

Wednesday, 14 May 2025

(10.00 am)

LADY HALLETT: Good morning.

Ms Cartwright.

MS CARTWRIGHT: Good morning, my Lady. Could I ask, please, for the witness, Professor Buchan, to be sworn, please.

PROFESSOR IAIN BUCHAN (sworn)

Questions from LEAD COUNSEL TO THE INQUIRY FOR MODULE 7

MS CARTWRIGHT: Could you please tell the Inquiry your full name.

A. I'm Professor Iain Buchan.

Q. Professor Buchan, you've prepared a witness statement dated 31 March 2025, it's 23 pages, and we see your signature on the last page. Your statement is dated 31 March of this year. Can I ask you to confirm, are the contents of that statement true to the best of your knowledge and belief?

A. I confirm.

Q. Thank you. Can we first of all start, please, by identifying your background, qualifications and career history. I'm going to summarise it but please, if I don't do justice to it, please feel free to elaborate.

It's right, isn't it, that you are a public health physician of some 23 years?

A. (Witness nodded).

1

colleagues in the National Health Service, local public health teams, leading on the academic input and --

Q. Thank you.

A. -- as Executive Dean of the Institute of Population Health.

Q. Now, your statement also tells us that you were the lead academic member of the Covid-19 Gold Command team overseeing testing for Liverpool City Council, Liverpool City Region Combined Authority and NHS Cheshire and Merseyside -- and is that in respect of the Liverpool Pilot?

A. It is, yes.

Q. Thank you. And then, additionally you tell us in your witness statement that you are an investigator for the Health Protection Research Unit, is that correct, the National Institute for Health Research but also you're an investigator for UKHSA?

A. Yes, I'm an NIHR senior investigator and I supported Health Protection Research Unit during Covid-19. That was for gastrointestinal infections but it pivoted to Covid-19. I'm now part of the Emerging and Zoonotic Infections Health Protection Research Unit.

Q. Do you continue in that role to present day as an investigator?

A. I do.

3

Q. But you're also a data scientist and you work to harness data and technologies for patients and populations.

A. That's correct.

Q. But you've also got a medical qualification, as well.

A. I do.

Q. You are also the inaugural W H Duncan Professor of Public Health Systems at Liverpool University?

A. I am.

Q. Where you're also the associate Pro Vice-Chancellor for innovation?

A. [No audible answer].

Q. And significantly, the larger proportion of your evidence today is going to be in respect of what we will call the Liverpool Pilot. It's right, isn't it, that you led the evaluation of the government's voluntary open access mass testing with lateral flow devices in Liverpool from November 2020?

A. That's correct.

Q. Thank you. It's right, isn't it, that you lead Liverpool's Institute of Population Health as part of that role as the Executive Dean, but you also manage public health partnership with local authorities and the local NHS trusts?

A. Yes, at the time of the Covid-19 pandemic I was partly deployed as a public health physician working with my

2

Q. Thank you.

Now, we're going to come to deal with the Liverpool Pilot and the findings and, as I've already identified, that related to November 2020, but can we first briefly look together at a SAGE paper from 27 August 2020 because, obviously, that pre-dated your pilot and the findings, just to identify if any of those themes chime with what you found in the Liverpool Pilot.

Please could we display INQ000061561, thank you.

And so if we move forward within that document, please. It's paragraph 18, please, where we find the observations that SAGE provided in advance of your pilot around mass screening.

If we could go to paragraph 18, the next page, please.

SAGE found that:

"The effectiveness of mass testing will depend on several factors including the proportion of the population tested; the frequency of testing; the ability of a test to identify true positives and negatives; the speed of results; and adherence to isolation. It is important to recognise that testing is one part of a system leading to isolation of infectious individuals and the whole system needs to work in order to achieve the desired aim (which would be to identify as many

4

infectious people as possible and isolate them from contacts during the infectious period)."

Perhaps just to complete the context, if we could go to the next page, please, and paragraph 22, the SAGE document also records:

"With mass testing, it will be most efficient and effective initially to concentrate increased testing capacity on high-risk groups and settings where transmission is likely to be greatest. Priority groups for mass testing should be identified according to the risk of individuals being infectious, and the potential consequences if they tested positive. For the system to work social and economic factors will need to be considered, including incentives and interventions to enhance adherence."

And so, Professor Buchan, just as a general principle, could I ask you, we can see that that document identified that testing is just one part of a system that leads to isolation, and does it follow, from your perspective, that mass testing should be considered as one potential component of a wider robust TTI system alongside properly planned and resourced contact tracing and isolation, and effective use of asymptomatic testing?

A. Yes, my colleagues in this meeting from 27 August 2020

5

to deal with the Liverpool Pilot, but was it your experience from the Liverpool Pilot that SAGE's view was completely supported by a need for a whole-system approach, as your pilot identified?

A. Yes, there were many conversations, as you can imagine. It was a very fast-moving situation, where evidence was generated very quickly, within five weeks. As I say, I reported the interim findings on 10 December 2020, after the pilot had begun on 6 November 2020.

The findings included some deep information about inequalities. How -- financial and digital poverty being a barrier to accessing testing as important information that should shape how community testing was done. It also became apparent that that the most useful kind of testing was a tool that communities could take themselves, and organise around, so self-testing. Earlier in the year the offer had been testing that needed a laboratory, other kinds of testing. So a lot of evidence generated quickly.

Q. We'll come to the findings and the interim report and then an updated report, but can you now take us through how it was that the project developed.

And you start the chronology, just to give a context of the project, from 31 October 2020. And I think it's right to identify, by way of a broader context the

7

rightly recognise that testing is more than a test. It is a whole system. It is a system embedded in a community that requires tracing around people who test positive, the understanding of why that tracing is important, effective means of isolation, including support for people in isolation, to consider social and economic factors. That is, it's a whole-community, whole-system approach.

Q. Thank you. Could I then ask you additionally, do you have a view as to whether potential mass testing initiatives should be modelled as part of scenario planning for pandemic preparedness?

A. Yes. It's very important to rehearse a whole-system approach to involve the communities. We have very rich public services that have deep relationships with their local communities, particularly local public health teams. And that diversity, my military colleagues describe it sometimes as "distributed resilience", having a network of strong communities, is more powerful than one hub for preparedness with lots of spokes that wait for a command from the hub. The battlefield needs to keep on fighting the battle if it's cut off from the war room, and that is offered by our local public health teams.

Q. Thank you. Now, by way of headline, we're going to come

6

Inquiry has heard, this was at a time when there was consideration being given to Operation Moonshot, we know that we are approaching the time where we went to the second national lockdown, on 6 November.

So, with that brief context, and as you've already highlighted, the trials that were taking place with the new testing device, lateral flow devices, could you give an overview to the chair of the lead-up to the project and then what you did in the project, please.

A. On 31 October 2020 I received a call from my colleagues to have a conversation with government. There was an offer of testing, with military assistance, twice weekly, targeting three quarters of the population.

We said immediately that that was an unrealistic target. We couldn't achieve three-quarters. And that testing had to be invited in by the community. It has to be understood by the community if it was to be sustained. And that was accepted, that a more community-based approach could be shaped and that the military assistance would be from a gold command run by Liverpool City. It was a very productive conversation.

We also looked at the evidence emerging on the effectiveness of lateral flow devices that was presented in that meeting, and considered it and put together the MAST, or the Mass Asymptomatic Serial Testing protocol.

8

1 Q. Thank you.

2 Now, can you then, just for clarity for the Chair,
3 give an overview of organisations that were involved.
4 You tell us in the statement that it involved colleagues
5 from the Department of Health and Social Care,
6 colleagues from Public Health England, academics from
7 the University of Oxford, but in addition you had the
8 local resources of the local public health teams, the
9 directors of public health and the local trust where
10 obviously patients were being admitted with Covid.

11 Are there any other key stakeholders, as well as the
12 police and military, that were involved in the pilot?

13 A. It was very much a team effort between the stakeholders
14 that you've mentioned, but one of the most important
15 stakeholders was our local communities, the community
16 leaders, and they were represented by public health
17 professionals. Wearing my own public health hat and
18 with my director of public health, we channelled the
19 needs of our communities and promised to take back to
20 them an initial design of how the pilot would work, and
21 only to proceed after that consultation.

22 Q. Now it's clear from your statement that you worked at
23 speed. The request came in on 31 October. You've just
24 explained the MAST protocol that you then developed over
25 1 to 5 November. But whilst we deal with MAST, you go

9

1 the lateral flow device and then for quality assurance
2 the lateral flow device was processed in a standard way
3 and that went for data to be generated to come back to
4 the research teams.

5 Q. Thank you. Can we just then deal with the lateral flow
6 device. We know they became in common use after your
7 trial and as part of the community testing project, but
8 can you help us as to which lateral flow device was
9 being used as part of the trial, please?

10 A. At the time of the pilot we weren't told which
11 manufacturer was involved. We did know that a number of
12 devices had been tested by Public Health England, Porton
13 division, with the University of Oxford and that the
14 highest performing device was selected.

15 Actually, in the evidence I presented to SAGE on
16 10 December 2020, I put pictures of devices because we
17 thought there were two manufacturers. There were
18 different packaging. We had to scrape some of the codes
19 off to investigate what -- were we comparing one device.
20 The little strip that goes in the device we were assured
21 was from one manufacturer, it was just a different
22 plastic packaging they had put together. It was only
23 later into the trial that we learnt the name of the
24 manufacturer.

25 Q. Can we then summarise that part of the trial was to

11

1 on to tell us in the statement that you changed the
2 approach from MAST to SMART: symptomatic, meaningful,
3 asymptomatic, repeated testing.

4 Can you just explained what the difference is and
5 why it matters, please?

6 A. Mm, it's a really important word, "meaningful". The
7 meaning to our local communities is vital if they were
8 to take testing, to protect themselves, their families,
9 their workplaces and their wider community. One of the
10 earlier pieces of feedback was that "serial" wasn't
11 understood, so that was changed to "repeated".
12 "Meaningful" was emphasised. "Asymptomatic", finding
13 people who didn't know they had the virus and could pass
14 it on was accepted.

15 We wrote a paper about this in the British Medical
16 Journal. In the process of putting together SMART as
17 a protocol with greater community involvement than had
18 been anticipated, I think, at the offer of military
19 assistance for testing, there was a lot of really useful
20 work and thinking put together in a very short period of
21 time. It was actually five days that the initial
22 protocol for how sites would work, where someone turned
23 up, would swab themselves whilst being observed, hand
24 the swab to staff, it could be a military person, it
25 could be a civilian person who had been trained to use

10

1 effectively assess whether lateral flow devices were
2 suitably sensitive and specific to identify Covid? Is
3 that correct? Because at that time the gold standard
4 test that was only being used was the PCR lab test?

5 A. Yes. What we needed in public health was a test of
6 infectiousness to tell people that there were signs from
7 a swab that they'd taken that they were likely to
8 breathe out virus that was viable enough to pass on and
9 infect someone else. The gold standard PCR test is
10 a gold standard for a medical diagnosis. Has a patient
11 presenting with these symptoms of Covid been infected
12 with the SARS-CoV-2 virus? They may no longer be
13 infectious. In fact, there are many days after which
14 a patient is no longer infectious that a PCR test would
15 be positive and we may need to get those people back to
16 work, they may be in a key role that's important for
17 society in a pandemic. So we really needed a public
18 health test of infectiousness and not a clinical test of
19 having been infected.

20 Q. Thank you. Now, you describe in some detail the systems
21 of data and data flow that you utilised as part of the
22 trial. Can I ask you to explain that to her Ladyship,
23 in particular the Combined Intelligence for Population
24 Health Action System that had been uniquely commissioned
25 in Liverpool, please?

12

1 **A.** Yes. One of the most important parts of an effective
 2 pandemic response is that all of the agencies are on the
 3 same page with live data, combined intelligence, so that
 4 the actions of tomorrow are informed by the data of
 5 today. We put together a new system, across Cheshire
 6 and Merseyside because there wasn't a linked general
 7 practice/hospital/public health testing data system.
 8 There wasn't one integrated database. That would
 9 normally take several years to put together. It was
 10 stood up in summer 2020, in 90 days by an excellent
 11 team, and it really did have the effect of helping those
 12 agencies to work well together, to a common set of
 13 timely information.

14 During the pilot of mass testing, we also combined
 15 military intelligence around football, colleagues in the
 16 British Army measured attendance at testing centres, the
 17 feedback from people running those testing centres. So
 18 that live sharing of how things were going could also
 19 involve moving a testing site.

20 We looked at geographical information that came not
 21 only from NHS data but from other sources of describing
 22 a neighbourhood. We had indicators of digital poverty
 23 for neighbourhoods, and that proved very useful. We
 24 were able to show that people in financial poverty and
 25 in digital poverty were more likely to get Covid and

13

1 staff were off work in isolation or quarantine, and the
 2 attention to these dashboards at this point were acute.

3 We also had dashboards on staff absence from key
 4 roles in the National Health Service.

5 **Q.** Thank you.

6 **A.** So it's a very live conversation.

7 **Q.** You have already headlined your interim report and then
 8 a later report. But there was a significant sticking
 9 point, my description, in respect of access to the data,
 10 would you agree? And rather than me summarising it,
 11 could you explain to the Chair what the issue was around
 12 data and access to the data, please?

13 **A.** To look at the effects of mass testing of people being
 14 admitted to hospital with severe Covid, we needed to
 15 create comparator groups to Liverpool. There was no
 16 town or city exactly like Liverpool at the time so the
 17 best practice, analysis of the data, is what's called
 18 a synthetic controlled analysis. You create an
 19 artificial Liverpool comprised of lots of small areas
 20 that have similar characteristics, such as previous
 21 hospital admission rates, their age structure, the
 22 amount of financial poverty and hardship, socioeconomic
 23 factors in that area, to make like-for-like comparisons.

24 At the time of the pilot we had asked for the data,
 25 in fact just before the pilot, to look at the effects of

15

1 less likely to get tested.

2 **Q.** Thank you. Now, you've indicated that that -- did you
 3 say CIPHA system, was it, that had been approved by NHSX
 4 in the spring of 2020 but that was the system that was
 5 utilised in the pilot, and --

6 **A.** Yes.

7 **Q.** -- you say this that it essentially gave "a feed of
 8 Covid-19 test results from the prototype national
 9 system, updated every 30 minutes".

10 And you've helpfully extracted into your statement,
 11 I think, the dashboard as displayed.

12 Can we display that on the screen, please. It's
 13 page 6 of the statement and it sits in paragraph 14,
 14 please, and could it be expanded.

15 Could I ask you, Professor Buchan, is that what you
 16 were seeing realtime being updated every 30 minutes
 17 during the pilot?

18 **A.** Yes, it was. Here we see the lateral flow test results
 19 and the PCR test results, the different peaks or the
 20 different waves, as the virus evolves throughout the
 21 pandemic. Many colleagues use this as a single point of
 22 reference. They would look at it each morning and it
 23 would help create conversations. You see the big
 24 upswing from the Omicron variant, the very large peak
 25 there, the end of '21. At that time, a quarter of NHS

14

1 tiers on hospitalisation, the different tiers of
 2 restriction. So there was a live conversation asking
 3 for small area data to do this kind of best practice
 4 analysis. To show what we eventually showed, that the
 5 Liverpool Pilot reduced hospitalisation initially by
 6 around 43%, with a big push from the military and,
 7 overall, by 25%. It was an important finding but we did
 8 not receive the data to make that finding until
 9 22 July 2021. There were, I think, 61 emails sent in
 10 trying to get hold of the data.

11 **Q.** Thank you. So the statistics you've just given, of the
 12 43% reduction in hospitalisation, you were only able to
 13 properly quantify that after you had access to the data
 14 in July 2021, some eight months after the pilot?

15 **A.** That is correct.

16 **LADY HALLETT:** Who was responsible for the blockage in
 17 getting you the data, or what was responsible?

18 **A.** I think systems, a lack of clear line of sight between
 19 different agencies controlling the data of what to do in
 20 a pandemic situation. If you need to get the right data
 21 to the right people at the right time to make the right
 22 decisions, you need to have rehearsed what the process
 23 is for releasing the data. At the time the people with
 24 the contextual knowledge to provide the best analysis of
 25 the data were analysing the Liverpool Pilot, so this is

16

1 a local team needing national data. There wasn't
 2 a protocol in place to flow the data in that way.
 3 So I think it was a system failure.
 4 **LADY HALLETT:** In every module, data rears its head, I'm
 5 afraid.
 6 **A.** Yes.
 7 **MS CARTWRIGHT:** Now, you've mentioned the 61 emails. We're
 8 going to hear from Matthew Gould tomorrow, but I think
 9 he was one of those individuals from NHSX that you were
 10 liaising with. We can ask him tomorrow about the
 11 efforts he took and who he spoke to, to try to resolve
 12 the blockage, but could you just give a summary of the
 13 input of Mr Gould, please.
 14 **A.** Yes, NHSX were very helpful in enabling us to put
 15 together the combined intelligence system that
 16 underpinned some important work in the Liverpool Pilot,
 17 and really helped to get different agencies to release
 18 the data. The data actually eventually came, via
 19 a system we had in place, the place-based longitudinal
 20 data resource.
 21 **Q.** Thank you.
 22 **A.** But there was a lot of support from NHSX to move things
 23 along.
 24 **Q.** Can we then look, please, at, I think, a graph that
 25 shows the modelling and assumptions you made with the

17

1 Centre also was seeking to try and get access to the
 2 hospitalisation data?
 3 **A.** Yes.
 4 **Q.** And were they able to say what were the difficulties
 5 they had? Did they assist as to where the problem was?
 6 **A.** They didn't specify.
 7 **Q.** No. And so -- I jumped ahead of myself. So, actually,
 8 by the end of the pilot, you could not make any
 9 assessment about what impact the pilot had had on
 10 hospitalisations; you were only able to do that in the
 11 July once you had the data?
 12 **A.** That is correct.
 13 **Q.** So can I then ask you what conclusions you were able to
 14 draw at the end of the pilot about its successes,
 15 please, and perhaps in doing so, give a summary of what
 16 was happening practically with the people of Liverpool,
 17 please.
 18 **A.** By 10 December 2020 we were able to report back to SAGE,
 19 an increase in ability to detect cases. We were finding
 20 people who didn't have symptoms and were testing
 21 positive, the --
 22 **Q.** Testing positive on the lateral flow?
 23 **A.** Yes.
 24 **Q.** Thank you.
 25 **A.** So the testing positive on lateral flow, that increased

19

1 data you had and then the update when you had the
 2 complete picture. Could we look at page 9, please, of
 3 your statement which is at paragraph -- the top of the
 4 page, please, if that could be expanded.
 5 This is the impact of mass testing on the
 6 hospitalisations. We can see the 43% figure. Is the
 7 smaller figure, the 25%, is that the initial assessment
 8 that had been made without full access to the data as to
 9 what it was thought in November 2020 being the success
 10 of the pilot?
 11 **A.** No, the 25% is the main figure, that's for the whole
 12 period when Liverpool was testing, and other places
 13 weren't, with lateral flow devices. There's about
 14 a quarter reduction in hospitalisation. That's the main
 15 headline. In the first few weeks, with military
 16 assistance, there was a bigger effect, and that's the
 17 43% number. We weren't able to show any effect at the
 18 time because we only had data aggregated for the rest of
 19 England to the level of local authority districts or
 20 hospital catchment areas. The Joint Biosecurity Centre
 21 at the time had the lead on that analysis on
 22 hospitalisation, so they weren't able to get those
 23 national data.
 24 **Q.** Can I just pause you there. So after the pilot had
 25 finished in the November 2020, the Joint Biosecurity

18

1 our ability to detect cases by around a fifth. We
 2 estimated a reduction in cases by around a fifth.
 3 Communities very much welcomed this, there was very
 4 positive feedback. Communities said this gave them
 5 hope. The call to arms to our communities was "Let's
 6 all get tested", that then moved to test before you go.
 7 And a quarter of the city came forward in a month. This
 8 is the November rain, there was a lot of negativity in
 9 the media at the time around the value of the lateral
 10 flow devices. So with a grit and grace that is
 11 distinctly Liverpool, our communities came forward.
 12 **Q.** Can I ask you what is the figure of a quarter of the
 13 population of Liverpool? Just to have some idea as to
 14 the sign-up by the community, please.
 15 **A.** Yes. So there's a half million population of Liverpool
 16 in total. Throughout the whole pilot, half of the city
 17 came forward. It was that first month with the critical
 18 findings that we had a quarter of the population
 19 volunteer.
 20 **Q.** Thank you.
 21 Can I ask you, you reference in your statement the
 22 issue of culture, and you say that, despite the health
 23 challenges faced by the city of Liverpool, the decades
 24 that you've detailed of rising poverty and ill health:
 25 "The culture of Liverpool is highly collaborative

20

1 and welcomes participation in research and data sharing
2 to advance health."

3 Can I then ask you then, extracting themes, given
4 the importance of public engagement in public health
5 initiatives to combat pandemics, and in test, trace,
6 isolate in particular, why do you think this is, and how
7 can such a culture be promoted throughout the
8 United Kingdom?

9 **A.** Throughout the United Kingdom we have the benefit of
10 local public health teams. One of the most important
11 roles of those teams in protecting and promoting human
12 health is to develop a relationship with communities, to
13 understand the context in which people live, so when
14 there is an urgent situation like a pandemic, those
15 relationships don't have to be created overnight. They
16 can't be created overnight. They're drawn upon.

17 In the Liverpool Pilot we were able to access
18 community leaders to shape the forms of communication
19 that went out from Liverpool City Council. The key
20 messages, even the hashtag #LetsAllGetTested, was
21 road-tested with our own communities. The feedback from
22 those attending testing centres, critical feedback, such
23 as "We may not isolate because we may not be able to
24 afford to", were vital insights, afraid of losing income
25 or losing jobs.

21

1 And a school is a really important part of that
2 community. It's a hub of information and coordination.

3 **Q.** Thank you. I'm going to look with you, please, at the
4 summary you've given in paragraph 19 of your statement,
5 if that could be displayed, as to findings. But just on
6 the practicalities, we know that lateral flow devices
7 were being utilised. If someone tested positive on
8 a lateral flow device, is it correct that the pilot then
9 was to provide a PCR test, to then check if that was
10 supporting the positivity as identified on the lateral
11 flow device?

12 **A.** Yes.

13 **Q.** And that's what fed into the ability to say the lateral
14 flow devices are effective, and they are usable from
15 a mass perspective? Perhaps if you want to give your
16 evidence about that rather than me summarising it very
17 poorly.

18 **A.** There were two ways of looking at the effect of lateral
19 flow tests. One was just the quality assurance. So
20 a subset of the people coming forward had two swabs: one
21 for the lateral flow device, one for PCR. And that at
22 the core quality assurance. That's the number that
23 comes forward of the 40% sensitivity, which is what we
24 expected. So that told us the device was working as
25 expected.

23

1 This was in a city where 48% of the economy relies
2 upon visitors. A third children are still born in
3 poverty. As a public health physician, I think about
4 harms not just in a week or a month, but over a whole
5 lifetime. And the life chances of the children growing
6 up in the pandemic were an important consideration.
7 That was expressed by our communities as well. They
8 really cared about that. They wanted to understand the
9 role of testing.

10 **Q.** Whilst you've just mentioned children, can I ask you
11 around, from a public health perspective, we have
12 statements around education and testing but have you any
13 views on who are key locally for getting testing right
14 in schools, please.

15 **A.** A director of public health, the existing relationships
16 between schools. Health activities that happen all the
17 time, in good public health practice, between schools
18 and local public health teams are vital. In fact, in
19 the Liverpool Pilot, many of our schools wanted to
20 involve their children and their families in creative
21 means of engagement, in testing. Ideally, there would
22 have been that kind of approach, not driven from the
23 centre, but really using that local resource.
24 Considering parents, grandparents, extended family: you
25 don't test a school in isolation; you test a community.

22

1 On the confirmatory PCR, if someone tested positive
2 and faced potential challenges of loss of income from
3 work, it was felt important to do a confirmatory
4 PCR test.

5 We used local messaging rather than relying on
6 a national follow-up for PCR. And that worked very
7 well. If you receive a text message from your general
8 practice as normal, and you extend that to say, "You've
9 tested positive on lateral flow, do you want
10 a confirmatory PCR?" If it's a local message people are
11 more likely to respond to it than something they're not
12 used to.

13 **Q.** Can I ask you about that? So was that the mechanism of
14 giving the communication through GP text?

15 **A.** That was developed partway through. So it was part of
16 this evolution. So the importance of an action research
17 response considering how you can improve an intervention
18 in flight.

19 **Q.** Thank you. Well, let's look at your paragraph 19,
20 please, which summarises the main findings for the
21 pilot. Firstly, as you've already said:

22 "... testing had public support as evidenced by
23 a quarter of Liverpool's population volunteering to test
24 in a month, despite that media speculation ..."

25 Secondly:

24

1 "... testing increased detection of previously
2 unknown cases ..."
3 Thirdly:
4 "... the Liverpool Pilot reduced the number of new
5 cases by around a fifth ..."

6 Fourthly:
7 "... poverty, low digital access or poor literacy
8 were risk factors for infection and barriers to uptake
9 of testing ..."

10 Fifthly:
11 "... fear of income loss drove reluctance to test,
12 indicating a need for financial support for those on low
13 incomes testing positive and having to isolate."

14 Then you say this, which I'd like your help with,
15 please, Professor Buchan:

16 "All but the fifth main finding were acted upon."

17 Can you be clear what you mean by that, please.

18 **A.** Yes. The fourth finding showed that those in digital
19 poverty were more likely to get Covid and less likely to
20 get tested, so we advised a universal access approach,
21 not requiring a website or an app to access testing.

22 And some of the communities we serve, we target
23 a reading age of nine to ten, and there's low health
24 literacy in some of our communities in greatest need.

25 So universal access, picking up tests from

25

1 **Q.** Your recommendations, which we'll come to in a moment,
2 include access to support for those who may struggle in
3 isolation. What features do you consider such a system
4 of support should offer to workers, please?

5 **A.** Financial support, material support. If childcare is
6 needed. Work with communities to find out, through
7 scenarios, what support would be needed in the case of
8 having to isolate tomorrow. These things can be
9 rehearsed now.

10 **Q.** Thank you. Now then, on data sharing as well, you've
11 already mentioned about the public support. You detail
12 in your statement that public support is vital for data
13 sharing needed to optimise pandemic testing and that
14 there's been strong public support for data-driven
15 health innovation.

16 Can you offer any observations on what steps should
17 or could be taken now to maintain public support for and
18 confidence in such data sharing?

19 **A.** Yes, for example, Liverpool City region created the
20 first Civic Data Cooperative to make data of local
21 residents work harder for and with local residents,
22 going through scenarios of how to protect and improve
23 health with data-driven technologies.

24 In each of the workshops I've had the privilege of
25 serving those communities in, there have been remarkably

27

1 a pharmacy, et cetera, without needing a digital means,
2 was really important. That was accepted.

3 Arguably even more important was support for people
4 to isolate without fear of losing so much income it
5 would imperil their family or risk them losing their
6 job.

7 That wasn't acted upon.

8 **Q.** Can I ask you, because we know at this time, in
9 November, the scheme in England that gave a £500
10 isolation payment availability was in place. Did you
11 see any effects of that operating in practice in
12 Liverpool in November time?

13 **A.** No, it was too complicated. It was an unusual scheme.
14 There was a local variant of that. We asked for more
15 resourcing to local variants to engage -- to use our
16 local communication systems to explain to communities,
17 and make it easier to access payments but that wasn't
18 forthcoming. Ideally these things would be prepared
19 before a pandemic.

20 **Q.** Thank you.

21 Then can I then ask on the general theme: do you
22 agree that proper levels of financial support for
23 isolation must form part of preparedness for a future
24 pandemic?

25 **A.** Certainly.

26

1 helpful and creative ideas that have come forward from
2 residents. We've just run a Residents' Assembly on uses
3 of data for Liverpool City region with around
4 80 participants, and there's a really strong feeling
5 that there needs to be feedback. If the public have
6 said, "We expect data to be used in a particular way",
7 our communities want to be kept involved, want to be in
8 the loop.

9 So we've seen a remarkable public support for the
10 kinds of data floss that we need in extremis in pandemic
11 responses.

12 **Q.** Thank you. And can I ask you again in the context of
13 that, how are issues or concerns around privacy and
14 accurate overcome in that scenario, please?

15 **A.** By applying best practice information governance, the
16 CIPHA was rolled out with best practice security. For
17 example, our data analysts don't need to see names,
18 addresses, anything identifiable, but they still treat
19 the data as if they were identifiable, and work in
20 trustworthy research environments or secure data
21 environments. That discipline was in place because we'd
22 been preparing the Civic Data Cooperative which also
23 includes cooperative working between universities, local
24 public health teams, the National Health Service, using
25 one system, so core information systems that are well

28

1 governed. It's easier to have good governance on one
 2 system than to have three parallel systems where you're
 3 diluting your resource for that governance with separate
 4 systems, for direct care, research, and planning
 5 separately, a combined approach was very effective.

6 **Q.** Thank you. Now, you tell us in the statement that on
 7 rolling basis as the pilot was taking place in Liverpool
 8 you were updating the findings to SAGE; is that correct?

9 **A.** That is correct.

10 **Q.** And can I ask you, then, whether you've any observations
 11 or you've any knowledge around a pilot that was also
 12 being run from 21 November to the 20 December 2020 in
 13 Wales in Merthyr Tydfil? Do you have any knowledge
 14 about the final workings of that pilot as to whether
 15 they, similarly, were sharing the findings of their
 16 pilot with SAGE?

17 **A.** Yes, colleagues In the Eighth Engineer Brigade were
 18 preparing to mobilise into Merthyr Tydfil, from
 19 Liverpool. This was discussed in the after-action
 20 review meetings, the mop-up meetings with the military,
 21 what they'd learnt from Liverpool, and how they were
 22 going to deploy in Merthyr Tydfil. Indeed, one of my
 23 department was deployed into the Welsh Government, one
 24 of my department from the University of Liverpool was
 25 deployed into the Welsh Government as a health economist

29

1 was taken as to rollout of that testing in Wales when
 2 your pilot had identified the clear benefits of testing
 3 and identification of positivity with asymptomatic
 4 presentation?

5 **A.** I think there were a number of factors. Throughout
 6 England and Wales, there was discussion at the time as
 7 to whether asymptomatic sites rather than self-testing
 8 were the predominant means of delivery, conversations
 9 with local authorities, local public health teams, the
 10 variety of ways in which that would be deployed.

11 It became more apparent that the most powerful means
 12 of protecting communities was to give those communities
 13 the lateral flow tests, the tools to fit into their own
 14 homes, to fit into the rhythms of daily life and to
 15 self-organise around.

16 There was another factor in Wales, I think there
 17 were elections at the time, so there was a reluctance to
 18 commit finances for a long period.

19 **Q.** Okay, thank you.

20 Now, can I ask you, when you've talked about the
 21 findings you'd identified as to digital poverty, can you
 22 help as to which policymakers you presented those
 23 findings to and any response you received to those
 24 findings, please?

25 **A.** Yes, I presented the findings on digital poverty first

31

1 and worked on the evaluation of Merthyr Tydfil pilot.

2 We deliberately kept the evaluations independent as
 3 that is best practice.

4 **Q.** So is there any other additional insights you can
 5 provide relating to that pilot?

6 **A.** Yes, the economic evaluation showed that there's a ten
 7 times return on investment. It was modelled that there
 8 was a ten times return on investment.

9 I think the eminent statistician George Box said all
 10 models are wrong but some are useful. I believe this
 11 one was useful and thoughtful, ie, the cost of testing,
 12 ten times that amount was saved. The public
 13 participation was very high. The community benefit was
 14 tangible, the community involvement was best practice.

15 **Q.** Thank you.

16 And then, again, through a Welsh perspective, we
 17 know from your statement that asymptomatic community
 18 testing in the wider Liverpool region began on
 19 3 December 2020, essentially a month earlier than under
 20 the scheme that was launched under the Community Testing
 21 Programme, but then similarly, or differently, rather,
 22 in the Welsh Government on 28 January 2021, they
 23 essentially targeted community testing in Wales firstly
 24 only in three local authorities from 3 March 2021, and
 25 are you able to assist as to why a different approach

30

1 on 10 December 2020 to a SAGE meeting chaired by Lord
 2 Patrick Vallance. We were questioned in detail about
 3 that particular finding, and it was accepted then in the
 4 formation of a community testing policy that there
 5 should be access to testing without digital means. The
 6 full community testing rollout came into play eventually
 7 in April 2021. There was time needed, I think, to ramp
 8 up the logistics, the supply of the testing, and for
 9 local teams to get used to the previous conversation,
 10 changing to -- from testing sites and specialist methods
 11 of testing, like, in a way, testing that was done to
 12 people, to testing that was done with and for people,
 13 which is by far the most powerful means of protecting
 14 a community, if they really understand and can embrace
 15 those tools and use them to best effect.

16 **Q.** Thank you. Can I ask you, then, a thought around what
 17 else can be done. How do you think public health
 18 systems can better address digital exclusion,
 19 particularly for ethnic minority communities in future
 20 public health crises?

21 **A.** We're moving to an age where AIs can speak different
 22 languages. It would be normal for an NHS AI, at some
 23 point, to ring you up and say, "You've got an
 24 appointment coming up? How are your symptoms? How are
 25 you getting on with those medicines?" As it becomes

32

1 normal to interact with services through AI, we can
 2 lower the barrier to information. We currently rely on
 3 technologies that you have to read and type into. When
 4 it's talking to an AI and it's listening to you, there
 5 is more calibration you can do with the end user.
 6 There's a way of improving the access to the information
 7 that flexes to the needs of the person being interacted
 8 with.

9 **LADY HALLETT:** But how does that lower the barrier for those
 10 that are digitally excluded?

11 **A.** That's a very good point, my Lady. Some of my
 12 communities can't afford a data tariff. So we need
 13 digital inclusion across society for many purposes that
 14 would benefit us in pandemic times. The basic
 15 technologies are there. The affordability is another
 16 policy question.

17 **LADY HALLETT:** And by that, are we talking about giving
 18 people devices? Because if they've not had a device
 19 before, the chances are they're not going to be very
 20 adept at using them.

21 **A.** No, I think policies to give access to connection is the
 22 most important way forward. There are many groups, in
 23 fact in my own university, Professor Simeon Yates, and
 24 others, studied digital inclusion and the means of
 25 different policy options for bringing people in to an AI

33

1 public health but taking a systems approach?

2 Can I ask you, then, to give your suggestion to her
 3 Ladyship, please.

4 **A.** As my colleagues in SAGE have already cited, a systems
 5 approach is vital. Public health practitioners
 6 implement science in a systems way but public health
 7 researchers also create a joined-up scientific
 8 conversation. For example, members of SPI-M contacted
 9 my colleagues and were surprised to find out when they
 10 were modelling the spread of the Covid-19 virus between
 11 hospitals and care homes, they were surprised to find
 12 that staff in care homes work between different care
 13 homes in the community, some of those staff which are
 14 some of our lowest paid workers live in close-knit
 15 communities themselves. So the routes of
 16 transmission -- this is second nature to public health
 17 researchers such as myself, who regularly ask to look at
 18 complex patterns such as these in local data. Giving
 19 those modellers the heads up that they should build
 20 their models differently could save time.

