90/12
103/12 150/3 171/13	10/18 10/20 11/12	77/14 131/13 133/2	scenario [4] 25/18	109/14 118/9 119/16
returned [2] 84/21	12/13 12/19 12/24	140/15 161/8 183/15	44/17 61/21 95/12	120/4 121/5 121/5
165/10	14/19 18/11 18/12	run-up [2] 30/2	scene [1] 97/1	122/6 145/3 152/8
returning [1] 95/2	18/22 18/23 19/2 19/2	131/13	scheme [3] 65/13	152/9 152/15 152/25
review [34] 14/15	19/10 19/19 19/24	running [1] 121/19	70/11 120/20	152/25 153/7
15/21 16/15 18/3 20/9	19/25 20/7 20/23 21/1	runs [1] 121/1	school [2] 120/17	sector's [1] 111/2
26/10 26/11 26/16	21/1 21/11 22/6 22/8	Rural [2] 1/23 9/17	120/18	sectoral [1] 72/12
26/19 39/22 39/24	48/5 67/25 76/12		schools [3] 95/18	sectors [1] 118/11
40/1 40/20 103/6	76/15 76/17 76/20	S	106/12 120/15	secure [2] 88/7 88/9
103/21 109/6 112/24	78/20 86/16 86/20	SAGE [4] 27/22	science [4] 55/11	Security [1] 87/24
141/19 148/4 160/4	86/23 87/1 87/2 87/5	50/18 57/22 165/7	55/12 55/14 168/1	see [25] 13/16 19/1
166/6 166/8 166/13	87/8 87/12 87/24 89/6	said [36] 12/17 21/24	168/5 168/9	19/21 20/6 24/23
167/5 167/7 167/20	91/6 91/13 91/23 92/7	26/5 36/24 38/15	sciences [3] 168/3	25/16 27/9 27/11 50/9
171/14 172/15 172/18	106/17 113/15 124/5	39/15 43/13 43/25	168/5 168/9	63/21 70/17 79/12
172/22 174/15 174/22	137/8 173/18 173/21	44/15 44/18 44/18	scientific [29] 27/21	97/12 108/14 125/21
183/13 184/1	173/23 179/21	48/15 55/7 61/3 82/1	49/3 49/6 49/10 49/12	125/25 127/14 127/15
reviewed [2] 98/13	risk owners [1]	88/4 89/7 102/5	49/21 50/5 50/9 50/13	127/20 130/8 144/16
162/24	78/20	107/12 107/16 112/17	50/19 51/6 51/14	166/15 166/19 167/16
reviewing [1] 124/22	risks [12] 11/3 14/20	115/2 115/8 116/16	52/13 55/2 55/4 55/8	171/23
	15/10 19/14 19/17	122/7 124/14 124/25	55/13 55/23 55/25	seek [4] 12/25 16/22
			56/18 56/22 57/4 57/5	

S	155/4 156/10 156/17 157/8 160/19 162/1 182/5	35/11 37/3 44/10 46/1 46/8 50/7 60/15 60/15 61/21 62/4 62/7 68/4 76/25 81/20 84/11 85/4 89/5 89/15 94/3 96/13 100/14 104/22 105/21 107/2 111/17 117/11 117/17 137/11 138/17 138/18 138/20 140/20 140/24 144/20 145/18 146/24 147/5 149/5 151/2 164/11 164/21 167/25 175/21 176/5 176/5 176/24 179/1 179/14	Sir [9] 15/18 21/23 26/5 37/24 51/4 55/6 160/14 183/4 185/5 Sir David Sterling [1] 37/24 Sir Michael McBride [1] 21/23 Sir Patrick Vallance [1] 55/6 sister [1] 66/23 sit [6] 18/16 85/23 114/5 156/2 158/20 181/18 sites [1] 76/21 sits [4] 79/11 88/21 158/16 170/19 sitting [4] 43/15 56/23 159/4 179/16 situation [14] 4/25 6/4 7/24 7/25 54/7 78/11 78/11 95/5 98/18 99/1 99/1 108/19 175/20 183/5 situations [1] 10/3 six [1] 17/16 six years [1] 17/16 sixth [1] 166/18 size [1] 143/16 Skilled [1] 109/16 skills [3] 166/20 167/12 168/10 sleepers [1] 95/18 slightly [4] 114/15 124/2 126/4 126/25 slow [4] 2/17 16/2 66/16 148/15 slower [3] 6/8 37/7 146/2 slowly [3] 1/14 9/10 131/21 small [15] 76/13 83/9 101/21 129/17 133/22 134/5 139/12 143/16 145/1 154/23 154/25 161/15 161/16 173/15 175/7 smaller [4] 111/21 145/2 169/17 169/22 snow [1] 10/4 so [258] social [63] 13/9 13/14 16/7 19/4 19/5 20/14 22/14 26/21 28/5 28/14 28/19 28/24 29/5 29/7 29/11 29/12 29/17 29/18 30/4 30/21 30/25 31/4 33/13 35/7 37/10 39/17 39/20 41/12 78/23 79/12 80/6 80/9 80/16 80/25 81/7 81/25 109/14 110/5 127/4 127/6 129/14 151/25 152/8 152/15	152/16 152/24 153/4 153/6 153/15 153/18 153/21 155/6 155/25 156/19 159/2 169/19 177/9 182/5 182/11 182/15 182/19 183/5 183/20 social care [14] 13/9 20/14 28/5 28/14 28/19 28/24 29/5 29/12 29/17 29/18 30/4 30/21 30/25 31/4 society [7] 143/20 144/8 146/6 149/8 182/21 185/7 185/17 software [1] 171/20 solution [2] 90/1 90/4 some [73] 17/15 17/16 30/20 40/11 40/12 40/25 41/3 54/22 54/23 60/12 60/17 60/20 61/23 68/15 68/17 74/23 75/23 77/4 77/17 77/23 78/5 78/6 80/7 81/14 82/11 82/13 83/13 84/6 91/1 92/16 96/18 98/4 98/16 98/20 100/5 100/6 100/11 102/6 102/9 110/7 110/10 111/3 111/19 111/21 113/6 115/5 116/2 119/7 119/14 122/25 125/7 127/9 130/18 134/17 134/23 135/7 136/23 136/24 139/21 141/22 146/20 147/14 147/17 148/17 151/16 156/15 157/19 166/13 166/21 167/15 171/14 179/10 185/9 someone [1] 11/21 something [28] 17/2 17/21 18/14 18/19 32/11 46/4 46/15 46/21 47/11 49/24 53/22 55/22 58/17 58/18 58/21 59/1 59/22 74/16 91/17 92/23 93/10 94/9 95/5 112/25 166/22 174/11 174/12 175/1 sometimes [4] 55/16 81/17 115/15 116/18 somewhat [1] 172/8 soon [1] 30/24 sorry [20] 15/7 16/2 16/4 72/15 81/4 81/5 103/4 115/1 131/22 135/20 145/25 148/15 148/18 150/13 158/14 161/13 162/22 163/24 174/7 185/3
seek... [2] 132/11 174/5 seemed [1] 176/4 seems [2] 23/7 59/3 seen [13] 73/24 100/23 101/19 104/18 127/17 139/5 139/9 139/10 139/14 140/1 146/6 164/16 178/5 send [1] 161/20 senior [5] 16/11 24/12 70/6 86/11 159/16 sense [8] 33/12 88/18 90/15 101/6 106/13 114/4 175/13 185/9 sensible [1] 20/21 sensibly [1] 51/8 sensitive [2] 88/8 91/9 sentence [1] 169/7 separate [3] 9/1 106/24 174/2 separation [3] 97/25 145/23 146/4 series [4] 71/6 74/14 75/20 166/17 serious [1] 22/24 serology [1] 160/17 servant [1] 39/12 servants [5] 39/2 48/7 59/16 61/11 107/2 serve [2] 38/21 84/14 serves [2] 76/19 118/24 service [33] 5/3 13/11 13/18 14/3 14/3 14/8 26/4 26/21 26/22 27/3 33/4 34/4 36/16 36/17 37/17 37/25 38/3 38/6 41/23 60/7 62/20 64/20 81/15 97/24 123/2 151/23 153/20 154/24 155/11 161/13 161/16 171/15 172/1 services [49] 5/4 33/3 33/6 38/3 38/7 41/2 42/21 42/23 72/13 76/4 83/16 92/5 96/15 98/25 106/22 107/1 109/21 118/5 126/18 127/4 127/5 127/6 129/12 129/14 129/15 129/19 129/20 129/21 129/24 129/25 130/6 130/8 130/9 130/17 130/19 131/25 152/1 153/2 153/3 153/9 153/10 153/21	session [2] 112/17 138/13 sessions [1] 