21 Now, that is a behavioural insight from frontline
 22 public health practice.

23 Similarly, I have researchers who do joint modelling
 24 of behaviours and the spread of a virus in a pandemic.
 25 That's very useful for behavioural scientists to know

35

1 age where it will be very difficult to interact with
 2 services without being online. But if I look at India
 3 at the moment, you can't have a bank account in India
 4 without talking to an AI. Sometimes devices are shared
 5 between families. You can't prescribe what people
 6 should use, but I think we can, in public health, and
 7 wider policy making, assist the connection of those
 8 devices to a wider world of service and information.

9 **LADY HALLETT:** You can't provide an eight-year-old
 10 grandchild to rely on either, can you, to ...

11 **A.** No.

12 **MS CARTWRIGHT:** Thank you.

13 I'm going to move now to the recommendations, for
 14 the last portion of my questioning, please.

15 I'm going to display only very briefly so it
 16 underlines the point you wish to make.

17 Please can we display INQ000587458, which is the
 18 structure of the various SAGE subgroups that provided
 19 the advice that fed into and assisted decision makers,
 20 and we can see Scientific Pandemic Insights Group on
 21 Behaviours, SPI-B, and the Scientific Pandemic Insights
 22 Group on Modelling, but I think you have an overarching
 23 recommendation that you would wish to make in respect of
 24 a different sort of group that's needed. And I think,
 25 is it fair to say, looking at your statement, involving

34

1 about the latest mathematical advances as they pertain
 2 to a pandemic situation or other public health means.
 3 So public health is the glue, public health research can
 4 glue together better science. It creates a continuous
 5 learning system, a rapid learning system, which is vital
 6 for pandemic responsiveness and preparedness.

7 A SPI-S systems input here, it could be runners
 8 between these different groups who come together as
 9 public health researchers, like bees cross-pollinating
 10 the flowers and making sure that there is a joined-up
 11 conversation as early and as deep as it should be. And
 12 perhaps a little more representation of public health
 13 research on the regular membership of SAGE, to put that
 14 joined-up conversation back.

15 **Q.** Thank you. And, in fact, Professor McKee himself also
 16 referenced the essential nature of the glue of public
 17 health and it's clear from what you've just said you
 18 echo and support that principle --

19 **A.** I do.

20 **Q.** -- for pandemics preparedness. Thank you.

21 **LADY HALLETT:** Can I just ask, is it necessary to have a new
 22 group or could you have better representation, you've
 23 said about on the main membership of SAGE, but what
 24 about public health researchers on SPI-M-O and SPI-B?

25 **A.** You could have a distributed group like that, runners

36

1 who are members on those other groups. We have a good
2 line of reporting from directors of public health to our
3 Chief Medical Officer who does an excellent job of
4 integrating those views but the public health research,
5 it does need embedding in those research conversations,
6 very, very early. And some of the research will be done
7 differently, if you've got that embedded view.

8 **LADY HALLETT:** So you're saying -- that's why you've used
9 "specific group" as opposed to simply scattering public
10 health researchers across subgroups?

11 **A.** I think the people across the subgroups need to talk to
12 one another to compare notes.

13 **MS CARTWRIGHT:** Thank you.

14 And then for ease of summary and also because of the
15 timings, can I have displayed, please, page 21 of your
16 statement where you've very comprehensively summarised
17 your recommendations. The wider statement will be
18 published, Professor Buchan, but your overarching
19 recommendations alongside what you've just said around
20 a SPI system is, firstly, that UKHSA to maintain and
21 disseminate a blueprint for purpose and data driven
22 pandemic testing, building on the work you've detailed
23 in the statement, but essentially with a clear clarity
24 as to purpose as to why you're testing, and you've given
25 all the various variations of how you use the tool of

37

1 be published, how the lateral flow devices were used for
2 Test-to-Release with the Blue Light service in frontline
3 workers.

4 Then if we go over the page, please, we can see the
5 continuations of Test-to-Confirm and Test-to-Understand.

6 Then the second recommendation is for:

7 "UKHSA to use the pandemic testing blueprint to run
8 scenario planning activities and develop, maintain and
9 publish sleeper protocols ..."

10 It's detailed there as to your support for that, but
11 I think, building on what you've said about data, would
12 you also be recommending essentially work is done now on
13 developing protocols to essentially get over the issues
14 of data that have caused blockages in the pandemic, as
15 seen in the evidence that's been before her Ladyship?

16 **A.** I would. I would urge Operation Pegasus and other
17 activities of preparedness to look very deeply at the
18 complexity of systems of response, that need to be
19 evaluated as whole systems. For example, with lateral
20 flow testing, one person testing in a family can affect
21 another person's risk behaviours. They may be more
22 cautious, they may adhere to guidance more if there is
23 raised awareness in the family.

24 So the way you evaluate that needs to consider the
25 whole complexity of that intervention. It is more than

39

1 a test and the need to know why you're doing a test.

2 Would that be a fair summary?

3 **A.** It's vital to be clear about the purpose of testing.
4 We've seen that the optimal medical test for Covid-19 is
5 not the optimal test of infectiousness, for carrying the
6 virus of Covid-19 and potentially passing it on, a test
7 that takes two days as a medical test, two days when
8 someone could be passing on the virus, and otherwise be
9 informed by a rapid test that they should isolate to
10 protect their community. To use differently, to come
11 back to work sooner. Test-to-Release from isolation has
12 another need: it's when you become negative. We saw in
13 2021 the UK had many posts on social media about
14 people's repeat lateral flow tests, and when that blue
15 line went fainter, that was then losing infectiousness.
16 At the same time the United States, in Omicron, were
17 saying go back to work after five days.

18 **Q.** Thank you.

19 **A.** We were able to show actually people were infectious
20 beyond five days. So these -- the clarity of purpose is
21 really important for how you design the testing
22 programme.

23 **Q.** Thank you. And you've set them all out is there.

24 Similarly, Professor Buchan, we've not had time to
25 deal with, but it's detailed in your statement that will

38

1 a test to break one transmission chain of a virus. It
2 is the community intervention, and needs analysis from
3 the biological, the behavioural, the environmental,
4 social perspectives, and multi-disciplinary evaluation.
5 The protocols for that will highlight the different data
6 sources that need to be brought together. The
7 granularity of those data, we mentioned earlier we
8 needed neighbourhood statistics on hospitalisation.

9 **Q.** Thank you.

10 **A.** So having those prepared now is entirely possible and
11 will be extremely useful for the next pandemic.

12 **Q.** Thank you. You've given a number of headers as to what
13 those protocols should address, but finally, please, for
14 my questions, over the page, you also make
15 a recommendation, again with underpinning detail which
16 we won't have time to explore, but essentially that:

17 "All stakeholders to test and refine the principles,
18 plans and protocols through continuous preparation
19 between pandemics."

20 **A.** Yes, we have a rehearsal most winters, with winter
21 pressures, and the data systems we need to respond to
22 winter pressures are the core information systems we
23 need to respond well to the next pandemic. So the
24 investment in those. Which isn't just financial
25 investment, it's the investment of talented teams in

40

1 each civic setting, in each academic health system.
 2 Many places where engineers, scientists, people in the
 3 NHS, local public health teams, can come together and
 4 develop ideal information systems for health.
 5 Particularly as we've got highly advancing AI potential.
 6 To do so can create jobs in our local community,
 7 which many of our residents who take part in exercises
 8 of how they want their data to be used, say is really
 9 important to them.
 10 A national grid of this kind of creativity also
 11 provides that distributed resilience, those communities
 12 who not only are inputting the right data at the right
 13 time, but they know how to use the output intelligence
 14 from those systems. If we're applying that to
 15 responding to winter pressures, for example, we're
 16 rehearsing for a pandemic.
 17 **MS CARTWRIGHT:** Thank you, Professor Buchan. Those are my
 18 questions.
 19 My Lady, there are a number of Core Participants who
 20 have been granted permission to ask questions.
 21 **LADY HALLETT:** Very well.
 22 Mr Jacobs.
 23 He's over there.
 24 **MR JACOBS:** [Microphone not on] and I think in fact that's
 25 been covered.

41

1 that you were part of?
 2 **A.** Thank you, Mr Thomas, yes. The equality and the equity
 3 impact was core to the design of the Liverpool Pilot.
 4 We broke down our dashboards for -- that all of our
 5 organisations looked at on a daily basis by ethnicity,
 6 material deprivation -- in fact we noted that a greater
 7 proportion of people attending testing centres were
 8 refusing to declare ethnicity. So we talked to local
 9 community leaders about feelings on that. It was very
 10 much a conversation, not just consideration of the data
 11 after the fact. We also went to community leaders and
 12 put before them potential publicity material, the
 13 #LetsAllGetTested campaign, the #TestBeforeYouGo
 14 campaign ...
 15 Indeed, we'd had remarkable success in Toxteth with
 16 more conventional testing in summer of 2020, led by
 17 community leaders, employing unusual devices like an
 18 ice cream van, involvement of local faith groups, really
 19 shaped by communities. And this is very much
 20 a Liverpool way of doing things.
 21 So our recommendations to national policy were to
 22 use those relationships of local public health teams
 23 with their communities and be prepared to flex.
 24 **Q.** With that last answer in mind, what were the outcomes
 25 and how did the findings of the EIA influence the

43

1 **LADY HALLETT:** Oh, thank you very much, Mr Jacobs.
 2 **MR JACOBS:** I'm grateful, thank you.
 3 **LADY HALLETT:** Thank you.
 4 Mr Thomas.
 5 Who is there.
 6 **Questions from PROFESSOR THOMAS KC**
 7 **PROFESSOR THOMAS:** Good morning, Professor Buchan. My name
 8 is Leslie Thomas and I'm representing the Federation of
 9 Ethnic Minority Healthcare [workers] Organisations.
 10 Professor, the matter that we wish to address today
 11 is central to my clients' concerns and relates directly
 12 to the core objectives to this Inquiry: the issue of
 13 equity in the implementation of the Covid-19 testing
 14 strategies. And of critical importance is whether there
 15 was proper consideration of the disproportionate impact
 16 of the pandemic on ethnic minority communities.
 17 And I suppose the concern can be put in this way,
 18 whether inequalities and digital inclusion that
 19 disproportionately affected minority ethnic groups and
 20 individuals with protected characteristics were
 21 adequately considered during the development and rollout
 22 of the testing strategies.
 23 So, with that in mind, can I turn to the questions,
 24 and the first question is this: was an equality impact
 25 assessment, an EIA, ever conducted on testing decisions

42

1 development and the rollout of the testing strategies?
 2 **A.** I think the universal access testing strategy accepted
 3 our impact assessment that financial and digital
 4 poverty, but other forms of barrier to access to
 5 testing, were really important considerations, and that
 6 they had to listen to local public health teams, through
 7 the Association of the Directors of Public Health,
 8 through the reporting lines to the Chief Medical
 9 Officer, on other forms of inequality.
 10 We saw increasing inequalities, sadly, throughout
 11 the Covid-19 pandemic. So this is front of mind in my
 12 public health colleagues and we're grateful to the
 13 engagement of our communities.
 14 **Q.** Finally this: given the acknowledgements that you made
 15 earlier on, looking forward and, you know, being
 16 future-orientated, what more do you think could be done
 17 in the next pandemic?
 18 **A.** I think there is a planning meeting tomorrow for some of
 19 the preparedness of Pegasus in the autumn. You know,
 20 whatever we do now to consider future pandemic
 21 responses, needs to consider equity at its core. And
 22 the measures for preparedness need to be co-created with
 23 a sufficient diversity of people of lived experience of
 24 being asked to isolate and the consequences of that,
 25 being asked to use tests in ways that may not be

44

1 accessible.

2 We can overcome those barriers if we have an
3 inclusive approach to the rehearsals underway.

4 **PROFESSOR THOMAS:** Thank you, Professor.

5 My Lady.

6 **LADY HALLETT:** Thank you, Mr Thomas.

7 Ms Munroe?

8 **Questions from MS MUNROE KC**

9 **MS MUNROE:** Thank you, my Lady.

10 Good morning, Professor. My name is Allison Munroe.

11 I represent the group Covid Bereaved Families for
12 Justice UK. Thank you very much for your very clear
13 evidence this morning. Just a few points arising, if
14 I may, please. Just two short topics.

15 My first question arises from the Liverpool Pilot,
16 Professor. Ms Cartwright King's Counsel very helpfully
17 has taken you through the findings one to five at
18 paragraph 19 of your statement. And the fact that all
19 but number 5 were actioned. So I'm not going to go
20 through those again. You did also this morning
21 reference a paper that you were co-author to in the BMJ,
22 I believe that was in February 2021, a paper called "Put
23 to the Test: Use of Rapid Testing Technologies for
24 Covid-19"; is that right?

25 **A.** Mm.

45

1 system and that information, those findings, the
2 government could have drawn upon them if they had so
3 wished because it was out there at the time?

4 **A.** It was an expected finding. There were plenty of prior
5 evidence that this would be an important barrier. In
6 fact, my colleagues in Wales described the inverse
7 testing law, as we often describe in public health, the
8 inverse care law, that those with the most need for care
9 often have the greatest barriers to care and the lowest
10 uptake to care. We did not want that to be the case
11 with the testing. So this isn't a new -- it wasn't
12 a surprise.

13 **Q.** Thank you very much.

14 Next topic and question: you note at your
15 paragraph 24 that the need to consider local public
16 health complexities was seen in the outcomes of
17 initiatives to increase vaccine uptake, and comment that
18 findings of unsuccessful initiatives were rarely
19 publicised but discussed in forums such as the ADPH.

20 First question: do your observations about the need
21 to consider local public health complexities apply
22 equally to TTI, given the importance -- and it's
23 certainly come out from your evidence this morning -- of
24 local knowledge, public health experts, and the
25 effectiveness of a test and trace initiative?

47

1 **Q.** Under the subheading of Test-to-Release in the paper you
2 say this or you and your co-authors say this:

3 "No test can replace comprehensive support, both
4 practical and financial, as a means of tackling low
5 rates of self-isolation, particularly in disadvantaged
6 communities."

7 My question is this: Professor, were you aware that
8 your findings or the need for financial support were
9 consistent with the views expressed by SAGE, Independent
10 SAGE, the AMS, and others, about the importance of this
11 factor in implementing an effective TTI system?

12 **A.** Yes, this concern was widely discussed amongst my public
13 health colleagues and scientifically, public health
14 research colleagues. It was a concern and so we looked
15 very closely at the data that was coming through from
16 the Liverpool Pilot, and we also asked very detailed
17 questions, people attending testing centres and
18 household surveys, that homed in on the barriers to
19 isolation.

20 **Q.** I suppose, my Lady, if may just ask a follow-up from
21 that.

22 Would you agree, Professor, then, at the time there
23 was this growing body of findings from various agencies,
24 then, about the fact that practical and financial
25 support is inextricably linked to an effective TTI

46

1 **A.** Yes. We used local tracing and, in fact, many public
2 health teams across the country benefited from highly
3 local approaches to contact tracing. In fact, in
4 reopening mass events with a public health safety net in
5 place, we focused on not just testing before attending
6 an event, but vigorous contact tracing for anyone who
7 tested positive, and communication to minimise mixing
8 before and after the event. That local approach is
9 highly effective when you're responding to continuous
10 feedback from your communities on what is understood,
11 what is expected, what their concerns are. And I'd
12 encourage that local approach in future -- even in
13 designing artificial intelligence that allows greater
14 scale in contact tracing. There aren't enough people to
15 go round to follow up everyone at the height of
16 a pandemic. We'll have to use technologies. But they
17 can be designed by local communities to fit the way they
18 speak about life in general, about the concerns that
19 they have, the language that's used, and how that adapts
20 to the feedback they give is really important.

21 We can put that in some of the preparedness
22 rehearsals that we're doing now.

23 **Q.** Thank you very much.

24 Finally, again from your paragraph 24, do you think
25 would greater transparency about unsuccessful as well as

48

1 successful public health initiatives be of assistance
 2 for future pandemic preparedness and planning?
 3 **A.** Yes. And I think that message should go to scientific
 4 journals on what they accept. Negative findings are
 5 extremely important, and there is a reluctance of some
 6 scientific colleagues to publish negative findings
 7 because they are hard to get into journals.
 8 On the Liverpool Pilot we deliberately put out
 9 findings on the university website. As we had ratified
 10 them, we had teams working blind from one another,
 11 analysing the same data, answering the same question.
 12 And when we ratified their findings, we put that out
 13 there before waiting for the publication.
 14 There were important negatives -- let me give you an
 15 example, of the use of vaccine buses. So we saw in
 16 Liverpool an increase by 25% of uptake of vaccination,
 17 with a combination of a bus that went into areas of low
 18 vaccine uptake but with a wraparound communication that
 19 was designed by those communities.
 20 In other parts of the country, I think in Greater
 21 Manchester used the bus but without the wraparound
 22 communication. There wasn't that uptake, but there
 23 isn't a scientific paper I was able to find on the
 24 publication of that. We did publish something from
 25 Liverpool. If it had been a negative finding it might

49

1 **A.** Grit and grace. A gritty community.
 2 **LADY HALLETT:** Why did I say "grim"? Thank you very much
 3 for your help to the Inquiry as well.
 4 **THE WITNESS:** My pleasure. Thank you.
 5 **LADY HALLETT:** I shall return at 11.35.
 6 (11.17 am)
 7 (A short break)
 8 (11.35 am)
 9 **LADY HALLETT:** Ms Cartwright.
 10 **MS CARTWRIGHT:** Thank you, my Lady. The gentleman in the
 11 witness box is Mr Garton. Can I ask for him to please
 12 be sworn.
 13 **MR WILL GARTON (affirmed)**
 14 **LADY HALLETT:** I hope we haven't kept you waiting,
 15 Mr Garton.
 16 **THE WITNESS:** You certainly have not. No, no, not at
 17 organisational.
 18 **Questions from LEAD COUNSEL TO THE INQUIRY FOR MODULE 7**
 19 **MS CARTWRIGHT:** Can you please tell the Inquiry your full
 20 name.
 21 **A.** My name is Will Garton.
 22 **Q.** Thank you. And Mr Garton, can we identify your witness
 23 statement, please, and at the outset it is clear it is
 24 a corporate statement. It is 98 pages long, and we see
 25 your signature on page 98 on the statement dated

51

1 have been more difficult to get into a journal. We
 2 would have kept pressing.
 3 But negative findings teach you a lot, and the more
 4 we have natural experiments -- many different local
 5 public health teams tried different ways to improve
 6 uptake of testing and vaccination. They used different
 7 data sources. That compare and contrast is extremely
 8 valuable learning. Indeed, I think there's a social
 9 responsibility to surface the natural experiments that
 10 happen in a pandemic situation.
 11 **MS MUNROE:** Thank you very much, Professor.
 12 My Lady, thank you very much.
 13 **LADY HALLETT:** Thank you, Ms Munroe.
 14 Those are all the questions we have for you,
 15 Professor.
 16 I can't speak on behalf of the people of Liverpool,
 17 but I'm sure they'll wish me to, thank you so much for
 18 all that you tried to do to protect them and of course
 19 protect the rest of the public of the United Kingdom.
 20 So -- were you born and bred in Liverpool? You're very
 21 proud of Liverpool.
 22 **THE WITNESS:** I was, I was born in Norris Green, in 1967 --
 23 **LADY HALLETT:** I've got a number of Liverpudlian friends.
 24 I thought I detected -- I think the phrase you used, was
 25 it grim and grace?

50

1 25 April 2025. And can I ask you, are the contents of
 2 that statement true to the best of your knowledge and
 3 belief?
 4 **A.** They are.
 5 **Q.** Thank you. Can we then identify who you are and the
 6 department for whom you work, because, plainly, this
 7 highly detailed statement has been the product of a huge
 8 amount of work, and it will be published, but I hope,
 9 with your assistance, to touch upon a number of issues,
 10 and in particular the issues that have been raised of
 11 concern on behalf of the Core Participants.
 12 So can we commence, first of all, then, with
 13 identifying who you are. It's right, isn't it, that you
 14 are the Director General for Local Government, Growth
 15 and Communities, and you've been in this post since
 16 January of 2025?
 17 **A.** That's correct.
 18 **Q.** Although, as you've told us, you had been a Director
 19 General in the Department since March 2022?
 20 **A.** That's correct.
 21 **Q.** And you tell us that you've been responsible for the
 22 Department's Covid-19 Inquiry Unit since January 2025?
 23 **A.** That's correct.
 24 **Q.** And the Department is now known as the Ministry of
 25 Housing, Communities and Local Government?

52

1 A. Correct.

2 Q. And you tell us in the witness statement how it was --

3 it resorted to its earlier name --

4 A. (Witness nodded).

5 Q. -- but just for completeness, because we may see it on

6 some of the documents, can you just confirm how the

7 Department was known at the time of the pandemic,

8 please?

9 A. Yeah, throughout the pandemic the Department was named

10 the Department for Levelling Up, Housing and

11 Communities.

12 Q. Thank you. Plainly, the Inquiry has already heard much

13 evidence from the Department.

14 A. Yes.

15 Q. Mr Garton, it's right, isn't it, as well as the

16 statement that will be published, what the Department

17 has done, equally, is you have collated as appendices to

18 the statement, reports by way of lessons learning but

19 also the recommendations that the Department had already

20 identified --

21 A. Mm-hm.

22 Q. -- since the pandemic.

23 A. That's correct.

24 MS CARTWRIGHT: My Lady, with your permission, those

25 appendices also will be helpful to be uploaded.

53

1 out. So the Department is the Lead Government

2 Department for a range of different policy issues:

3 housing, planning, rough sleeping, homelessness.

4 Included in those is the stewardship of the local

5 government system as a whole. So it is responsible for

6 the system, for ensuring that it is adequately financed,

7 and that it works.

8 And individual government departments have lead

9 responsibilities for issues which are delivered through

10 local authorities. So a simple example of that would be

11 the Department for Environment, Food and Rural Affairs

12 has responsibility nationally for waste and recycling

13 but it is often done by local authorities.

14 So we are not the Lead Government Department in all

15 instances. Sometimes we have Lead Government Department

16 responsibility but the policy is also delivered through

17 local authorities. So an example of that would be

18 planning or rough sleeping where we are responsible

19 centrally but local authorities do it.

20 So responsible for the system and -- but not always

21 the policy delivery, if that makes sense.

22 Q. Yes, and it seems with making that point on many

23 occasions the policy decisions, would it be fair to say,

24 would then sit within the local authority and the local

25 government?

55

1 LADY HALLETT: Yes, thank you.

2 MS CARTWRIGHT: Thank you.

3 Now, Mr Garton, I hope to touch upon a number of

4 issues with you and necessarily with the short time we

5 have together today, there will be a top line, but in

6 the knowledge that the very detailed statement sits

7 below it. The topics I'd like to deal with with you

8 are: firstly, the Department's conduit role with local

9 government, including challenges with data; secondly,

10 the issue of self-isolation, including the Test and

11 Trace Support Payment Scheme and non-financial support;

12 the issue of disproportionately impacted groups; the

13 issue of centralisation of the TTI system, and we may

14 touch upon the Department's role in the Community

15 Testing Programme; but I, finally, will deal with

16 recommendations with you.

17 So can we start then, please, with the Department

18 but also its conduit role with local government and it's

19 clear from a number of the statements we've received

20 there are lines of responsibility --

21 A. Mm.

22 Q. -- and oversight. So can I ask you, please, to explain

23 the relevant role that the Department had by reference

24 to matters of test, trace, isolate, please?

25 A. Of course. Thank you. I think it is helpful to set it

54

1 A. Yes, so to give you a different -- so an issue

2 pertaining to children's services, the Department for

3 Education holds policy nationally and operational

4 decisions are made by local authorities, but MHCLG

5 doesn't necessarily have a role in that conversation,

6 per se.

7 Q. And the Inquiry has already heard evidence around the

8 role of the Associate Directors of Public Health?

9 A. Yes.

10 Q. And particularly the role they would have on things like

11 local contact tracing, which is obviously a role that

12 sits within local government and local authorities. Can

13 you just assist us to the role that the department has

14 then in respect of that function of the local authority,

15 please.

16 A. So directors of public health would have and do have

17 a direct relationship with the Department of Health and

18 Social Care because that is the lead government policy

19 line that runs through.

20 Insofar as the Ministry of Housing, Communities and

21 Local Government wants that relationship to go well, it

22 is a sponsored department for their sector. It -- if

23 there are problems, we can play a role in unblocking

24 them. We may be in the room. I don't think we always

25 necessarily need to be in the room and I think it is

56

1 a sign of central government -- a mature relationship
2 between central government and local government that
3 those relationships between, for example -- in your
4 example, directors of public health and the Department
5 of Health and Social Care exist directly. We're not
6 some sort of gatekeeper and nor should we seek to be so,
7 in my view.

8 **Q.** I think you've identified, in answering that, the role
9 essentially that the department does have for the proper
10 funding of the functions of local government?

11 **A.** Yes.

12 **Q.** Thank you. And I think we'll come on to look at that in
13 the context of the isolation support scheme that was put
14 in place --

15 **A.** Yes.

16 **Q.** -- as part of the later period in 2020. But perhaps in
17 terms of the role that your department had linked to
18 that isolation payment that was essentially a scheme
19 that was then operated within local government and
20 locally, can you just be clear about the role that the
21 department had by reference to that important isolation
22 scheme, as it operated in England?

23 **A.** Yes. This is self-isolation payments.

24 **Q.** Yes, that's correct.

25 **A.** So this was a -- this is -- the policy responsibility

57

1 schemes that are different across the devolved nations
2 or can you only comment on as it applied to England?
3 **A.** So our responsibility, I'm afraid, only applies to that
4 that worked in England. I think we've been working with
5 the devolved governments for over 25 years now so we're
6 in a good operational understanding about the different
7 approaches that are taken in different nations of the
8 United Kingdom. So my understanding is that the test
9 and trace support payments, the complexity was not
10 enhanced it was not made more difficult by the fact
11 there were different systems operating in Scotland and
12 Wales, but those were largely matters for those
13 respective governments.

14 **Q.** Thank you. Can we then explore just as part of topic 1,
15 then, please, areas where essentially the department
16 engages with local government. If it assists, we're at
17 your paragraph 27, please, page 6. Thank you.

18 You detail within the witness statement that
19 essentially the various components of engagement that
20 exist by way of this conduit role with local government
21 include, through the local government regional
22 relationship teams, engagement with local government
23 sector bodies such as the Local Government Association,
24 the Society of Local Authority Chief Executives,
25 engagement channels by way of emails, letters and

59

1 here is with the Department of Health and Social Care.
2 I think on this one we worked pretty closely with both
3 the Lead Government Department and local authorities to
4 try to devise a scheme that worked. That was because it
5 was somewhat novel. We didn't have an established
6 mechanism of doing self-isolation payments to
7 individuals that qualified for them. There are a number
8 of operational considerations about how you make such
9 a scheme work, how you mitigate fraud risk and how you
10 ensure that the scheme is an overall success.

11 So the accountability and the policy lead sits with
12 the Department of Health and Social Care. On that
13 particular scheme, we were quite involved because we
14 were -- frankly we were concerned that we could make it
15 work and we want to play that conduit role between local
16 authorities and the Department of Health and Social
17 Care.

18 **Q.** Thank you. Can I ask you, because we know and we've got
19 details already from His Majesty's Treasury around the
20 funding and the aspects that went to that, but the
21 Inquiry also has evidence that the schemes as they
22 operated across the devolved nations differed on the
23 issue of isolation payments across the devolved nations.
24 And can you give any oversight or view from the
25 department as to the further complexities when you have

58

1 bulletins, and is that sort of a very high-level summary
2 of the assistance the department provides?

3 **A.** Yes, yes. I mean, I would say there's not a -- probably
4 not a day that goes by in my job where I don't engage
5 with the sector as a whole. We draw a great richness
6 from the experience that the sector brings us. We have
7 a number of fora by which we do that. Some are formal.
8 You've got some of them here, you know, the R9 various
9 working groups, distinct engagement with local authority
10 chief executive, county council networks, district
11 council networks. Some are informal, but the department
12 has a -- the churn, the everyday rhythm of the
13 department is to engage with the sector and to have deep
14 relationships, and it's one of the things that benefits
15 us greatly.

16 **Q.** Thank you. And I think if we scroll down, please, on
17 page 7, to paragraph 28, we essentially see that those
18 relationships were crucial to how the department was
19 able to assist during the pandemic. I think you say
20 that you used those pre-established engagement
21 frameworks to engage with and communicate with local
22 government, and it allowed cross governmental access to
23 local authorities and access by local authority leaders
24 to central government.

25 **A.** That's right.

60

1 Q. Can we then please explore an issue as to I think what
2 you've described a moment ago about how the Department
3 could assist where blockages occurred.

4 A. Mm-hm.

5 Q. And one of the issues that's identified within the
6 statement, and I'm going to do it as an overview rather
7 than get into the particularities of the detail, is that
8 local government was raising issues around access to
9 data, and particularly data that the Department of
10 Health and Social Care had a role in that linked to the
11 local resilience forum role that local government
12 deploys.

13 Sorry, that's many layers and different bodies and
14 organisations, so perhaps if I break it down first of
15 all.

16 It's right, isn't it, that the local resilience
17 forums sit within the local authority, and its
18 multi agencies that cooperate to the local resilience
19 forums, and particularly in pandemics, as part of the
20 Civil Contingencies Act?

21 A. So local authorities don't sit within a -- sorry,
22 resilience forums don't sit within a local authority, so
23 there are -- local resilience forums map on to police
24 authorities in England, and I know that you unpacked
25 this a bit in Module 1. They were an important part of

61

1 the [local resilience forum] Dashboard", as you deal
2 with later in the statement.

3 A. Yes.

4 Q. You say this:

5 "... however, [local authorities] frequently
6 escalated concerns to the Department around having
7 limited and unreliable access to Covid-19 test and trace
8 data."

9 So can I ask you to either unpack that or expand as
10 to that issue, and how the department assisted, and was
11 it able to unpack that issue of access to data, please?

12 A. No, of course. I mean, I think this is a significant
13 issue. It comes up, obviously, in my witness statement
14 and in that of many others. I think it is true to say
15 that at the start of the pandemic, the department
16 received many, many representations from local
17 authorities about what they perceived to be a lack of
18 any data or data that they could usefully use.

19 My witness statement from paragraphs 125 to 135
20 gives examples of how the department tried to raise that
21 centrally to try and break through, to try and make
22 progress. And I think what you see over the course of
23 2020 is an evolving story and an improving story.
24 I think that to start off with -- and I think the Local
25 Government Association recognised that. In March and

63

1 our response to the pandemic, there are 39 of them in
2 England, and were able to give us an insight into what
3 was happening with places.

4 Actually, I think the most of the engagement on this
5 model is for test, trace, isolate and the some of the
6 issues that have been raised in the witness statements
7 about access to the data pertaining to the individual
8 local authority. So they are at a smaller geographical
9 scale than the local resilience forum which will tend to
10 be a group that coordinates the major frontline
11 services, not deal with public health outbreaks in an
12 individual council.

13 Q. Can we look at it, then, in the context of a particular
14 paragraph, and thank you for the clarification around
15 the local resilience forums.

16 Could we move, please, to page 29. It's
17 paragraph 125, please.

18 And this is a specific issue that's raised and
19 you've helpfully set out in your statement by reference
20 to a data issue relating to the test, trace, isolate
21 system. You say this:

22 "As the TTI system was established, the Department
23 worked with the [Department of Health and Social Care]
24 to raise the data needs of [local authorities]. Some
25 local level data was provided to [local authorities] via

62

1 April, I think local authorities felt that they weren't
2 getting data that could meaningfully assist them.
3 I think by May 2020, the arrival of Tom Riordan as both
4 the chief executive of NHS Test and Trace and,
5 simultaneously, the chief executive of Leeds City
6 Council helped matters considerably.

7 Good practice network was set up, local authorities
8 were on the board, and by about June 2020, the
9 Department of Health is producing an interactive
10 dashboard, as I point out in paragraph 133 of my
11 statement, that whilst not perfect, and not doing
12 everything that local authorities would like, is giving
13 number of cases, rolling averages, and so on and so
14 forth, but nonetheless there are limitations.

15 Q. Can we just look together at paragraph 133 and 134
16 because if we look at the context it seems what the
17 local authorities were saying is the lack of access to
18 this data was fundamentally impeding what local
19 authorities could be doing on the ground in the various
20 local authorities. Now, you've already highlighted:

21 "On 6 June ... [the Department of Health and Social
22 Care] contacted the Department to request support in
23 sending a letter to [local authority] chief executives,
24 [local resilience forums] and Directors of Public Health
25 to provide details of the new data dashboard to monitor

64

1 outbreaks in their areas. The dashboard was developed
2 by [the Department of Health and Social Care], NHS
3 Digital, and NHSX. The letter provided colleagues in
4 local government, Directors of Public Health and
5 Clinical Commissioning Groups ..."

6 Just pausing there, I know it was Clinical
7 Commissioning Groups at that time --

8 A. Yes.

9 Q. -- but they've subsequently gone now and it's ICBs.

10 A. Correct.

11 Q. So:

12 "... Clinical Commissioning Groups, details on how
13 to access that data dashboard."

14 Then you deal with that letter and you say this:

15 "The dashboard allowed [local authorities] and
16 Directors of Public Health to view anonymised data
17 including data on the total number of tests conducted
18 and positive tests including a rolling average."

19 Then you detail where the data was being combined
20 from:

21 "NHS Digital's Covid-19 National Testing Programme
22 database, consolidated data covering the National
23 Testing Programme ... and 111 and 999 data about the
24 rate of calls."

25 If we could just please expand paragraph 134; you
65

1 around testing, Covid-19 cases and contact tracing at
2 [local authority] level."

3 And you say that evidence suggests it was Mr Jenrick
4 also escalated the issue with Mr Hancock at
5 a ministerial meeting in July. But you have no further
6 evidence of the outcome of that conversation.

7 A. That's correct.

8 Q. And so what I really want your help with, we know that
9 the pandemic was announced in March of 2020. Here we
10 are more than three months later where local authorities
11 and, in particular, the directors of public health who
12 have a key role in respect to responding to the pandemic
13 were saying that they did not have access to the data
14 they needed.

15 And can you assist at all in terms of how that could
16 be but also whether those issues have now been resolved
17 by reference to learning since the pandemic?

18 A. Yeah. So as you have articulated, the department
19 throughout these months was pushing very hard for an
20 improvement in the data sharing going on between central
21 government and local government. I think it did get
22 there, and by July we see a significant improvement and
23 I think it's a perfectly reasonable question to say:
24 could it and should it have been faster? And Department
25 of Health colleagues, I'm afraid, will have to -- will
67

1 say this:

2 "Despite the launch of the [local authority]
3 dashboard, the Department raised concerns with the
4 [Secretary of State] that there were a significant
5 number of gaps in the data which [local authorities]
6 required in order to respond to the Covid-19 outbreak."

7 Then you go on to detail the work culminating in the
8 advice being sent to the Secretary of State Mr Jenrick,
9 who was in post at that time, and also on 24 June 2020
10 setting out the additional data requirements of the
11 local tier.

12 We can see in that statement, as well, that the
13 advice recommended by Mr Jenrick was escalated to the
14 Secretary of State for Department of Health and Social
15 Care Mr Hancock.

16 Then if we go over the page, please, to 33, we can
17 see that it details:

18 "The draft letter included a breakdown of testing
19 data requirements, including requests from Directors of
20 Public Health, LRFs and [local authorities]."