58/24 set [22] 3/25 9/15 13/8 14/11 28/4 34/4 51/11 57/13 66/17 74/16 75/4 86/5 97/1 100/18 105/18 124/12 127/11 128/18 142/24 156/13 160/7 162/19 sets [1] 162/15 setting [2] 85/8 128/7 settings [1] 119/22 seven [1] 154/14 several [2] 97/9 98/13 severe [1] 43/21 severely [2] 118/16 137/21 severity [1] 44/23 shall [2] 51/23 103/12 shaping [1] 46/22 share [13] 43/5 57/16 68/1 69/18 91/12 109/4 115/19 116/8 119/2 143/14 143/19 157/19 179/8 shared [12] 53/1 53/4 88/4 90/19 90/24 91/2 91/9 92/10 105/3 105/15 106/5 106/16 shares [3] 45/3 79/21 90/11 sharing [20] 2/23 6/16 33/22 34/14 34/21 38/20 42/4 42/7 43/6 43/13 57/17 62/5 72/21 91/3 115/22 115/25 116/4 143/17 143/23 144/1 she [11] 88/4 88/5 88/14 112/6 128/3 149/18 149/19 158/10 176/21 176/22 176/24 she's [1] 128/16 sheer [1] 137/14 shielding [2] 70/12 120/20 shire [2] 126/4 126/25 shock [1] 48/23 short [18] 13/5 13/21 22/9 26/20 30/11 40/23 52/1 53/3 58/22 59/11 63/14 103/14 110/14 115/14 135/4 147/8 150/6 180/8 shortly [1] 122/17 should [53] 17/2 26/5 32/11 32/19 32/24	show [2] 31/14 126/11 showed [1] 97/21 shows [1] 94/7 sic [1] 4/25 side [8] 19/20 30/4 30/25 124/20 137/15 137/16 137/16 140/1 sideways [1] 89/20 SIG [1] 51/11 sight [1] 116/21 sighted [6] 70/13 102/13 102/19 105/17 105/25 122/3 signature [1] 1/19 significance [1] 12/19 significant [33] 7/4 8/18 8/21 17/14 20/21 28/20 31/5 35/1 60/3 68/14 77/20 77/24 80/15 82/15 92/21 94/11 102/17 105/22 107/5 119/24 124/19 128/24 133/5 148/3 172/13 173/21 175/6 175/22 180/23 182/8 183/1 184/1 184/7 significantly [3] 87/2 98/3 129/16 silent [1] 69/2 silos [1] 83/24 similar [2] 48/24 84/5 similarly [1] 120/20 simplicity [1] 176/6 simplified [3] 117/2 175/21 176/8 simplify [1] 176/1 simply [4] 21/25 87/18 90/15 111/25 simulated [1] 97/4 since [6] 60/10 64/19 73/18 82/1 156/7 178/9 single [6] 5/15 77/9 126/4 126/25 127/3 178/25 Sinn [1] 3/2 Sinn Féin [1] 3/2		

S				
sort [10] 51/14 55/22 159/11 159/12 161/8 163/5 164/9 165/24 182/15 184/25	125/6 125/7 125/10 127/19 127/19 130/20 155/14 163/20 164/3	147/6 147/9 147/14 147/17 148/24 149/1 154/5 154/6 154/19 154/20 162/16	16/15 16/16 49/6 72/3 75/24 86/1 101/13 161/11 161/19 179/24	130/7 support [29] 14/2 14/6 14/8 27/1 28/10 41/15 65/9 68/23 70/10 70/15 71/19 72/12 77/13 83/6 84/18 85/8 85/12 94/19 94/21 95/16 95/18 95/18 108/16 108/22 111/22 121/18 132/3 148/13 174/12
sort of [9] 51/14 55/22 159/11 159/12 161/8 163/5 165/24 182/15 184/25	staffing [2] 39/18 174/23 stage [9] 41/9 59/13 60/9 69/22 97/2 97/7 97/9 110/22 144/15	stayed [1] 159/19 Staying [1] 86/15 stenographer [5] 1/15 16/3 145/25 150/2 151/11	structured [1] 54/1 structures [18] 17/7 39/25 47/22 50/8 57/15 58/6 68/3 71/5 71/7 72/22 73/5 74/8 81/15 97/23 107/8 179/1 179/5 179/11	supported [1] 148/8 supporting [3] 76/8 118/10 122/6 suppose [12] 16/17 25/8 25/22 35/1 48/23 52/21 142/22 144/3 144/25 160/9 173/17 185/18
sorts [1] 21/17 sounds [3] 54/2 107/13 129/4 south [5] 42/5 42/8 71/15 94/15 170/16 South Wales [1] 94/15	stage 1 [2] 97/2 97/9 stages [4] 70/19 97/2 115/10 165/5 stagnation [1] 38/4 stall [1] 61/7 stalling [1] 59/20 stand [3] 82/20 115/14 147/10	step [2] 146/14 185/18 stepped [1] 148/9 steps [1] 51/10 Sterling [2] 37/24 38/14 still [15] 38/24 75/21 77/11 77/14 78/6 83/13 156/4 156/12 156/12 156/24 167/16 183/2 183/7 183/10 183/14	subject [2] 51/17 77/20 submission [1] 10/23 submitted [3] 177/8 177/22 178/10 subsequent [2] 6/6 177/12 subsequently [1] 67/16 subsidiarity [4] 74/25 75/15 84/8 121/1	surely [4] 22/24 35/17 47/2 48/6 surge [2] 134/23 177/10 surgeries [1] 41/5 surgery [1] 41/6 surprise [1] 94/25 surprising [1] 104/9 surveillance [5] 162/7 162/10 162/11 162/19 171/2
space [1] 183/19 speak [15] 1/13 9/9 34/9 43/16 47/11 52/24 53/16 57/17 72/24 91/25 147/25 148/7 151/7 151/9 151/21	standby [1] 127/18 standing [2] 71/1 71/1 stands [1] 170/20 Stannis [1] 175/24 start [9] 1/21 13/17 27/5 40/14 72/8 94/13 113/5 123/17 149/7	stocking [1] 97/18 Stockpiles [1] 20/19 stood [1] 165/4 stop [1] 68/23 stopped [1] 147/24 storm [4] 94/14 94/15 123/16 123/19 Storm Dennis [3] 94/14 123/16 123/19 story [1] 124/2 straightforward [1] 111/12	substantial [2] 90/21 93/22 substantive [1] 90/17 successful [5] 34/20 41/12 41/21 42/25 57/7 such [12] 10/3 23/5 23/16 53/5 76/3 78/24 88/7 93/6 115/22 118/17 144/14 168/4	surveillance [5] 162/7 162/10 162/11 162/19 171/2 survey [11] 93/18 94/6 95/7 119/25 122/16 125/18 125/22 126/10 127/10 132/6 132/12
speaking [8] 6/22 26/21 58/20 66/15 72/7 106/21 117/20 176/21 speaks [5] 56/20 91/16 131/15 145/7 145/7	started [3] 35/6 83/7 103/6 starting [2] 26/3 124/18 starts [1] 135/7 state [10] 16/24 23/24 32/5 34/17 37/2 37/18 38/4 58/14 102/16 132/16	strains [1] 104/23 strands [2] 86/6 182/8 strategic [9] 20/8 27/18 44/19 48/3 51/5 86/5 121/3 145/24 156/2	suffer [1] 131/25 sufficient [6] 51/13 93/4 141/24 144/22 161/2 183/11 suggest [5] 35/2 46/3 68/6 88/12 182/13 suggested [1] 62/15 suggesting [1] 74/22 suggests [2] 52/11 94/23	survive [1] 43/20 susceptibilities [1] 122/13 suspect [2] 23/15 56/24 suspension [1] 162/17 Swann [2] 39/15 53/2 swine [1] 135/8 swine flu [1] 135/8 sworn [4] 63/23 150/10 150/11 187/21
special [4] 7/25 34/23 35/25 85/16 specialists [1] 167/2 speciality [1] 39/14 specific [12] 24/21 24/23 25/6 29/6 35/4 52/8 52/15 58/15 60/1 131/6 140/21 166/17	statement [45] 1/17 21/24 34/25 35/13 36/7 36/23 37/21 41/11 44/15 45/1 57/18 59/14 61/24 69/17 71/6 78/22 86/25 91/5 95/3 100/3 104/7 111/7 117/14 124/1 127/22 131/4 134/16 134/18 134/21 142/24 144/11 147/19 150/23 154/9 160/21 162/8 162/13 162/23 164/1 164/24 165/23 169/4 174/21 177/6 178/6	strategy [9] 20/8 27/18 44/19 48/3 51/5 86/5 121/3 145/24 156/2 strategies [3] 41/7 60/21 175/22 strategy [20] 44/12 44/14 44/20 45/7 45/11 47/10 47/25 48/4 48/6 48/13 75/5 75/6 93/3 93/11 93/11 93/15 93/17 115/19 121/6 184/25	suitable [2] 93/5 93/7 sum [1] 68/19 summarise [1] 132/11 summary [7] 4/6 30/11 95/19 108/15 108/18 133/14 153/14 supervisory [1] 18/18 supplementation [1] 166/21 supplemented [1] 74/11 supplementing [1] 74/22 supplies [1] 97/18 supply [5] 20/3 109/10 121/22 123/8	surveillance [5] 162/7 162/10 162/11 162/19 171/2 survey [11] 93/18 94/6 95/7 119/25 122/16 125/18 125/22 126/10 127/10 132/6 132/12 survive [1] 43/20 susceptibilities [1] 122/13 suspect [2] 23/15 56/24 suspension [1] 162/17 Swann [2] 39/15 53/2 swine [1] 135/8 swine flu [1] 135/8 sworn [4] 63/23 150/10 150/11 187/21
specifically [7] 19/17 68/3 96/8 96/12 125/20 146/17 152/3 specifics [1] 141/21 specified [1] 89/22 specify [1] 114/14 speech [1] 146/2 speeding [1] 135/9 spending [6] 39/2 39/7 39/10 128/14 129/1 129/24	statements [6] 70/14 85/5 150/21 150/24 151/1 151/19 status [4] 10/5 50/24 50/25 57/21 statutorily [1] 7/5 statutory [21] 67/5 67/23 92/4 118/3 120/22 129/11 129/15 129/19 143/5 146/25	stray [2] 38/15 52/23 strengthened [2] 74/13 167/4 stress [2] 126/19 127/16 stressed [1] 126/13 stresses [1] 127/20 stretches [1] 157/12 strong [2] 74/1 79/7 stronger [1] 78/15 struck [2] 5/8 134/3 structural [3] 15/21 17/18 90/22 structurally [1] 17/5 structure [11] 9/20	sum [1] 68/19 summarise [1] 132/11 summary [7] 4/6 30/11 95/19 108/15 108/18 133/14 153/14 supervisory [1] 18/18 supplementation [1] 166/21 supplemented [1] 74/11 supplementing [1] 74/22 supplies [1] 97/18 supply [5] 20/3 109/10 121/22 123/8	surveillance [5] 162/7 162/10 162/11 162/19 171/2 survey [11] 93/18 94/6 95/7 119/25 122/16 125/18 125/22 126/10 127/10 132/6 132/12 survive [1] 43/20 susceptibilities [1] 122/13 suspect [2] 23/15 56/24 suspension [1] 162/17 Swann [2] 39/15 53/2 swine [1] 135/8 swine flu [1] 135/8 sworn [4] 63/23 150/10 150/11 187/21
spoke [4] 24/3 25/19 29/23 178/3 spoken [2] 43/9 136/9 sponsorship [2] 154/22 160/6 spots [1] 76/19 SPPG [1] 156/21 spread [1] 99/2 springs [2] 121/19 126/6 staff [10] 109/16				

S	technology [5] 50/5 55/14 57/5 57/14 171/3	145/3 148/17 163/12 169/17 170/2 179/25 183/6	170/23 171/12 171/14 171/19 171/23 173/2 176/10 178/23 180/15 185/22 185/23 186/3 186/7	117/2 119/1 123/1 126/17 139/13 139/13 142/17 148/12 153/24 156/4 160/18 173/17 176/15
system... [15] 75/19 112/14 116/8 152/22 154/24 157/2 170/4 170/6 170/14 172/3 176/2 176/4 181/9 182/12 182/15	telecom [1] 62/22 tell [10] 8/13 91/5 100/2 104/7 124/2 127/22 131/4 147/23 162/8 163/18	thank [114] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 62/9 62/10 62/23 63/1 63/2 63/3 63/3 63/5 63/6 63/17 64/5 64/23 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 76/7 80/4 81/11 81/23 83/25 85/3 85/6 85/12 85/20 86/14 91/4 91/14 92/25 93/25 95/1 95/20 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 114/25 115/16 117/10 123/25 124/13 125/16 125/23 127/8 127/13 129/4 131/3 132/4 132/7 132/10 133/18 133/24 133/25 142/4 142/5 142/11 142/17 149/11 149/12 149/15 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 165/1 166/4 166/14 168/23 170/23 171/12 171/14 171/19 171/23 173/2 176/10 178/23 180/2 180/4 180/15 185/21 185/22 185/23 186/1 186/3 186/7	thanks [2] 126/8 135/3	themselves [1] 12/5 then [57] 2/1 2/8 2/11 3/3 3/12 3/17 3/19 3/25 10/19 15/18 20/3 20/11 20/17 26/9 27/23 28/4 33/21 46/22 50/7 52/18 56/10 59/12 60/14 60/22 67/13 70/9 79/10 82/3 91/8 93/11 97/7 98/9 107/23 116/3 124/19 125/17 126/20 130/11 136/8 137/15 139/17 141/19 143/11 144/10 144/15 146/13 146/19 148/22 154/7 156/1 159/12 160/25 171/19 175/12 176/11 177/22 180/12
systematic [1] 100/18	telling [1] 103/20 tells [2] 165/2 177/7 templates [1] 98/16 temporary [1] 156/16 tempting [1] 81/18 ten [9] 17/17 37/5 40/9 40/15 40/17 100/22 127/25 129/10 158/24	thank you [88] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 63/2 63/3 63/3 63/5 63/6 63/17 64/5 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 80/4 81/11 81/23 83/25 85/6 85/12 86/14 91/4 91/14 92/25 93/25 95/1 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 115/16 123/25 124/13 125/23 127/8 127/13 132/4 132/7 132/10 133/24 133/25 142/5 149/12 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 166/14 168/23	that [1173] that's [104] 1/25 2/4 2/10 2/16 2/25 3/5 4/5 5/23 6/18 7/7 8/6 8/12 15/12 15/12 17/23 19/15 21/22 24/14 28/8 29/22 30/1 30/2 30/6 31/12 31/17 34/13 35/24 37/20 41/9 42/10 42/18 44/1 46/11 46/15 46/20 46/24 50/16 51/1 51/15 51/18 54/1 55/16 56/14 57/8 57/12 58/2 58/3 59/1 60/15 61/20 61/22 65/6 65/22 67/15 69/1 69/3 70/9 71/14 71/17 71/22 73/2 75/22 78/16 79/7 80/8 83/12 87/15 87/23 89/21 89/24 91/18 93/10 96/7 103/3 107/18 107/25 113/8 116/15 119/8 123/20 125/1 126/1 127/17 129/2 131/10 133/2 133/2 133/14 135/25 136/2 140/7 140/14 143/6 151/17 153/23 154/9 156/25 157/23 163/13 168/11 173/25 178/18 181/1 181/21	there [228] there's [20] 42/24 47/18 52/10 60/2 60/21 68/17 69/7 84/14 111/23 112/12 112/22 116/25 122/10 124/14 134/10 139/12 141/11 143/25 159/18 163/11