21 You say:

22 "A draft version of the letter was shared with the
23 [Department of Health and Social Care] officials, which
24 resulted in further progress being made and by
25 30 June 2020 the Department had gained access to data
66

1 explain to you better than I can why it didn't happen
2 faster. I would say, though, that I mean, as I look
3 through some of the witness statements, sometimes the
4 department for which I work was requesting information
5 from the Department of Health to assist local
6 authorities and the Department of Health came back to us
7 and said, "We just don't have it in that form. We can't
8 do it."

9 So I think sometimes it's easy to perceive, if
10 you're not in the receipt of the data, that just over
11 the fence there is the perfect dataset that's ready to
12 be sent over, if only someone would press the button,
13 and I suspect -- I don't know because I wasn't in the
14 Department of Health at the time -- that that was not
15 the case, that it was inaccurate, there were multiple
16 problems in assessing it and getting it together, and
17 therefore it wasn't as simple as: could you just email
18 it over in an accessible format?

19 That said, I think there is a question for us
20 collectively as we look back at: could we have reached
21 that better place in July earlier? And I suspect we --
22 of course, we could have done and we could have done
23 better.

24 The second part of your question was: are we now
25 ready?
68

1 Q. Yes.

2 A. I don't think -- I think, in principle, there would be
3 a collective understanding in central government that
4 data sharing should happen more quickly and there should
5 be a higher degree of risk tolerance. I don't think,
6 though, we have yet, although it might be, I understand,
7 something the Inquiry might want to look at and
8 recommend and we would obviously take very seriously,
9 I don't think we yet have protocols in place, principles
10 agreed for how we would want to do it differently. If
11 you'll allow me a general observation, and it is
12 a general observation, so it is flawed, like all general
13 observations, but I think we are still quite
14 conservative, small "c" conservative on data sharing.
15 I think quite often GDPR, the general data legislation
16 is cited as a reason not to do something. And as
17 a whole in the public sector we need to get better at
18 creative ways of making this happen. Some colleagues
19 will have concerns, data security, and the like, all of
20 which is legitimate, but I think there is more to do in
21 this space.

22 Q. Thank you. And we'll perhaps come back to what appears
23 to be a potential area of recommendation for
24 her Ladyship around protocols around data sharing.

25 A. Yeah.

69

1 you'll have a more detailed understanding of this than
2 me, but it effectively moved much of the lockdown on to
3 a more localised footing. We got better at localism as
4 the pandemic moved on, but it is the case that in the
5 early months it was a national response.

6 Q. Mr Garton, thank you. The evidence you've identified
7 linked to protocols chimes with evidence we heard this
8 morning from Professor Buchan with a very real example
9 of a blockage of data flow that he needed around his
10 project, so it's very helpful, the evidence you've
11 given, but I know you weren't in the room when he gave
12 evidence. Thank you.

13 Can we then just explore an issue, please, linked to
14 a particular document, and I know you appreciate that
15 the issue improved, but could we please display
16 INQ000104738.

17 Thank you.

18 So if we just orientate ourselves here, this is the
19 advice memo that the Secretary of State sent about the
20 ongoing data issues, about the test and trace data
21 requirements. Could we move, please, to page 4. Thank
22 you.

23 I think the table acknowledges that the data was
24 needed to understand coverage of different communities,
25 sectors of society, to target policy change and

71

1 Q. Mr Garton, thank you for that answer, but also the
2 frankness with which the issue is identified in the
3 statement.

4 But appreciating what you say about it wasn't
5 necessarily that the data was sometimes there waiting
6 for someone to press a button but would you agree from
7 the perspective of interoperability and the areas where
8 the data sat, that were particularly important in
9 a pandemic, plainly it involved access to health
10 records, medical records, it involved public health
11 data, personal data that individuals were sharing with
12 data -- the contact tracers. But essentially those
13 pockets of data where they sat to inform planning and
14 systems is completely capable of consideration in
15 peacetime as to development of protocols to ensure that
16 the relevant data controllers can find a solution to
17 data issues and privacy to enable agile interoperability
18 in a pandemic.

19 A. I think that's something we should -- that is the
20 standard to which we should hold ourselves and it is not
21 unreasonable at all that the British state should be
22 able to do. Yes, I think that is something we should
23 aim for.

24 I think we got better. I think it got better, the
25 contain framework published in July effectively, and

70

1 engagement activities. Have you had an opportunity to
2 review this as part of preparations?

3 A. I have, yes.

4 Q. So would that be a broadly fair summary about what the
5 table is identifying here about the data requirements?

6 A. Yes, I think it is, and -- I wasn't in the department at
7 the time but I think it's a rather helpful table in that
8 it tries to specify in plain English what we need, why,
9 but critically, have we got it? Is it possible? So
10 it's not just wishful thinking. And that enables us to
11 have a more mature conversation about can we get this
12 fixed?

13 Q. Thank you.

14 Now I think this is part of the categories of data
15 that were being requested and pushed for from local
16 authorities. And perhaps you've already touched upon
17 it. The table details that, in respect of some of these
18 categories, the data did not exist, certainly at the
19 time when the document was drafted.

20 A. Yeah.

21 Q. Can you assist, do you have any views as to what were
22 the implications of this data not being available at the
23 local level, at this stage, in terms of developing
24 timely interventions that may have been necessary to
25 support particular communities?

72

1 **A.** I mean, only a general observation, which I don't think
 2 is very profound, I'm afraid, but to say that the more
 3 information that we all have, the better placed that we
 4 are to tackle the pandemic, the better placed -- the
 5 better position we are in to try to mitigate the impact
 6 on disproportionately impacted groups and -- yeah, the
 7 more we have, the better.

8 **Q.** Thank you. Then just a follow-on question if you can
 9 assist. Are you able to comment at all about what the
 10 lack of that data, how that impacted or may have
 11 impacted upon your department's ability to support local
 12 authorities to understand and respond to trends in their
 13 communities?

14 **A.** I don't think it would have affected my department's
 15 ability. I think it would have affected the ability of
 16 the Department of Health.

17 **Q.** Thank you, that's helpful.

18 Now I'm going to take you to some of the criticisms
 19 that have been identified in witness statements provided
 20 by the Local Government Association and the associate
 21 director of public health, Mr Fell, who is the author of
 22 that, and give you an opportunity, if you can assist at
 23 all, to comment or provide your perspective of the
 24 problem that's identified.

25 Could we please display INQ000587454.

73

1 a similar and related point that we needed to do this
 2 more quickly, as evidenced in the witness statement.

3 I don't know the extent to which that was possible
 4 because I don't have sight of the trade-offs and the
 5 difficulties the Department of Health had, and I don't
 6 have an accurate picture of what data they were sitting
 7 on and how -- how hard or otherwise that was. But
 8 I think irrespective of that, this is something that we
 9 should collectively get better at.

10 **Q.** Thank you. And, again, you may not be able to assist,
 11 but we can see one of the blockages here or the barriers
 12 was Public Health England, as it existed then,
 13 questioning why the directors of public health needed
 14 that level of data. Did that degree of granularity of
 15 the blockages get delivered into the department to
 16 assist with unpicking those sorts of issues?

17 **A.** I think it's unlikely we would have necessarily done it
 18 on a local-authority-by-local-authority basis, but, as
 19 you have highlighted, we were engaged with the
 20 Department of Health on the types of data that were
 21 missing and why on a consistent basis.

22 **Q.** Thank you.

23 With your assistance, please, can we move forward in
 24 the witness statement, please, of Ms Killian to
 25 paragraph 59. Thank you. Could it be expanded please?

75

1 And this is the witness statement of Joanna Killian
 2 on behalf of the Local Government Association and I know
 3 this is provided in your pack, and it's paragraph 52
 4 I seek your assistance with, if you are able.

5 We can see in that statement it's detailed:

6 "The lack of any individual level data on Covid-19
 7 cases being shared with [the directors of public health]
 8 at the outset made it impossible to support those
 9 affected and to control outbreaks. The LGA repeatedly
 10 requested this data at meetings and in emails ... At
 11 various times the LGA was questioned by Public Health
 12 England about why [directors of public health] would
 13 need individual-level data."

14 And so Ms Killian describes the issue as making it
 15 impossible to support those affected and control
 16 outbreaks. Do you have any observation or do you share
 17 that view?

18 **A.** Joanna Killian obviously speaks for the sector as
 19 a whole. I would say that my witness statement contains
 20 lots of evidence of the department, the Ministry of
 21 Housing, Communities and Local Government, also making
 22 the case for more data sharing. So I don't know -- I'm
 23 not really in a position to judge whether that makes the
 24 work impossible. I think it certainly makes it more
 25 difficult. But yes, MHCLG at the time were making

74

1 Ms Killian details:

2 "Because of the [United Kingdom] Government's
 3 misunderstanding about the role local authorities could
 4 play, it also excluded them from the design of any data
 5 collection -- which captured information needed to act
 6 on the test result, such as an individual's identity,
 7 location and key characteristics. As a result, the data
 8 collection forms for testing and tracing were poorly
 9 designed for operational use at a local level; the early
 10 test and trace data had no unique identifier, ethnicity,
 11 postcode, occupation or information on work address or
 12 care home address, despite the fact this would be needed
 13 for outbreak control. In addition, only positive
 14 results were being shared, not negative, making it
 15 impossible to tell the positivity rate."

16 Now, obviously this criticism is levelled against
 17 central government. I appreciate your department is
 18 just a department, and you've already clarified your
 19 role, but did you, in the department, first of all, have
 20 any misunderstanding about the role that local
 21 authorities could play?

22 **A.** No, I don't believe we did.

23 **Q.** And so -- it's really a matter for Ms Killian, who --
 24 particularly, it's said, in terms of central government.
 25 Do you have any detail around the data collection forms

76

1 that were in operation to be able to comment or assist
 2 at all about the criticism that's levelled there?
 3 **A.** I mean, again, this is, I'm afraid, primarily a -- data
 4 that sat with and held as the responsibility of the
 5 Department of Health and Social Care.
 6 **Q.** Thank you.
 7 **A.** I would just say, I think -- I think -- we would agree
 8 that, by July, that had been resolved. So the exam
 9 question from my mind is: what stops it happening
 10 earlier, and was it possible to do it more quickly? So
 11 I think this is the LGA's observation at a point in
 12 time, and it is something that improved over time.
 13 **Q.** Thank you.
 14 Can we then, please, move to paragraph 62, please.
 15 We again see reference to those collection forms.
 16 It details:
 17 "Despite repeat at the time requests to change the
 18 collection form to solve some of these problems,
 19 officials were not willing to change the form to correct
 20 data even though it would have helped local response."
 21 Was the department, your department, aware of those
 22 requests at a local level, for amendments, and were
 23 these the sorts of issues that were being assisted with
 24 by your department to unblock the blockages?
 25 **A.** Yeah. I can't speak to the precise reference made in
 77

1 Inquiry knows, we intend -- the government as a whole is
 2 intending to run a pandemic preparedness exercise this
 3 autumn. I would suggest that this would be one of the
 4 key things that we should look to test as part of that
 5 process, to understand whether or not -- how, not
 6 whether, but how improvements can be made.
 7 I think there are, since then, other examples of
 8 central government getting better at data sharing with
 9 local authorities. I do not think we have a complete
 10 picture. I do not think problem solved, that's now
 11 fixed.
 12 **Q.** Thank you for that frankness because, as you're well
 13 aware, my Lady is looking and considering, as part of
 14 this module in particular, about any recommendations
 15 that may assist future planning for pandemic
 16 preparedness.
 17 Thank you.
 18 Then with obviously you identifying the overview
 19 position as you believed the situation got better, can
 20 we briefly look, please, at paragraph 66. Because
 21 Ms Killian is detailing within paragraph 66 -- and we're
 22 now at 29 July 2020 -- that the data requested on
 23 29 July was not made available until some months later,
 24 and her statement, back a paragraph, then effectively
 25 says when it was shared it was poor quality.
 79

1 paragraph 62. What I can say is, as we set out in the
 2 witness statement, that the kind of issues that the LGA
 3 were raising were issues that the department was also
 4 raising in order to try to get it resolved. So that is
 5 consistent.
 6 **Q.** Thank you.
 7 Now, you have already helpfully suggested
 8 a potential area where there could be work done in
 9 peacetime around data protocols but can I ask you
 10 whether this still is an issue as identified in
 11 paragraph 62; Ms Killian goes on to say that valuable --
 12 there'd been:
 13 "... general reluctance by Government to routinely
 14 share individual test and trace data with local
 15 councils ..."
 16 She goes on to say:
 17 "... valuable time and effort was expended by local
 18 [directors of public health] in trying to access data
 19 that would enable them to respond better ..."
 20 Do you know whether any individual work has been
 21 done around that support for directors of public health
 22 since the pandemic on that issue that's identified by
 23 Ms Killian?
 24 **A.** So I'm not aware if the Department of Health and Social
 25 Care have done more work on this since. I think, as the
 78

1 And so again, Ms Killian is suggesting that the
 2 issue went on for months beyond the end of July still.
 3 Are you aware of that issue?
 4 **A.** I think it is the case, and is set out in 135 of my
 5 statement, that by July directors of public health had
 6 postcode level data for positive cases, sex, age, and
 7 ethnicity data.
 8 I'm quite sure that this was -- continued to iterate
 9 and improve. That it's not, sort of, we can declare
 10 victory on data at that point. That there was more to
 11 do. But my understanding is that those most basic
 12 requests that you highlighted in the table earlier on
 13 that the department summarised were resolved by
 14 July '20. I think -- I'm sure that wouldn't have then
 15 been game, set and match, nothing else to do, there'd
 16 have been further work. But I think substantive
 17 improvements were made.
 18 **Q.** Thank you.
 19 Can we move then to the second topic
 20 that I headlined, please, Mr Garton and it's any
 21 additional assistance you can provide in respect of
 22 self-isolation, including the Test and Trace Support
 23 Payment Scheme.
 24 I'm going to orientate us just with some things that
 25 I think are non-contentious. I think we've already
 80

1 identified that it was a Department of Health and Social
2 Care funded scheme, paid by local authorities, which
3 enabled eligible individuals or households to receive
4 a discretionary support payment of £500 if they were
5 told to isolate by NHS Test and Trace.

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

7 **Q.** Thank you. And we know from information provided that
8 it was quite late into the pandemic before this
9 financial support was available, and again, just to
10 summarise again, these are things you tell us in your
11 witness statement, so I don't want to go to the
12 paragraphs unless we need to, but if these don't refresh
13 your memory please say and I'll take you to them.

14 So, essentially, on 19 September 2020 the Department
15 received confirmation from HMT that £40 million of
16 funding would be made available for the scheme from
17 October 2020, and that the Department would pay it to
18 local authorities.

19 Then on 20 September, the Prime Minister's Office
20 announced a new package to support and enforce
21 self-isolation which included the payment of £500, and
22 local authorities were required to implement
23 arrangements to make the payments as quickly as
24 possible. By 12 October at the latest.

25 Do you have any views from the department as to why

81

1 I think, in this case, ministers decided they wanted
2 us -- as the KC has said, they wanted to see it in
3 September and actually it was relatively -- it was not
4 straightforward but it could be done relatively quickly.

5 **LADY HALLETT:** But quarantine has been a recognised response
6 to pandemics or spread of high-consequence diseases for
7 sometime now. Dare I say it centuries even, possibly.
8 So why should a scheme have to be devised? Surely you
9 can plan for the fact that if you're going to make
10 people isolate or quarantine, whatever word you call it,
11 that they don't miss out financially and therefore are
12 reluctant to isolate or go into quarantine?

13 **A.** Yes, we can plan for that.

14 **MS CARTWRIGHT:** Thank you.

15 Can I pick up on the questions of her Ladyship. We
16 know that the United Kingdom called the system "test,
17 trace, isolate", but there exists systems, research and
18 knowledge that what is necessary for the system to work
19 is test, trace, isolate, support.

20 You've just mentioned to her Ladyship that it
21 couldn't have been envisaged in February that -- the
22 exact terms of the scheme, but from the position of the
23 department, would you agree it was fundamentally going
24 to be necessary, at the start of the pandemic, for there
25 to be a financial scheme that encouraged and supported

83

1 local authorities in reality were given such a short
2 period of time to operationalise the scheme on the
3 ground?

4 **A.** They were. I mean, I have to say they're highly
5 impressive. I mean, I think once the ministers had made
6 a decision that this was something that they wanted to
7 pursue, the department played a role with the Department
8 of Health and local authority colleagues in designing
9 a system that, as you say, was up and running very
10 quickly -- again, my not very profound observation is,
11 because they're very skilled and good at this sort of
12 thing, and they did an excellent job in turning it round
13 so quickly.

14 **LADY HALLETT:** But it would have been better, I, detect from
15 what you have been saying, had somebody devised a scheme
16 before the pandemic hit us?

17 **A.** I think if we had, if we knew -- I think, having
18 optionality before the -- I think it's very hard to have
19 predicted in, let's say, February 2020, that we would
20 have wanted a scheme precisely like this without knowing
21 the exact nature of the pandemic. So I think the more
22 that central government can work with local authorities
23 to develop options by which these sort of things can be
24 achieved, the more speed at which -- the more speed --
25 the more speed -- more quickly that can be done.

82

1 those with the least to be able to isolate and stay at
2 home if they were unable to work because of a positive
3 test?

4 **A.** Yes, and I think the shielding programme that the
5 department ran is the best example, if you like, of
6 practical support, of a means for those particularly,
7 but though not exclusively, those that were clearly
8 clinically extremely vulnerable, the elderly, that
9 helped them with the basic things like you might not be
10 able to shop online, getting shopping delivered. It
11 might be as practical as sorting out someone to walk the
12 dog if they didn't want to leave the house. So I think
13 the shielding programme was set up in the early days of
14 the pandemic that slightly preceded the practical
15 support for those in isolation and, overall, was
16 a success.

17 I'm sure there are lessons we can learn and could
18 have been more prepared and would be more prepared next
19 time, we know how to run a shielding programme now. But
20 yes, I agree with the sort of proposition of your
21 question, but I actually think the department did a good
22 job in getting that up and running in the time
23 available.

24 **Q.** Thank you.

25 **LADY HALLETT:** Who would be responsible for planning for

84

1 financial and other support for those isolating? Which
2 department?

3 **A.** So on financial support, that is a combination of the
4 Treasury and the Department for Work and Pensions
5 because of the interaction with the welfare system. On
6 practical support, that was my department, the Ministry
7 of Housing, Communities and Local Government.

8 **MS CARTWRIGHT:** Thank you.

9 Mr Garton, again, there's brevity of time but
10 certainly your statement deals throughout around other
11 non-financial support packages that were available, so
12 I don't want you to think I'm not cognisant of those
13 things you've just mentioned.

14 Can we then, please, look briefly at an email from
15 Mr Dan York-Smith who the Inquiry will be hearing from
16 next week. It's INQ000585931.

17 Again, this is one of the documents, I think was in
18 your pack, but you are particularly one of the
19 recipients of this email sent on 26 June 2020, but it's
20 specifically an email that is outlining the
21 Prime Minister's concerns about the need for financial
22 support for those needing to isolate.

23 So just, again, a topic on the same theme around the
24 delay for a financial support scheme to be in place, and
25 particularly with this email highlighting the Prime

85

1 And again, this is the LGA's perspective on the
2 implementation of the scheme. And so if we start at
3 paragraph 84, please, Ms Killian details as follows:

4 "Challenges were present from the outset, due to the
5 speed of implementation and the need to refine the
6 scheme in real time. Ministerial concerns, and
7 competing objectives across Government, meant that
8 councils found themselves working with strict but
9 shifting eligibility criteria, which made the scheme
10 harder to administer and led to confusion and resentment
11 as local people perceived a lack of consistency and
12 fairness in who was able to access payments."

13 Just pausing there before I ask the question, you
14 may be aware that the Inquiry has collated an Every
15 Story Matters record and similarly, that view as to
16 consistency and confusion and availability of the scheme
17 is one of the themes that has been picked up by the
18 Every Story Matters record. But can I ask you for the
19 Department's view about whether you agree that shifting
20 eligibility criteria made the scheme harder to
21 administer?

22 **A.** So the Department is not the lead department on the
23 administration of the scheme so we are, to some extent,
24 a bystander but I think it is true, it must be true,
25 that if we ask local authorities to deliver a scheme and

87

1 Minister's concerns, are you aware why it took until
2 about September, October 2020 to implement that
3 financial support scheme and, in particular, given that
4 the Prime Minister himself was raising concerns in the
5 June?

6 **A.** So yes, my name is on that email in a previous capacity
7 when I worked in the Treasury, so not in the role that
8 I am in currently.

9 I mean, I think the straight answer to your question
10 is there wasn't ministerial consensus that they wanted
11 to proceed with this programme. I mean, that is
12 a fairly standard, not standard, but that is the Prime
13 Minister's deputy principal private secretary asking for
14 more advice and more thinking. I think that work then
15 happened, and once the ministers decided that this is
16 what they wanted, it happened relatively quickly. But
17 the gap, as I understand it, between the June and the
18 September, is a collective agreement to proceed with the
19 scheme.

20 **Q.** Thank you.

21 Mr Garton, with your assistance once again, can
22 I just display some of the views, again, of Ms Killian,
23 please.

24 Could we display INQ000587454, and can we this time
25 go to paragraph 84, please.

86

1 the eligibility, the criteria, the conditionality around
2 that scheme change, that makes it harder to do. Because
3 it's not our -- it's not the departmental -- it's not
4 led by my department, I don't know the extent to which
5 that is the case, but clearly that is a point that
6 Jo Killian is making in her witness statement, and for
7 any of us trying to carry out some instructions, if the
8 instructions change then life becomes more difficult.

9 **Q.** Thank you.

10 Can we display paragraph 85, please. Now, we know
11 that alongside the scheme, there was some availability
12 of funds outside of the set rate, and the Inquiry also
13 is aware that Northern Ireland operated a discretionary
14 scheme, but here Ms Killian is detailing:

15 "Despite consistently highlighting the need for
16 flexibility, local authorities were initially given
17 a small pot of funding to provide discretionary support
18 (to support those who did not fully meet the strict
19 criteria in the main scheme, which included passporting
20 from specific welfare benefits) set against significant
21 demand. Flexibility was primarily necessary because the
22 criteria for the main scheme required receipt of
23 benefits. This meant that many people at risk of
24 financial hardship did not qualify."

25 Can I ask, then, did the Department have a role in

88

1 seeking an alternative for those at risk of financial
 2 hardship who did not qualify?
 3 **A.** Not that I'm aware of, and it wouldn't be for the
 4 Department to lead on. I mean, the one thing I'd say
 5 about the interaction with the welfare system is not
 6 something that I'm expert on, although -- Dan York-Smith
 7 would be much better than me. It is immensely
 8 complicated, and the minute you put benefits over
 9 a certain level and does this count as a benefit, that
 10 has all sorts of other complications for people on
 11 Universal Credit and the like.

12 So it is not straightforward, trying to run the
 13 welfare system in a fair and consistent way, and the
 14 lack of -- although I'm generally an advocate of
 15 discretion for local authorities, the lack of discretion
 16 given to local authorities here may have been for very,
 17 very good reason: because you don't inadvertently want
 18 to make somebody ineligible for Universal Credit or
 19 another benefit.

20 **Q.** Thank you.

21 Could that be removed from the screen.

22 Topic 3, please, Mr Garton: disproportionately
 23 impacted groups. And again, you say and tell us about,
 24 at paragraph 151, that the Department considered the
 25 adverse impact on disproportionately impacted groups,
 89

1 consideration given to utilising pre-existing community
 2 networks, local representatives and organisations?

3 **A.** My understanding is that in order to run the most simple
 4 and effective scheme, the Department's view was that by
 5 allocating money to local authorities, that they in turn
 6 could engage with the community and voluntary sector
 7 because quite often they would have those existing
 8 relationships, whereas if the Department tried to go
 9 around local authorities, that would make the process
 10 more complicated and more likely to fail.

11 **Q.** Thank you. Can we briefly go to your paragraph 388,
 12 please, on page 97 of your statement.

13 Thank you.

14 Again, this is the lessons learned aspect of your
 15 statement from disproportionately impacted groups where
 16 you tell us about the final meeting on the
 17 8 December 2021 and that included a presentation on
 18 lessons learned. But can I ask you, do you have any
 19 views, or the Department, as to whether more could have
 20 been done prior to August 2022 about the insufficient
 21 focus on disproportionately impacted groups?

22 **A.** I think you're hearing from my colleague Emran Mian
 23 later in the day who was responsible for this work so he
 24 will be more articulate than I am. I mean, when I look
 25 back on this, the obvious question to me is: could we
 91

1 and this included the introduction of the Community
 2 Champions initiative, and that's detailed within the
 3 statement so I don't want, in summarising, asking you
 4 focused questions, to not be looking at positive things
 5 and things that went well.

6 **A.** Yes.

7 **Q.** But can I ask you then, what is the Department's
 8 assessment of the success of the scheme of the Community
 9 Champions, please?

10 **A.** So many people in this room will have their own views.

11 I mean, I think we think it was a success, and I think
 12 we have done independent evaluations which show that it
 13 worked. It was locally led, we allocated money to 60
 14 local authorities, and I think that was overall
 15 a positive experience. I understand -- although
 16 I understand outside the vires of this particular
 17 module, that much of that was carried in to work on
 18 tackling vaccine hesitancy. So good practice was
 19 continued into a later stage of the pandemic.

20 So overall a good thing, I think.

21 **Q.** Now, the detail in your statement tell us that the
 22 Community Champions scheme allowed local authorities to
 23 be responsive to their community and to recruit these
 24 Community Champions, but can I ask you, instead of
 25 delivering a new scheme, do you know whether there was
 90

1 have done it sooner? It seemed to work, but summer 2021
 2 is late -- sorry, summer 2020, forgive me, is late, and
 3 I think that when we reflect on what we could do better
 4 next time around, this is certainly the sort of thing
 5 that we would want to repeat but I think we'd want to do
 6 it faster, but Emran will be better on this than me.

7 **Q.** Thank you.

8 Could I move to an aspect of topic 4, please. I'm
 9 going to have to cut my cloth, but can I ask you briefly
 10 about contact tracing.

11 That can be taken down, please.

12 Can we go to paragraph 201 of your statement at
 13 page 51. Thank you.

14 Just to identify, you explained that NHS Test and
 15 Trace worked directly with local government to carry out
 16 contact tracing via the Local Contact Tracing
 17 Partnership Model and later in the next paragraph,
 18 please, you say that the Department's role was to
 19 support local authorities in understanding any emerging
 20 issues with local tracing partnerships, but can I ask
 21 you, then, one of the issues appears from the Inquiry
 22 that certainly when the test and trace scheme,
 23 particularly from the March and what was implemented,
 24 then, of test and trace in May, that there was an
 25 underuse of the contact tracing resources in local
 92

1 authorities and in the directors of public health and it
 2 went to the centralised contact tracing model, albeit
 3 that then, I think as the months progressed, the local
 4 resources were brought in.

5 **A.** Yes.

6 **Q.** Was that something the Department had identified in the
 7 creation of the strategy of test and trace?

8 **A.** Less so on this. We were less involved. We had more of
 9 a watching brief on this one. This was largely a --
 10 this was largely a direct relationship between NHS Test
 11 and Trace and local authorities. But again, I think one
 12 of the learnings for us is the simple things that
 13 people, I think it is true that people are more likely
 14 to answer the telephone from a local number, and perhaps
 15 more likely to engage with somebody on the phone if they
 16 feel they're from their part of the world and not
 17 a million miles away.

18 So those are all things I think we could look to do
 19 better and be prepared for next time but this was more
 20 of a direct relationship between the NHS and the local
 21 authorities.

22 **Q.** Thank you. And that helpfully moves us on to topic 5,
 23 please, which is just a little more exploration, please,
 24 of the centralised versus local TTI system, and can we
 25 use Mr Fell's statement, who has provided the corporate

93

1 Social Care will want to articulate them -- to a more
 2 localised approach.

3 That localised approach was, sort of, best
 4 summarised, I think, by the contain framework published
 5 in July 2020. On the specific issue of community
 6 testing, I mean, I actually think when we moved to
 7 a community testing model, it was at least the case
 8 that -- I think we started off in Liverpool and looked
 9 at the possibility of whole-population testing, and we
 10 got strong feedback through the R9, one of the groups
 11 that we used to engage with local authorities, that
 12 whole-population testing in Liverpool, or any other
 13 place for that matter, wasn't the right approach, that
 14 it needed to be more targeted and more specific. And
 15 I think, to be fair, the NHS Test and Trace architecture
 16 then changed to respond to that feedback.

17 So a slightly more positive take is, it's an
 18 example, to my mind, of central government listening to
 19 feedback from local authorities and evolving the
 20 programme as a consequence.

21 **Q.** Thank you. And I think you have looked at it thorough
 22 where I think the test, trace scheme had developed,
 23 certainly to the end of 2020, when we get to the
 24 Community Testing Programme.

25 Can I just ask for any other clarification you wish

95

1 statement on behalf of the Association of Directors of
 2 Public Health.

3 And can I go, please, to INQ000587434, and it's
 4 paragraph 102, please, I'd like to go to, please, which
 5 is at page 24. Thank you.

6 Mr Fell has provided evidence, and we will hear from
 7 him in the final week of the Inquiry:

8 "During the pandemic, especially in the early
 9 stages, there was a significant disconnect between how
 10 policy was formed nationally and how it was implemented
 11 on the ground. The top-down approach by Government
 12 meant that DsPH were sidelined in terms of the national
 13 decision making and centrally run programmes such as
 14 testing regimes. There was an assumption decisions
 15 could be made at a national level that would be suitable
 16 for all local areas and that proved costly as the
 17 'one-size-fits-all' approach was not effective."

18 Can I ask you, from the perspective of the
 19 department, do you agree with that analysis or have any
 20 views on it, please?

21 **A.** I -- they're not words that I would use, but I recognise
 22 that, over the course of the pandemic, we moved -- there
 23 was an evolution from quite a centrally-run process in
 24 the early days -- and there may have been very, very
 25 good reasons for that, and the Department of Health and

94

1 to give, because I'm more perhaps looking at the period
 2 of time from the March to the May and the announcement
 3 of the initial strategy of contact tracing and test,
 4 trace and isolate, where it very much was starting
 5 a contact tracing system from scratch using
 6 a centralised, well staffed -- I think there's talk of
 7 20,000 or so contact tracers in a call centre, as to
 8 whether there's any exploration or additional things you
 9 want to say about -- not the end period, where it ended
 10 on community testing, but the period of time when the
 11 strategy was formed -- that implemented in the May?

12 **A.** I think that's the an excellent question. I don't think
 13 I'm the best person to advise the Inquiry on whether
 14 that was the right thing to do or not. I have just some
 15 hesitation that you've -- that it would be possible to go
 16 to an entirely local approach too quickly.

17 Because we just talked about the need for data to be
 18 interoperable -- I think is the phrase -- and collected
 19 on a consistent basis in order that it is in many way
 20 meaningful. So I think that some national
 21 infrastructure has to kick off a nation-wide, a global
 22 pandemic, and it has to be in place, and you couldn't
 23 have -- you've got 152 local authorities in England, it
 24 would be a disaster if we had 152 different systems.

25 Now, I don't think anyone is really proposing

96

152 different systems, but you do need some consistency, coordination, ability to compare and contrast.

So the sweet spot that I think we are all looking for is: how do you have that consistency, coordination and ability to compare with a local element? I honestly I don't know whether or not that was possible prior to the summer of 2020, I'm afraid that's something so that colleagues in Test and Trace would have to advise you on, but I don't doubt that it was a complex operation that they were trying to undertake.

Q. Thank you.

Again, with your indulgence, please, could we briefly then look at -- comment on that central local tension that's provided in a witness statement we have received from Jennifer Dixon of the Health Foundation.

It's INQ000485185, thank you. Paragraph 82.

Again, this is in your pack.

You can see that within that statement it's provided that:

"The balance between national and local leadership of England's test and trace regime was a recurring challenge, which failed to strike an optimal balance."

I think you yourself have identified the desire and drive to try to find that sweet spot. Is there anything else you'd wish to comment upon, in the context of this

97

MS CARTWRIGHT: Mr Garton, thank you very much indeed for your assistance. Those are my questions.

My Lady, there are some questions.

LADY HALLETT: There are, thank you very much.

Ms Munroe, I think it's you.

Questions from MS MUNROE KC

MS MUNROE: Thank you, my Lady.

Good afternoon, Mr Garton.

A. Good afternoon.

Q. My name is Allison Munroe. I represent Covid Bereaved Families for Justice UK. I just have a few matters I'd like to deal with, some of which you've touched upon, so hopefully I can take these quite swiftly.

Firstly, thank you for setting out in your statement and your evidence this morning the role that the department plays and the interplay with other departments and, in some instances, a conduit role that your department may play.

So, looking at Test and Trace, I don't know if you were able to catch any of the evidence yesterday from Professor McKee --

A. I saw some of it, yes.

Q. He has provided, obviously, as well as giving the oral evidence, a witness statement to the Inquiry, and he is a member of Independent SAGE. In that statement, he

99

further statement, that highlights the issue of the central local tension?

A. Just to say that I think the LGA recognised that it did improve and it did change and the appointment of a chief executive of Leeds City Council to run the system I think is a really good example of staff from central and local government becoming more and more interchangeable, and from that I think we can derive huge policy benefits.

Q. Thank you.

That can be taken down, please.

I am at my topic 6. I've already headlined the very detailed witness statement you've provided. Annex B and C contain the various documents that the department considers reflect learning, and I'm not going to ask you to even try and put a framework on that.

You've already helpfully flagged one area where you think there is still a potential area for the work to be done on protocols in peacetime that look at the issue of data, data access and sharing of relevant information needed in a pandemic. I think you've revisited it a number of times in your evidence. But is there anything else you'd wish to at to that potential recommend for her Ladyship's recommendation, please?

A. No, I don't think so, thank you.

98

states that:

"We emphasised the need for [a test and trace] system rooted in local communities, integrated with the NHS, and led by local Directors of Public Health. We argued that the current private sector-run 'NHS' Test and Trace system should be replaced with a more effective model that leverages local knowledge and resources. We were your aware of the actions taken by Directors of Public Health in Leicester ... subsequently emulated by his counterpart in Sandwell and others, that had proven very successful in overcoming the significant weaknesses in the national system."

Just to help you, Mr Garton, to contextualise, he exhibits MMK/24a -- INQ000574992 for the record -- an exhibit which he sets -- which is basically, I think, a blog account of how things were done in Leicester and Sandwell, and effectively they took control. I mean, they literally say, "We took control, this is what our director of public health did in Leicester, and it was very, very successful, tapping into local resources", and Ms McNally, the counterpart in Sandwell, did the same.

Now, touching -- the question is -- and I'm mindful of your last answer about finding the sweet spot between national and local -- but would you agree with what

100

1 Professor McKee says, that the system should be
 2 rooted -- not exclusively, but rooted in local
 3 communities and led by local directors of public health,
 4 and that would be preferable to the highly centralised
 5 model that the government opted for in May of 2020.

6 **A.** I think that's an excellent question. I'm slightly
 7 freelancing on the Department of Health and Social Care
 8 policy, so I'm going to be a little bit careful. Look,
 9 rooted in communities, yes. I'm somebody who spends
 10 most of my working life going round trying to persuade
 11 people for a more localist approach. I have some
 12 nervousness on things like capacity in local
 13 authorities. A lot of local authorities are struggling
 14 financially hugely at the moment. Too much variability
 15 in data collection. Security and the like. So I think,
 16 if those things -- and consistency, if those things can
 17 be -- if we can have assurance on those things, that
 18 I think the centre can do best, that we wouldn't want to
 19 do 152 times in each local authority in England, there's
 20 a process of local authority reorganisation happening in
 21 England at the moment, that's making it more complex.

22 So I think there are risks to an entirely local
 23 approach, and I say that as a localist, but I'm sure
 24 that we can do more once we have the basic tenets in
 25 place, of consistency, security, capacity, and the like,

101

1 the time?

2 **A.** Yes, I think so, and I think it's one of the really
 3 impressive pieces of practice that was run and initiated
 4 from local government and shows just how powerful a role
 5 local authorities can and should pay.

6 **Q.** Thank you. And finally, Mr Garton, do you think that
 7 the proven successes of the local initiatives such as
 8 the one of Leicester and also Sandwell and others, led
 9 to any changes in the approach to test and trace, or the
 10 support and guidance provided by your department at the
 11 time?

12 **A.** I think those examples of success meant that the gradual
 13 localisation of the pandemic, if I can describe it like
 14 that, that central government had more confidence that
 15 that was the right thing to do because there were these
 16 examples. So I think that they help, definitely, and
 17 I think the question for us, as we've discussed today,
 18 is: could we get there more quickly? How do we get to
 19 a more mature relationship where we are using the
 20 benefits and expertise that exists locally in order to
 21 try and protect, especially the most vulnerable in our
 22 communities?

23 **Q.** Well, I suppose the point that those I represent would
 24 really want to know is, you've mentioned the
 25 variabilities?

103

1 to make sure that we use the data that we have to enable
 2 local authorities to serve their populations, because as
 3 you've articulated, they tend to know them best.

4 **Q.** Thank you, Mr Garton.

5 Then my second question, still on this topic, was
 6 your department aware of the actions taken, for example,
 7 by the Director of Public Health in Leicester? And
 8 I can again contextualise it for you by just reading
 9 from that exhibit, it says:

10 "[As read] On July 14, Leicester took matters into
 11 their own hands and set up their own local contact
 12 tracing system. It worked in concert with the NHS test
 13 and track taking over local cases that the national
 14 system call centres struggled to reach, and tracking
 15 them down on the phone and physically going to people's
 16 homes."

17 The mayor, Peter Soulsby, said that the city's local
 18 contact tracing system managed to reach about 90% of the
 19 cases it handled. He asked for more powers to be given
 20 to local authorities in regard to the handling of the
 21 pandemic.

22 So that gives you a flavour of what was going on in
 23 Leicester.

24 **A.** Yes, absolutely.

25 **Q.** Was that something that your department was aware of at

102

1 **A.** Yes.

2 **Q.** The data, consistency, sometimes resources, because
 3 local authorities are very hard done by in terms of
 4 funding. Knowing and seeing those initiatives locally,
 5 Leicester, Sandwell, et cetera, and the successes that
 6 were -- they were achieving, was anything done in terms
 7 of the government considering more resources, looking at
 8 the consistencies and bolstering those systems?

9 **A.** Yes, so I think -- yes, I think, is the straight answer
 10 to your question. Part of that, the most obvious
 11 example of that is one of the things, I think, actually
 12 the Department and the government did relatively well
 13 during the pandemic is fund local authorities properly.
 14 You're absolutely right, there is not an excess of cash
 15 in local government. We've got many local authorities
 16 in exceptional financial support at the moment, but in
 17 addition to the Contain Outbreak Management Fund, the
 18 Department put about £6 billion into local government
 19 during the first two years of the pandemic. That money
 20 was weighted towards local authorities that had higher
 21 levels of deprivation, and I would say that it was good
 22 practice in that it was un-ringfenced, non-conditional
 23 funding, and that made it easier for local authorities
 24 to fund initiatives like the ones you identify in
 25 Leicester and Sandwell because there was that proper

104

1 baseline level of funding that went in.
 2 **MS MUNROE:** Thank you very much, Mr Garton.
 3 My Lady, thank you.
 4 **LADY HALLETT:** Thank you, Mr Munro.
 5 That completes the questions we have for you,
 6 Mr Garton. Thank you very much indeed for the help you
 7 and your department provided in your written statement
 8 and, of course, the help you have given this morning.
 9 I know the burden the Inquiry places on government
 10 departments and we couldn't operate without the
 11 cooperation of organisations like yours, so thank you
 12 very much.
 13 **THE WITNESS:** Thank you very much.
 14 **LADY HALLETT:** Very well. I shall return at 1.50.
 15 **MS CARTWRIGHT:** Thank you, my Lady.
 16 (12.47 pm)
 17 (The Short Adjournment)
 18 (1.50 pm)
 19 **LADY HALLETT:** Ms Nagesh, yes.
 20 **MS NAGESH:** My Lady, the next witness is Martin Hewitt, who
 21 appears on video link. May the witness be affirmed,
 22 please.
 23 **LADY HALLETT:** Mr Hewitt, can you hear us?
 24 **THE WITNESS:** I can now. Yes, I can.
 25 **LADY HALLETT:** We thought you looked a bit adrift.
 105

1 very few problems, I'm delighted to say, with
 2 technology, but this afternoon happens to be one of
 3 them. So they've asked for a five-minute break and
 4 we'll try and get back to you as soon as we can.
 5 **THE WITNESS:** Okay.
 6 (1.55 pm)
 7 (A short break)
 8 (1.57 pm)
 9 **LADY HALLETT:** Let's try again, Ms Nagesh.
 10 **MS NAGESH:** Yes, my Lady, thank you for the five minutes.
 11 I believe Mr Hewitt you can hear me now.
 12 **THE WITNESS:** Yes, I can hear you loud and clear. Thank
 13 you.
 14 Questions from COUNSEL TO THE INQUIRY
 15 **MS NAGESH:** Thank you very much for bearing with us.
 16 You have provided a witness statement to this
 17 Inquiry. I won't pull it up on the screen but I believe
 18 you have a copy with you.
 19 **A.** I do.
 20 **Q.** And if we look, please, on the, I believe it's the
 21 last-but-one page, that's page 63.
 22 **A.** Mm-hm.
 23 **Q.** And we see there, don't we, a statement of truth
 24 attesting to the truth of everything in the witness
 25 statement, and your signature; is that right?
 107

1 **MR MARTIN HEWITT (affirmed)**
 2 **LADY HALLETT:** Thank you for joining us again, Mr Hewitt.
 3 **MS NAGESH:** Thank you, Mr Hewitt, can you hear me.
 4 **LADY HALLETT:** Can you hear Counsel to the Inquiry,
 5 Ms Nagesh, Mr Hewitt?
 6 **MS NAGESH:** Mr Hewitt, can you hear me now?
 7 **THE WITNESS:** No, it's very, very quiet.
 8 **MS NAGESH:** I knew there would be technical difficulties at
 9 some point.
 10 Mr Hewitt, does this work?
 11 **THE WITNESS:** No, I'm sorry.
 12 **LADY HALLETT:** I don't know if RTS can help.
 13 Thank you, if you can bear with us, Mr Hewitt,
 14 they're going to try and solve the problem.
 15 **THE WITNESS:** I will.
 16 **LADY HALLETT:** I don't understand. The green lights on your
 17 microphone are on.
 18 **MS NAGESH:** It's echoing in the room.
 19 **LADY HALLETT:** Mr Hewitt can hear me.
 20 **THE WITNESS:** I can, loud and clear.
 21 **MS NAGESH:** Can you hear me now Mr Hewitt? No.
 22 (Conversation re technical difficulties)
 23 **MS NAGESH:** I'm told, my Lady, they've asked for
 24 a five-minute break to sort out issues.
 25 **LADY HALLETT:** I'm sorry about this, Mr Hewitt, we've had
 106

1 **A.** That's correct.
 2 **Q.** Is it true that everything in that witness statement
 3 remains true as of today?
 4 **A.** It does.
 5 **Q.** It's right also that although you have authored that
 6 statement, you've done so on behalf of the National
 7 Police Chiefs' Council, otherwise known as the NPCC?
 8 **A.** That's correct.
 9 **Q.** Because you were the chair of the NPCC between 2019 and
 10 2023; is that right?
 11 **A.** That's right.
 12 **Q.** So that's why you're qualified to talk about not just
 13 the role of the NPCC but the role of policing in general
 14 during the pandemic.
 15 **A.** That's correct.
 16 **Q.** Thank you. So you have also provided one previous
 17 witness statement to this Inquiry for Module 2. And you
 18 in fact gave live evidence to this Inquiry for Module 2;
 19 is that right?
 20 **A.** That's correct.
 21 **Q.** Now, inevitably, there may be some overlap between the
 22 matters you talked about then and the matters we'll talk
 23 about today, but do please rest assured I don't intend
 24 to exhaustively repeat matters you've already told us in
 25 detail.
 108

1 Having said that, could we start with your
 2 professional background, which we'll go through quite
 3 quickly by way of refresher. You'd been a police
 4 officer since 1993, I believe, when you joined Kent
 5 Police.
 6 **A.** That's true.
 7 **Q.** And you subsequently moved to the Metropolitan Police in
 8 2005?
 9 **A.** Correct.
 10 **Q.** And in fact whilst in that role, you served as Assistant
 11 Commissioner in two spheres: professionalism and
 12 frontline policing?
 13 **A.** That's right, yes.
 14 **Q.** And then from 2015 to 2019 you were vice-chair of the
 15 NPCC?
 16 **A.** Yeah, that was alongside my full-time role in the Met.
 17 **Q.** Thank you. And then you were appointed Chair of the
 18 NPCC in 2019, and you held that role until April 2023?
 19 **A.** That's correct.
 20 **Q.** Thank you. So if we now move on to talk about what the
 21 NPCC is, in fact. It's right that it's a national body
 22 which coordinates police forces in the United Kingdom.
 23 **A.** That's correct, yeah, for all police forces in England,
 24 Wales, Northern Ireland, Scotland, and then non-Home
 25 Office, so the smaller police forces as well and,
 109

1 from that agreement.
 2 **A.** That's correct, yes.
 3 **Q.** But in practice is it right that derogation from the
 4 agreement is rare?
 5 **A.** It is very rare, yes.
 6 **Q.** And in fact, there was no such derogation from the
 7 recommendations of the NPCC during the pandemic?
 8 **A.** Not to my recollection at all, no, they weren't.
 9 **Q.** Before we move on to the NPCC's role in the pandemic,
 10 there is one more organisation I'd like to touch upon
 11 and that's the College of Policing.
 12 **A.** Mm-hm.
 13 **Q.** Is it right that the College of Policing is an
 14 organisation separate from the NPCC which sets standards
 15 for the police and is responsible for their
 16 professionalism development such as training and things
 17 like that?
 18 **A.** Yeah, that's correct. The college has the
 19 responsibility, so works into the Home Secretary but has
 20 the responsibility for standards setting, for the
 21 provision of guidance to policing, and also learning and
 22 development, particularly. It's effectively the sort of
 23 knowledge centre for policing.
 24 **Q.** Is it right that the NPCC work closely with the College
 25 of Policing?
 111

1 indeed, for police forces that are in overseas
 2 territories.
 3 **Q.** Thank you. All those forces participate in decision
 4 making for the NPCC through a council called the Chief
 5 Constables Council?
 6 **A.** That's correct, and I would chair that Chief Constables
 7 Council meeting.
 8 **Q.** Thank you. Now, importantly, the NPCC doesn't have
 9 powers to direct police forces to do anything; is that
 10 right?
 11 **A.** No, all of the forces sign up to be -- under the Police
 12 Act, sign up to be part of the NPCC but each chief
 13 constable or commissioner, depending on the senior
 14 person in that organisation, is entirely legally
 15 independent and is responsible for their own particular
 16 force.
 17 **Q.** And so the NPCC can offer, I believe, guidance and
 18 recommendations to the police forces?
 19 **A.** Yes, definitely. Particularly around policy and
 20 strategic issues that affect policing, the role of the
 21 NPCC is to bring all of those forces together so that we
 22 collectively, as policing, can decide on the direction.
 23 **Q.** I believe that the chief constables have signed an
 24 agreement to follow the recommendations of the NPCC, but
 25 they do have the power, if they so choose, to derogate
 110

1 **A.** Yes, we work very closely, in my -- when I was
 2 undertaking the role as chair, the two other key links
 3 that I had that was with the chief executive of the College
 4 of Policing at the time, and also the chief inspector
 5 from His Majesty's Inspectorate of Constabulary and Fire
 6 and Rescue, and we would work as a trio in terms of
 7 policing leadership.
 8 **Q.** Now, in terms of the NPCC's role in the pandemic, is it
 9 right that it was as follows: when the government issued
 10 regulations that included matters relevant to policing,
 11 such as the creation of criminal offences, your role was
 12 to work with police forces to ensure implementation of
 13 those regulations?
 14 **A.** That's correct. So when the pandemic, when it was clear
 15 the pandemic was coming, as we were seeing it move, sort
 16 of, westwards across Europe, I took on the role, I took
 17 a gold leadership role in policing to bring together how
 18 the police service was going to respond, to what was
 19 going to be requiring of us policing, but policing in
 20 a pandemic context. So that was the responsibility
 21 I took on and then -- and therefore it was through the
 22 NPCC that we were guiding and leading and coordinating
 23 the activity from the forces thereafter.
 24 **Q.** And in fact, you set up, I think, a specific operational
 25 response to the pandemic in March 2020 and was that
 112

1 response called Operation Talla?

2 **A.** Yes, so we created Operation Talla. It was clear that

3 we needed to bring together the way that everybody was

4 operating across the UK, and then what happened

5 alongside that was that in each individual police force,

6 they essentially replicated a gold, silver, bronze

7 structure, which is the sort of traditional way of

8 dealing with an operation within policing. They

9 replicated that in their own force context. Many of

10 those they designated as Op Talla, some forces chose

11 a different name, but we then were able to work at

12 a national level and then feed down so that the same was

13 happening individually in each police force.

14 **Q.** Just finally on this topic about the various roles of

15 organisations, I'd just like to ask you about the

16 Independent Ethics Committee. Is it right that that was

17 a committee set up specifically during the pandemic to,

18 as the name might suggest, consider ethical issues and

19 advise the NPCC and Operation Talla?

20 **A.** So it was very clear to me when we were setting up the

21 operation, and on -- the, sort of, priorities around the

22 operation would be the ones that you would expect in

23 terms of how we could help to preserve life and safety,

24 but also absolutely key for me, recognising that we were

25 about to go into a scenario that was really without

113

1 **A.** There would be -- there would be some consultation for

2 different groups within NPCC that had particular lead

3 areas, but that would be at a relatively early stage, as

4 policy was being developed or even legislation being

5 developed.

6 That took on a completely different tempo once the

7 pandemic -- the pandemic situation began. So the

8 interaction very directly with the Home Office was

9 intense, and the teams working for me were pretty much

10 always alongside the equivalent teams of officials in

11 the Home Office as things were developed and we were

12 trying to make sure that we were up to speed with how

13 things were changing.

14 Then I was also very, kind of, closely engaged with

15 both the Home Secretary and the policing minister in

16 a very regular pattern as we were collectively trying to

17 provide advice on the policing implications for whatever

18 the government was choosing to do.

19 **Q.** And what stage would that be? Would that be before

20 legislation was enacted or would it be generally

21 afterwards?

22 **A.** Generally speaking, we would find out that there was

23 a new provision, a new regulation, this is particularly

24 once we started to get into all the regulations. That

25 process would take place within government, and we

115

1 precedent in policing in the UK. It was really

2 important that we were going to come out of the other

3 end of the pandemic maintaining public confidence in

4 policing, and that really defined the approach we were

5 taking.

6 Very early on in the operation, it became clear that

7 we were going to have to make decisions around really

8 challenging issues, ethically challenging issues because

9 of the nature of policing in a pandemic. And so we

10 created the Independent Ethics Committee, which was --

11 which we pulled together. It was chaired by David

12 Walker, who was the Bishop of Manchester, with a group

13 of people, and it was really, if you like, the

14 conscience to us as Operation Talla made decisions,

15 particularly difficult decisions, it was a conscience

16 that we could test and ask questions of that group to

17 give us a view, not to make decisions on our behalf, but

18 to be as a, sort of, a challenge point and a critical

19 friend, if you like.

20 **Q.** Now just about -- on the NPCC's engagement with the

21 government, please, again, you've spoken to the Inquiry

22 about this in Module 2 at some length, but is it right

23 that, firstly, in normal non-Covid, non-pandemic times,

24 would the NPCC be consulted when there was, for example,

25 the creation of criminal offences?

114

1 would -- because of our links, we would generally have

2 some understanding of what was being proposed and we may

3 get an opportunity to give a bit of an input of what the

4 policing implications of such a measure would be. But

5 it became one of the challenges for us throughout the

6 pandemic that quite often the new regulations signed off

7 by the Secretary of State in the Department of Health

8 would land on us, and it was then a matter for us to try

9 to then subsequently work out how best to advise

10 policing to deal with that particular piece of

11 legislation.

12 **Q.** Was there any similar engagement with the Welsh

13 Government?

14 **A.** The Welsh forces -- so the way that we operated, I would

15 do the work that I did through Op Talla with all forces,

16 and all forces were part of the rhythm of meetings and

17 information sharing that I led through Operation Talla.

18 But then what would happen, obviously, in Scotland,

19 Police Scotland would be linking directly with the

20 government in Scotland, similarly with the Assembly in

21 Northern Ireland.

22 And in Wales, because policing is not devolved in

23 Wales, it still comes under the Home Secretary but the

24 chief constables, the four chief constables in Wales,

25 who work very collectively in that region, would clearly

116

1 be linking very directly into the Welsh Government. And
 2 one of the challenges in fact that we had when we were
 3 putting our operational briefings out, which we would
 4 put out every time there was a new regulation or change
 5 to a regulation, one of the things that delayed us was
 6 that we had all of those guidance or operation briefing
 7 documents translated into Welsh so that they were able
 8 to be used in that country.

9 **Q.** You bring me nicely on to the next topic I wanted to ask
 10 you about, which was in relation to operational
 11 briefings and guidance.

12 So firstly, on operational briefings, could you
 13 explain what exactly those were.

14 **A.** So -- and I'm sure we'll come on to the -- the one piece
 15 of guidance that we issued was the approach that we
 16 wanted -- the 4 Es approach. And I'm sure we'll talk
 17 about that, but the operational briefings was really the
 18 mechanism by which we were able to share information to
 19 all the police forces in relation to a new regulation,
 20 a change to a regulation, any changes that took place
 21 that allowed that to be filtered down through --
 22 disseminated through the forces so the officers on the
 23 ground were able to do their role in the way we wanted
 24 them to do, because there was quite clearly a role for
 25 policing in trying to explain to members of the public

117

1 she was going to act in accordance with the law. We
 2 used infographics, we used a whole range -- which we
 3 have shared with the Inquiry previously -- to really try
 4 and make it as useful a tool for the individual officers
 5 who were the ones that are having to face the decisions
 6 about what action they did or didn't take.

7 **Q.** You've mentioned guidance. It's right, I think, that
 8 you only issued one piece of guidance during the
 9 pandemic?

10 **A.** That's correct.

11 **Q.** And if we can get that on screen now, please,
 12 INQ000999 -- oh, there it is.

13 Can you see that guidance?

14 **A.** Yes, it's just come up, yeah.

15 **Q.** That's guidance on applying the 4 Es, as we can see at
 16 the top, and we'll come on to talk about the 4 Es are in
 17 just a moment. I first want to ask you a bit about the
 18 guidance itself, please.

19 **A.** Yeah.

20 **Q.** First of all, there isn't a date on it; do you recall
 21 when this guidance was issued?

22 **A.** It was very early on. I mean, it was in March of 2020
 23 that we worked through very quickly to try to provide
 24 that guidance, and I guess the important point to make
 25 is that it didn't change throughout the policing of the

119

1 what the new regulations were and how that new
 2 regulation might affect them.

3 Because -- you know, because, for me, I saw that as
 4 a really clear role. And as we set the strategy at the
 5 beginning, we were setting a strategy that was
 6 a consensus rather than a compliance strategy. We
 7 wanted to work with the public in the way that we try to
 8 do in policing to get the public to understand and then
 9 to follow the regulations, rather than it being more of
 10 a compliance-type regime, which we had seen and I'd
 11 witnessed that as -- as the pandemic had moved through
 12 Europe, I'd witnessed the sort of styles of policing
 13 that were happening there, and I was really determined
 14 that we weren't going to adopt that in this country.

15 **Q.** Thank you.

16 How were the operational briefings disseminated?
 17 Was it in the form of training -- (overspeaking) --

18 **A.** So in a number of ways. They would be issued whenever
 19 they -- whenever they were complete, they would be
 20 issued to all forces. We used a whole range of
 21 different means of communicating.

22 The whole purpose of the operational briefings was
 23 to make them very straightforward for the individual
 24 officer on the ground who was going to have to
 25 understand this and then translate that into how he or

118

1 pandemic. It remained as it was, and it was the only
 2 guidance document for policing issued during the
 3 pandemic.

4 **Q.** Mentioning that it hasn't changed, if we look at the
 5 bottom right-hand corner, the final bullet point that
 6 starts "Police can issue a fixed penalty notice of
 7 £100".

8 **A.** Yeah.

9 **Q.** We will hear, I suspect, later, that the fixed penalty
 10 notices --

11 **A.** (Distorted audio -- inaudible)

12 **Q.** -- I believe the fines changed?

13 **A.** Yes.

14 **Q.** Was the guidance updated at all to reflect the changes
 15 in the fine levels?

16 **A.** I'm pretty sure the guidance would have been updated to
 17 reflect that. Sorry, I guess the point I was making was
 18 the concept of the "4 Es" approach didn't change
 19 throughout, but -- I can't say for certain but I would
 20 be very sure that that would change as the levels
 21 changed, which as you know, they did a number of times,
 22 and in the different countries.

23 **Q.** And just in relation to the different countries, I can
 24 see at the top right-hand corner of the guidance,
 25 I think you've anticipated, there's an English flag?

120

1 A. Yes.

2 Q. Does that indicate this guidance was just disseminated

3 in England or was it in fact disseminate across the four

4 nations?

5 A. It was shared with all four nations. Clearly Wales

6 would have translated that into Welsh as well as

7 English, and the "Four Es" guidance was shared with

8 Police Scotland and with the Police Service of Northern

9 Ireland. Now, they didn't formally -- they kind of

10 operated to that principle but they didn't formally, if

11 you like, sort of, adopt it as guidance because they

12 clearly were also working with what was coming from

13 their respective administrations.

14 Q. Did you at all assess the effectiveness of the guidance?

15 Did you seek feedback or anything like that?

16 A. We constantly did, and we were constantly, sort of,

17 challenging ourselves as to whether the way we were

18 operating was how we needed to operate, and clearly, we

19 were -- once we started being into the regime where

20 fixed penalty notices were being given out, then we were

21 monitoring and looking at the changes around there

22 because clearly, in the guidance terms, the point where

23 you've used a fixed penalty notice is at the "enforce"

24 point, so we were really just trying to assess and we

25 were doing that continually throughout the process,

121

1 this is not a kind of robotic policing enforcement

2 issue. We are here to provide policing services in the

3 context of a pandemic. So engage with the people that

4 you are coming across.

5 The "explanation" point was really important,

6 because we recognise that the average member of the

7 public would be getting information from here, there and

8 everywhere, which often in the media was not accurate,

9 and so we, by producing our operational guidance -- our

10 operational updates, briefings, were allowing the

11 officers to understand precisely what that meant and we

12 were explaining that in very plain English: So your role

13 is to explain that to the person and then encourage them

14 to comply if there is a requirement for them to comply.

15 Because the whole purpose was to avoid getting to the

16 point where what you had to do was enforce, which could

17 either be arrest or, more prominently, became fixed

18 penalty notices. We wanted that to be the last point

19 that you went to, only when the other three -- or

20 certainly the second and the third elements had gone

21 through before you got to the point where you were then

22 doing something which had a potential sanction on the

23 individual.

24 Because again, this whole -- the -- our whole

25 approach was not about trying to deal with criminality

123

1 to -- just to satisfy ourselves. And then individually,

2 obviously, forces were looking at the performance within

3 their own force area to try to understand whether that

4 was demonstrating that the four Es model.

5 But I am very confident, having been through the

6 whole process, that the four Es was adopted very

7 strongly as the means of us operating, but it always was

8 facing the challenges as the situation shifted and

9 regulations shifted, and the, sort of -- the tone and

10 the atmosphere in the country shifted in the various

11 phases going through the pandemic.

12 Q. So I would like to ask you about the four Es and what

13 exactly they were. We can see at the top, perhaps an

14 explanation: engage, explain, encourage, enforce.

15 So could you please explain what the four Es were?

16 A. The whole purpose of the four Es was -- the point that

17 I've made about this wanting to be how we can become, we

18 can use a consensual model rather than a compliance

19 model, and everybody was very clear from the outset

20 there was going to be challenges with people

21 understanding what the regulations meant for them,

22 understanding what had changed. So the whole concept

23 was -- and this is how you try and apply policing in

24 a general sense.

25 So the first thing is about engaging with people, so

122

1 per se; it was about how do you allow and help people to

2 abide by the regulations that are there to avoid, you

3 know, spread of the pandemic.

4 Q. So as enforcement was a last resort, does it follow that

5 there were cases which were dealt with without the need

6 for enforcement?

7 A. Oh, very many, would be my argument. And unfortunately,

8 and I recall this from when I gave evidence in Module 2,

9 it was unfortunately impossible for us to be able to --

10 you can measure when a fixed penalty notice was issued,

11 you can measure if someone was arrested. It was

12 impossible and it would have been a wasteful process to

13 try, because there will have been thousands and

14 thousands of engagements with -- between police officers

15 and members of the public at the various stages as the

16 pandemic progressed, and in the vast majority of those

17 cases, my belief would be that we got to the point of

18 encourage, and that was all that happened. But,

19 clearly, there were a number where there was

20 a requirement to enforce where people were blatantly

21 refusing to abide by the regulations.

22 Q. And so we'll move on to that enforcement side of things

23 now.

24 And thank you, we can take that guidance off the

25 screen.

124

1 There were two, effectively, two ways in which
 2 officers could enforce an offence, weren't there?
 3 First, fixed penalty notices.
 4 **A.** Yeah.
 5 **Q.** And secondly, charging an offence for court proceedings.
 6 So I'd like to talk with you, first, about the process
 7 of fixed penalty notices and the court process just so
 8 that we understand the background.
 9 **A.** Mm-hm.
 10 **Q.** So in a nutshell, a fixed penalty notice is what we
 11 might colloquially call an "on the spot" fine; is that
 12 right?
 13 **A.** Well, it's when you're effectively giving someone that
 14 notice of an intention to prosecute. It's a bit like
 15 you get the speeding ticket comes through the post where
 16 there is obviously ultimately a potential that that
 17 could go to court but you are essentially being offered
 18 an option to deal with the process by paying a fine
 19 within a particular period of time, that then obviously
 20 saves the need for the process to work the way through
 21 to the courts.
 22 **Q.** So therefore it's not a criminal conviction?
 23 **A.** Correct.
 24 **Q.** So in practice, if I understand this correctly, what
 25 would happen during the pandemic, if an officer saw

125

1 pro formas were done differently in different forces.
 2 So the process would be that the officer would issue the
 3 fixed penalty notice. That would be looked at in their
 4 force, where they would do some checks.
 5 We then got to a position fairly quickly where ACRO
 6 were the ones that were bringing this all together. And
 7 they would do further checks and, as you say, if there
 8 were issues, they would send it back to the force.
 9 That was definitely with England. We originally
 10 started it with the force that hosts ACRO, which is
 11 Hampshire police, but then we realised we needed to --
 12 this would make sense to bring it all in one place.
 13 Wales came on board eventually, along with some of
 14 the other smaller forces, and I think Northern
 15 Ireland -- my recollection is, I think, that Northern
 16 Ireland stayed separate but Scotland started to use that
 17 facility as well.
 18 But this was not -- this was not a mandatory process
 19 for the police forces, but it was a way that we were
 20 able, at the centre, collectively to bring things
 21 together and understand that we had at least
 22 a consistent process that was being applied to all of
 23 the issues.
 24 **Q.** Do you know when ACRO's role expanded to cover the Welsh
 25 forces?

127

1 someone or knew somebody was committing a Covid-related
 2 offence, assuming we'd get past the first three Es and
 3 move to enforcement, the officer would inform the person
 4 that they'll be subject to a fixed penalty notice; is
 5 that right?
 6 **A.** Yes.
 7 **Q.** The officer then, I believe, fills in a *pro forma* with
 8 the relevant details about the offence and the offender,
 9 and that pro forma is sent to a central organisation
 10 called ACRO Criminal Records Office. ACRO is a central
 11 organisation separate from the police --
 12 **A.** It is.
 13 **Q.** -- and the NPCC. ACRO would then review the pro forma,
 14 and, if all was in order, would issue the formal
 15 notification to the respondent. If there were any
 16 problems with that form, they would return the matter to
 17 the police force.
 18 **A.** Mm-hm.
 19 **Q.** Just pausing on ACRO briefly, did they deal with fines
 20 for all four nations or was it just England?
 21 **A.** So we -- ACRO's normal role is managing criminal records
 22 and the exchange of criminal records. It very quickly
 23 became clear that there was going to be a real
 24 challenge. We needed to centrally find a place to
 25 manage the fixed penalty notices, which were -- the

126

1 **A.** I don't off the top of my head. I don't know whether
 2 that -- it might be in the statement. I can't recall
 3 off the top of my head, but I don't know the answer to
 4 that question.
 5 **Q.** Going back, then, to the process of the fixed penalty
 6 notice, once ACRO has sent the fixed penalty notice to
 7 the respondent, that person then had two options, didn't
 8 they? They could either pay the fine and that would be
 9 the end of the matter?
 10 **A.** Yeah.
 11 **Q.** Or they could not pay the fine and the matter would then
 12 go to court?
 13 **A.** Yes.
 14 **Q.** Via the police, again --
 15 **A.** Yes.
 16 **Q.** -- who would charge it.
 17 So if a person wanted to contest a fixed penalty
 18 notice, they could simply refuse to pay and go to court?
 19 Was that one way of --
 20 **A.** That was one anyway of doing it, yes. That would be the
 21 one way.
 22 **Q.** And another way of a person contesting a fixed penalty
 23 notice would be to go directly to the police force
 24 before they'd sent the form to ACRO. Was that an
 25 option?

128

1 A. Potentially. I'm not -- I think that would be -- I'm
 2 not sure how that would have worked. They would
 3 obviously know that they'd been issued with a fixed
 4 penalty notice but I'm not aware -- and that clearly
 5 would have been a matter that the individual forces
 6 would have to deal with.

7 Q. So turning then to what happened when the matter would
 8 go to court, now it's right that in most normal, if
 9 I can put it that way, non-Covid-19 offences, when
 10 a criminal charge goes to court, it's prosecuted by the
 11 Crown Prosecution Service in a public hearing before
 12 a judge or a bench of magistrates, and the defendant
 13 would appear in person. That's the usual process, isn't
 14 it?

15 A. Mm-hm, yeah.

16 Q. But in relation to Covid-19 offences, I believe
 17 a different procedure was adopted called the Single
 18 Justice Procedure; is that correct?

19 A. That's correct.

20 Q. Now, the Single Justice Procedure was a mechanism
 21 available to courts since 2015, I think, but it was
 22 widely used for the prosecution of Covid-19 offences; is
 23 that right?

24 A. I believe -- yes, that it was certainly -- it was
 25 certainly one that became -- became one of the ways that

129

1 the Single Justice Procedure should be used?

2 A. I wouldn't probably describe it as "consulted". I mean,
 3 through our criminal justice -- so the way that NPCC
 4 operates is you have a number of portfolios headed by an
 5 individual chief constable, and our criminal justice
 6 portfolio were very involved throughout the process, as
 7 ideas like this, or how we were dealing with the fixed
 8 penalties, how we were managing the fixed penalty, they
 9 would have been directly involved in those discussions.

10 Whether that was consulted in the sense of being
 11 able to change the decision, I wasn't party to any of
 12 those, but we would have definitely been part of the
 13 discussions that, in advance, I think it would be fair
 14 to say.

15 Q. Thank you. Now if we turn back to the fixed penalty
 16 notices themselves and the amounts a person might be
 17 find which we touched on earlier.

18 If on screen, please, we could have INQ000587307,
 19 page 50 -- thank you, yes.

20 I think you can see there a table which you've
 21 helpfully set out in your witness statement.

22 A. Yes.

23 Q. This represents the fine levels as at 26 March 2020; is
 24 that correct?

25 A. If that's what it says in the -- yeah, I believe so.

131

1 things were dealt with it, yes.

2 Q. And what it meant, effectively, was that a single
 3 magistrate would look at the offence paperwork and the
 4 defendant wouldn't need to go to court and nor would
 5 lawyers, but the defendant could submit written
 6 representations?

7 A. Yeah, I think -- I mean, that is the Single
 8 Justice Procedure process, but I mean, clearly, that is
 9 really more of an issue, I think, for HMCTS and then
 10 those processes.

11 I think one of the factors that was at play clearly
 12 during the pandemic was, pretty much at the outset of
 13 the pandemic, the courts were closed down, and so, you
 14 know -- and we had started the pandemic in a situation
 15 where there were quite considerable backlogs in both,
 16 you know, magistrates' and crown courts. So I can
 17 understand the logic of trying to speed up that process,
 18 but it, you know, clearly has its limitations.

19 Q. Well, for those proceedings, police were, I think,
 20 designated by the Attorney General to be prosecuted
 21 rather than the Crown Prosecution Service; is that
 22 right?

23 A. That's correct, yeah. And that would have been done
 24 individually within the forces, yes.

25 Q. Were you, as the NPCC, consulted at all as to whether

130

1 Q. And we can see at this stage, England, Wales, Scotland
 2 and Northern Ireland all had a minimum fine of £60
 3 reduced to £30 if paid within 14 days?

4 A. Mm-hm.

5 Q. Then the final column is headed "Further Penalties",
 6 that refers to repeat offenders, doesn't it?

7 A. Yes, it does, yeah.

8 Q. And so if a person is given a fine a second or third
 9 time, each time they're given a fine, the amount
 10 doubles?

11 A. Yes.

12 Q. Now, in England, Scotland, and Northern Ireland we can
 13 see that the maximum level of fine was £960. But in
 14 Wales it was £120. Do you know, you may not and, if so,
 15 please say, why Wales had a different maximum fine?

16 A. I don't know the answer to that. I think it's fair to
 17 say from my perspective, so this is from, you know,
 18 a policing perspective, the way that all the forces
 19 across the UK work together, I think was pretty
 20 effective in terms of us being able to approach things
 21 in the same way. What was happening politically,
 22 clearly, were differences. There were occasions where
 23 I was involved in Cabinet meetings or government
 24 meetings in relation to how things were changing, where
 25 you would have the devolved administrations were present

132

1 in those meetings online, and you could see that there
2 were differences of view in terms of particularly around
3 fines.

4 Now, these clearly were not a police matter to
5 decide on the levels of fines and how that would move
6 forward, but it certainly did become quite an issue for
7 us, and there were periods with some of the different
8 regulations where some very significant fines were being
9 considered, and of course, the reality for that from
10 a policing perspective is it's a police officer,
11 ultimately, that is engaging with the individual. So
12 that, I think, led to some real challenges as the fines
13 were considerably higher.

14 But why the difference between Wales in that
15 particular set would have to be something that you'd
16 need to ask to the administration there.