systems [8] 31/1 31/16 39/24 53/24 121/18 172/6 172/7 178/25	ten years [4] 17/17 40/9 100/22 129/10 ten-year [2] 127/25 158/24 tends [1] 163/3 tenure [5] 2/6 18/1 18/3 18/25 32/12 term [1] 86/7 terms [69] 7/13 10/6 11/5 12/19 12/25 14/21 24/6 24/10 25/7 32/3 32/8 32/9 32/10 35/24 36/19 40/7 46/8 46/19 47/7 53/18 56/7 57/24 60/18 61/7 73/10 73/11 74/24 77/1 82/7 86/17 87/5 90/19 93/1 102/17 112/6 113/23 115/3 120/1 120/12 123/7 123/11 123/21 124/2 125/22 126/24 128/1 128/1 129/7 129/24 130/11 130/14 132/1 135/1 139/24 141/6 143/3 143/17 144/10 155/7 162/7 162/19 167/20 169/1 169/10 170/15 172/5 181/12 183/19 184/19	their [60] 7/14 7/21 12/6 12/7 24/19 25/7 25/12 61/18 61/19 66/2 66/13 68/8 70/2 70/7 70/23 79/16 79/18 79/19 82/14 83/10 85/14 86/24 87/17 95/15 96/4 97/23 98/6 101/7 101/17 102/15 109/6 110/23 112/23 113/11 113/14 113/16 119/2 119/4 120/1 120/11 120/23 121/4 121/7 121/18 122/2 122/3 123/22 127/5 127/16 127/23 129/11 129/15 131/8 132/16 136/21 143/14 143/24 146/9 163/1 176/18	thereafter [3] 2/21 2/24 4/2 therefore [34] 6/10 10/8 14/18 21/20 29/16 35/17 42/16 43/2 43/7 43/17 44/24 50/12 50/13 50/20 68/14 77/8 138/2 147/12 152/16 153/7 155/2 164/20 170/8 170/18 173/19 173/21 175/10 176/25 177/2 177/4 178/8 178/16 181/21 182/12	
T	Testing/First [1] 109/18 than [25] 11/9 37/18 46/5 57/10 65/14 74/7 74/16 74/22 81/22 88/12 90/15 101/21 118/3 125/25 126/4 126/25 132/20 136/15	thank you [88] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 63/2 63/3 63/3 63/5 63/6 63/17 64/5 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 80/4 81/11 81/23 83/25 85/6 85/12 86/14 91/4 91/14 92/25 93/25 95/1 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 115/16 123/25 124/13 125/23 127/8 127/13 132/4 132/7 132/10 133/24 133/25 142/5 149/12 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 166/14 168/23	these [24] 4/24 5/5 17/18 20/20 20/24 21/17 21/20 28/2 41/3 53/8 86/23 98/19 101/19 109/8 110/7 110/7 110/10 110/24 115/10 115/14 136/10 136/11 149/13 172/17	they [105] 2/12 4/11 7/6 7/12 7/14 7/15 11/12 12/4 12/4 16/12 20/21 21/19 22/18 24/4 24/5 24/6 39/8 43/20 43/23 44/19 53/12 55/11 61/21 63/21 63/22 66/13 69/5 73/6 73/9 75/24
table [5] 30/10 125/22 125/24 127/14 132/5	table 18 [2] 125/22 125/24	table 20 [1] 127/14	tabletop [1] 97/3	table 18 [2] 125/22 125/24
table 20 [1] 127/14	tabletop [1] 97/3	tackle [2] 13/18 16/7	tackling [1] 83/5	Taf [1] 94/21
take [16] 13/22 13/23 27/10 51/23 52/9 52/16 108/24 160/11 166/5 170/23 173/2 174/14 174/17 178/16 179/20 184/17	taken [14] 39/18 41/8 46/21 51/10 53/9 60/10 61/18 68/18 97/8 104/15 108/2 113/1 135/25 149/21	takes [4] 105/5 121/21 184/23 185/19	taking [11] 15/11 23/2 25/2 55/10 86/8 93/13 103/25 104/3 104/8 110/22 169/21	talk [4] 75/2 111/7 128/14 132/7
talk [4] 75/2 111/7 128/14 132/7	talked [2] 76/16 125/4	talking [2] 80/19 159/8	Target [1] 19/21	tariff [2] 170/4 170/4
talked [2] 76/16 125/4	talking [2] 80/19 159/8	Target [1] 19/21	tariff [2] 170/4 170/4	task [1] 177/8
task [1] 177/8	tax [4] 128/6 128/16 128/17 129/17	team [23] 56/5 73/8 106/6 148/9 158/13 158/13 158/15 158/16 158/23 159/8 159/20 159/25 160/3 162/9 171/2 173/6 173/15 173/15 175/7 175/9 177/3 178/3 183/25	teams [4] 82/14 83/10 83/19 123/23	tax [4] 128/6 128/16 128/17 129/17
teams [4] 82/14 83/10 83/19 123/23	technology [5] 50/5 55/14 57/5 57/14 171/3	telecom [1] 62/22	tell [10] 8/13 91/5 100/2 104/7 124/2 127/22 131/4 147/23 162/8 163/18	telling [1] 103/20
tells [2] 165/2 177/7	templates [1] 98/16	temporary [1] 156/16	tempting [1] 81/18	ten [9] 17/17 37/5 40/9 40/15 40/17 100/22 127/25 129/10 158/24
ten [9] 17/17 37/5 40/9 40/15 40/17 100/22 127/25 129/10 158/24	ten years [4] 17/17 40/9 100/22 129/10	ten-year [2] 127/25 158/24	tends [1] 163/3	tenure [5] 2/6 18/1 18/3 18/25 32/12
term [1] 86/7	terms [69] 7/13 10/6 11/5 12/19 12/25 14/21 24/6 24/10 25/7 32/3 32/8 32/9 32/10 35/24 36/19 40/7 46/8 46/19 47/7 53/18 56/7 57/24 60/18 61/7 73/10 73/11 74/24 77/1 82/7 86/17 87/5 90/19 93/1 102/17 112/6 113/23 115/3 120/1 120/12 123/7 123/11 123/21 124/2 125/22 126/24 128/1 128/1 129/7 129/24 130/11 130/14 132/1 135/1 139/24 141/6 143/3 143/17 144/10 155/7 162/7 162/19 167/20 169/1 169/10 170/15 172/5 181/12 183/19 184/19	terrible [1] 14/19	test [5] 22/23 23/2 28/20 113/5 113/16	tested [5] 28/2 28/17 29/14 31/15 93/21
testify [1] 52/22	testing [5] 20/16 29/10 109/18 124/22 160/20	Testing/First [1] 109/18	than [25] 11/9 37/18 46/5 57/10 65/14 74/7 74/16 74/22 81/22 88/12 90/15 101/21 118/3 125/25 126/4 126/25 132/20 136/15	thank [114] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 62/9 62/10 62/23 63/1 63/2 63/3 63/3 63/5 63/6 63/17 64/5 64/23 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 76/7 80/4 81/11 81/23 83/25 85/3 85/6 85/12 85/20 86/14 91/4 91/14 92/25 93/25 95/1 95/20 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 114/25 115/16 117/10 123/25 124/13 125/16 125/23 127/8 127/13 129/4 131/3 132/4 132/7 132/10 133/18 133/24 133/25 142/4 142/5 142/11 142/17 149/11 149/12 149/15 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 165/1 166/4 166/14 168/23 170/23 171/12 171/14 171/19 171/23 173/2 176/10 178/23 180/2 180/4 180/15 185/21 185/22 185/23 186/1 186/3 186/7