17 **Q.** You in mentioned fines becoming progressively higher.
18 And is it right that in May 2020, the minimum fine in
19 England, and if it assists, this is at your
20 paragraph 142, we don't have it on screen but I think
21 you have it in front of you -- in May 2020, the minimum
22 fine in England increased to £100 and the upper limit,
23 the maximum, increased to £3,200.

24 **A.** Yeah.

25 **Q.** And then in September of 2020, the minimum fine that
133

1 It's interesting, that last sentence, because
2 clearly in Scotland, the legal establishment then
3 obviously became part of that particular discussion.

4 From a police officer point of view, it was never
5 our responsibility or any -- we had no involvement in
6 deciding fines, but the police officer has to interact
7 with a member of the public. And that interaction is,
8 by definition, can be confrontational, particularly if
9 you're at the point where a fixed penalty notice is
10 being -- is likely to be issued. And therefore, that
11 makes that job, I think, considerably harder, where
12 you're talking about a situation there where, as you
13 say, in the sort of maximum point there, you could have
14 someone looking at potentially £6,400 as a fine.

15 And I recall particularly some of the fines for
16 groups of people getting together, and this particularly
17 became, I remember examples in relation to students when
18 we were having a number of issues where groups of
19 students were gathering (unclear) and you were having
20 students and some of the fines there were in the tens of
21 thousands of pounds that were -- and so, therefore, from
22 the policing perspective it's the practical application
23 that of the work that the officers were having to do
24 against the backdrop of what, you know, seemed to be
25 ever-increasing numbers.

135

1 could be given to somebody breaching a Covid offence
2 increased to £200.

3 **A.** Yeah.

4 **Q.** With a maximum of £6,400.

5 **A.** Mm-hm.

6 **Q.** But in Wales the minimum remained at £60 but in
7 May 2020, the maximum increased to £1,960.

8 **A.** Yeah.

9 **Q.** So somewhat less than the maximum in England.

10 **A.** Yes.

11 **Q.** And in Scotland the maximum fine --

12 **A.** Was reduced.

13 **Q.** -- was actually reduced to £480.

14 What difficulties, if any, were caused to the police
15 force officers in enforcing offences with different fine
16 values?

17 **A.** I think it was another later of the challenges that
18 police officers had to face, because clearly this kind
19 of information was being publicised and you can see
20 there -- my perception at the time was as things -- as
21 infection levels were rising, there would be more
22 pressure from the government to be seen to be taking
23 stronger action, and one of the mechanisms that
24 repeatedly, as you've just read through in that point
25 142 was just a continual racking up.

134

1 **Q.** Was there any difficulty caused to you as the NPCC in
2 relation to operational briefings or the guidance that
3 you could give to police forces?

4 **A.** Well, we -- our operational briefings would have to
5 reflect the change. So that, of course, is -- becomes
6 then quite confusing for the officers, that this is now
7 changing again. And, of course, what you then get into
8 is, particularly as we progressed through the pandemic,
9 where there were, you know, well over 100 changes of one
10 description or another, that then, I think, inevitably
11 leads you to where regulations or actions are misapplied
12 because the individual officer, because bearing in mind
13 these officers are doing what the police are doing all
14 the time, which is policing 24/7 and dealing with all
15 the other things they're dealing with, you know, that's
16 I think where you could get mistakes, because of the
17 kind of frequency and the speed with which we were
18 having to put new operational briefings that are saying
19 this has now changed.

20 **Q.** And we'll certainly pick up that point in just a moment
21 but just before we do, the final point on fines. Is it
22 right that the numbers of fines issued for test, trace,
23 and isolate related offences specifically were
24 relatively low during the pandemic: 184 in England and
25 84 in Wales?

136

1 A. Extremely low.

2 Q. And what, in your view, are the reasons for the low
3 numbers of fines that were issued?

4 A. I think the -- well, two points, really. One, the sort
5 of complexity and the continuing changing nature of the
6 regulation, but from a policing point of view, a very
7 specific challenge was for the police to take action, we
8 can only take action against the legislation, so we
9 act -- the officers can only act in accordance with the
10 law. And if we are going to act in accordance with the
11 law, you need to have the evidence trail that allows you
12 to take the action that you take. And one of the
13 challenges with test and trace throughout was that
14 I don't think we were ever in a situation where the
15 continuity of all of the evidence was such that it would
16 allow a police officer to take an action in relation to
17 a regulation.

18 There were just too many inconsistencies, and as it
19 says in the statement, this was an area where we had
20 frequent engagements and meetings with the Department of
21 Health and Social Care, but the system never got itself
22 into a place where you could definitively be confident
23 of it is that person with that test and positive test,
24 and so on, and so therefore, I think that's what led to
25 that very small number of sanctions.

137

1 enacted at a minute past midnight and we got the
2 signed-off regulation from the Secretary of State at
3 quarter to midnight. And in that instance, we then
4 still had a period of time -- and depending on the
5 number of changes and the complexity, it could take us,
6 you know, certainly hours, and sometimes days, to
7 actually arrive at a briefing, an operational briefing
8 that we were satisfied with. It would be pulled
9 together by the College of Policing, it would go through
10 their legal teams, it would then go through our legal
11 teams. It would then be signed off at the college and
12 then signed off ultimately by me.

13 So that process was often slow, and often meant that
14 we were then behind the cycle for when the regulation
15 came in, because what would happen at that stage is you
16 would then get whoever the government minister speaking
17 on that day would be talking about this new regulation,
18 and of course, confusion for our officers thinking:
19 well, we've not seen the -- we've not had the
20 operational briefing yet.

21 So then that rolls into, you know, being able to
22 explain that, being able to explain that to the public
23 as well.

24 So I think that was one of the challenges.

25 And then of course you've then got the situation

139

1 Q. That's helpful. I'd like to actually ask you a bit more
2 about the challenges police officers on the ground
3 particularly faced in relation to enforcement.

4 You've mentioned the number of changes made to Covid
5 regulations. What sort of challenges specifically did
6 that, for example, cause to the police officers on the
7 ground?

8 A. Well -- so apart from anything else, police officers are
9 normal people. And also the other thing that I think
10 was unique -- I mean, I have been involved in a lot of
11 critical incidents but the unique thing about this
12 incident is, even though the police officers were there
13 acting as police officers in a professional capacity,
14 they were still being affected by Covid-19 in the same
15 way that everybody else was affected, so it was really
16 challenging for them as individuals to be keeping up
17 with the changes to regulations, the -- that we were
18 then having to find a way to communicate in an
19 understandable fashion, through our briefings, to allow
20 the officers then to go and undertake the "explain"
21 element of their role when they were engaging with
22 a member of the public.

23 We often got the new regulations with very limited
24 time before they actually were enacted. The worst
25 example, I think, was a regulation that was due to be

138

1 where, as the pandemic progressed, we would have
2 different regulations in play in the same space of land
3 in -- you know, not unusual in -- you know, after we
4 started to get the localised regulations, the localised
5 lockdowns, within the same police area. Or indeed, in
6 some cases in the same city or town, you would have
7 different regulations in play.

8 And what that led to was a real challenge. We
9 worked very closely with the scientists, with the SPI-B
10 scientists, throughout, and one of the phenomena that we
11 talked with them about -- because this is about how do
12 you get compliance, how do you get, you know, maximum
13 people complying with the regulations without having to
14 be forced. And the concept there around othering was
15 one that the scientists really brought out for us.

16 So therefore it's really difficult for the police
17 officer, when you're engaging with someone who is
18 breaching a regulation, and they know that the person,
19 you know, three streets over there or the person in
20 a different part of the country is not under this
21 regulation, that then again raises the level of
22 potential confrontation in that case engagement, which
23 then -- you know, which then makes it more difficult for
24 the police officers.

25 Q. And did government guidance assist you at all?

140

1 **A.** Sometimes government guidance hindered, if I'm perfectly
 2 honest. And one of the challenges was that when
 3 government would go out and talk in the media, the
 4 minister would offer -- or the spokesperson, but
 5 normally a minister, would often confusion
 6 legislation -- so regulation or legislation -- and
 7 guidance, and that would confuse the public, because the
 8 public would then think: well, it's unlawful to do that
 9 thing and not that thing or vice versa.

10 So that became a real challenge for us as well.

11 And indeed, I would often have to do a media round
 12 to try to basically clarify that what the person said
 13 this morning is not part of the law. So that was
 14 a particular issue.

15 And then the other issue, around both the
 16 regulations, but definitely the guidance, was the lack
 17 of specificity in what was being said, and using phrases
 18 such as "without reasonable cause"; well, what is
 19 reasonable to one person and to another? And there are
 20 a number of examples there.

21 Which then leads to confusion, legitimately leads to
 22 confusion in the minds of the members of the public, and
 23 then of course is hard for the officer to interpret, and
 24 then of course you then get back again into this
 25 confrontational scenario where the member of the public

141

1 So they would listen but it inevitably got caught
 2 with the politics of what was going on and the pressure
 3 that they were feeling to act in particular ways.

4 **Q.** Thank you.

5 Now I'd like to ask you about one particular
 6 challenge relevant to test, trace and isolate, if I may,
 7 and that's in relation to the offence of failing to
 8 self-isolate. So is it right that in September 2020 it
 9 became an offence in England for someone who had tested
 10 positive to fail to self-isolate?

11 **A.** Correct, yes.

12 **Q.** And I think in around November of that year Wales
 13 followed suit and there was a similar offence in Wales?

14 **A.** That's my understanding, yes.

15 **Q.** Now could I please put on screen INQ000099806.

16 These are the minutes of a meeting of the
 17 Independent Ethics Committee about whom we heard
 18 earlier.

19 **A.** Yes.

20 **Q.** We can see underneath the heading "Operation Talla
 21 Independent Ethics Committee" the date, 5 October 2020.

22 **A.** Mm-hm.

23 **Q.** So that meeting took place after it became an offence in
 24 England to self-isolate but before it became an offence
 25 in Wales.

143

1 has rationalised that, you know, this is a reasonable
 2 cause, and the -- and then the -- you know, the police
 3 officer may feel otherwise, or we may have tried to find
 4 some clarity.

5 But we were constantly going back at the process
 6 with the government to say: we need to be clearer about
 7 what you're saying here.

8 And you go back to the very early ones where you
 9 were allowed to, you know, for -- whatever the phrase
 10 was -- necessary for shopping or going out and
 11 exercising, well, it didn't say you could only go out
 12 and exercise once. You could go out five times,
 13 potentially. Or what was a necessity.

14 And so all of that lack of specificity I think
 15 really caused us challenge.

16 **Q.** Generally speaking, what was the response when you would
 17 take those concerns back to the government?

18 **A.** I mean, to be fair, we -- you know, we had a good
 19 working relationship with the government. My team that
 20 were running all of this for me had a very close working
 21 relationship with the team within the Home Office, and
 22 my -- I spoke very, very, very regularly with the
 23 Home Secretary, with the policing minister, and we met,
 24 you know, with other senior police leaders on a daily
 25 basis, to assess where we were.

142

1 **A.** Mm-hm.

2 **Q.** So if we could turn, please, to page 2. We see at the
 3 bottom of the page a heading "Self-Isolation
 4 Regulations".

5 **A.** Yeah.

6 **Q.** And so this is the section of the meeting where the new
 7 self-isolation regulations were to be discussed.

8 Now, if we can turn, please, to page 3, we see that
 9 the committee was discussing -- if I start with -- yes,
 10 thank you.

11 The section:

12 "... included some difficulties encountered by
 13 Talla/NPCC as a result of not seeing any draft
 14 legislation for the self-isolation regulations and
 15 therefore the inability to influence key factors which
 16 policing would have to navigate as a result."

17 Just pausing there, do you recall when you first
 18 became aware that self-isolation was to become
 19 a criminal offence?

20 **A.** I don't recall off the top of my head, I don't recall
 21 that, but I -- you know, I do recognise that: that this
 22 appeared, and we hadn't had the opportunity to be
 23 involved in that at the earlier stage. That's
 24 definitely true.

25 **Q.** Then the committee minutes go on to say:

144

1 "A practical example of the missing data sharing
2 agreement was provided which would enable information
3 regarding those that should be self-isolating to be
4 shared to police forces and implement processes so that
5 it could be understood."

6 Now, could you just break that down for us? What
7 was the missing data sharing agreement? What were they
8 referring to?

9 **A.** So the concept that we came up with was to try and agree
10 a sort of memorandum of understanding with the
11 Department of Health and Social Care in relation to how
12 we could -- it goes back to the point that I made
13 earlier in general terms about test, trace, and isolate.
14 It was about us being in a position to have data, or
15 data of sufficient quality that allows us to potentially
16 identify that an offence had been committed, and we were
17 never able to.

18 So we tried to pull together an MoU with the
19 Department of Health and Social Care to try and agree
20 how this would work, but I think that the data quality
21 issues that persisted throughout meant that we never got
22 to the point where we could deploy that MoU, and
23 I suspect also that is part of what led to the numbers,
24 the small numbers that we've already referred to in
25 relation to test, trace, isolate --

145

1 and we go right to the bottom paragraph starting "The
2 Chair provided a summary" which neatly encapsulates the
3 conclusions of this meeting:

4 "The Chair provided a summary that the Committee
5 felt was consistent to the discussion in that to
6 maintain public trust and ensure the correct legal basis
7 for enforcement, police should not enforce the
8 legislation until [memorandum of understanding] and data
9 sharing agreement were in place."

10 So was it the case that you in fact provided
11 guidance or advice to the police forces that police
12 officers should not enforce this legislation until such
13 time as you had a data sharing agreement?

14 **A.** We needed to be in a position where we were absolutely
15 confident that we had, you know, we had the evidence
16 provided in the way that we would need if we were going
17 to take that action.

18 **Q.** And did you in fact, then, you've touched on this, but
19 did you, in fact, reach a data sharing agreement with
20 the government?

21 **A.** We didn't. That MoU never came into full being.

22 **Q.** So during the period of the pandemic, was the offence of
23 failing to self-isolate enforced by police forces?

24 **A.** I think, though I don't know the exact numbers off the
25 top of my head, but I think there was some but it really

147

1 **Q.** So if I may, I'll just break your answer down a little
2 just so that we understand. The missing data to which
3 you refer, or the problems with data, is that data as to
4 whether somebody had tested positive? And so that
5 element of the offence --

6 **A.** Yes --

7 **Q.** -- or whether someone had failed to isolate?

8 **A.** Yeah, I mean, primarily it's linking the positive test
9 definitively with the individual definitively, and then,
10 of course, you know, then you need to add the data of
11 where that person is. But it was really all about
12 making sure that the system was -- the data quality in
13 the system, and linking the different pieces or the
14 different pots of data to come to the conclusion that we
15 would need if we were going to do something which is
16 effectively taking a kind of legal course of action.

17 **Q.** We see then in the remainder of that paragraph the
18 committee say:

19 "Whilst these details were worked through, this led
20 to frontline officers and staff unable to enforce the
21 legislation even after the legislation was passed in
22 law ..."

23 So I think that reflects what you've just told us.

24 **A.** Yeah.

25 **Q.** And if we turn then, please, to page 3 of this document,
146

1 was the challenge of being satisfied that you have got
2 all of the data necessary to actually take action.

3 **Q.** Thank you. Now we can take that off screen. Thank you.

4 The final set of questions I'd like to ask you,
5 please, under the topic of challenges to policing is in
6 relation to how these challenges may have impacted the
7 charging of offences at court.

8 **A.** Yeah.

9 **Q.** I think you're aware that the Crown Prosecution Service,
10 the CPS, conducted a review into all Covid-19
11 offences --

12 **A.** Yes.

13 **Q.** -- that made their way to court. That review took place
14 between April 2020 and March 2022. It was an ongoing
15 review; is that right?

16 **A.** As far as I -- that's my memory of it, yes.

17 **Q.** Could we look at the results of that review, please
18 INQ000587469. Thank you.

19 Now, this is a bar chart illustrating the results of
20 the CPS review. If we just look at it together we can
21 see that there are six bars on the screen.

22 **A.** Yes.

23 **Q.** And the first three, if you see underneath them is the
24 label "Health Protection (CR) Regulations", so those
25 three represent cases charged under the regulations.

148

1 A. Yes.

2 Q. And then the final three bars, the wording underneath

3 them is "Coronavirus Act"?

4 A. Yes.

5 Q. So can you see that those represent cases charged under

6 the Act?

7 A. Yes.

8 Q. And the Y-axis on the left shows the percentage of legal

9 cases represented by the bars, and then the bars are in

10 two colours, blue represents cases correctly charged.

11 A. Yeah.

12 Q. And can you see that orange represents the cases that

13 are incorrectly charged?

14 A. Mm-hm.

15 Q. So if we turn, first, in fact, to the last three bars,

16 the three orange bars, cases charged under the

17 Coronavirus Act, and specifically could I ask you,

18 please, to look at the first of the three orange bars,

19 which is cases charged by the police under the

20 Coronavirus Act. Can you see that?

21 A. Yes.

22 Q. And can you see that of 298 cases charged by police

23 under the Act, all 298 were found to have been

24 incorrectly charged?

25 A. Yes.

149

1 outset, obviously, when the legislation was first

2 passed, and the pandemic commenced, and I think there

3 will have been confusion, then, inevitably, and that

4 has -- that probably led to that. And then equally,

5 when officers were dealing with things later, they will

6 have made the mistake to, as you say, to charge under

7 the Act as opposed to charging under one of the

8 regulations.

9 But I think all of this was a symptom of the fact

10 that (a) the thing was moving very quickly, there were

11 lots of changes being made in a very rapid way, and that

12 we were, you know, sitting at NPCC, were trying our best

13 to deliver that information through the operational

14 briefings out to officers to allow them to act, but it

15 was a confusing landscape. And I suspect that's largely

16 the reason where officers have made the mistakes that

17 are evident there on the screen.

18 Q. Now if we turn to the first bar in the chart, please, it

19 represents cases charged by police under the

20 regulations. There we can see, I make it a total of

21 2,514 cases in total, and of those, 520 are represented

22 by orange, so 520 were charged incorrectly.

23 A. Mm-hm.

24 Q. And can you see that that represents about 20% --

25 A. Yes.

151

1 Q. And in fact, in fairness to you and the police, and

2 looking over to the next bar, those cases charged by the

3 CPS under the Act, we can see that all 13 cases they

4 charged were also incorrectly charged?

5 A. Yes.

6 Q. Now, first of all, the Crown Prosecution Service have

7 indicated in written evidence to the Inquiry that the

8 reason for these results was that prosecutors and police

9 were incorrectly charging offences under the Act when

10 they should have been charged under the regulations. In

11 other words, they were offences enacted by regulations

12 rather than the Act.

13 A. Mm-hm.

14 Q. Would you agree with that explanation?

15 A. I would, yes.

16 Q. And in your view, what are the reasons or reason for

17 that error?

18 A. Well, I mean, in the first instance I think the Act, the

19 nature of the legislation in the Act was incredibly

20 imprecise and very difficult to imagine how that could

21 have been used effectively in an operational sense by

22 a police officer with the expectation of what that

23 police officer would have been identifying in the

24 person.

25 I think also you then had that this was at the very

150

1 Q. -- of all cases charged under the regulations?

2 A. Yes.

3 Q. Now the CPS themselves haven't offered an explanation as

4 to those errors. His Majesty's Courts and Tribunals

5 Service offered a written explanation in evidence to the

6 Inquiry for that. We don't need to put it on screen,

7 but if I may read the explanation to you and see whether

8 you agree. They listed the following reasons why these

9 errors were made:

10 [As read] "1. The wording of the charge didn't

11 match the offence in the regulations.

12 "2. The evidents match the charge.

13 "3. There were charges of non-existent offences.

14 "4. Prosecutions under the regulations which hadn't

15 been specified."

16 So it was the CPS's duty to bring those charges

17 rather than the police.

18 A. Mm-hm.

19 Q. "5. Prosecutions for conduct which did not amount to

20 a criminal offence on the date it was committed but

21 which was subsequently criminalised."

22 So charging offences before the days that the

23 regulations came into force.

24 And finally:

25 "Prosecutions under the Welsh regulations in

152

1 England, and the English regulations in Wales."

2 Do you agree with those explanations for the errors

3 that we see?

4 **A.** Well, they certainly sound to me like reasonable

5 explanations. I mean, the one -- I think it was the

6 second or the third one -- that would trouble me was

7 that there wasn't the evidence. But for the others

8 I can see -- and I think they are -- they demonstrate

9 the complexity for the police officers on the ground

10 trying to deal with a situation where the nature of the

11 offences is changing quite as rapidly as it was

12 changing.

13 You know, which is -- I know offences change all the

14 time, but not in quite the way that we saw during that

15 period. So I think some of that confusion is not

16 surprising.

17 I think where there wasn't evidence would be more

18 concerning to me, but the others sound like credible

19 reasons why this may be the case.

20 **Q.** Were you aware at the time, so during the pandemic, of

21 the errors in charging decisions?

22 **A.** We worked -- obviously, as I said prior, or previously,

23 our criminal justice -- the criminal justice group under

24 NPCC were working very closely with CPS colleagues, as

25 they do, and Crown Prosecution -- and HMCTS colleagues.

153

1 processes.

2 But there was a constant process of trying to learn

3 as we went along, and rectify where there were mistakes.

4 But that, as I say, was running in parallel with this

5 constant shifting of -- changing where the regulations

6 were going to be, what was going to be happening, and

7 then all the issues that we faced, clearly, because we

8 were doing this in four countries and, at some points in

9 time, all four countries were working under different

10 regulatory frameworks.

11 **Q.** Thank you.

12 Now just the final, if I can call it, large topic

13 I'd like to turn to, please, is that of inequalities and

14 equalities during the pandemic.

15 I'm right, aren't I, that you commissioned, as the

16 NPCC, an independent assessment, an external expert

17 review --

18 **A.** Yes.

19 **Q.** -- of your own decision making through the pandemic?

20 **A.** Yes.

21 **Q.** And is it right that that led to two reports? The first

22 looked at a short period of time between 27 March 2020

23 and 25 May 2020?

24 **A.** That's correct.

25 **Q.** That report was published on 27 July 2020, on your

155

1 So we would be aware as we were going through. But

2 again, we have to take ourselves back to that period

3 where -- you know, so this was as a result of a review,

4 and we did number of reviews as we were going along to

5 try to understand, but we do have to go back to the

6 situation at the time where this was fast moving, it was

7 constantly changing, and the officers were having to try

8 to deal with all of this as well as -- you know,

9 particularly once the initial lockdown -- you're back

10 dealing again with all the other normal, you know,

11 policing issues that you have to deal with.

12 **Q.** Can you help us at all with any measures the NPCC took

13 in order to try to address the errors, for example

14 training or guidance or anything like that?

15 **A.** So we were constantly learning throughout the process,

16 and we started -- we ran a series of knowledge-sharing

17 exercises. So as and when we identified an issue, that

18 would go out through -- not necessarily through the

19 operational briefings that would go out in relation to

20 a particular regulation, but we would put all colleague

21 calls going out from chief constables.

22 So whenever we identified an issue that we were

23 seeing starting to be persistent, we would share that

24 across the forces. And then ultimately it was then for

25 the forces to be disseminating that through their own

154

1 website.

2 **A.** Mm-hm.

3 **Q.** Now, you were asked about that report in some detail

4 when you last gave evidence.

5 **A.** Yes.

6 **Q.** And in fact it's not my intention to go through that

7 report in some detail, but there was a second report,

8 wasn't there?

9 **A.** Yes.

10 **Q.** That second report reflected a significantly longer

11 period between 27 March 2020 and 31 May 2021?

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

13 **Q.** Is that right? And effectively, then, it engulfed the

14 period of time considered by the first report and went

15 further?

16 **A.** The reason we commissioned the second one was because

17 the first one was done by, effectively, government

18 statisticians, which we'd wanted to get the information.

19 We then saw that report, and then wanted to get a longer

20 and an independent -- a more independent report that was

21 led by a group of academics, to just allow us to

22 understand.

23 Because after the first report, we obviously took

24 the learning from that first report. As you rightly

25 say, it was published, and that was then shared with all

156

1 the forces so that individually forces could look at not
2 only the overall findings of the report but then those
3 that were specific to their own force area, to identify
4 any issues that were particularly prevalent there.

5 But then we wanted to get that independently --
6 independent academic review of the longer period to see
7 whether some of the themes that we'd seen in the first
8 had persisted through into the -- thereafter.

9 **Q.** In fact, let's have a look, then, at that report
10 together. So if we can please put up INQ000187993 --
11 that's the front page of the report, on the screen now.

12 So the report was called "Policing the Pandemic in
13 England and Wales", and we can see there the dates,
14 27 March 2020 to 31 May 2021.

15 If we could turn, please, to page 12. Under the
16 heading "Ethnicity", if we turn, please, to the second
17 bullet point. Can you see that it says:

18 "Over a quarter (27.0%) of FPN [fixed penalty
19 notices] recipients in England were from an ethnic
20 minority background which was around double their
21 population share (13.7%)."

22 Then it goes on to discuss Wales:

23 "The equivalent figure for Wales was one in ten
24 (10.7%), which was also double their population share."

25 Then the fourth bullet point down, please:

157

1 paragraph:

2 "In the majority of cases, the cancellation or
3 withdrawal of fines ..."

4 It's being highlighted for you.

5 **A.** Yes.

6 **Q.** "... was due to lack of, or incorrect, information
7 provided on the actual ticket; lack of sufficient
8 evidence that an offence had been committed; or failure
9 of officers to follow the 4Es."

10 Just pausing there, where officers failed to follow
11 the four Es, what did that look like in practice?

12 **A.** Well, I suspect what that is referring to is that rather
13 than going through the first three Es, the officers have
14 pretty much reverted immediately into the issuing of
15 a fixed penalty ticket. That is how I understood that
16 conclusion.

17 **Q.** Thank you. Then page 65. The paragraph starting:

18 "The higher prevalence" -- excuse me.

19 The top paragraph starting:

20 "The higher prevalence of cancellation amongst
21 [fixed penalty notice] recipients from ethnic minority
22 backgrounds was not simply because fines were issued at
23 a higher overall rate for these groups. These findings
24 indicate there was a genuinely higher likelihood that
25 ethnic minority FPN recipients, in particular those from

159

1 "The ethnic disparity rate in England was highest
2 for people from a black ethnic background, who were 3.2
3 times more likely to be issued with a [fixed penalty
4 notice] than those from a white background. The
5 equivalent figure for Wales was 2.9."

6 **A.** Yes.

7 **Q.** We see from this page, don't we, that ethnic minorities
8 were disproportionately more likely to receive fixed
9 penalty notices?

10 **A.** Yeah.

11 **Q.** Then if we can look, please, at page 15. If we turn
12 to -- excuse me, sorry -- the seventh bullet point. So
13 it starts:

14 "Fixed penalty notices issued to people from an
15 ethnic minority background were more likely to be
16 cancelled (5.9%) than those for white recipients ...
17 with people from a black ethnic background most likely
18 to have a fine cancelled."

19 So that means that people from an ethnic minority
20 background were more likely to have been wrongly issued
21 a fixed penalty notice; is that right?

22 **A.** That's correct, yeah.

23 **Q.** If we can turn to page 60, then, please. We can see,
24 under the heading "Cancelled or [withdrawn fixed penalty
25 notices]", in the last three lines of the first

158

1 a black background, would have a fine cancelled,
2 regardless of how many were issued".

3 So we can't explain the cancellation rate simply
4 because there were more fixed penalty notices for ethnic
5 minorities.

6 **A.** Yeah.

7 **Q.** Thank you.

8 And then finally, on this point, page 76, please.
9 We're looking then at the second full paragraph, the
10 third paragraph down starting:

11 "Ethnic disproportionality within England and Wales
12 is not uncommon, especially in relation to
13 'street-based' policing practices ... therefore, given
14 the significant focus on public policing during the
15 pandemic, it might reasonably have been expected some
16 ethnic disproportionality would have occurred."

17 Then it goes on to say:

18 "Research with police officers has suggested that
19 those from minority ethnic backgrounds were not
20 necessarily more likely to break the rules, but may have
21 been 'more likely to do so in circumstances that make
22 them visible to the police and thus available for
23 intervention'."

24 Can I ask you, what does the phrase "more likely to
25 do so in circumstances that make them visible to the

160

1 police and thus available for intervention" mean? Can
 2 you help us with that?
 3 **A.** I'm guessing that means out and about on the street and
 4 out and about, you know, in places where the police are
 5 going to -- you know, are obviously going to come across
 6 them. I think -- and I suspect that -- and I don't
 7 know, I mean, I wasn't one of the people in that
 8 research group, but I suspect some of that was the, you
 9 know, is that point that people will have broken rules
 10 quietly and other people will not -- will have broken
 11 rules more overtly, and I think particularly once we
 12 started getting into the area during the pandemic which
 13 was in relation to the sort of, you know, the
 14 unauthorised music gatherings and so on, I suspect that
 15 is probably what that's referring to, but I can't say
 16 because I don't know exactly where that information came
 17 from.

18 **Q.** Okay.

19 Are you able to offer a view on reasons for the
 20 disproportionate enforcement in relation to ethnic
 21 minorities that we've seen?

22 **A.** Well, I mean, look, I have spent decades in policing,
 23 where the issue of the disproportionality in policing
 24 with minority communities, and particularly with black
 25 communities, has been a key feature and a key feature of
 161

1 murder of George Floyd in Minneapolis and the subsequent
 2 Black Lives Matter issues -- and then that put the whole
 3 policing context, which was already a challenging
 4 policing context, into really stark focus.

5 So this was an area that I was very conscious of,
 6 it's an area I've always had concern about in all the
 7 things I've done in policing, and that's why we
 8 commissioned these reports: to understand.

9 **Q.** Thank you. We can take that document off screen.

10 Thank you.

11 Just one very small and final point in relation to
 12 inequalities before we conclude, it was found in the
 13 report wasn't it -- and I'll just read this section out
 14 to you from page 14 of the report:

15 "Repeat [fixed penalty notice] recipients in England
 16 were 1.7 times more likely than single recipients to be
 17 living in one of the top 10% deprived ..."

18 They've used the term "LOSAs", but effectively
 19 areas.

20 **A.** Yeah.

21 **Q.** "In Wales, the difference was narrower at 1.3 but still
 22 statistically significant."

23 So is it right that effectively those who received
 24 fixed penalty notices were far more likely to be living
 25 in areas that were ranked as deprived?
 163

1 concern. That was why we instigated both of these
 2 reports. I was concerned about this from the outset of
 3 the pandemic.

4 If, as I did, it's accepted that this issue was an
 5 issue that was prevalent and had been prevalent for
 6 many, many years in policing, and particularly in some
 7 areas, but generally speaking an issue, it was
 8 absolutely clear to me that going into a pandemic
 9 scenario, where we were in highly unusual policing,
 10 where we were dealing with highly unusual restrictions
 11 on people's movements and behaviour, that that was going
 12 to be a concern.

13 And that was precisely why, from the very outset, we
 14 instigated the first report, the statisticians' report
 15 that you referred to, and then why we instigated or
 16 initiated the academic report, the McVie report that's
 17 on screen at the moment, to get that -- that broader
 18 perspective into what was actually going on, giving some
 19 views on some of the reasons behind that, and then also
 20 then allowing us then to be able to try to deal with
 21 those situations, those situations going forward.

22 Because the other thing that we have to bear in mind
 23 as well is in the middle of the pandemic, in the period
 24 in -- you know, through the -- from the sort of summer
 25 point in 2020, after we had everything that followed the
 162

1 **A.** I -- sorry, did you want --

2 **Q.** I --

3 **A.** -- I would agree with that. And look, the simple
 4 reality is, if you take it from the beginning, with all
 5 the various restrictions, everybody in the UK did not
 6 experience the same Covid restrictions, because if you
 7 live in a -- you know, in a large house, with private
 8 open spaces and lots of room, then you have one
 9 experience when you were locked down in Covid. If you
 10 live in a small flat in a block of flats with no private
 11 open spaces, you lived in a very different Covid
 12 experience. And I think that is something that was
 13 always a concern from our perspective, because clearly
 14 what that then does is put certain people into a much
 15 more -- they're much more likely to be in a position
 16 where they are, in one way or another, either
 17 deliberately or with, quite frankly, no option,
 18 breaching a regulation.

19 And I think that point that came through from that
 20 report was not one that surprised me at all. And
 21 I think that needs to be, you know, really carefully
 22 considered when you're thinking about what a restriction
 23 means to individuals rather than a sort of mass group.

24 **Q.** Thank you. And then, just finally, again, you've
 25 previously set out lessons to be learned and
 164

1 recommendations for us at the Inquiry. Just -- you've
 2 had time to reflect, are there any other specific
 3 lessons or anything you'd wish to add to those that
 4 you've already given us?
 5 **A.** No, I mean, I guess in a sense it's probably
 6 reinforcement that, you know -- and I've made the point
 7 a number of times -- it's, first of all, were we in
 8 a similar situation again, it's not seeing this as an
 9 enforcement exercise; it's an exercise as to how,
 10 collectively, people can, you know, be brought to
 11 a place where they are respecting what needs to be done
 12 to prevent the further infection rate.

13 The clarity of legislation, and I get that this was
 14 happening at speed, but it had been moving for quite
 15 a while towards the UK. So I think really clarity about
 16 the legislation, and, within legislation, specificity
 17 about things that were not allowed, things that were
 18 allowed.

19 Similarly, the point about the difference between
 20 a law and guidance being absolutely clear in the way
 21 that things are communicated, because that caused
 22 a great deal of confusion to people.

23 Then I think, from a purely policing point of view,
 24 finding a mechanism to be involved at an earlier stage
 25 in getting to the detail of what the different

165

1 **MR DAYLE:** Very well, thank you.
 2 Thank you, my Lady.
 3 Mr Hewitt, I ask questions on behalf of the
 4 Federation of Ethnic Minority Healthcare Organisations,
 5 or FEMHO. I have a few questions.
 6 So you referred to the NPCC liaising with government
 7 in relation to various policing issues.
 8 Firstly, can I invite your comment on an issue
 9 broadly. Did the NPCC ever liaise with government about
 10 the potential unequal impact of new Covid legislation,
 11 and particularly enforcement on ethnic minority groups?
 12 **A.** Yes. So, yes, we did. And as I said earlier, I had
 13 very regular meetings with the Home Secretary and with
 14 the policing minister, and I raised, as did they, to be
 15 fair, from the very beginning, which is -- I go back to
 16 what I've just said, which is: I entered the pandemic --
 17 or my role in the pandemic I entered in the full
 18 knowledge of the challenge that policing has in its
 19 relationship with minority communities, and particularly
 20 the black community, and so therefore, we were very
 21 attuned to that, and that was something that I was
 22 constantly liaising with government and with -- at
 23 official level but also at ministerial level, and hence
 24 why we commissioned the two reports that have just been
 25 referred to by counsel.

167

1 regulations would be I think would be helpful.
 2 We had a good working relationship with the
 3 Home Office. We were able -- but of course the
 4 Home Office were only working -- were working with us
 5 vicariously. Most of this was happening in the
 6 Department of Health and Social Care, where we struggled
 7 to get the relationships that we wanted there, because
 8 we were, to some extent, kept on the outside.

9 So I think how you bring the whole system together,
 10 and that specificity and, really, clarity of message, is
 11 what will allow people to comply more readily and more
 12 easily.

13 **MS NAGESH:** Thank you, Mr Hewitt.

14 My Lady, those are all my questions.

15 **LADY HALLETT:** Thank you very much, Ms Nagesh.

16 Mr Dayle, are you asking the questions today?

17 **MR DAYLE:** I am indeed.

18 **LADY HALLETT:** Mr Hewitt, can you hear Mr Dayle?

19 Would you like to say something?

20 **THE WITNESS:** Not if he's speaking now.

21 **MR DAYLE:** Can you hear me? [Microphone not on]

22 Are you able to hear me?

23 **THE WITNESS:** I can hear you now. I can hear you now,

24 Mr Dayle.

Questions from MR DAYLE

166

1 **Q.** Thank you for that. And can I get a little bit more
 2 granular and invite your comments on some rather more
 3 specific scenarios.

4 Was any particular consideration given to young
 5 people and/or people from ethnic minority groups where
 6 English was not their first language, and who might have
 7 been less able to articulate a reasonable excuse they
 8 had to leave their house, for example?

9 **A.** Yes. I mean, I was very concerned, again, at the outset
 10 about the impact on young people, on a whole different
 11 range of levels, but particularly -- you know, I think
 12 in the first lockdown it was pretty much comprehensive,
 13 but as the lockdowns started to be gradually released,
 14 I was very focused on young people because I would
 15 recognise that young people would be much more inclined
 16 to want to be out and doing the things they would do
 17 normally.

18 So we did focus around that and our NPCC lead for
 19 youth was very engaged around that.

20 Your point about language is absolutely key, and of
 21 course, in certain communities there will be a whole
 22 range of languages. So that was really about focusing
 23 in that -- as I've already said, the "engage" and the
 24 "explain" point was really taking the -- expecting the
 25 officers to take the time to explain to someone who

168

might not immediately, you know, be able to understand the regulation and what that requirement means.

And that was really what we were trying to achieve with the approach we were taking about, you know, engaging and then explaining, and then trying to encourage the person to follow whatever that particular regulation was.

Q. Can you say how the perception of and trust in policing might have impacted on the response of the individual stopped.

A. Yes, I think it absolutely would impact. And that really was the point that I was making. Because we started the pandemic with the challenges that I've referred to in the relationship between policing and minority but particularly the black community, that is inevitably going to impact any engagement and any encounter, you know, the work that everybody will be familiar with around "stop and search" more generally.

So this is an encounter between a police officer and a black member of the public, particularly if it's a younger black person. So I'm very -- we were very alive to the fact that that engagement will already start with, if you like, the history that is there in the minds of both the police officer and the young person, or the individual.

169

if that's where that leads.

Q. Yes. And finally, can you say whether there were any steps to assess, address, or mitigate the foreseeable impact that you speak of, of race discrimination, when Covid regulations were made?

A. So we were -- the police service always operates under the guidance that it does, and the way that we have to deal with all communities, but I think what we did, we were very -- and in -- in where we were talking and in all the meetings that we were holding and in all the information we were putting out, it was very, very clear that we needed to be doing this in exactly the same standard that we would do anything and we needed to be absolutely clear around that. But it was also talking in the sense of understanding that for some communities, that was going to be a more challenging, you know, the Covid with any communities was highly unusual and out of the ordinary, but where we started with communities, and in that case I would say certainly, particularly black communities, we knew that we started in a position where the police-community relationships were not where we would want them to be.

So there was a real focus around that.

As I say, policing was delivered by the police forces so in every police force area, they will

171

Q. Very well. And can I invite your comment on another issue that you might have been alive to: the fact that those from ethnic minority households would be more visible to police as statistically they were less likely to have -- have had private space available to them, and were therefore more likely to socialise outside of their homes?

A. Yeah, I think -- and I think I, sort of, alluded to that in my answer to the last question around the deprivation indicator. I think there is -- it is a fact that in lots of the communities that are the, if you like, the most deprived communities, there will be a high incidence of minority communities there, and therefore the fact, as I've just said there, if you are in a -- if you are in a building where you do not have private open space, where you do not have, you know, a lot of ability to do, you know, to have the -- to live in the Covid under the restrictions then that is going to mean that people are going to want to be able to get outside and, you know, go outside and then, of course, as you allude, then that therefore means that they are out there, you know, in the public space in a way that perhaps others would not have had that necessity to do that, and therefore, that then leads to the engagement and the encounter and potentially, obviously, some enforcement,

170

always -- there will always be community working that's going on there, and they will know their communities so there was clearly a reliance around that.

But also in terms of learning and going forward, which was really important for me as well, one of the things that I, not directly Covid-related, that I instigated in the summer of 2020 was -- and it still exists now and is a full-time programme -- is the Police Race Action Plan Programme that I started in the position that I was in at that point which then brought all forces together and the communities together to look at all of the issues that we have in relation to police and black/minority community relations, but particularly was using the evidence and the further evidence that we were getting from what we were seeing, as we've just seen through the reports during the Covid period.

MR DAYLE: Thank you.

Thank you, my Lady.

LADY HALLETT: Thank you, Mr Dayle.

Mr Hewitt, that completes the questions we have for you. Did somebody tell me you have a flight to catch?

THE WITNESS: I'm just about to (...redacted...) in about half an hour's time.

LADY HALLETT: We would never have guessed that you were in a rush. Thank you very much for your help and for your

172

1 very measured and sensible responses. Thank you again,
2 for contributing to the Inquiry.

3 **THE WITNESS:** Thank you, my Lady. Thank you.

4 **LADY HALLETT:** Very well. I shall return at 3.40 pm.

5 (3.25 pm)

6 (A short break)

7 (3.40 pm)

8 **LADY HALLETT:** Ms Nice.

9 **MS NICE:** My Lady, can the next witness, Dr Emran Mian, be
10 please be affirmed.

11 **DR EMRAN MIAN (affirmed)**

12 **LADY HALLETT:** Dr Mian, I hope you were warned you'd be last
13 on today.

14 **THE WITNESS:** I have been, yes, thank you.

15 **Questions from COUNSEL TO THE INQUIRY**

16 **MS NICE:** Thank you.

17 Can you confirm your name, please.

18 **A.** Yes, my name is Emran Mian.

19 **Q.** Dr Mian, you've provided a witness statement dated
20 17 April 2025, you have a copy, are you familiar
21 with it?

22 **A.** Yes.

23 **Q.** Page 31 is your signature and statement of truth. Can
24 you please confirm the contents of it are true to the
25 best of your knowledge and belief?

173

1 context of your appointment as SRO and then look at the
2 work of the group, and your recommendations?

3 Just in terms of the context, you were appointed in
4 August 2020, and it's right that at that time over the
5 spring and summer, PHE and other bodies had already been
6 reporting on the unequal impact of the pandemic: Covid
7 mortality rates, significantly higher for minority
8 ethnic groups, who are also more likely to work in
9 occupations with higher risk, exposure to Covid, and the
10 numbers were higher for older people and disabled
11 people, and that was established by then.

12 Are you able to comment on why your appointment was
13 only made towards the end of August and not earlier?

14 **A.** As to why it was not earlier, I'm afraid I'm not really
15 able to comment. I think what I was noticing and some
16 other colleagues, Civil Service colleagues were noticing
17 was that there was a gap in this space and that while we
18 had the data reports that Public Health England had
19 produced, we hadn't then proceeded to take specific
20 policy actions or even take propositions to ministers
21 about specific policy actions other than in relation to
22 the shielding of clinically vulnerable individuals.

23 So, kind of, my view was that we did need to start
24 taking such propositions to ministers. That was a view
25 that other colleagues held as well. And so from my

175

1 **A.** Yes, I can confirm.

2 **Q.** Thank you for attending today and assisting the Inquiry.
3 By way of your professional background, can you also
4 please confirm that you are a former Senior Responsible
5 Officer for Disproportionately Impacted Groups,
6 a position you held between August 2020 and
7 December 2021, and it's this role you'll be giving
8 evidence about today?

9 **A.** Yes.

10 **Q.** Between 2020 and July 2023, you were Director General
11 for Decentralisation and Local Growth at the Department
12 of Levelling Up, Housing and Communities, now the
13 Ministry of Housing, Communities and Local Government?

14 **A.** Yes, that's right.

15 **Q.** And you are currently Director General for Digital
16 Technologies and Telecoms at the Department for Science,
17 Innovation and Technology?

18 **A.** Yes.

19 **Q.** And in relation to that role, you provided a statement
20 for Module 4 which was dated 30 July 2024, but that
21 statement is not relevant for the purposes of today.

22 **A.** Understood.

23 **Q.** Thank you.

24 Thank you very much for your very helpful statement.
25 What I'd like to do today is begin briefly with the

174

1 recollection, it was in the run-up to a Cabinet
2 Secretary-chaired meeting of officials that I then --
3 well, slightly volunteered, was slightly asked to play
4 this role, in addition to the role that I was already
5 playing in MHCLG itself.

6 **Q.** Okay, thank you, that's very helpful. And in terms of
7 the language and the term "disproportionately impacted
8 groups", shortened to DIGs, I think?

9 **A.** Yes.

10 **Q.** Conceptually that's a term that allows quite a wide
11 lens. Is that why it was adopted?

12 **A.** Yes, that's right. Yeah. I think while quite a lot of,
13 both the evidence at that point and some of the public
14 discourse focused on either disabled people or people
15 from minority ethnic backgrounds, I think my view and,
16 sort of, our view was that we needed to look at this set
17 of issues. There would be benefit in looking at this
18 set of issues together and that's why we sort of landed
19 on this way of thinking about it as a set of
20 disproportionately impacted groups.

21 **Q.** And so as a term, would you recommend that as a term
22 going forward because it allows that wide lens?

23 **A.** Yes, I think that's the benefit of it.

24 **Q.** And just on that also, would you agree that it's
25 probably preferable to other terms such as "hard to

176

1 reach" which tends to turn the problem on those who are
 2 impacted rather than the gaps in policies, for example?
 3 **A.** Yes, I think that's right.
 4 **Q.** Thank you. Just briefly then, again, in terms of the
 5 formalities of the group, you didn't have a dedicated
 6 team so you were drawing on people in the Covid-19
 7 Taskforce, and the relevant minister was Kemi Badenoch;
 8 is that right?
 9 **A.** I was drawing on team members from the Covid taskforce,
 10 that's right. I think ministerially, I would say that
 11 it was a combination of the minister who was responsible
 12 for equalities, so Kemi Badenoch, but then also in some
 13 sense, because the propositions we were taking from
 14 ministers to make decisions were to the Covid-O, it was
 15 the chair of the Covid-O who, in a sense, was the other
 16 sort of key ministerial customer.
 17 **Q.** Okay, thank you.
 18 All right, turning then to the work of the group.
 19 Your witness statement explains that you commissioned
 20 all departments to provide recommendations and you then
 21 proposed a paper -- sorry, you then drafted a paper on
 22 the proposed remit.
 23 Could we look, please, at INQ000090046.
 24 This is the September preparatory paper.
 25 Just page 1 please.

177

1 interventions, that's correct indeed, isn't it?
 2 **A.** Yes, though I think the context of that email was
 3 different. The context of that email was there was
 4 a proposal before Covid-O around improving enforcement
 5 of social distancing rules.
 6 **Q.** Okay.
 7 **A.** And equally there is a proposal in front of Covid-O
 8 around appointing Community Champions, and they were
 9 quite different proposals in nature, and so the
 10 reason -- well, that was the view I was expressing in
 11 that email.
 12 **Q.** I see.
 13 **A.** And that was the view that I had discussed with the
 14 Secretary of State at that time for MHCLG.
 15 **Q.** But the focus of the DIGs work was away from enforcement
 16 and on health interventions?
 17 **A.** That's right.
 18 **Q.** Yes, okay, thank you.
 19 The paper then goes on to set out some proposals in
 20 relation to health interventions to reduce mortality and
 21 transmission, and we have the minutes of decisions of
 22 the September meeting fully set out in your statement.
 23 And they focused on improving communications in data
 24 gathering -- this is for the purposes of TTI -- and
 25 improving trust in NHS Test and Trace. Can I just ask,

179

1 Paragraph 1 deals with the context that we've just
 2 identified, and the statistics and data that's
 3 applicable. You see at the end:
 4 "Urgent action is needed to prevent the same issues
 5 being replicated that we are facing in the second wave
 6 of infections."
 7 If we can move down to paragraph 2, please. And the
 8 second sentence:
 9 "... shows that young people, women, ethnic
 10 minorities and single parents are disproportionately
 11 likely to suffer long-term adverse impacts from the
 12 measures taken to control COVID ..."
 13 It then goes on that:
 14 "Government data shows ... ethnic minorities ...
 15 issued with fixed penalty notices at a rate of 1.6 times
 16 higher than white people ... we must recognise that as
 17 Police engagement and enforcement will often be directed
 18 towards the most impacted communities, there may be
 19 a disproportionate impact on those groups."
 20 We know, though, from an email, which we don't need
 21 to see, but an email confirming that the Secretary of
 22 State wanted to keep this separate from enforcement
 23 because it had a different focus, and it was a much
 24 more -- it was deemed a much more public health
 25 education set of interventions than compliance

178

1 for the benefit of anybody following, the important of
 2 trust in NHS Test and Trace is because greater take-up
 3 leads to greater numbers of test, people isolating, and
 4 that then leads to lower transmission.
 5 And the focus on data at that point -- I pause there
 6 to say the Inquiry has heard a lot about data but, in
 7 this context, there were -- would it be right to say
 8 there were two focuses: one, gathering data on who was
 9 impacted and who formed the disproportionately impacted
 10 groups; and secondly, then, data to track the progress
 11 of interventions?
 12 **A.** That's right.
 13 **Q.** Okay, that's helpful.
 14 So moving on, then, to October, please. Can we have
 15 INQ000531409.
 16 In your statement you explain that the
 17 Prime Minister had invited more ambitious proposals, and
 18 this is an email that you sent on 8 October to various
 19 officials involved in the group, and we see in
 20 paragraph 1 reference to the steep rises of Covid and
 21 the numbers of ethnic minority groups affected.
 22 Then down to the second paragraph, the
 23 Prime Minister asking for a more ambitious approach
 24 demonstrating greater ambition.
 25 Then down again, please, you're noting there that

180

1 the proposals so far had not been specific enough.

2 Can I ask, please, that we focus on the second and
3 third bullet of that email. Thank you.

4 These are suggestions, I think, that you were making
5 in that email about ways that the work could be taken
6 forward; is that right?

7 **A.** Yes, that's right. I mean, if I may, just to sort of
8 provide a bit of context around that, I think what we
9 were finding was, in terms of the specific proposals
10 coming forward from departments, they were not at a high
11 level of ambition to deal with the underlying issues.
12 And I think that was for a combination of reasons. Some
13 of it was due to simply lack of, you know, there was
14 lots of other things that people were having to focus
15 on. I think people were struggling for funding to be
16 able to pursue further interventions, and then I think
17 there was also a widespread view that these are systemic
18 health inequalities and solving them in the middle of
19 a pandemic is an incredibly challenging thing to do.

20 So what I was trying to do with this note and other
21 notes like it and some of the discussions was to make
22 some proposals to colleagues, and inevitably these were
23 inexperienced proposals because we were ranging across the
24 work of many departments and many areas but with
25 colleagues I was able to draw on from the taskforce,

181

1 people of the same generation where they would be
2 exposed to some of the same behavioural factors or same
3 risks. So we were trying to think of some of the ways
4 in which you can tackle that.

5 And I think kind of, you know, this would have been
6 a very, very difficult thing to implement and that's the
7 way that it proved because the immediate advice we got
8 back is: we do not have sources of alternative
9 accommodation where you would take people who live in
10 multi-generational homes and have them be -- care homes,
11 of course, didn't have capacity at that time. We didn't
12 think there were other sources of alternative
13 accommodation.

14 In any event, even if I think we had located such,
15 I think there would have been some real challenges about
16 implementing a policy like this, some of the very same
17 communities in which you might have a higher prevalence
18 of multi-generational households, their willingness or
19 desire to comply with a policy like this even if the
20 alternative accommodation was available, might be very
21 low.

22 And so we thought it was important to test those
23 arguments, which was the reason for putting it in the
24 email. But in the end this didn't really go anywhere,
25 I'm afraid.

183

1 what we were trying to do was to seed some ideas with
2 departments and see which of these ideas were ideas that
3 departments might be able to do something with.

4 So it was one of the techniques we were using to try
5 to elicit both a more specific set of proposals and
6 a more ambitious set of proposals.

7 **Q.** And can you help us in relation to the two that we have
8 on the screen, with anything further in terms of who fed
9 into them the impacts identified in the anticipated
10 outcomes, bearing in mind the focus of this module is on
11 testing, tracing, and isolation?

12 **A.** Yeah, so in relation to the first bullet point that's
13 highlighted, the second bullet point in the list,
14 I think the reason for flagging this as an issue for
15 further consideration was simply because we did, of
16 course, have guidance already on self-isolation and
17 shielding of clinically vulnerable individuals, but
18 where they were living in multi-generational homes, you
19 might have a child who was going to school and therefore
20 at risk of exposure; you might have a working-age adult
21 who's going to a workplace where there's risk of
22 exposure.

23 So those isolation elements were not able to be as
24 successful as if that person were living on their own,
25 as it were, or living in a household with only other

182

1 **Q.** So you're talking only there about the second bullet
2 down, the first one that's highlighted, the
3 multi-generational homes. Yeah, okay.

4 And then in relation to the second highlighted
5 bullet, supplementing self-isolation payments, can you
6 talk a little bit about that and --

7 **A.** So, again, trying to tackle the same problem but just
8 thinking about a sort of different approach to it, so
9 rather than the government, as it were, whether central
10 or local, providing the alternative accommodation, you
11 provide an additional payment to the individual who then
12 sources that accommodation themselves.

13 But again, given the challenges we were facing
14 during the pandemic even in relation to private rented
15 accommodation, the restrictions that were in place on
16 hotels also, I think in the end we reached a very
17 similar judgement, that this didn't really pass the
18 feasibility test.

19 **Q.** Do you remember whether, in relation to that proposal,
20 that was directed towards only people who were dealing
21 immediately with a Covid infection and needing to
22 isolate, or it was also intended to be directed to
23 people suffering in direct difficulties, people living
24 with violence at home and so on?

25 **A.** I think it was primarily in the context of this specific

184

1 communication intended to cover the former, not the
 2 latter.
 3 **Q.** So what happened with these two proposals, if you
 4 remember?
 5 **A.** Neither of these departments gave us proposals that we
 6 could then take to Covid-O.
 7 **Q.** Okay, thank you.
 8 All right, thank you, if we can please go over the
 9 page, and can we please highlight the third and fourth
 10 bullets on that page. These are testing-related
 11 suggestions, and again, if you can help us with how the
 12 ideas were developed and what happened with them that
 13 would be very helpful, please.
 14 The first one is the specific commitments in
 15 relation to boosting access to testing.
 16 **A.** So this was I think responding to what was well
 17 understood at that time, that we were seeing higher
 18 prevalence among some disproportionately impacted
 19 groups. So we were trying to think about how do we,
 20 sort of, get ahead of that, as well as -- as best we
 21 can, by having enhanced testing in place.
 22 I think, in the end, what we did was have boosted
 23 access to testing in specific parts of the country where
 24 there were higher rates, rather than with people of
 25 specific demographic characteristics.

185

1 thereafter?
 2 **A.** I think those proposals were taken forward not via
 3 Covid-O discussion on disproportionately impacted groups
 4 specifically but in relation to Covid-O, discussions
 5 about the rollout of testing.
 6 **Q.** Okay, thank you.
 7 Thank you, that can come down now, please.
 8 Moving on to the late November, December meetings,
 9 these were focused on disability, and the preparatory
 10 paper recorded the urgency of addressing the disability,
 11 noting the death rate of people with disability still
 12 much higher and that disabled people still much more
 13 likely to be impacted by the indirect impact of Covid,
 14 such as unemployment and financial instability.
 15 The recommendations are fairly extensive, they start
 16 at page 16 of your statement, and some of the
 17 recommendations were approved.
 18 Before I ask you about which those were, can I ask
 19 you -- you've seen the statement of Kamran Mallick made
 20 on behalf of the Disabled People's Organisations, and he
 21 makes a number of points in his statement about what he
 22 says are the deficiencies of TTI which contributed to
 23 disproportionate numbers of deaths of disabled people.
 24 And those included: lack of access to testing centres;
 25 digital exclusion (which is more likely to affect

187

1 **Q.** So it was taken through by way of looking at numbers and
 2 then boosting access that way?
 3 **A.** That's right.
 4 **Q.** And using the data?
 5 **A.** Yeah.
 6 **Q.** Yes, okay. Then, in relation to the one below that,
 7 "[including] ethnicity as a risk factor in the testing
 8 system", can you unpack that a little.
 9 **A.** Yes, and exactly the same thoughts: that where we're
 10 making decisions about where to focus testing
 11 infrastructure and testing capacity, should ethnicity be
 12 one of the factors that we're using to guide where in
 13 the country that goes? And I think in the end the
 14 judgement we reached is you sort of, in one sense, don't
 15 have to use ethnicity, you can simply go by case rates,
 16 and focus your testing on the areas with higher case
 17 rates.
 18 **Q.** So was that focused on in-person testing as opposed to
 19 adding something to online booking --
 20 **A.** I think that's right. I think, yes, the boosting will
 21 have been in relation to in-person testing.
 22 **Q.** Not ordering tests or anything like that?
 23 **A.** I think that's right.
 24 **Q.** Okay. Can you help us again then: how far did those get
 25 in terms of reaching the next meeting and the approval

186

1 disabled people), and obviously relates to online
 2 booking and so on; inaccessible communications; and
 3 concerns about the adequacy of financial and practical
 4 support for people isolating.
 5 And that these issues were raised from about June
 6 onwards.
 7 Can you help us, please, with the degree to which
 8 those issues and TTI were addressed in that specific
 9 meeting -- or I should say in the meeting that was
 10 specifically focusing on disability, if you recall.
 11 **A.** Yeah, I mean, I hope, as the -- kind of, the summary of
 12 the conclusions from the meeting makes clear, we were
 13 trying to cover that set of issues. I think the
 14 categories we used were a little different to the
 15 categories in Mr Mallick's statement, but the categories
 16 are laid out on -- kind of, in my witness statement,
 17 I think, from paragraph -- in paragraph 20.
 18 So we used a slightly different set of categories,
 19 but I think all of the issues that you went through were
 20 issues that we had proposals on, including, for example,
 21 helping disabled people access and use digital
 22 technology, providing support for the parents of
 23 disabled children.
 24 Now I think while those were the actions that were
 25 agreed by Covid-O, in what followed, quite a few of

188

these proposals were then not in fact taken forward, through a combination of lack of funding for them but also a lack of capacity to implement them.

So, as an example, I think the proposals around ensuring more disabled young people have the technology that they need to ... that was kind of put to DCMS as something that they might take forward, and my memory is that they weren't able to take that forward because they didn't have access to the funding that they would need to be able to take it forward.

Q. In relation to, then, to -- this is going backwards a couple of pages to page 16, the measures set out under "Reducing mortality and morbidity", there was regular testing proposed there, would they -- and then details of regular testing in care homes and to care settings and support workers, I think.

Were they taken forward by the group?

A. Yes.

Q. I ask because the outcome says some of the recommendations were taken forward, but it's quite a concise note that came out of the meeting.

A. Yes. My recollection is that these proposals -- that those specific proposals in that section of the paper were taken forward, and I note that all of them are listed. Where there's proposals that were unfunded, we

189

meeting, that DIGs was not being adequately covered on the existing work on the roadmap out of lockdown -- that's paragraph 26 of your statement. Do you have any views as to why that was at that point? Because obviously, by then, we're seven months after your appointment and the facts were well established by then.

A. Yeah. That's right. So look, I mean, I can unpack slightly the statement that I made then. It was that in the conversations that were beginning to take place around that roadmap and the agreement of the roadmap and the issues that needed to be tackled to make the roadmap a success, consideration of disproportionately impacted groups had sort of slightly dropped out of the picture again. And I think kind of both formally through this process and through a number of informal conversations, what I and other colleagues were trying to do was to look for the places whereas we implemented that roadmap, where did we need to bring back in consideration of disproportionately impacted groups?

And this -- I'm kind of, you know, sadly it was a little bit of a pattern as we moved through the different phases of the Covid response, is we would get to a better place, in terms of people recognising what the data told them and things that we ought to consider doing for disproportionately impacted groups, and then

191

say that in the paper. Each of these proposals, we not only state the lead department, which was DHSC, but we also say that they were funded.

Q. All right, thank you.

Is there anything else you can add to help us on the way disability was approached by the group with a particular reference to TTI?

A. I don't think there's -- I've got more to add beyond what is in my statement on that issue.

Q. All right. Thank you. All right, moving on then, the work continued into 2021, and, as you say in your statement, in January you invited a range of officials from across Whitehall to join a new steering group, and that was to progress existing programmes to drive forward action and accountability?

The preparatory documents for that meeting stressed that the patterns of wave 1 were being repeated in wave 2, in terms of ethnic minority case rates and deaths and that testing take-up was still lower in those communities. Is that fair?

A. That's right.

Q. And those papers refer to future interventions as being community, workplace testing and further support for isolation. You note in your statement that by February you were concerned, leading up, sorry, to the February

190

the pandemic would sort of, you know, we'd move into a new phase of the pandemic and a new phase of the response, and partly because people were having to respond very quickly, but partly also because these issues were not getting the right systematic attention, we'd then slightly drop back down again in terms of our base of ensuring that these issues were being considered, and this was another one of those occasions where, as we were looking at the roadmap, that had happened again. And so what we were trying to do here was to bring it back up into the order of prominence.

Q. So just so we understand, do you mean with the ebb and flow of -- the sort of intensity of work needed, that there was an ebb and flow of interest in addressing this issue?

A. Yes, I think that's right.

Q. Okay, thanks. All right, then, after February, we move on to March. Can we please display INQ000593765. We'll go to slide 10, please.

This was quite a substantial slide pack that was prepared for the March meeting and this was a meeting that was considering place-based equalities and drawing attention to factors of deprivation as drivers of enduring transmission.

So clearly by then a link was being made to a need

192

to support people isolate, and transmission. This is a slide -- on the right, one can see that the data is showing that self-isolation on symptom onset is the most effective way of reducing the R number on the top right -- thank you -- a 10% improvement in self-isolation estimated to reduce R by somewhere between 7 and 11% overall.

And then the graphs on the left, the top one showing people in low income brackets less likely to request a test. And the columns on the left correlate to never requesting a test.

And then the bottom graph, people in low income brackets less likely to self-isolate when they're told they've been in contact with someone with symptoms.

There's also a slide later on, this is slide 26, if we can have it up on the screen, but that shows the link between financial insecurity and not downloading or using the contact tracing app.

Can I ask -- those can come down now, thank you.

The slides note at the end that the lack of financial support and security for affected groups was resulting in non-compliance or non-adherence, and plainly that links to transmission.

Do you -- was it agreed by that stage that lack of support was having a very pressing impact on the ability

193

the take-up numbers were relatively low?

A. I don't think we did discuss that at that particular meeting.

Q. Okay. And do you think that there was an understanding that failure to support people to isolate was itself then having a disproportionate impact? So in a sense exacerbating the already then existing disproportionate impact?

A. Yes, and that's -- yes. And that was the reason for, sort of, that part of the slide pack, was to zero in on exactly that issue.

Q. Can you help us with any reflections that you may have on why support for isolation was perhaps not seen as more pressing or urgent earlier on, in relation to these groups?

A. So I'm not certain how to answer that, whether I should answer it now, but, kind of, one thing I've been reflecting on is -- in terms of, kind of, the lessons learned is, kind of, in my witness statement I talk about some of those lessons learned.

I think the thing that we didn't say at the time, but which I've reflected on since, is we didn't, at any point, have a pot of funding dedicated to funding interventions for disproportionately impacted groups. And so each time we were making a proposal for what to

195

of disproportionately impacted groups to adhere to TTI?

A. Yes. So I think the direct answer to that is yes.

I think, when I reflect on those slides, I think they were probably slightly overconfident in putting all of it down to financial insecurity. I think for groups in -- for individuals in those lower income groups there's probably some other things going on, as well, about why they were engaging less, and some of that might be down to trust in terms of public authorities. There might be other factors too, but it might not just be financial insecurity. But I fundamentally don't quibble at all with your characterisation of it.

I think we understood those charts showed that financial insecurity was a big part of what was going on here.

Now, self-isolation payments were in effect at that point. We did, then, I think keep -- we then added a pot of funding that was given to local areas each time there were locally-based restrictions, which allowed local areas then to do further targeting of financial support. I think, from my recollection, that's -- that was the extent of the financial support measures that we were -- that we took.

Q. Do you remember whether the group at that stage discussed the success rate of people applying for the support grant, because although the grant was available,

194

do to mitigate the impact on disproportionately impacted groups, we were not only trying to generate proposals but, in a sense, those proposals were competing for funding against other things that needed to be done both in relation to the pandemic but also things the departments were doing in the other course of their business.

And that was a kind of regular challenge and a regular trade-off that departments were having to make about funding.

And I do wonder now whether if, at some point in the pandemic, we had made the decision to have a point of funding dedicated to interventions for disproportionately impacted groups, similar in a way to what we did do at the beginning about shielding and kind of providing specific support there, whether that would then have allowed us to have more confidently develop proposals that helped disproportionately impacted groups, and to know that we had a funding route for them.

Whereas in fact the way we did things, we, sort of, had two barriers that we had to get over: first, we had to be able to develop a sort of proposal that was deliverable, and then we had to be able to identify funding for it.

196

1 Q. Given what you say, and the repeated issue of getting
2 funding for proposals that had started at the beginning
3 of the work in September or thereabouts, with the
4 benefit of hindsight, can you reflect on why that
5 suggestion wasn't perhaps brought forward or suggested
6 by somebody in the group or a minister or so on before
7 then or at any point?

8 A. I think some of it was simply due to there were so many
9 things competing for funding at that time. I think that
10 was probably a large part of it. I think another part
11 of it was -- and you'll see it in the structure of the
12 papers, where we talk about the lead department and
13 whether it was a funded or non-funded proposal, is the
14 classic way in which we do this in government is the
15 accountability for delivery of something and the
16 accountability for the funding is through the
17 departmental line. And so the approach that I was
18 describing would have been a very significant exception
19 to that way of doing things.

20 And you could call that a lack of imagination, but
21 it was also simply due to the fact that, sort of,
22 typically the way you do things is you run them through
23 an individual department and then you have a clear line
24 of accountability on delivery of that and the value for
25 money of what's being done.

197

1 the work at any point, and that included colleagues
2 across the range of departments but also colleagues in
3 the Public Health England.

4 Q. Thank you, that's helpful. It's important to reflect on
5 what had gone well, and that included, didn't it, having
6 a dedicated team, a steering group, and you in a role
7 that was clear and visible, so there was an obvious
8 point of contact for knowledge on the issues as they
9 arose; is that fair?

10 A. I hope that's fair.

11 Q. Anything to add by way of future recommendations?

12 A. No, I think apart from the one that I've talked about in
13 terms of money, which, you know, we didn't land on in
14 this list but it's something I've reflected on since.

15 I think the other one I would really pull out is --
16 it was around the -- sort of the way we characterise it
17 in our lessons learned was there's a web of
18 responsibility, where I think that's the recommendation
19 I would really emphasise: having a minister who feels
20 accountable for this set of issues, and for showing
21 progress against this set of issues, having as senior an
22 official as possible supporting that minister in doing
23 that, and for that to be quite a formal role,
24 potentially somebody's -- you know, the only thing that
25 they're doing.

199

1 Q. So bearing in mind, then, what you've just said, might
2 it be a recommendation going forwards that it's
3 something to consider at any rate, having a separate
4 fund?

5 A. Yeah. And I think as part of considering it then you'd
6 want to be very clear on who holds the accountability
7 for that money and for ensuring that that money is being
8 well spent and is delivering value for money.

9 So, you know, you would, in the end, I think, have
10 to pick a department and a secretary of state who is
11 accountable for that.

12 Q. That's very helpful. Moving on, then, to
13 recommendations. These start at page 28 of your
14 statement.

15 The last meeting was held on 8 December 2021, and
16 you undertook a lessons learned exercise, and it's right
17 to say that all the recommendations from the lessons
18 learned document are faithfully reproduced in your
19 statement.

20 Can I ask, first, how many people contributed to
21 that exercise, whether by attending the meeting or
22 contributing to the paper, or thereafter?

23 A. I'm afraid I can't give you a precise count but I think
24 it would have been dozens of people. We did try to
25 consult widely with colleagues who'd been involved in

198

1 Whereas I, as I observed right at the beginning of
2 my testimony here today, I was doing this in addition to
3 a full job, as it were. And the reason for stepping in
4 to doing it was that we didn't have this role, and
5 I think that vacancy was holding us back. But I think
6 what would have been even better is to have a senior
7 official, you know, possibly up to permanent secretary
8 level, but it could be done at a very level, who was
9 responsible for driving this work.

10 Q. Because one of the identified lessons under what's not
11 gone well was that there was insufficient focus on
12 people from DIGs at the start of the pandemic response
13 and, I think, as you've just reflected, limited remit
14 and lack of ministerial interest or engagement. And
15 that all ties together, I think, does it, with what
16 you've just said?

17 A. Yes. And as you began by observing, you know, we had
18 some of the data about disproportionate impact starting
19 from May onwards, but it was August/September before we
20 properly had arrayed anything in terms of responding to
21 that data.

22 Q. Is what you're saying that by May this work could have
23 been started, but either way, in terms of future
24 recommendations, have someone in post at the beginning?