thank [114] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 62/9 62/10 62/23 63/1 63/2 63/3 63/3 63/5 63/6 63/17 64/5 64/23 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 76/7 80/4 81/11 81/23 83/25 85/3 85/6 85/12 85/20 86/14 91/4 91/14 92/25 93/25 95/1 95/20 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 114/25 115/16 117/10 123/25 124/13 125/16 125/23 127/8 127/13 129/4 131/3 132/4 132/7 132/10 133/18 133/24 133/25 142/4 142/5 142/11 142/17 149/11 149/12 149/15 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 165/1 166/4 166/14 168/23 170/23 171/12 171/14 171/19 171/23 173/2 176/10 178/23 180/2 180/4 180/15 185/21 185/22 185/23 186/1 186/3 186/7	thank you [88] 1/16 5/12 5/13 27/25 33/20 51/22 54/10 54/18 54/25 63/2 63/3 63/3 63/5 63/6 63/17 64/5 65/17 65/23 67/2 67/22 69/16 71/3 72/2 73/3 75/18 80/4 81/11 81/23 83/25 85/6 85/12 86/14 91/4 91/14 92/25 93/25 95/1 96/17 97/12 97/20 99/14 99/25 103/11 103/17 105/24 106/21 107/10 111/4 113/20 114/11 115/16 123/25 124/13 125/23 127/8 127/13 132/4 132/7 132/10 133/24 133/25 142/5 149/12 149/22 150/4 150/9 150/15 150/18 150/19 150/22 157/11 162/7 163/17 166/14 168/23	that [1173] that's [104] 1/25 2/4 2/10 2/16 2/25 3/5 4/5 5/23 6/18 7/7 8/6 8/12 15/12 15/12 17/23 19/15 21/22 24/14 28/8 29/22 30/1 30/2 30/6 31/12 31/17 34/13 35/24 37/20 41/9 42/10 42/18 44/1 46/11 46/15 46/20 46/24 50/16 51/1 51/15 51/18 54/1 55/16 56/14 57/8 57/12 58/2 58/3 59/1 60/15 61/20 61/22 65/6 65/22 67/15 69/1 69/3 70/9 71/14 71/17 71/22 73/2 75/22 78/16 79/7 80/8 83/12 87/15 87/23 89/21 89/24 91/18 93/10 96/7 103/3 107/18 107/25 113/8 116/15 119/8 123/20 125/1 126/1 127/17 129/2 131/10 133/2 133/2 133/14 135/25 136/2 140/7 140/14 143/6 151/17 153/23 154/9 156/25 157/23 163/13 168/11 173/25 178/18 181/1 181/21	their [60] 7/14 7/21 12/6 12/7 24/19 25/7 25/12 61/18 61/19 66/2 66/13 68/8 70/2 70/7 70/23 79/16 79/18 79/19 82/14 83/10 85/14 86/24 87/17 95/15 96/4 97/23 98/6 101/7 101/17 102/15 109/6 110/23 112/23 113/11 113/14 113/16 119/2 119/4 120/1 120/11 120/23 121/4 121/7 121/18 122/2 122/3 123/22 127/5 127/16 127/23 129/11 129/15 131/8 132/16 136/21 143/14 143/24 146/9 163/1 176/18	them [25] 8/3 16/13 43/19 43/19 60/11 62/2 63/21 77/3 78/4 85/15 86/9 117/1
that [1173] that's [104] 1/25 2/4 2/10 2/16 2/25 3/5 4/5 5/23 6/18 7/7 8/6 8/12 15/12 15/12 17/23 19/15 21/22 24/14 28/8 29/22 30/1 30/2 30/6 31/12 31/17 34/13 35/24 37/20 41/9 42/10 42/18 44/1 46/11 46/15 46/20 46/24 50/16 51/1 51/15 51/18 54/1 55/16 56/14 57/8 57/12 58/2 58/3 59/1 60/15 61/20 61/22 65/6 65/22 67/15 69/1 69/3 70/9 71/14 71/17 71/22 73/2 75/22 78/16 79/7 80/8 83/12 87/15 87/23 89/21 89/24 91/18 93/10 96/7 103/3 107/18 107/25 113/8 116/15 119/8 123/20 125/1 126/1 127/17 129/2 131/10 133/2 133/2 133/14 135/25 136/2 140/7 140/14 143/6 151/17 153/23 154/9 156/25 157/23 163/13 168/11 173/25 178/18 181/1 181/21	there [228] there's [20] 42/24 47/18 52/10 60/2 60/21 68/17 69/7 84/14 111/23 112/12 112/22 116/25 122/10 124/14 134/10 139/12 141/11 143/25 159/18 163/11	thereafter [3] 2/21 2/24 4/2	therefore [34] 6/10 10/8 14/18 21/20 29/16 35/17 42	

T	57/8 57/12 57/24 58/1 58/2 58/3 60/14 61/4 61/13 61/22 62/4 66/7 68/17 69/3 69/14 71/9 72/6 73/14 73/22 74/17 74/20 74/24 75/21 78/16 81/12 81/20 82/25 84/7 84/8 84/14 84/23 84/24 89/3 89/12 89/17 90/9 90/14 90/17 91/20 91/24 94/4 94/5 94/11 94/13 95/7 95/19 99/4 100/14 101/11 103/10 103/23 104/13 104/24 105/5 105/14 106/1 106/15 107/16 111/8 111/20 111/23 112/15 112/16 112/22 114/7 115/23 116/11 117/6 117/19 117/25 118/7 119/3 119/8 119/19 119/21 120/9 120/12 121/9 122/9 123/3 124/10 127/11 128/20 132/6 133/2 133/14 133/20 136/9 136/18 137/7 138/12 139/1 139/9 139/25 141/11 142/1 143/16 143/16 143/25 144/6 145/5 145/9 145/23 145/25 147/14 147/16 149/5 149/18 149/24 151/10 152/23 156/12 156/25 159/14 159/18 159/19 159/21 160/2 161/3 161/15 162/24 164/13 165/23 170/1 170/8 170/20 171/6 172/8 172/22 174/14 174/18 175/2 175/3 175/23 176/3 176/20 177/21 179/9 181/3 181/9 181/21 182/20 182/25 183/12 184/15 thinking [1] 47/8 third [1] 153/19 this [117] 8/24 9/16 13/4 17/24 18/21 19/16 19/25 21/3 21/13 22/5 24/24 26/3 27/8 30/18 30/23 31/8 32/8 33/5 33/9 36/23 37/16 38/17 41/10 43/9 45/14 46/3 47/17 48/20 48/22 50/2 50/3 50/10 52/22 52/24 55/5 57/1 57/2 59/5 59/9 60/6 60/9 61/20 69/21 69/22 74/3 78/2 80/1 81/19 83/21 84/14 85/1 90/13 95/9 95/13 96/21 96/23	98/20 101/15 101/18 104/17 105/15 108/13 108/18 110/12 110/14 110/21 110/25 111/3 111/17 112/25 113/7 119/19 119/21 124/15 126/10 126/19 128/20 133/7 134/17 134/17 136/7 136/7 136/10 137/1 137/22 138/5 138/9 138/25 139/12 139/14 139/17 139/22 141/5 141/6 141/9 141/25 142/23 146/23 151/16 155/21 155/24 157/3 158/25 159/8 164/1 165/2 165/10 166/7 166/11 166/24 167/14 169/6 169/8 170/25 172/15 173/12 178/3 thorough [1] 31/2 those [113] 5/3 10/9 10/13 10/14 11/17 11/18 11/20 13/21 14/1 14/3 19/6 21/13 23/6 24/8 26/20 26/24 31/21 33/18 35/8 37/12 37/14 37/20 41/7 48/18 51/10 52/17 54/2 54/11 55/11 56/24 57/17 57/25 58/6 58/15 59/7 60/6 61/5 67/19 68/19 68/25 69/14 72/15 72/22 74/7 74/12 74/19 76/24 78/21 80/17 84/16 87/4 87/25 88/7 88/24 89/7 90/13 92/11 93/12 93/20 99/17 102/8 102/19 103/1 104/23 114/7 116/8 116/19 116/20 117/3 118/11 118/25 120/5 120/6 120/18 120/22 121/4 126/11 127/6 127/20 127/20 130/20 132/20 132/24 133/11 135/11 137/18 137/22 138/1 146/11 147/15 147/21 147/22 147/23 149/6 149/9 149/16 150/24 151/4 153/6 156/10 159/4 163/13 167/12 168/18 172/6 176/3 179/11 182/8 182/12 183/2 183/10 183/22 185/13 though [3] 76/12 108/10 169/23 thought [9] 23/23 25/23 26/2 46/10 48/8 93/20 94/7 130/23	134/3 thousands [1] 83/19 thread [1] 121/1 three [24] 3/9 3/17 38/2 56/23 61/5 63/10 63/18 65/3 65/4 66/23 68/19 71/15 71/20 72/18 105/14 117/3 132/13 134/11 144/4 149/14 153/17 168/14 182/8 183/2 three days [1] 3/17 three years [1] 56/23 three-year [1] 38/2 through [40] 4/24 5/5 5/10 14/25 46/19 56/12 57/2 65/12 68/16 70/10 71/11 72/22 74/6 74/14 79/4 79/10 79/19 83/8 86/10 88/9 94/18 104/16 105/16 114/18 115/12 116/7 118/8 121/2 122/7 129/17 133/3 136/20 137/9 138/13 155/9 159/8 160/23 167/7 170/8 174/15 throughout [9] 42/1 45/16 46/1 56/8 56/17 60/19 61/15 78/2 147/4 Thursday [1] 186/10 tick [1] 53/13 tide [1] 99/1 tide' [1] 98/2 tidy [1] 77/7 tier [6] 10/16 22/21 84/15 126/4 126/25 127/3 Tier 1 risk [1] 10/16 tiers [2] 108/24 123/4 time [72] 10/22 12/18 13/5 14/4 14/7 14/9 14/14 15/1 16/10 16/14 17/6 18/20 18/23 21/3 23/25 25/19 26/10 26/12 29/16 31/13 31/23 41/11 41/14 47/12 49/8 49/22 50/17 53/18 53/19 56/7 58/18 58/22 59/7 59/13 63/11 71/8 73/1 73/16 73/25 78/2 82/2 100/11 103/9 104/19 108/21 122/7 123/12 135/7 135/11 137/21 138/1 139/4 141/22 145/21 148/3 151/15 152/9 152/11 157/3 159/7 161/4 161/4 165/18 166/12 169/6 171/18 172/24 173/12	173/22 176/25 177/3 181/5 time-limited [1] 73/25 timeframe [1] 148/23 timely [1] 69/20 times [7] 4/23 4/24 5/5 66/17 110/10 132/1 161/20 timescale [1] 60/3 timetable [1] 66/17 today [11] 1/4 5/1 38/25 43/16 66/2 83/14 132/14 136/21 138/24 139/9 185/25 together [31] 5/10 7/11 34/20 35/24 38/22 40/8 40/10 46/15 51/6 52/12 62/6 63/11 66/4 66/8 66/18 67/1 78/13 78/13 80/1 80/24 83/18 124/17 142/14 143/22 155/19 156/23 159/1 159/5 179/8 180/16 182/16 told [13] 10/20 19/13 20/24 21/13 39/25 96/14 107/23 124/6 128/4 160/22 162/14 176/15 183/24 tomorrow [2] 167/14 186/5 too [2] 175/21 175/22 took [17] 2/14 3/19 5/4 12/4 22/23 29/25 59/17 64/7 86/11 98/21 99/22 100/4 102/6 103/21 108/4 115/11 151/14 tools [1] 168/10 top [4] 20/1 38/13 101/19 113/6 top-down [1] 113/6 topic [5] 52/3 67/3 134/12 136/7 142/20 topics [1] 136/11 torrid [2] 68/16 122/7 touched [1] 86/17 towards [4] 108/3 171/19 172/16 182/17 Tracing [1] 172/1 trading [1] 84/17 traditionally [1] 170/3 tragic [1] 105/17 training [13] 20/15 76/11 119/10 124/23 155/13 155/15 174/2 174/3 174/6 174/13 174/17 174/24 183/17 trajectory [1] 37/16 transacted [1] 157/10 transcript [1] 151/11
----------	---	---	--	---

T	25/11 35/2 35/8 36/24 41/13 46/9 49/13 56/24 65/10 97/2 112/22 129/2 132/18 132/24 133/1 150/21 157/9 159/9 159/17 168/24 179/17	163/8 understandings [1] 90/18 understood [1] 92/22 undertake [2] 86/23 131/6 undertaken [4] 95/8 96/9 171/17 184/8 undertakers [1] 135/17 undoubtedly [2] 35/16 80/10 uneven [1] 134/22 unforeseen [1] 96/5 Unfortunately [1] 15/2 unintended [1] 119/14 Union [2] 123/6 176/12 Unionists [1] 6/11 unique [8] 4/8 7/25 34/23 36/1 85/13 119/11 119/12 144/5 uniqueness [1] 45/2 unit [1] 178/25 unitary [1] 129/13 United [11] 10/16 24/18 31/6 32/3 44/11 50/22 52/12 97/5 101/10 120/14 176/11 United Kingdom [7] 24/18 32/3 44/11 50/22 52/12 101/10 120/14 United Kingdom's [1] 176/11 unity [1] 5/10 unless [1] 68/22 Unlike [1] 5/24 unnecessary [1] 84/15 unpredictability [1] 44/21 unprepared [1] 180/24 unreasonable [1] 93/15 unsustainable [1] 39/19 unthinkable [1] 86/4 until [12] 2/13 2/19 3/6 11/1 23/21 38/22 104/3 104/16 136/4 155/21 157/4 186/9 until 2020 [1] 136/4 up [52] 1/13 17/20 18/5 26/1 26/25 30/2 31/20 46/11 47/18 51/11 62/5 64/7 68/19 72/5 72/22 74/14 83/23 86/6 93/23 95/4 95/12 97/8 100/9 111/13 113/2 115/14	116/6 117/2 117/9 117/10 121/23 128/21 131/13 135/9 138/11 139/2 139/5 143/7 143/12 144/10 146/9 146/19 148/21 148/23 151/8 151/14 155/21 156/18 160/7 165/5 165/15 178/1 update [3] 17/14 162/14 178/19 updated [2] 67/16 163/15 upon [10] 41/17 86/17 127/11 154/1 167/19 170/25 176/16 177/13 178/12 182/14 ups [1] 83/13 upsetting [1] 137/18 urgent [4] 22/2 22/10 163/14 184/1 us [47] 5/5 5/10 8/13 30/8 35/21 35/24 38/15 39/25 41/17 46/23 57/23 78/15 91/5 93/16 95/21 96/8 98/24 100/2 104/7 105/14 105/20 122/8 122/10 122/11 126/21 131/4 134/25 137/9 143/10 146/11 147/23 148/17 160/22 161/8 162/8 162/14 162/20 163/18 169/13 171/7 172/14 177/25 179/11 180/25 181/1 183/24 184/13 use [13] 14/19 28/7 48/1 55/1 58/20 97/17 126/17 136/5 144/22 161/14 166/15 170/19 171/10 used [3] 116/5 145/10 165/15 useful [3] 106/14 106/18 145/9 users [1] 26/22 using [3] 79/18 168/1 172/6 utility [1] 42/15 utterly [1] 116/18	168/7 169/19 vary [2] 111/23 120/6 varying [2] 77/3 164/15 vast [1] 87/16 vastly [1] 77/3 VCS [1] 28/9 ventilated [1] 23/6 version [1] 126/10 very [131] 5/7 6/8 8/23 9/2 9/15 10/18 13/6 13/6 13/19 14/4 16/2 16/9 17/23 21/17 22/17 26/6 27/4 27/4 30/11 35/12 37/14 41/10 41/10 41/14 41/18 41/18 41/20 42/15 44/13 47/12 48/9 48/23 49/23 50/2 50/20 52/12 54/1 54/24 56/4 57/1 57/12 61/14 62/9 62/23 63/1 64/23 65/17 66/15 66/22 74/21 75/11 76/7 77/24 81/3 81/17 84/19 85/3 85/16 85/20 86/6 91/18 94/16 94/23 95/20 96/14 114/7 114/25 116/21 117/10 117/21 117/24 118/11 118/25 119/1 119/11 119/12 119/15 119/16 119/19 123/10 123/15 123/15 124/18 124/18 124/25 125/16 128/24 129/4 129/5 129/17 130/14 133/14 133/18 134/5 136/11 137/17 137/18 137/21 141/9 142/1 142/4 142/8 144/4 144/7 144/8 146/1 146/7 148/8 148/9 148/12 149/11 149/15 153/14 154/21 154/23 154/25 155/2 155/5 156/4 161/16 163/10 165/1 167/16 175/17 179/7 180/2 180/4 181/1 184/7 185/21 186/1 via [2] 118/1 146/12 vibrant [1] 144/4 vice [1] 3/2 vice president [1] 3/2 view [10] 32/20 57/18 68/9 72/12 77/10 83/8 94/2 116/11 159/22 170/16 viewpoint [1] 35/13 views [2] 91/12 120/1 viral [1] 44/21 virology [1] 160/19