25 A. Yes.

200

1 **Q.** Yes, okay.
 2 Can I also, just finally, then ask on the
 3 recommendations which are on page 29, you also refer to
 4 the importance of:
 5 "Embedding equality considerations of
 6 disproportionate impact in crisis response from the
 7 outset of policy making -- not retrofitting equalities
 8 impacts/writing of PSEDs."
 9 And then an example, of:
 10 "... consistent impact reporting and all advice to
 11 Ministers [across Whitehall]."
 12 In relation to quality impact assessments generally
 13 and then specifically in relation to TTI, was it your
 14 impression or the impression of those feeding into the
 15 lessons learned that they were or had been retrofitted
 16 during the pandemic?
 17 **A.** Yeah, I think too often the fairest characterisation to
 18 say would be the public sector equality duty
 19 considerations were coming at the back end of a policy
 20 making process or a programme decision process rather
 21 than being the set of considerations that was guiding
 22 the design of that from the very beginning.
 23 There are exceptions to that of course, such as the
 24 work on shielding, but I think it's still uncomfortably
 25 often that the public sector equality considerations
 201

1 **MS CARTWRIGHT:** Yes, please, my Lady. I hope you can hear
 2 me. My Lady --
 3 **LADY HALLETT:** Wait a minute. You need the microphone.
 4 **MS CARTWRIGHT:** Sorry to delay you but, very briefly, could
 5 I make an application, please, for a restriction order
 6 pursuant to Section 19(1)(b) of the Inquiries Act. My
 7 Lady, it's simply to restrict publication in the
 8 transcript and from broadcast on any of the YouTube or
 9 on the website of, essentially, the last answer that was
 10 given to your wishing Mr Hewitt well, it's simply the
 11 timing of 15:25:20 to 15:25:26, and my Lady, I don't
 12 want to go into the --
 13 **LADY HALLETT:** I know the detail, thank you.
 14 **MS CARTWRIGHT:** I'm very grateful. Thank you very much, my
 15 Lady.
 16 **LADY HALLETT:** The application is granted.
 17 Sorry, it has nothing to do with your evidence,
 18 Dr Mian, it's an entirely different matter. Somebody
 19 was a little free with their information.
 20 Thank you very much indeed. That completes the
 21 evidence for today. 10.00 am tomorrow.
 22 **MS CARTWRIGHT:** Thank you, my Lady. Good afternoon.
 23 (4.20 pm)
 24 (The hearing adjourned until 10.00 am the following day)
 25

203

1 come toward the back end of the process. And so that's
 2 what we were trying to draw out here.
 3 **Q.** And on that point, would it be fair to say that if it's
 4 done at the beginning, not only is the policy going to
 5 address those issues or potential problems from the
 6 outset, but if it's done visibly, you can bring people
 7 along with government decision making, you build trust
 8 and social cohesion in the way the decisions are made?
 9 **A.** Yes, I agree with that characterisation.
 10 **Q.** Thank you.
 11 That brings me to the end of my questions. Is there
 12 anything else you'd wish to add to your evidence about
 13 how the DIGs issues were or should have been addressed
 14 in relation to TTI in particular?
 15 **A.** I don't have anything else to add.
 16 **MS NICE:** Thank you. I've no further questions.
 17 **LADY HALLETT:** Thank you very much, Ms Nice.
 18 Thank you very much indeed, Dr Mian, and thank you
 19 for trying to do what you did. There was obviously
 20 a gap and you did your very best to fill it, but I can
 21 imagine it wasn't easy.
 22 **THE WITNESS:** Thank you.
 23 **LADY HALLETT:** Thank you for all you did.
 24 I gather there's an application from Ms Cartwright,
 25 who is standing behind you.
 202

I N D E X	
1	
2	
3	PROFESSOR IAIN BUCHAN (sworn) 1
4	Questions from LEAD COUNSEL TO THE INQUIRY ... 1
5	FOR MODULE 7
6	Questions from PROFESSOR THOMAS KC 42
7	Questions from MS MUNROE KC 45
8	MR WILL GARTON (affirmed) 51
9	Questions from LEAD COUNSEL TO THE INQUIRY ..51
10	FOR MODULE 7
11	Questions from MS MUNROE KC 99
12	MR MARTIN HEWITT (affirmed) 106
13	Questions from COUNSEL TO THE INQUIRY 107
14	Questions from MR DAYLE 166
15	DR EMRAN MIAN (affirmed) 173
16	Questions from COUNSEL TO THE INQUIRY 173
17	
18	
19	
20	
21	
22	
23	
24	
25	

204

	1	2	52/1	480 [1] 134/13
LADY HALLETT:	1 to [1] 9/25	2,514 [1] 151/21	25 May 2020 [1]	4Es [1] 159/9
[47] 1/3 16/16 17/4	1,960 [1] 134/7	2.9 [1] 158/5	155/23	5
33/9 33/17 34/9 36/21	1.3 [1] 163/21	20 [2] 151/24 188/17	25 years [1] 59/5	5 November [1] 9/25
37/8 41/21 42/1 42/3	1.50 [2] 105/14	20 December 2020	26 [2] 191/3 193/15	5.9 [1] 158/16
45/6 50/13 50/23 51/2	105/18	[1] 29/12	26 June 2020 [1]	50 [1] 131/19
51/5 51/9 51/14 54/1	1.55 [1] 107/6	20 September [1]	85/19	500 [3] 26/9 81/4
82/14 83/5 84/25 99/4	1.57 [1] 107/8	81/19	26 March 2020 [1]	81/21
105/4 105/14 105/19	1.6 [1] 178/15	20,000 [1] 96/7	131/23	51 [1] 92/13
105/23 105/25 106/2	1.7 [1] 163/16	200 [1] 134/2	27 [1] 59/17	52 [1] 74/3
106/4 106/12 106/16	10 [3] 163/17 192/19	2005 [1] 109/8	27 August 2020 [2]	520 [2] 151/21
106/19 106/25 107/9	193/5	201 [1] 92/12	4/5 5/25	151/22
166/15 166/18 172/19	10 December 2020	2015 [2] 109/14	27 July 2020 [1]	59 [1] 75/25
172/24 173/4 173/8	[4] 7/8 11/16 19/18	129/21	155/25	6
173/12 202/17 202/23	32/1	2019 [3] 108/9	27 March 2020 [3]	6 billion [1] 104/18
203/3 203/13 203/16	10.00 [3] 1/2 203/21	109/14 109/18	155/22 156/11 157/14	6 June [1] 64/21
MR DAYLE: [4]	203/24	2020 [56] 2/17 4/4	27.0 [1] 157/18	6 November [1] 8/4
166/17 166/21 167/1	10.7 [1] 157/24	4/5 5/25 7/8 7/9 7/24	28 [2] 60/17 198/13	6 November 2020 [1]
172/17	100 [3] 120/7 133/22	8/10 11/16 13/10 14/4	28 January 2021 [1]	7/9
MR JACOBS: [2]	136/9	18/9 18/25 19/18	30/22	6,400 [2] 134/4
41/24 42/2	102 [1] 94/4	29/12 30/19 32/1	29 [2] 62/16 201/3	135/14
MS CARTWRIGHT:	11 [1] 193/7	43/16 57/16 63/23	29 July [1] 79/23	60 [4] 90/13 132/2
[18] 1/5 1/9 17/7	11.17 [1] 51/6	64/3 64/8 66/9 66/25	29 July 2020 [1]	134/6 158/23
34/12 37/13 41/17	11.35 [2] 51/5 51/8	67/9 79/22 81/14	79/22	61 [2] 16/9 17/7
51/10 51/19 53/24	111 [1] 65/23	81/17 82/19 85/19	298 [2] 149/22	62 [3] 77/14 78/1
54/2 83/14 85/8 99/1	12 [2] 81/24 157/15	86/2 92/2 95/5 95/23	149/23	78/11
105/15 203/1 203/4	12.47 [1] 105/16	97/7 101/5 112/25	3	63 [1] 107/21
203/14 203/22	120 [1] 132/14	119/22 131/23 133/18	3 December 2020 [1]	65 [1] 159/17
MS MUNROE: [4]	125 [2] 62/17 63/19	133/21 133/25 134/7	30/19	66 [2] 79/20 79/21
45/9 50/11 99/7 105/2	13 [1] 150/3	143/8 143/21 148/14	3,200 [1] 133/23	7
MS NAGESH: [10]	13.7 [1] 157/21	155/22 155/23 155/25	3.2 [1] 158/2	76 [1] 160/8
105/20 106/3 106/6	133 [2] 64/10 64/15	156/11 157/14 162/25	3.25 [1] 173/5	8
106/8 106/18 106/21	134 [2] 64/15 65/25	172/7 174/6 174/10	3.40 [2] 173/4 173/7	8 December 2021 [2]
106/23 107/10 107/15	135 [2] 63/19 80/4	175/4	30 [3] 14/9 14/16	91/17 198/15
166/13	14 [4] 14/13 102/10	2021 [14] 16/9 16/14	132/3	8 October [1] 180/18
MS NICE: [3] 173/9	132/3 163/14	30/22 30/24 32/7	30 July 2024 [1]	80 participants [1]
173/16 202/16	14 May 2025 [1] 1/1	38/13 45/22 91/17	174/20	28/4
PROFESSOR	142 [2] 133/20	92/1 156/11 157/14	30 June 2020 [1]	82 [1] 97/16
THOMAS: [2] 42/7	134/25	174/7 190/11 198/15	66/25	84 [3] 86/25 87/3
45/4	15 [1] 158/11	2022 [3] 52/19 91/20	31 [1] 173/23	136/25
THE WITNESS: [17]	151 [1] 89/24	148/14	31 March [1] 1/15	85 [1] 88/10
50/22 51/4 51/16	152 [2] 96/24 101/19	2023 [3] 108/10	31 March 2025 [1]	9
105/13 105/24 106/7	152 different [1] 97/1	109/18 174/10	1/13	90 [2] 13/10 102/18
106/11 106/15 106/20	152 local [1] 96/23	2024 [1] 174/20	31 May 2021 [2]	960 [1] 132/13
107/5 107/12 166/20	15:25:20 [1] 203/11	2025 [6] 1/1 1/13	156/11 157/14	97 [1] 91/12
166/23 172/22 173/3	15:25:26 [1] 203/11	52/1 52/16 52/22	31 October [1] 9/23	98 [1] 51/25
173/14 202/22	16 [2] 187/16 189/12	173/20	31 October 2020 [2]	98 pages [1] 51/24
'	17 April 2025 [1]	21 [1] 37/15	7/24 8/10	999 [1] 65/23
	173/20	21 November [1]	33 [1] 66/16	A
'20 [1] 80/14	18 [2] 4/11 4/14	29/12	388 [1] 91/11	abide [2] 124/2
'21 [1] 14/25	184 [1] 136/24	22 [1] 5/4	39 [1] 62/1	124/21
'more [1] 160/21	19 [27] 2/24 3/7 3/19	22 July 2021 [1] 16/9	4	ability [11] 4/19
'NHS' [1] 100/5	3/21 14/8 23/4 24/19	23 pages [1] 1/13	4 Es [3] 119/15	19/19 20/1 23/13
'one [1] 94/17	35/10 38/4 38/6 42/13	23 years [1] 1/24	119/16 120/18	73/11 73/15 73/15
'one-size-fits-all' [1]	44/11 45/18 45/24	24 [3] 47/15 48/24	4 Es approach [1]	97/2 97/5 170/16
94/17	52/22 63/7 65/21 66/6	94/5	117/16	193/25
'street [1] 160/13	67/1 74/6 129/9	24 June 2020 [1]	4.20 [1] 203/23	able [53] 13/24 16/12
'street-based' [1]	129/16 129/22 138/14	66/9	40 [1] 23/23	18/17 18/22 19/4
160/13	148/10 177/6 203/6	24/7 [1] 136/14	40 million [1] 81/15	
'	19 September 2020	24a [1] 100/14	43 [4] 16/6 16/12	
	[1] 81/14	25 [4] 16/7 18/7	18/6 18/17	
...redacted [1]	1967 [1] 50/22	25 April 2025 [1]	48 [1] 22/1	
172/22	1993 [1] 109/4			

A	104/14 113/24 147/14 162/8 165/20 168/20 169/11 171/14 academic [5] 3/2 3/7 41/1 157/6 162/16 academics [2] 9/6 156/21 accept [1] 49/4 accepted [6] 8/18 10/14 26/2 32/3 44/2 162/4 access [38] 2/16 15/9 15/12 16/13 18/8 19/1 21/17 25/7 25/20 25/21 25/25 26/17 27/2 32/5 33/6 33/21 44/2 44/4 60/22 60/23 61/8 62/7 63/7 63/11 64/17 65/13 66/25 67/13 70/9 78/18 87/12 98/20 185/15 185/23 186/2 187/24 188/21 189/9 accessible [2] 45/1 68/18 accessing [1] 7/12 accommodation [6] 183/9 183/13 183/20 184/10 184/12 184/15 accordance [3] 119/1 137/9 137/10 according [1] 5/10 account [2] 34/3 100/16 accountability [6] 58/11 190/15 197/15 197/16 197/24 198/6 accountable [2] 198/11 199/20 accurate [3] 28/14 75/6 123/8 achieve [3] 4/24 8/15 169/3 achieved [1] 82/24 achieving [1] 104/6 acknowledgements [1] 44/14 acknowledges [1] 71/23 ACRO [8] 126/10 126/10 126/13 126/19 127/5 127/10 128/6 128/24 ACRO's [2] 126/21 127/24 across [20] 13/5 33/13 37/10 37/11 48/2 58/22 58/23 59/1 87/7 112/16 113/4 121/3 123/4 132/19 154/24 161/5 181/23 190/13 199/2 201/11 act [21] 61/20 76/5 110/12 119/1 137/9	137/9 137/10 143/3 149/3 149/6 149/17 149/20 149/23 150/3 150/9 150/12 150/18 150/19 151/7 151/14 203/6 acted [2] 25/16 26/7 acting [1] 138/13 action [15] 12/24 24/16 29/19 119/6 134/23 137/7 137/8 137/12 137/16 146/16 147/17 148/2 172/9 178/4 190/15 actioned [1] 45/19 actions [7] 13/4 100/8 102/6 136/11 175/20 175/21 188/24 activities [4] 22/16 39/8 39/17 72/1 activity [1] 112/23 actual [1] 159/7 actually [16] 10/21 11/15 17/18 19/7 38/19 62/4 83/3 84/21 95/6 104/11 134/13 138/1 138/24 139/7 148/2 162/18 acute [1] 15/2 adapts [1] 48/19 add [7] 146/10 165/3 190/5 190/8 199/11 202/12 202/15 added [1] 194/16 adding [1] 186/19 addition [5] 9/7 76/13 104/17 176/4 200/2 additional [5] 30/4 66/10 80/21 96/8 184/11 additionally [2] 3/13 6/9 address [8] 32/18 40/13 42/10 76/11 76/12 154/13 171/3 202/5 addressed [2] 188/8 202/13 addresses [1] 28/18 addressing [2] 187/10 192/14 adept [1] 33/20 adequacy [1] 188/3 adequately [3] 42/21 55/6 191/1 adhere [2] 39/22 194/1 adherence [3] 4/21 5/15 193/22 adjourned [1] 203/24 Adjournment [1] 105/17 administer [2] 87/10 87/21	administration [2] 87/23 133/16 administrations [2] 121/13 132/25 admission [1] 15/21 admitted [2] 9/10 15/14 adopt [2] 118/14 121/11 adopted [3] 122/6 129/17 176/11 ADPH [1] 47/19 adrift [1] 105/25 adult [1] 182/20 advance [3] 4/12 21/2 131/13 advances [1] 36/1 advancing [1] 41/5 adverse [2] 89/25 178/11 advice [9] 34/19 66/8 66/13 71/19 86/14 115/17 147/11 183/7 201/10 advise [4] 96/13 97/8 113/19 116/9 advised [1] 25/20 advocate [1] 89/14 Affairs [1] 55/11 affect [4] 39/20 110/20 118/2 187/25 affected [9] 42/19 73/14 73/15 74/9 74/15 138/14 138/15 180/21 193/21 affirmed [8] 51/13 105/21 106/1 173/10 173/11 204/8 204/12 204/15 afford [2] 21/24 33/12 affordability [1] 33/15 afraid [10] 17/5 21/24 59/3 67/25 73/2 77/3 97/7 175/14 183/25 198/23 after [18] 7/9 9/21 11/6 12/13 16/13 16/14 18/24 29/19 38/17 43/11 48/8 140/3 143/23 146/21 156/23 162/25 191/5 192/17 after-action [1] 29/19 afternoon [4] 99/8 99/9 107/2 203/22 afterwards [1] 115/21 again [47] 28/12 30/16 40/15 45/20 48/24 75/10 77/3 77/15 80/1 81/9 81/10 82/10 85/9 85/17	85/23 86/21 86/22 87/1 89/23 91/14 93/11 97/12 97/17 102/8 106/2 107/9 114/21 123/24 128/14 136/7 140/21 141/24 154/2 154/10 164/24 165/8 168/9 173/1 177/4 180/25 184/7 184/13 185/11 186/24 191/14 192/6 192/10 against [6] 76/16 88/20 135/24 137/8 196/4 199/21 age [6] 15/21 25/23 32/21 34/1 80/6 182/20 agencies [6] 13/2 13/12 16/19 17/17 46/23 61/18 aggregated [1] 18/18 agile [1] 70/17 ago [1] 61/2 agree [18] 15/10 26/22 46/22 70/6 77/7 83/23 84/20 87/19 94/19 100/25 145/9 145/19 150/14 152/8 153/2 164/3 176/24 202/9 agreed [3] 69/10 188/25 193/24 agreement [10] 86/18 110/24 111/1 111/4 145/2 145/7 147/9 147/13 147/19 191/10 ahead [2] 19/7 185/20 AI [6] 32/22 33/1 33/4 33/25 34/4 41/5 aim [2] 4/25 70/23 Als [1] 32/21 albeit [1] 93/2 alive [2] 169/22 170/2 all [100] 1/19 13/2 20/6 22/16 25/16 30/9 37/25 38/23 40/17 43/4 45/18 50/14 50/18 52/12 55/14 61/15 67/15 69/12 69/19 70/21 73/3 73/9 73/23 76/19 77/2 89/10 93/18 94/16 97/3 109/23 110/3 110/11 110/21 111/8 115/24 116/15 116/16 117/6 117/19 118/20 119/20 120/14 121/5 121/14 124/18 126/14 126/20 127/6 127/12 127/22 130/25 132/2 132/18 136/13 136/14
----------	--	--	---	--

A	112/4 113/24 115/14 121/12 138/9 145/23 150/4 150/25 157/24 162/19 167/23 171/14 172/4 174/3 175/8 176/24 177/12 181/17 184/16 184/22 189/3 190/3 192/4 193/15 196/5 197/21 199/2 201/2 201/3 alternative [5] 89/1 183/8 183/12 183/20 184/10 although [7] 52/18 69/6 89/6 89/14 90/15 108/5 194/25 always [9] 55/20 56/24 115/10 122/7 163/6 164/13 171/6 172/1 172/1 am [11] 1/2 2/8 51/6 51/8 86/8 91/24 98/12 122/5 166/17 203/21 203/24 ambition [2] 180/24 181/11 ambitious [3] 180/17 180/23 182/6 amendments [1] 77/22 among [1] 185/18 amongst [2] 46/12 159/20 amount [5] 15/22 30/12 52/8 132/9 152/19 amounts [1] 131/16 AMS [1] 46/10 analysing [2] 16/25 49/11 analysis [7] 15/17 15/18 16/4 16/24 18/21 40/2 94/19 analysts [1] 28/17 Annex [1] 98/13 announced [2] 67/9 81/20 announcement [1] 96/2 anonymised [1] 65/16 another [15] 31/16 33/15 37/12 38/12 39/21 49/10 89/19 128/22 134/17 136/10 141/19 164/16 170/1 192/8 197/10 answer [15] 2/11 43/24 70/1 86/9 93/14 100/24 104/9 128/3 132/16 146/1 170/9 194/2 195/16 195/17 203/9 answering [2] 49/11	57/8 anticipated [3] 10/18 120/25 182/9 any [57] 4/7 9/11 18/17 19/8 22/12 26/11 27/16 29/10 29/11 29/13 30/4 31/23 58/24 63/18 72/21 74/6 74/16 76/4 76/20 76/25 78/20 79/14 80/20 81/25 88/7 91/18 92/19 94/19 95/12 95/25 96/8 99/20 103/9 116/12 117/20 126/15 131/11 134/14 135/5 136/1 144/13 154/12 157/4 165/2 168/4 169/16 169/16 171/2 171/17 183/14 191/3 195/12 195/22 197/7 198/3 199/1 203/8 anybody [1] 180/1 anyone [2] 48/6 96/25 anything [17] 28/18 97/24 98/23 104/6 110/9 121/15 138/8 154/14 165/3 171/13 182/8 186/22 190/5 199/11 200/20 202/12 202/15 anyway [1] 128/20 anywhere [1] 183/24 apart [2] 138/8 199/12 app [2] 25/21 193/18 apparent [2] 7/14 31/11 appear [1] 129/13 appeared [1] 144/22 appears [3] 69/22 92/21 105/21 appendices [2] 53/17 53/25 applicable [1] 178/3 application [4] 135/22 202/24 203/5 203/16 applied [2] 59/2 127/22 applies [1] 59/3 apply [2] 47/21 122/23 applying [4] 28/15 41/14 119/15 194/24 appointed [2] 109/17 175/3 appointing [1] 179/8 appointment [5] 32/24 98/4 175/1 175/12 191/6 appreciate [2] 71/14 76/17	appreciating [1] 70/4 approach [33] 6/8 6/14 7/4 8/19 10/2 22/22 25/20 29/5 30/25 35/1 35/5 45/3 48/8 48/12 94/11 94/17 95/2 95/3 95/13 96/16 101/11 101/23 103/9 114/4 117/15 117/16 120/18 123/25 132/20 169/4 180/23 184/8 197/17 approached [1] 190/6 approaches [2] 48/3 59/7 approaching [1] 8/3 approval [1] 186/25 approved [2] 14/3 187/17 April [6] 32/7 52/1 64/1 109/18 148/14 173/20 April 2020 [1] 148/14 April 2021 [1] 32/7 April 2023 [1] 109/18 architecture [1] 95/15 are [144] 1/15 1/23 2/6 3/14 8/3 9/11 12/13 13/2 13/4 22/2 22/13 22/18 23/14 23/14 24/10 28/13 28/25 30/10 30/10 30/25 32/24 32/24 33/10 33/15 33/17 33/19 33/22 34/4 35/13 37/1 40/22 41/12 41/17 41/19 48/11 49/4 49/7 50/14 52/1 52/4 52/5 52/13 52/14 54/8 54/20 55/9 55/14 55/18 56/4 56/23 58/7 59/1 59/7 60/7 60/11 61/23 62/1 62/8 64/14 67/10 68/24 69/13 73/4 73/5 73/9 74/4 79/7 80/3 80/25 81/10 83/11 84/17 85/18 86/1 87/23 93/13 93/18 97/3 99/2 99/3 99/4 101/13 101/22 103/19 104/3 106/17 110/1 119/5 119/16 123/2 123/4 124/2 125/17 136/11 136/13 136/13 136/18 137/2 137/10 138/8 141/19 143/16 148/21 149/9 149/13 150/16 151/17 151/21 153/8 161/4 161/5 161/19 164/16 165/2 165/11 165/21 166/14	166/16 166/22 170/11 170/14 170/15 170/19 170/21 173/20 173/24 174/4 174/15 175/8 175/12 177/1 178/5 178/10 181/4 181/17 185/10 187/15 187/22 188/16 189/24 198/18 201/3 201/23 202/8 area [14] 15/23 16/3 69/23 78/8 98/17 98/18 122/3 137/19 140/5 157/3 161/12 163/5 163/6 171/25 areas [15] 15/19 18/20 49/17 59/15 65/1 70/7 94/16 115/3 162/7 163/19 163/25 181/24 186/16 194/17 194/19 aren't [2] 48/14 155/15 Arguably [1] 26/3 argued [1] 100/5 argument [1] 124/7 arguments [1] 183/23 arises [1] 45/15 arising [1] 45/13 arms [1] 20/5 Army [1] 13/16 arose [1] 199/9 around [57] 4/13 6/3 7/16 13/15 15/11 16/6 20/1 20/2 20/9 22/11 22/12 25/5 28/3 28/13 29/11 31/15 32/16 37/19 56/7 58/19 61/8 62/14 63/6 67/1 69/24 69/24 71/9 76/25 78/9 78/21 85/10 85/23 88/1 91/9 92/4 110/19 113/21 114/7 121/21 133/2 140/14 141/15 143/12 157/20 168/18 168/19 169/18 170/9 171/14 171/23 172/3 179/4 179/8 181/8 189/4 191/10 199/16 arrangements [1] 81/23 arrayed [1] 200/20 arrest [1] 123/17 arrested [1] 124/11 arrival [1] 64/3 arrive [1] 139/7 articulate [3] 91/24 95/1 168/7 articulated [2] 67/18 102/3 artificial [2] 15/19 48/13 as [291] ask [62] 1/5 1/15
----------	---	---	---	--

A	94/14	authors [1] 46/2	base [1] 192/7	41/25 49/25 50/1 52/7
ask... [60] 5/17 6/9	assumptions [1] 17/25	autumn [2] 44/19 79/3	based [4] 8/19 17/19 192/22 194/18	52/10 52/15 52/18
12/22 14/15 17/10	assurance [4] 11/1 23/19 23/22 101/17	availability [3] 26/10 87/16 88/11	based' [1] 160/13	52/21 59/4 62/6 67/16
19/13 20/12 20/21	assured [2] 11/20 108/23	available [12] 72/22 79/23 81/9 81/16	baseline [1] 105/1	67/24 72/24 73/19
21/3 22/10 24/13 26/8	asymptomatic [7] 5/24 8/25 10/3 10/12	84/23 85/11 129/21	basic [4] 33/14 80/11 84/9 101/24	77/8 78/12 78/20
26/21 28/12 29/10	30/17 31/3 31/7	160/22 161/1 170/5	basically [2] 100/15 141/12	80/15 80/16 82/14
31/20 32/16 35/2	at [233]	183/20 194/25	basis [7] 29/7 43/5 75/18 75/21 96/19	82/15 83/5 83/21
35/17 36/21 41/20	atmosphere [1] 122/10	average [2] 65/18 123/6	142/25 147/6	84/18 87/17 89/16
46/20 51/11 52/1	attendance [1] 13/16	averages [1] 64/13	battle [1] 6/22	91/20 94/24 109/3
54/22 58/18 63/9 78/9	attending [6] 21/22 43/7 46/17 48/5 174/2	avoid [2] 123/15 124/2	battlefield [1] 6/21	120/16 122/5 124/12
87/13 87/18 87/25	198/21	aware [17] 46/7 77/21 78/24 79/13	be [275]	124/13 129/3 129/5
88/25 90/7 90/24	attention [3] 15/2 192/5 192/23	80/3 86/1 87/14 88/13	be a [1] 63/17	130/23 131/9 131/12
91/18 92/9 92/20	attesting [1] 107/24	89/3 100/8 102/6	bear [2] 106/13 162/22	138/10 145/16 149/23
94/18 95/25 98/15	Attorney [1] 130/20	102/25 129/4 144/18	bearing [4] 107/15 136/12 182/10 198/1	150/10 150/21 150/23
113/15 114/16 117/9	attuned [1] 167/21	148/9 153/20 154/1	became [16] 7/14 11/6 31/11 114/6	151/3 152/15 158/20
119/17 122/12 133/16	audible [1] 2/11	awareness [1] 39/23	116/5 123/17 126/23	159/8 160/15 160/21
138/1 143/5 148/4	audio [1] 120/11	away [2] 93/17 179/15	129/25 129/25 135/3	161/25 162/5 165/14
149/17 160/24 167/3	August [7] 4/5 5/25 91/20 174/6 175/4	axis [1] 149/8	135/17 141/10 143/9	167/24 168/7 170/2
179/25 181/2 187/18	175/13 200/19	B	143/23 143/24 144/18	173/14 175/5 181/1
187/18 189/19 193/19	August 2020 [1] 174/6	back [32] 9/19 11/3 12/15 19/18 36/14	because [85] 4/6 11/16 12/3 13/6 18/18	183/5 183/15 186/21
198/20 201/2	August 2022 [1] 91/20	38/11 38/17 68/6	21/23 26/8 28/21	193/14 195/17 197/18
asked [10] 15/24	August/September [1] 200/19	68/20 69/22 79/24	33/18 37/14 47/3 49/7	198/24 198/25 200/6
26/14 44/24 44/25	author [2] 45/21 73/21	91/25 107/4 127/8	52/6 53/5 56/18 58/4	200/23 201/15 202/13
46/16 102/19 106/23	authored [1] 108/5	128/5 131/15 141/24	58/13 58/18 64/16	bees [1] 36/9
107/3 156/3 176/3	authorities [65] 2/22 30/24 31/9 55/10	142/5 142/8 142/17	68/13 75/4 76/2 79/12	before [27] 15/25 20/6 26/19 33/19
asking [5] 16/2 86/13	55/13 55/17 55/19	145/12 154/2 154/5	79/20 82/11 84/2 85/5	39/15 43/12 48/5 48/8
90/3 166/16 180/23	56/4 56/12 58/3 58/16	154/9 167/15 183/8	88/2 88/21 89/17 91/7	49/13 81/8 82/16
aspect [2] 91/14 92/8	60/23 61/21 61/24	191/18 192/6 192/11	96/1 96/17 102/2	82/18 87/13 111/9
aspects [1] 58/20	62/24 62/25 63/5	200/5 201/19 202/1	103/15 104/2 104/25	115/19 123/21 128/24
Assembly [2] 28/2 116/20	63/17 64/1 64/7 64/12	backdrop [1] 135/24	108/9 114/8 116/1	129/11 136/21 138/24
assess [5] 12/1 121/14 121/24 142/25	64/17 64/19 64/20	background [11] 1/20 109/2 125/8	116/22 117/24 118/3	143/24 152/22 163/12
171/3	65/15 66/5 66/20	157/20 158/2 158/4	118/3 121/11 121/22	179/4 187/18 197/6
assessing [1] 68/16	67/10 68/6 72/16	158/15 158/17 158/20	123/6 123/15 123/24	200/19
assessment [6] 18/7 19/9 42/25 44/3 90/8	73/12 76/3 76/21 79/9	160/1 174/3	124/13 134/18 135/1	began [3] 30/18 115/7 200/17
155/16	81/2 81/18 81/22 82/1	backgrounds [3] 159/22 160/19 176/15	136/12 136/12 136/16	begin [1] 174/25
assessments [1] 201/12	82/22 87/25 88/16	backlogs [1] 130/15	139/15 140/11 141/7	beginning [10] 118/5 164/4 167/15 191/9
assist [17] 19/5 30/25 34/7 56/13	89/15 89/16 90/14	backwards [1] 189/11	155/7 156/16 156/23	164/15 167/15 191/9
60/19 61/3 64/2 67/15	90/22 91/5 91/9 92/19	Badenoch [2] 177/7 177/12	159/22 160/4 161/16	196/15 197/2 200/1
68/5 72/21 73/9 73/22	93/1 93/11 93/21	balance [2] 97/20 97/22	162/22 164/6 164/13	200/24 201/22 202/4
75/10 75/16 77/1	95/11 95/19 96/23	bank [1] 34/3	165/21 166/7 168/14	begun [1] 7/9
79/15 140/25	101/13 101/13 102/2	bar [3] 148/19 150/2 151/18	169/12 176/22 177/13	behalf [8] 50/16 52/11 74/2 94/1 108/6
assistance [12] 8/12 8/20 10/19 18/16 49/1	102/20 103/5 104/3	barrier [5] 7/12 33/2 33/9 44/4 47/5	178/23 180/2 181/23	114/17 167/3 187/20
52/9 60/2 74/4 75/23	104/13 104/15 104/20	barriers [6] 25/8 45/2 46/18 47/9 75/11	182/15 183/7 189/8	behaviour [1] 162/11
80/21 86/21 99/2	104/23 194/9	196/22	189/19 191/4 192/3	behavioural [4] 35/21 35/25 40/3 183/2
Assistant [1] 109/10	authority [18] 3/9 18/19 55/24 56/14	bars [7] 148/21 149/2 149/9 149/9 149/15	192/4 194/25 200/10	behaviours [3] 34/21 35/24 39/21
assisted [3] 34/19 63/10 77/23	59/24 60/9 60/23	149/16 149/18	become [4] 38/12 122/17 133/6 144/18	behind [3] 139/14 162/19 202/25
assisting [1] 174/2	61/17 61/22 62/8		becomes [3] 32/25 88/8 136/5	being [57] 5/11 7/12 8/2 9/10 10/23 11/9
assists [2] 59/16 133/19	64/23 66/2 67/2 75/18		becoming [2] 98/7 133/17	12/4 14/16 15/13 18/9
associate [3] 2/9 56/8 73/20	75/18 82/8 101/19		been [86] 7/17 10/18 10/25 11/12 12/11	23/7 29/12 33/7 34/2
Association [6] 44/7 59/23 63/25 73/20	101/20		12/19 12/24 14/3 18/8	44/15 44/24 44/25
74/2 94/1			22/22 27/14 27/25	65/19 66/8 66/24
assuming [1] 126/2			28/22 39/15 41/20	72/15 72/22 74/7
assumption [1]				76/14 77/23 115/4
				115/4 116/2 118/9
				121/19 121/20 125/17
				127/22 131/10 132/20