transfer [3] 82/22 85/19 156/12 transferable [1] 5/16 transform [5] 13/7 13/10 13/17 14/7 16/7 transformation [9] 14/11 25/20 25/25 36/15 36/19 37/6 41/21 41/25 48/16 transforming [4] 13/14 13/25 35/7 41/12 Transfusion [1] 161/13 transition [1] 83/22 transmission [1] 44/23 transmissions [1] 122/12 transport [1] 70/23 transposed [1] 126/11 trauma [1] 43/20 travel [4] 46/11 46/12 46/14 48/12 Treasury [1] 41/24 treatment [1] 134/14 treatments [1] 122/14 trickiness [1] 88/16 tried [2] 57/6 63/5 trigger [2] 98/5 99/12 triggered [1] 102/15 trouble [1] 11/11 true [3] 136/18 150/24 151/1 trust [9] 34/11 74/24 89/3 91/16 151/25 152/11 161/2 170/8 170/16 trusted [2] 68/20 90/2 trusts [5] 155/11 156/17 160/16 170/16 170/17 truth [1] 1/20 try [10] 9/9 26/9 27/3 35/22 37/7 38/16 38/19 119/4 137/4 185/6 trying [9] 25/24 26/22 27/1 53/7 70/22 80/24 81/22 112/23 184/15 turn [11] 8/7 14/1 26/3 26/24 27/11 44/6 49/2 96/25 120/7 125/17 175/14 turned [1] 83/10 turning [3] 10/15 42/5 96/19 two [27] 6/11 13/23 13/25 14/1 15/24 20/6	two years [1] 56/24 typically [1] 125/9	U UK [23] 27/13 27/14 34/9 44/10 50/8 50/14 57/19 66/9 83/1 90/11 104/12 126/9 133/21 134/6 134/8 134/9 139/19 145/3 164/16 165/6 165/12 165/14 169/18 UK Government [1] 50/8 UK governments [1] 66/9 UK position [1] 44/10 UK's [1] 22/24 UK-wide [1] 57/19 UKHSA [1] 166/1 Ukraine [1] 114/9 unable [1] 19/4 under [36] 9/16 10/19 30/15 32/11 36/21 54/4 73/15 78/1 80/14 98/7 109/2 114/6 120/4 127/16 128/12 131/19 131/25 148/11 153/15 153/17 156/13 158/16 159/4 160/6 161/10 161/11 161/18 162/16 163/1 164/9 167/5 170/18 171/15 171/24 172/1 185/5 under way [2] 161/10 162/16 underfunded [1] 173/13 undergoing [2] 160/4 183/13 underline [1] 82/21 underlying [1] 127/10 undermines [1] 33/7 underneath [1] 11/23 underpin [1] 11/25 underpinned [1] 6/6 understand [9] 11/22 63/11 76/24 85/16 92/14 119/13 140/12 170/1 184/5 understanding [11] 12/1 12/2 80/20 90/23 91/23 92/18 99/22 122/11 152/10 153/8	V vacancies [1] 176/25 Vallance [1] 55/6 valuable [1] 119/15 value [3] 111/3 113/19 119/16 vantage [1] 43/17 variation [1] 164/18 varied [1] 75/9 variety [1] 2/21 various [6] 50/25 57/21 115/9 151/24	

V	76/16 78/9 88/25 89/7 89/24 105/21 107/2 113/8 120/2 120/13 123/3 123/18 124/19 128/20 130/22 140/13 141/1 144/20 145/11 147/15 147/17 156/22 161/10 162/16 167/17 168/25 182/21	158/17 161/10 164/23 166/1 167/3 167/19 168/19 170/17 172/13 172/16 173/17 174/18 179/3 180/12 180/22 181/21 182/20 183/1 183/9 183/23	184/15 184/20 185/15 what's [8] 90/1 96/5 104/25 112/16 121/16 121/24 161/12 167/20	157/15 159/15 162/10 167/1 177/7 177/22 179/18
virtue [2] 36/6 50/14 visual [1] 143/9 vital [3] 23/7 126/18 127/5 voice [3] 1/13 145/18 151/8 voluntary [8] 28/9 76/4 111/2 113/17 118/8 121/5 122/5 152/9 vote [1] 5/16 vulnerabilities [3] 117/11 118/19 122/13 vulnerability [9] 22/6 22/8 83/7 119/19 120/8 120/21 121/11 121/15 122/10 vulnerable [8] 70/12 95/17 97/15 110/3 117/16 118/10 119/22 120/17	ways [4] 35/2 35/23 112/24 171/10 wayside [1] 177/13 we [411] we haven't [1] 168/19 we'll [10] 22/20 33/4 34/16 60/8 69/21 80/19 83/23 137/1 149/17 151/6 we're [22] 29/10 34/19 46/12 57/24 58/4 62/5 62/6 69/14 80/18 81/6 86/3 100/21 102/10 103/10 105/17 105/20 119/21 122/17 161/16 167/11 183/21 184/15 we've [23] 23/4 36/22 66/10 66/11 66/21 76/21 79/17 80/22 84/5 84/15 84/21 86/17 96/1 125/3 136/20 138/12 154/23 161/3 167/6 170/8 172/8 172/9 183/14 weaker [1] 130/2 Weatherby [7] 134/1 134/2 135/3 137/2 138/6 142/5 187/17 Wednesday [1] 1/1 week [1] 178/3 weekends [1] 115/11 weeks [2] 18/2 59/11 welcome [1] 47/21 well [83] 4/19 8/21 19/9 23/2 33/11 34/19 43/11 46/24 48/8 54/1 56/13 57/19 57/23 58/1 58/12 59/7 61/1 62/4 65/5 68/24 77/11 77/24 83/2 84/13 84/23 86/13 87/17 91/19 94/7 94/17 100/17 100/20 101/4 101/9 106/18 111/10 114/4 114/10 114/24 119/9 121/3 123/24 129/22 129/23 130/1 130/7 130/13 130/15 140/23 145/14 146/19 147/19 149/7 151/6 153/5 153/7 153/18 153/23 153/25 156/5 157/7 158/2 158/5	well positioned [1] 121/3 well-being [5] 19/9 68/24 83/2 84/13 153/18 wellbeing [2] 182/20 183/20 Welsh [14] 7/25 25/11 46/17 64/6 65/1 65/11 73/5 73/6 75/8 114/4 123/11 125/19 130/13 130/14 Welsh Government [5] 46/17 114/4 123/11 130/13 130/14 went [4] 5/5 50/3 50/5 115/12 were [202] were: [1] 132/20 were: national [1] 132/20 weren't [7] 35/10 37/19 56/23 72/25 105/25 119/7 172/22 Westminster [4] 5/24 7/24 22/22 44/10 what [98] 10/19 12/12 13/16 14/13 14/20 15/16 16/23 21/17 23/18 23/19 24/23 26/15 33/1 36/12 36/12 38/14 39/12 40/4 41/22 44/16 44/25 47/12 53/12 54/2 55/5 55/6 55/22 60/15 66/5 68/3 69/13 69/22 70/6 70/6 70/11 70/11 70/17 71/11 76/12 80/19 87/4 88/19 94/3 99/1 100/21 102/2 102/21 104/20 105/1 107/24 109/1 111/18 112/1 112/21 115/3 115/3 115/3 115/5 119/6 119/13 120/9 121/16 121/16 121/17 122/7 122/19 127/11 127/14 129/6 129/10 129/19 132/11 146/4 146/4 148/1 148/24 148/25 152/3 154/7 158/12 162/4 162/19 162/21 167/19 169/21 173/3 174/2 176/4 176/14 178/3 179/14 180/21 183/9 184/11 184/12	whatever [1] 50/22 whatsoever [1] 132/25 when [72] 3/14 3/18 5/7 9/17 9/18 12/4 12/10 12/14 12/23 21/14 22/7 23/16 25/19 26/18 29/10 29/23 29/25 33/4 33/5 33/8 33/9 34/20 36/17 36/17 36/23 37/4 40/2 45/11 45/20 46/2 47/13 48/6 48/17 48/22 51/2 54/5 56/2 56/10 58/13 61/16 70/21 73/21 77/17 78/15 79/8 80/1 85/8 90/19 94/22 95/4 99/4 102/14 102/20 104/19 110/12 111/21 112/5 115/12 120/14 120/15 128/3 129/15 142/24 152/11 165/10 166/22 166/24 175/9 176/14 177/25 178/5 178/20 whenever [5] 14/24 15/24 48/21 61/2 145/7 where [32] 5/24 24/3 33/17 35/23 37/3 41/1 42/19 42/20 42/24 45/21 46/10 47/17 50/8 52/15 56/23 58/24 66/10 67/7 73/23 76/22 77/5 77/7 89/4 89/21 131/17 134/18 137/19 140/24 145/19 147/22 167/6 179/8 whereas [1] 163/4 whether [15] 23/9 29/2 32/4 37/23 43/2 87/21 89/13 113/16 138/22 146/24 158/23 170/25 178/2 180/9 180/21 which [213] whilst [10] 1/12 6/19 15/20 32/5 47/16 63/9 89/12 157/17 166/11 181/17 who [34] 2/7 11/21 14/17 14/19 15/19 23/1 31/24 37/24 39/23 43/23 45/17 49/3 53/7 59/4 66/22 74/15 80/3 86/19 88/10 112/19 112/23 113/13 118/15 118/16 119/2 128/23 154/21	who's [1] 55/13 whole [16] 9/1 11/24 26/22 36/25 42/24 45/22 70/2 74/17 80/24 82/25 100/18 104/14 122/4 122/5 139/25 157/22 wholly [1] 154/9 whom [5] 3/14 21/23 43/18 90/19 175/18 whose [2] 163/20 164/3 why [19] 2/5 23/5 25/15 37/20 45/11 47/8 48/12 58/3 59/25 74/21 87/21 104/10 104/18 130/22 147/8 147/23 172/8 172/9 172/18 wide [6] 53/24 57/19 64/20 83/16 89/25 140/19 widely [2] 94/15 130/10 wider [8] 27/3 72/13 77/23 90/15 130/7 131/16 172/12 182/15 will [58] 8/16 11/23 14/15 15/19 15/25 15/25 19/1 19/20 20/6 27/9 27/11 33/11 38/16 38/20 43/14 46/23 49/3 51/20 51/23 55/1 56/25 60/8 76/10 83/20 85/5 86/1 87/11 89/6 99/8 99/11 100/17 112/1 114/18 118/16 120/6 124/25 126/22 128/14 131/8 132/12 134/10 138/7 141/17 149/21 150/3 151/17 151/20 153/13 154/1 160/8 167/8 168/18 170/17 174/18 184/13 184/17 185/6 185/15 willing [1] 147/13 willingness [1] 69/18 Willow [5] 96/20 99/5 99/21 105/3 110/9 win [1] 83/12 Winter [5] 96/20 99/5 99/20 105/3 110/9 Winter Willow [4] 96/20 99/5 105/3 110/9 wisdom [1] 59/3 wish [5] 153/24 160/11 162/2 179/15 181/17 wishes [2] 102/18

W	108/16 112/1 112/20 118/18 124/15 124/23 135/8 135/12 135/18 135/22 135/24 136/5 139/17 139/21 143/7 148/12 150/17 154/21 155/5 156/22 161/4 162/14 165/10 168/2 178/16 182/16 184/7 184/22	17/17 21/14 37/6 40/9 46/1 55/20 56/19 56/23 56/24 60/3 98/20 99/11 100/22 110/11 129/10 147/24 153/6 172/25 184/17	134/19 135/15 135/18 136/9 139/5 139/9 139/10 140/1 141/5 152/1 160/22 167/19 171/1 178/20 180/15 183/23 183/24
wishes... [1] 149/21 withdrew [3] 63/7 149/23 186/4 within [62] 5/19 6/25 7/21 8/9 9/5 10/10 14/3 15/16 15/21 16/11 16/24 17/7 17/11 17/13 21/1 22/1 22/15 22/18 22/25 30/13 30/15 32/19 40/20 60/6 61/24 72/21 75/8 77/3 77/25 84/11 86/24 87/23 106/5 113/25 115/15 116/1 116/2 116/20 130/7 130/12 139/11 145/16 151/22 156/3 160/4 161/23 162/20 164/7 164/19 166/25 167/20 169/11 170/19 171/3 172/4 173/4 173/16 174/3 175/19 183/16 183/25 184/10	worked [20] 5/9 10/9 64/14 94/23 114/7 123/10 152/1 152/7 152/10 152/11 152/22 152/23 152/24 152/25 153/1 153/2 153/4 153/7 176/3 181/5 workers [1] 120/18 workforce [4] 123/8 127/16 131/1 183/16 working [25] 1/14 24/4 34/22 47/20 56/6 61/22 62/5 62/6 78/13 83/23 86/13 111/1 112/12 124/17 137/3 151/22 155/10 155/12 156/4 156/13 163/23 171/25 185/4 185/16 185/19 works [2] 74/21 77/11 workstream [2] 108/5 108/8 workstreams [2] 31/19 31/21 World [1] 97/5 worse [2] 37/18 183/6 worst [1] 76/25 would [204] wouldn't [15] 17/18 19/13 52/21 55/13 69/11 86/4 111/25 130/21 161/25 162/22 163/24 166/1 166/2 179/15 179/23 written [6] 82/8 84/4 85/1 90/14 91/1 95/21 wrong [1] 27/6	years' [1] 64/20 Yellowhammer [2] 61/16 125/5 yes [103] 4/19 5/18 6/4 6/13 9/13 21/4 24/25 27/25 29/1 29/24 31/17 32/14 38/14 40/25 42/13 44/14 49/16 50/16 57/12 59/9 61/4 63/10 65/6 65/14 70/20 71/22 72/1 72/25 73/2 73/9 73/13 75/23 76/6 83/13 84/2 85/3 87/9 91/14 100/23 105/6 107/17 110/25 117/2 117/6 117/8 118/22 131/15 135/4 136/19 136/25 137/6 137/12 137/14 138/10 138/14 138/20 138/21 139/15 140/17 140/20 141/4 141/16 142/3 144/3 146/18 147/8 148/19 149/6 152/21 152/23 153/10 154/6 154/20 155/21 155/23 156/23 158/10 158/21 160/2 160/9 161/7 163/2 163/16 164/1 164/5 164/13 165/23 166/24 168/13 170/1 172/8 172/14 172/20 175/2 175/5 175/8 175/23 177/18 178/15 180/4 181/2 181/3 186/6 yesterday [2] 3/15 61/4 yet [2] 171/17 178/17 you [513] you know [6] 5/4 37/5 42/20 45/19 56/3 76/22 you'll [4] 62/19 146/5 146/22 175/3 you're [13] 6/8 36/8 45/13 58/12 58/17 66/15 77/4 77/19 81/3 105/21 107/23 138/24 151/10 you've [40] 1/17 17/11 38/13 39/22 39/25 46/24 54/2 54/13 54/21 60/5 63/16 74/9 74/15 79/16 82/5 82/19 86/13 87/7 93/7 93/18 101/24 102/5 125/3	Young [11] 49/4 50/10 55/3 56/3 56/14 56/21 160/5 164/10 164/24 169/4 169/21 your [141] 1/9 1/13 1/19 1/22 2/5 3/13 3/17 3/19 3/22 9/21 9/25 13/12 13/25 14/22 15/25 16/11 16/12 16/22 16/24 17/15 17/20 18/1 18/2 18/22 18/25 19/17 20/25 21/1 21/9 21/21 22/8 23/6 23/8 23/21 31/11 32/11 35/12 36/7 37/9 39/14 40/2 40/3 45/1 46/24 48/7 48/7 49/13 49/14 50/9 51/20 53/22 55/21 58/18 59/22 63/3 69/17 69/21 71/5 76/6 78/3 78/22 82/8 85/5 86/24 87/22 88/15 89/18 89/20 90/7 90/16 91/5 93/23 94/2 95/3 95/7 95/21 100/2 101/17 104/7 105/6 111/7 112/11 112/15 115/21 116/11 116/11 116/23 117/1 117/4 117/5 117/13 122/21 122/22 124/1 127/22 128/1 128/7 131/4 134/16 134/18 134/21 138/13 140/5 141/11 142/18 142/23 143/12 144/11 144/19 146/2 146/20 147/19 147/20 148/21 148/24 149/17 149/22 150/24 150/25 151/8 151/8 151/19 152/3 156/7 159/22 160/21 162/8 162/13 164/1 166/23 168/6 176/13 176/14 180/21 180/22 181/22 183/25 184/20 184/21 184/22 186/1 yourself [4] 11/17 12/8 13/1 48/8 yourselves [2] 136/5 138/19
without [5] 60/24 62/16 70/24 105/4 157/4 withstand [1] 96/5 witness [37] 1/4 1/17 17/25 21/24 35/12 63/7 63/18 69/17 71/6 78/22 86/24 91/5 95/3 100/3 103/7 104/7 111/7 117/13 124/1 127/22 131/4 134/16 150/9 150/21 150/22 150/24 151/1 151/19 160/21 162/8 162/13 164/1 164/23 169/4 174/21 177/6 186/4 witnesses [10] 13/12 63/9 63/10 63/18 79/16 118/14 125/3 149/14 149/23 175/18 WLGA [1] 94/18 won't [4] 11/11 54/23 61/5 142/8 wonder [1] 146/19 word [1] 95/13 words [1] 102/11 work [69] 7/23 13/13 13/24 13/24 14/3 14/11 14/12 16/9 20/15 24/4 34/20 34/22 35/6 35/23 35/24 36/20 37/6 38/19 38/21 38/22 41/25 42/25 43/13 44/5 45/21 61/20 61/21 61/25 62/7 66/4 66/8 76/2 79/13 81/17 81/21 83/5 83/14 86/6 95/17 104/17 104/19	Y Yeah [5] 32/15 35/21 101/11 117/6 185/15 year [28] 9/6 37/5 38/2 40/15 40/17 41/17 41/18 66/18 67/14 103/25 104/4 106/3 108/4 127/25 151/22 155/21 155/24 157/5 158/24 168/22 173/8 173/8 174/4 174/8 183/14 183/15 184/10 184/16 years [21] 3/9 17/16		