<p>B</p> <p>being... [22] 133/8 134/19 135/10 138/14 139/21 139/22 141/17 145/14 147/21 148/1 151/11 159/4 165/20 178/5 190/17 190/22 191/1 192/7 192/25 197/25 198/7 201/21</p> <p>belief [4] 1/17 52/3 124/17 173/25</p> <p>believe [14] 30/10 45/22 76/22 107/11 107/17 107/20 109/4 110/17 110/23 120/12 126/7 129/16 129/24 131/25</p> <p>believed [1] 79/19</p> <p>below [2] 54/7 186/6</p> <p>bench [1] 129/12</p> <p>benefit [9] 21/9 30/13 33/14 89/9 89/19 176/17 176/23 180/1 197/4</p> <p>benefited [1] 48/2</p> <p>benefits [7] 31/2 60/14 88/20 88/23 89/8 98/9 103/20</p> <p>Bereaved [2] 45/11 99/10</p> <p>best [20] 1/16 15/17 16/3 16/24 28/15 28/16 30/3 30/14 32/15 52/2 84/5 95/3 96/13 101/18 102/3 116/9 151/12 173/25 185/20 202/20</p> <p>better [25] 32/18 36/4 36/22 68/1 68/21 68/23 69/17 70/24 70/24 71/3 73/3 73/4 73/5 73/7 75/9 78/19 79/8 79/19 82/14 89/7 92/3 92/6 93/19 191/23 200/6</p> <p>between [34] 9/13 16/18 22/16 22/17 28/23 34/5 35/10 35/12 36/8 40/19 57/2 57/3 58/15 67/20 86/17 93/10 93/20 94/9 97/20 100/24 108/9 108/21 124/14 133/14 148/14 155/22 156/11 165/19 169/14 169/19 174/6 174/10 193/7 193/17</p> <p>beyond [3] 38/20 80/2 190/8</p> <p>big [3] 14/23 16/6 194/14</p> <p>bigger [1] 18/16</p> <p>billion [1] 104/18</p>	<p>biological [1] 40/3</p> <p>Biosecurity [2] 18/20 18/25</p> <p>Bishop [1] 114/12</p> <p>bit [11] 61/25 101/8 105/25 116/3 119/17 125/14 138/1 168/1 181/8 184/6 191/21</p> <p>black [11] 158/2 158/17 160/1 161/24 163/2 167/20 169/15 169/20 169/21 171/19 172/13</p> <p>black/minority [1] 172/13</p> <p>blatantly [1] 124/20</p> <p>blind [1] 49/10</p> <p>block [1] 164/10</p> <p>blockage [3] 16/16 17/12 71/9</p> <p>blockages [5] 39/14 61/3 75/11 75/15 77/24</p> <p>blog [1] 100/16</p> <p>blue [3] 38/14 39/2 149/10</p> <p>blueprint [2] 37/21 39/7</p> <p>BMJ [1] 45/21</p> <p>board [2] 64/8 127/13</p> <p>bodies [3] 59/23 61/13 175/5</p> <p>body [2] 46/23 109/21</p> <p>bolstering [1] 104/8</p> <p>booking [2] 186/19 188/2</p> <p>boosted [1] 185/22</p> <p>boosting [3] 185/15 186/2 186/20</p> <p>born [3] 22/2 50/20 50/22</p> <p>both [12] 46/3 58/2 64/3 115/15 130/15 141/15 162/1 169/24 176/13 182/5 191/14 196/4</p> <p>bottom [4] 120/5 144/3 147/1 193/12</p> <p>box [2] 30/9 51/11</p> <p>brackets [2] 193/9 193/13</p> <p>breaching [3] 134/1 140/18 164/18</p> <p>break [11] 40/1 51/7 61/14 63/21 106/24 107/3 107/7 145/6 146/1 160/20 173/6</p> <p>breakdown [1] 66/18</p> <p>breathe [1] 12/8</p> <p>bred [1] 50/20</p> <p>brevity [1] 85/9</p> <p>brief [2] 8/5 93/9</p>	<p>briefing [4] 117/6 139/7 139/7 139/20</p> <p>briefings [13] 117/3 117/11 117/12 117/17 118/16 118/22 123/10 136/2 136/4 136/18 138/19 151/14 154/19</p> <p>briefly [11] 4/4 34/15 79/20 85/14 91/11 92/9 97/13 126/19 174/25 177/4 203/4</p> <p>Brigade [1] 29/17</p> <p>bring [11] 110/21 112/17 113/3 117/9 127/12 127/20 152/16 166/9 191/18 192/11 202/6</p> <p>bringing [2] 33/25 127/6</p> <p>brings [2] 60/6 202/11</p> <p>British [3] 10/15 13/16 70/21</p> <p>broadcast [1] 203/8</p> <p>broader [2] 7/25 162/17</p> <p>broadly [2] 72/4 167/9</p> <p>broke [1] 43/4</p> <p>broken [2] 161/9 161/10</p> <p>bronze [1] 113/6</p> <p>brought [6] 40/6 93/4 140/15 165/10 172/10 197/5</p> <p>Buchan [13] 1/6 1/7 1/11 1/12 5/16 14/15 25/15 37/18 38/24 41/17 42/7 71/8 204/3</p> <p>build [2] 35/19 202/7</p> <p>building [3] 37/22 39/11 170/15</p> <p>bullet [9] 120/5 157/17 157/25 158/12 181/3 182/12 182/13 184/1 184/5</p> <p>bulletins [1] 60/1</p> <p>bullets [1] 185/10</p> <p>burden [1] 105/9</p> <p>bus [2] 49/17 49/21</p> <p>buses [1] 49/15</p> <p>business [1] 196/7</p> <p>but [261]</p> <p>button [2] 68/12 70/6</p> <p>bystander [1] 87/24</p>	<p>called [8] 15/17 45/22 83/16 110/4 113/1 126/10 129/17 157/12</p> <p>calls [2] 65/24 154/21</p> <p>came [16] 9/23 13/20 17/18 20/7 20/11 20/17 32/6 68/6 127/13 139/15 145/9 147/21 152/23 161/16 164/19 189/21</p> <p>campaign [2] 43/13 43/14</p> <p>can [242]</p> <p>can't [13] 21/16 33/12 34/3 34/5 34/9 50/16 68/7 77/25 120/19 128/2 160/3 161/15 198/23</p> <p>cancellation [3] 159/2 159/20 160/3</p> <p>cancelled [4] 158/16 158/18 158/24 160/1</p> <p>capable [1] 70/14</p> <p>capacity [8] 5/8 86/6 101/12 101/25 138/13 183/11 186/11 189/3</p> <p>captured [1] 76/5</p> <p>care [33] 9/5 29/4 35/11 35/12 35/12 47/8 47/8 47/9 47/10 56/18 57/5 58/1 58/12 58/17 61/10 62/23 64/22 65/2 66/15 66/23 76/12 77/5 78/25 81/2 95/1 101/7 137/21 145/11 145/19 166/6 183/10 189/15 189/15</p> <p>cared [1] 22/8</p> <p>career [1] 1/20</p> <p>careful [1] 101/8</p> <p>carefully [1] 164/21</p> <p>carried [1] 90/17</p> <p>carry [2] 88/7 92/15</p> <p>carrying [1] 38/5</p> <p>Cartwright [4] 1/4 45/16 51/9 202/24</p> <p>case [16] 27/7 47/10 68/15 71/4 74/22 80/4 83/1 88/5 95/7 140/22 147/10 153/19 171/19 186/15 186/16 190/18</p> <p>cases [28] 19/19 20/1 20/2 25/2 25/5 64/13 67/1 74/7 80/6 102/13 102/19 124/5 124/17 140/6 148/25 149/5 149/9 149/10 149/12 149/16 149/19 149/22 150/2 150/3 151/19 151/21 152/1 159/2</p>	<p>cash [1] 104/14</p> <p>catch [2] 99/20 172/21</p> <p>catchment [1] 18/20</p> <p>categories [6] 72/14 72/18 188/14 188/15 188/15 188/18</p> <p>caught [1] 143/1</p> <p>cause [3] 138/6 141/18 142/2</p> <p>caused [5] 39/14 134/14 136/1 142/15 165/21</p> <p>cautious [1] 39/22</p> <p>central [18] 42/11 57/1 57/2 60/24 67/20 69/3 76/17 76/24 79/8 82/22 95/18 97/13 98/2 98/6 103/14 126/9 126/10 184/9</p> <p>centralisation [1] 54/13</p> <p>centralised [4] 93/2 93/24 96/6 101/4</p> <p>centrally [5] 55/19 63/21 94/13 94/23 126/24</p> <p>centre [7] 18/20 19/1 22/23 96/7 101/18 111/23 127/20</p> <p>centres [7] 13/16 13/17 21/22 43/7 46/17 102/14 187/24</p> <p>centuries [1] 83/7</p> <p>certain [5] 89/9 120/19 164/14 168/21 195/16</p> <p>certainly [17] 26/25 47/23 51/16 72/18 74/24 85/10 92/4 92/22 95/23 123/20 129/24 129/25 133/6 136/20 139/6 153/4 171/19</p> <p>cetera [2] 26/1 104/5</p> <p>chain [1] 40/1</p> <p>chair [11] 8/8 9/2 15/11 108/9 109/14 109/17 110/6 112/2 147/2 147/4 177/15</p> <p>chaired [3] 32/1 114/11 176/2</p> <p>challenge [11] 97/22 114/18 126/24 137/7 140/8 141/10 142/15 143/6 148/1 167/18 196/8</p> <p>challenges [20] 20/23 24/2 54/9 87/4 116/5 117/2 122/8 122/20 133/12 134/17 137/13 138/2 138/5 139/24 141/2 148/5 148/6 169/13 183/15</p>
--	--	---	--	--

C	112/3 112/4 116/24 116/24 131/5 154/21	closed [1] 130/13 closely [7] 46/15 58/2 111/24 112/1 115/14 140/9 153/24	121/12 123/4 181/10 201/19	171/18 171/20 172/2 172/11 174/12 174/13 178/18 183/17 190/20
challenges... [1] 184/13	Chiefs' [1] 108/7	cloth [1] 92/9	command [3] 3/7 6/21 8/20	community [49] 6/3 6/7 7/13 8/16 8/17 8/19 9/15 10/9 10/17 11/7 20/14 21/18 22/25 23/2 30/13 30/14 30/17 30/20 30/23 32/4 32/6 32/14 35/13 38/10 40/2 41/6 43/9 43/11 43/17 51/1 54/14 90/1 90/8 90/22 90/23 90/24 91/1 91/6 95/5 95/7 95/24 96/10 167/20 169/15 171/21 172/1 172/13 179/8 190/23
challenging [7] 114/8 114/8 121/17 138/16 163/3 171/16 181/19	child [1] 182/19	co [3] 44/22 45/21 46/2	commence [1] 52/12	commenced [1] 151/2
Champions [5] 90/2 90/9 90/22 90/24 179/8	childcare [1] 27/5	co-author [1] 45/21	comment [11] 47/17 59/2 73/9 73/23 77/1 97/13 97/25 167/8 170/1 175/12 175/15	
Chancellor [1] 2/9	children [5] 22/2 22/5 22/10 22/20 188/23	co-authors [1] 46/2	comments [1] 168/2	
chances [2] 22/5 33/19	children's [1] 56/2	co-created [1] 44/22	commissioned [6] 12/24 155/15 156/16 163/8 167/24 177/19	
change [14] 71/25 77/17 77/19 88/2 88/8 98/4 117/4 117/20 119/25 120/18 120/20 131/11 136/5 153/13	chime [1] 4/7	codes [1] 11/18	commissioner [2] 109/11 110/13	
changed [8] 10/1 10/11 95/16 120/4 120/12 120/21 122/22 136/19	chose [1] 113/10	cognisant [1] 85/12	Commissioner in [1] 109/11	community-based [1] 8/19
changes [9] 103/9 117/20 120/14 121/21 136/9 138/4 138/17 139/5 151/11	chronology [1] 7/23	cohesion [1] 202/8	Commissioning [3] 65/5 65/7 65/12	comparator [1] 15/15
changing [9] 32/10 115/13 132/24 136/7 137/5 153/11 153/12 154/7 155/5	churn [1] 60/12	collaborative [1] 20/25	commit [1] 31/18	compare [4] 37/12 50/7 97/2 97/5
channelled [1] 9/18	CIPHA [2] 14/3 28/16	collated [2] 53/17 87/14	commitments [1] 185/14	comparing [1] 11/19
channels [1] 59/25	circumstances [2] 160/21 160/25	colleague [2] 91/22 154/20	committed [3] 145/16 152/20 159/8	comparisons [1] 15/23
characterisation [3] 194/12 201/17 202/9	cited [2] 35/4 69/16	colleagues [32] 3/1 5/25 6/17 8/10 9/4 9/6 13/15 14/21 29/17 35/4 35/9 44/12 46/13 46/14 47/6 49/6 65/3 67/25 69/18 82/8 97/8 153/24 153/25 175/16 175/16 175/25 181/22 181/25 191/16 198/25 199/1 199/2	committee [9] 113/16 113/17 114/10 143/17 143/21 144/9 144/25 146/18 147/4	complete [4] 5/3 18/2 79/9 118/19
characterise [1] 199/16	city [14] 3/8 3/9 8/21 15/16 20/7 20/16 20/23 21/19 22/1 27/19 28/3 64/5 98/5 140/6	collect [1] 96/18	committing [1] 126/1 13/12	completely [3] 7/3 70/14 115/6
characteristics [4] 15/20 42/20 76/7 185/25	clarification [2] 62/14 95/25	collection [6] 76/5 76/8 76/25 77/15 77/18 101/15	common [2] 11/6 13/12	completeness [1] 53/5
charge [5] 128/16 129/10 151/6 152/10 152/12	clarified [1] 76/18	collective [2] 69/3 86/18	communicate [2] 60/21 138/18	completes [3] 105/5 172/20 203/20
charged [15] 148/25 149/5 149/10 149/13 149/16 149/19 149/22 149/24 150/2 150/4 150/4 150/10 151/19 151/22 152/1	clarify [1] 141/12	collectively [7] 68/20 75/9 110/22 115/16 116/25 127/20 165/10	communicated [1] 165/21	complex [3] 35/18 97/9 101/21
charges [2] 152/13 152/16	clarity [7] 9/2 37/23 38/20 142/4 165/13 165/15 166/10	college [7] 111/11 111/13 111/18 111/24 112/3 139/9 139/11	communicating [1] 118/21	complexities [3] 47/16 47/21 58/25
charging [6] 125/5 148/7 150/9 151/7 152/22 153/21	classic [1] 197/14	colloquially [1] 125/11	communication [7] 21/18 24/14 26/16 48/7 49/18 49/22 185/1	complexity [6] 39/18 39/25 59/9 137/5 139/5 153/9
chart [2] 148/19 151/18	clear [28] 9/22 16/18 25/17 31/2 36/17 37/23 38/3 45/12 51/23 54/19 57/20 106/20 107/12 112/14 113/2 113/20 114/6 118/4 122/19 126/23 162/8 165/20 171/11 171/14 188/12 197/23 198/6 199/7	colours [1] 149/10	communications [2] 179/23 188/2	compliance [6] 118/6 118/10 122/18 140/12 178/25 193/22
charts [1] 194/13	clearer [1] 142/6	column [1] 132/5	communities [66] 6/14 6/16 6/19 7/15 9/15 9/19 10/7 20/3 20/4 20/5 20/11 21/12 21/21 22/7 25/22 25/24 26/16 27/6 27/25 28/7 31/12 31/12 32/19 33/12 35/15 41/11 42/16 43/19 43/23 44/13 46/6 48/10 48/17 49/19 52/15 52/25 53/11 56/20 71/24 72/25 73/13 74/21 85/7 100/3 101/3 101/9 103/22 161/24 161/25 167/19 168/21 170/11 170/12 170/13 171/8 171/15 171/17	complicated [3] 26/13 89/8 91/10
check [1] 23/9	clearly [21] 84/7 88/5 116/25 117/24 121/5 121/12 121/18 121/22 124/19 129/4 130/8 130/11 130/18 132/22 133/4 134/18 135/2 155/7 164/13 172/3 192/25	columns [1] 193/10	comply [4] 123/14 123/14 166/11 183/19	complications [1] 89/10
checks [2] 127/4 127/7	clients' [1] 42/11	combat [1] 21/5	complying [1] 140/13	component [1] 5/21
Cheshire [2] 3/9 13/5	clinical [4] 12/18 65/5 65/6 65/12	combination [5] 49/17 85/3 177/11 181/12 189/2	components [1] 59/19	comprehensive [2] 46/3 168/12
chief [18] 37/3 44/8 59/24 60/10 64/4 64/5 64/23 98/4 110/4 110/6 110/12 110/23	clinically [3] 84/8 175/22 182/17	comes [4] 23/23 63/13 116/23 125/15		comprehensively [1] 37/16
	close [2] 35/14 142/20	coming [8] 23/20 32/24 46/15 112/15		comprised [1] 15/19
	close-knit [1] 35/14			concentrate [1] 5/7
				concept [4] 120/18 122/22 140/14 145/9

C			
Conceptually [1] 176/10	conscious [1] 163/5	contact [20] 5/23 48/3 48/6 48/14 56/11 67/1 70/12 92/10 92/16 92/16 92/25 93/2 96/3 96/5 96/7 102/11 102/18 193/14 193/18 199/8	7/5 14/23 31/8 37/5 191/9 191/15
concern [8] 42/17 46/12 46/14 52/11 162/1 162/12 163/6 164/13	consensual [1] 122/18	contacts [1] 5/2	conviction [1] 125/22
concerned [4] 58/14 162/2 168/9 190/25	consensus [2] 86/10 118/6	contain [4] 70/25 95/4 98/14 104/17	cooperate [1] 61/18
concerning [1] 153/18	consequence [2] 83/6 95/20	contains [1] 74/19	cooperation [1] 105/11
concerns [13] 28/13 42/11 48/11 48/18 63/6 66/3 69/19 85/21 86/1 86/4 87/6 142/17 188/3	consequences [2] 5/12 44/24	contentious [1] 80/25	cooperative [3] 27/20 28/22 28/23
concert [1] 102/12	conservative [2] 69/14 69/14	contents [3] 1/16 52/1 173/24	coordinates [2] 62/10 109/22
concise [1] 189/21	consider [10] 6/6 27/3 39/24 44/20 44/21 47/15 47/21 113/18 191/24 198/3	contesting [1] 128/22	coordinating [1] 112/22
conclude [1] 163/12	consideration [10] 8/2 22/6 42/15 43/10 70/14 91/1 168/4 182/15 191/12 191/18	context [24] 5/3 7/23 7/25 8/5 21/13 28/12 57/13 62/13 64/16 97/25 112/20 113/9 123/3 128/17 163/3 163/4 175/1 175/3 178/1 179/2 179/3 180/7 181/8 184/25	coordination [3] 23/2 97/2 97/4
conclusion [2] 146/14 159/16	considerable [1] 130/15	contextual [1] 16/24	copy [2] 107/18 173/20
conclusions [3] 19/13 147/3 188/12	considerably [3] 64/6 133/13 135/11	contextualise [2] 100/13 102/8	core [8] 23/22 28/25 40/22 41/19 42/12 43/3 44/21 52/11
conditional [1] 104/22	considering [6] 22/24 24/17 79/13 104/7 192/22 198/5	Contingencies [1] 61/20	corner [2] 120/5 120/24
conditionality [1] 88/1	considers [1] 98/15	continual [1] 134/25	Coronavirus [3] 149/3 149/17 149/20
conduct [1] 152/19	consistencies [1] 104/8	continually [1] 121/25	corporate [2] 51/24 93/25
conducted [3] 42/25 65/17 148/10	consistency [7] 87/11 87/16 97/1 97/4 101/16 101/25 104/2	continuations [1] 39/5	correct [42] 2/3 2/18 3/15 12/3 16/15 19/12 23/8 29/8 29/9 52/17 52/20 52/23 53/1 53/23 57/24 65/10 67/7 77/19 81/6 108/1 108/8 108/15 108/20 109/9 109/19 109/23 110/6 111/2 111/18 112/14 119/10 125/23 129/18 129/19 130/23 131/24 143/11 147/6 155/24 156/12 158/22 179/1
conduit [5] 54/8 54/18 58/15 59/20 99/17	consistent [8] 46/9 75/21 78/5 89/13 96/19 127/22 147/5 201/10	continue [1] 3/23	correctly [2] 125/24 149/10
confidence [3] 27/18 103/14 114/3	consistently [1] 88/15	continued [3] 80/8 90/19 190/11	correlate [1] 193/10
confident [3] 122/5 137/22 147/15	consolidated [1] 65/22	continuing [1] 137/5	cost [1] 30/11
confidently [1] 196/17	constable [2] 110/13 131/5	continuity [1] 137/15	costly [1] 94/16
confirm [8] 1/15 1/18 39/5 53/6 173/17 173/24 174/1 174/4	constables [6] 110/5 110/6 110/23 116/24 116/24 154/21	continuous [3] 36/4 40/18 48/9	could [103] 1/5 1/9 4/9 4/14 5/3 5/17 6/9 7/15 8/7 8/19 10/13 10/24 10/25 13/18 14/14 14/15 15/11 17/12 18/2 18/4 19/8 23/5 27/17 35/20 36/7 36/22 36/25 38/8 44/16 47/2 58/14 61/3 62/16 63/18 64/2 64/19 65/25 67/15 67/24 68/17 68/20 68/22 68/22 71/15 71/21 73/25 75/25 76/3 76/21 78/8 83/4 84/17 86/24 89/21 91/6 91/19 91/25 92/3 92/8 93/18 94/15 97/12 103/18 109/1 113/23 114/16 117/12
confirmation [1] 81/15	Constabulary [1] 112/5	contrast [2] 50/7 97/2	cover [3] 127/24 185/1 188/13
confirmatory [3] 24/1 24/3 24/10	constant [2] 155/2 155/5	contributed [2] 187/22 198/20	coverage [1] 71/24
confirming [1] 178/21	constantly [6] 121/16 121/16 142/5 154/7 154/15 167/22	contributing [2] 173/2 198/22	covered [2] 41/25 191/1
confrontation [1] 140/22	consult [1] 198/25	control [6] 74/9 74/15 76/13 100/17 100/18 178/12	covering [1] 65/22
confrontational [2] 135/8 141/25	consultation [2] 9/21 115/1	controlled [1] 15/18	Covid [60] 2/24 3/7 3/19 3/21 9/10 12/2 12/11 13/25 14/8 15/14 25/19 35/10 38/4 38/6 42/13 44/11
confuse [1] 141/7	consulted [4] 114/24 130/25 131/2 131/10	controllers [1] 70/16	
confusing [2] 136/6 151/15		controlling [1] 16/19	
confusion [9] 87/10 87/16 139/18 141/5 141/21 141/22 151/3 153/15 165/22		conventional [1] 43/16	
connection [2] 33/21 34/7		conversation [13] 8/11 8/21 15/6 16/2 32/9 35/8 36/11 36/14 43/10 56/5 67/6 72/11 106/22	
conscience [2] 114/14 114/15		conversations [6]	

C	21/22 42/14 114/18 138/11	70/13 70/16 70/17 71/9 71/20 71/20 71/23 72/5 72/14 72/18 72/22 73/10 74/6 74/10 74/13 74/22 75/6 75/14 75/20 76/4 76/7 76/10 76/25 77/3 77/20 78/9 78/14 78/18 79/8 79/22 80/6 80/7 80/10 96/17 98/20 98/20 101/15 102/1 104/2 145/1 145/7 145/14 145/15 145/20 146/2 146/3 146/3 146/10 146/12 146/14 147/8 147/13 147/19 148/2 175/18 178/2 178/14 179/23 180/5 180/6 180/8 180/10 186/4 191/24 193/2 200/18 200/21	161/22	demonstrate [1] 153/8
Covid... [44] 45/11 45/24 52/22 63/7 65/21 66/6 67/1 74/6 99/10 114/23 126/1 129/9 129/16 129/22 134/1 138/4 138/14 148/10 164/6 164/9 164/11 167/10 170/17 171/5 171/17 172/6 172/16 175/6 175/9 177/6 177/9 177/14 177/15 178/12 179/4 179/7 180/20 184/21 185/6 187/3 187/4 187/13 188/25 191/22	critically [1] 72/9 criticism [2] 76/16 77/2 criticisms [1] 73/18 cross [2] 36/9 60/22 cross-pollinating [1] 36/9 crown [6] 129/11 130/16 130/21 148/9 150/6 153/25 crucial [1] 60/18 culminating [1] 66/7 culture [3] 20/22 20/25 21/7 current [1] 100/5 currently [3] 33/2 86/8 174/15 customer [1] 177/16 cut [2] 6/22 92/9 cycle [1] 139/14	data-driven [2] 27/14 27/23 database [2] 13/8 65/22 dataset [1] 68/11 date [3] 119/20 143/21 152/20 dated [6] 1/13 1/14 4/6 51/25 173/19 174/20 dates [1] 157/13 David [1] 114/11 day [5] 3/23 60/4 91/23 139/17 203/24 Dayle [6] 166/16 166/18 166/24 166/25 172/19 204/14 days [12] 10/21 12/13 13/10 38/7 38/7 38/17 38/20 84/13 94/24 132/3 139/6 152/22 DCMS [1] 189/6 deal [23] 4/2 7/1 9/25 11/5 38/25 54/7 54/15 62/11 63/1 65/14 99/12 116/10 123/25 125/18 126/19 129/6 153/10 154/8 154/11 162/20 165/22 171/8 181/11 dealing [8] 113/8 131/7 136/14 136/15 151/5 154/10 162/10 184/20 deals [2] 85/10 178/1 dealt [2] 124/5 130/1 Dean [2] 2/21 3/4 death [1] 187/11 deaths [2] 187/23 190/19 decades [2] 20/23	December [10] 7/8 11/16 19/18 29/12 30/19 32/1 91/17 174/7 187/8 198/15 December 2021 [1] 174/7 Decentralisation [1] 174/11 decide [2] 110/22 133/5 decide on [1] 110/22 decided [2] 83/1 86/15 deciding [1] 135/6 decision [9] 34/19 82/6 94/13 110/3 131/11 155/19 196/12 201/20 202/7 decisions [15] 16/22 42/25 55/23 56/4 94/14 114/7 114/14 114/15 114/17 119/5 153/21 177/14 179/21 186/10 202/8 declare [2] 43/8 80/9 dedicated [4] 177/5 195/23 196/13 199/6 deemed [1] 178/24 deep [4] 6/15 7/10 36/11 60/13 deeply [1] 39/17 defendant [3] 129/12 130/4 130/5 deficiencies [1] 187/22 defined [1] 114/4 definitely [6] 103/16 110/19 127/9 131/12 141/16 144/24 definition [1] 135/8 definitively [3] 137/22 146/9 146/9 degree [3] 69/5 75/14 188/7 delay [2] 85/24 203/4 delayed [1] 117/5 deliberately [3] 30/2 49/8 164/17 delighted [1] 107/1 deliver [2] 87/25 151/13 deliverable [1] 196/24 delivered [5] 55/9 55/16 75/15 84/10 171/24 delivering [2] 90/25 198/8 delivery [4] 31/8 55/21 197/15 197/24 demand [1] 88/21 demographic [1] 185/25	demonstrating [2] 122/4 180/24 department [119] 9/5 29/23 29/24 52/6 52/19 52/24 53/7 53/9 53/10 53/13 53/16 53/19 54/17 54/23 55/1 55/2 55/11 55/14 55/15 56/2 56/13 56/17 56/22 57/4 57/9 57/17 57/21 58/1 58/3 58/12 58/16 58/25 59/15 60/2 60/11 60/13 60/18 61/2 61/9 62/22 62/23 63/6 63/10 63/15 63/20 64/9 64/21 64/22 65/2 66/3 66/14 66/23 66/25 67/18 67/24 68/4 68/5 68/6 68/14 72/6 73/16 74/20 75/5 75/15 75/20 76/17 76/18 76/19 77/5 77/21 77/21 77/24 78/3 78/24 80/13 81/1 81/14 81/17 81/25 82/7 82/7 83/23 84/5 84/21 85/2 85/4 85/6 87/22 87/22 88/4 88/25 89/4 89/24 91/8 91/19 93/6 94/19 94/25 98/14 99/16 99/18 101/7 102/6 102/25 103/10 104/12 104/18 105/7 116/7 137/20 145/11 145/19 166/6 174/11 174/16 190/2 197/12 197/23 198/10 department's [9] 52/22 54/8 54/14 73/11 73/14 87/19 90/7 91/4 92/18 departmental [2] 88/3 197/17 departments [12] 55/8 99/17 105/10 177/20 181/10 181/24 182/2 182/3 185/5 196/6 196/9 199/2 depend [1] 4/17 depending [2] 110/13 139/4 deploy [2] 29/22 145/22 deployed [4] 2/25 29/23 29/25 31/10 deploys [1] 61/12 deprivation [4] 43/6 104/21 170/9 192/23 deprived [3] 163/17 163/25 170/12

D	111/16 111/22	115/2 115/6 118/21	disciplinary [1] 40/4	3/23 3/25 6/9 16/3
deputy [1] 86/13	device [13] 8/7 11/1	120/22 120/23 127/1	discipline [1] 28/21	16/19 19/10 21/6 24/3
derive [1] 98/8	11/2 11/6 11/8 11/14	129/17 132/15 133/7	disconnect [1] 94/9	24/9 26/21 27/3 29/13
derogate [1] 110/25	11/19 11/20 23/8	134/15 140/2 140/7	discourse [1] 176/14	32/17 33/5 35/23
derogation [2] 111/3	23/11 23/21 23/24	140/20 146/13 146/14	discretion [2] 89/15	36/19 41/6 44/16
111/6	33/18	155/9 164/11 165/25	89/15	44/20 47/20 48/24
describe [5] 6/18	devices [15] 2/16 8/7	168/10 178/23 179/3	discretionary [3]	50/18 55/19 56/16
12/20 47/7 103/13	8/23 11/12 11/16 12/1	179/9 184/8 188/14	81/4 88/13 88/17	60/7 61/6 68/8 69/10
131/2	18/13 20/10 23/6	188/18 191/22 203/18	discrimination [1]	69/16 69/20 70/22
described [2] 47/6	23/14 33/18 34/4 34/8	differently [6] 30/21	171/4	72/21 74/16 74/16
61/2	39/1 43/17	35/20 37/7 38/10	discuss [2] 157/22	75/1 76/25 77/10
describes [1] 74/14	devise [1] 58/4	69/10 127/1	195/2	78/20 79/9 79/10
describing [2] 13/21	devised [2] 82/15	difficult [10] 34/1	discussed [7] 29/19	80/11 80/15 81/25
197/18	83/8	50/1 59/10 74/25 88/8	46/12 47/19 103/17	88/2 90/25 91/18 92/3
description [2] 15/9	devolved [6] 58/22	114/15 140/16 140/23	144/7 179/13 194/24	92/5 93/18 94/19
136/10	58/23 59/1 59/5	150/20 183/6	discussing [1] 144/9	96/14 97/1 97/4
design [5] 9/20 38/21	116/22 132/25	difficulties [7] 19/4	discussion [4] 31/6	101/18 101/19 101/24
43/3 76/4 201/22	DHSC [1] 190/2	75/5 106/8 106/22	135/3 147/5 187/3	103/6 103/15 103/18
designated [2]	diagnosis [1] 12/10	134/14 144/12 184/23	discussions [4]	107/19 108/23 110/9
113/10 130/20	did [66] 8/9 11/11	difficulty [1] 136/1	131/9 131/13 181/21	110/25 115/18 116/15
designed [3] 48/17	13/11 14/2 16/7 19/5	digital [18] 7/11	187/4	117/23 117/24 118/8
49/19 76/9	26/10 43/25 45/20	13/22 13/25 25/7	diseases [1] 83/6	119/20 123/16 124/1
designing [2] 48/13	47/10 49/24 51/2	25/18 26/1 31/21	disparity [1] 158/1	127/4 127/7 127/24
82/8	67/13 67/21 72/18	31/25 32/5 32/18	display [10] 4/9	132/14 135/23 136/21
desire [2] 97/23	75/14 76/19 76/22	33/13 33/24 42/18	14/12 34/15 34/17	140/11 140/12 141/8
183/19	82/12 84/21 88/18	44/3 65/3 174/15	71/15 73/25 86/22	141/11 144/17 144/21
desired [1] 4/25	88/24 88/25 89/2 98/3	187/25 188/21	86/24 88/10 192/18	146/15 153/2 153/25
despite [6] 20/22	98/4 100/19 100/21	Digital's [1] 65/21	displayed [3] 14/11	154/5 160/21 160/25
24/24 66/2 76/12	104/12 116/15 119/6	digitally [1] 33/10	23/5 37/15	168/16 170/15 170/16
77/17 88/15	120/21 121/14 121/15	DIGs [5] 176/8	disproportionality [3]	170/17 170/23 171/13
detail [15] 12/20	121/16 126/19 133/6	179/15 191/1 200/12	160/11 160/16	174/25 181/19 181/20
27/11 32/2 40/15	138/5 140/25 147/18	202/13	161/23	182/1 182/3 183/8
59/18 61/7 65/19 66/7	147/19 152/19 154/4	diluting [1] 29/3	disproportionate [8]	184/19 185/19 191/3
76/25 90/21 108/25	159/11 162/4 164/1	direct [7] 29/4 56/17	42/15 161/20 178/19	191/16 192/10 192/12
156/3 156/7 165/25	164/5 167/9 167/12	93/10 93/20 110/9	187/23 195/6 195/7	193/24 194/19 194/23
203/13	167/14 168/18 171/8	184/23 194/2	200/18 201/6	195/4 196/1 196/11
detailed [11] 20/24	172/21 175/23 182/15	directed [3] 178/17	disproportionately	196/15 197/14 197/22
37/22 38/25 39/10	185/22 186/24 191/18	184/20 184/22	[23] 42/19 54/12	202/19 203/17
46/16 52/7 54/6 71/1	194/16 195/2 196/15	direction [1] 110/22	73/6 89/22 89/25	document [9] 4/10
74/5 90/2 98/13	196/21 198/24 202/19	directly [9] 42/11	91/15 91/21 158/8	5/5 5/18 71/14 72/19
detailing [2] 79/21	202/20 202/23	57/5 92/15 115/8	174/5 176/7 176/20	120/2 146/25 163/9
88/14	didn't [26] 10/13 19/6	116/19 117/1 128/23	178/10 180/9 185/18	198/18
details [11] 58/19	19/20 58/5 68/1 84/12	131/9 172/6	187/3 191/12 191/19	documents [5] 53/6
64/25 65/12 66/17	119/6 119/25 120/18	director [9] 9/18	191/25 194/1 195/24	85/17 98/14 117/7
72/17 76/1 77/16 87/3	121/9 121/10 128/7	22/15 52/14 52/18	196/1 196/14 196/18	190/16
126/8 146/19 189/14	142/11 147/21 152/10	73/21 100/19 102/7	disseminate [2]	does [15] 5/19 33/9
detect [3] 19/19 20/1	177/5 183/11 183/11	174/10 174/15	37/21 121/3	37/3 37/5 57/9 89/9
82/14	183/24 184/17 189/9	directors [22] 9/9	disseminated [3]	106/10 108/4 121/2
detected [1] 50/24	195/21 195/22 199/5	37/2 44/7 56/8 56/16	117/22 118/16 121/2	124/4 132/7 160/24
detection [1] 25/1	199/13 200/4	57/4 64/24 65/4 65/16	disseminating [1]	164/14 171/7 200/15
determined [1]	differed [1] 58/22	66/19 67/11 74/7	154/25	doesn't [3] 56/5
118/13	difference [4] 10/4	74/12 75/13 78/18	distancing [1] 179/5	110/8 132/6
develop [6] 21/12	133/14 163/21 165/19	78/21 80/5 93/1 94/1	distinct [1] 60/9	dog [1] 84/12
39/8 41/4 82/23	differences [2]	100/4 100/9 101/3	distinctly [1] 20/11	doing [22] 19/15 38/1
196/17 196/23	132/22 133/2	disability [5] 187/9	Distorted [1] 120/11	43/20 48/22 58/6
developed [9] 7/22	different [55] 11/18	187/10 187/11 188/10	distributed [3] 6/18	64/11 64/19 121/25
9/24 24/15 65/1 95/22	11/21 14/19 14/20	190/6	36/25 41/11	123/22 128/20 136/13
115/4 115/5 115/11	16/1 16/19 17/17	disabled [9] 175/10	district [1] 60/10	136/13 155/8 168/16
185/12	30/25 32/21 33/25	176/14 187/12 187/20	districts [1] 18/19	171/12 191/25 196/6
developing [2] 39/13	34/24 35/12 36/8 40/5	187/23 188/1 188/21	diversity [2] 6/17	197/19 199/22 199/25
72/23	50/4 50/5 50/6 55/2	188/23 189/5	44/23	200/2 200/4
development [5]	56/1 59/1 59/6 59/7	disadvantaged [1]	division [1] 11/13	don't [57] 1/22 21/15
42/21 44/1 70/15	59/11 61/13 71/24	46/5	Dixon [1] 97/15	22/25 28/17 56/24
	96/24 97/1 113/11	disaster [1] 96/24	do [120] 1/22 2/5	60/4 61/21 61/22 68/7

D	drive [2] 97/24 190/14 driven [4] 22/22 27/14 27/23 37/21 drivers [1] 192/23 driving [1] 200/9 drop [1] 192/6 dropped [1] 191/13 drove [1] 25/11 DsPH [1] 94/12 due [6] 87/4 138/25 159/6 181/13 197/8 197/21 Duncan [1] 2/6 during [26] 3/19 5/2 13/14 14/17 42/21 60/19 94/8 104/13 104/19 108/14 111/7 113/17 119/8 120/2 125/25 130/12 136/24 147/22 153/14 153/20 155/14 160/14 161/12 172/16 184/14 201/16 duty [2] 152/16 201/18	91/4 94/17 100/7 132/20 193/4 effectively [15] 12/1 70/25 71/2 79/24 100/17 111/22 125/1 125/13 130/2 146/16 150/21 156/13 156/17 163/18 163/23 effectiveness [4] 4/17 8/23 47/25 121/14 effects [3] 15/13 15/25 26/11 efficient [1] 5/6 effort [2] 9/13 78/17 efforts [1] 17/11 EIA [2] 42/25 43/25 eight [2] 16/14 34/9 eight-year-old [1] 34/9 Eighth [1] 29/17 either [7] 34/10 63/9 123/17 128/8 164/16 176/14 200/23 elaborate [1] 1/22 elderly [1] 84/8 elections [1] 31/17 element [3] 97/5 138/21 146/5 elements [2] 123/20 182/23 elicit [1] 182/5 eligibility [3] 87/9 87/20 88/1 eligible [1] 81/3 else [10] 12/9 32/17 80/15 97/25 98/23 138/8 138/15 190/5 202/12 202/15 email [15] 68/17 85/14 85/19 85/20 85/25 86/6 178/20 178/21 179/2 179/3 179/11 180/18 181/3 181/5 183/24 emails [4] 16/9 17/7 59/25 74/10 embedded [2] 6/2 37/7 embedding [2] 37/5 201/5 embrace [1] 32/14 emerging [3] 3/21 8/22 92/19 eminent [1] 30/9 emphasise [1] 199/19 emphasised [2] 10/12 100/2 employing [1] 43/17 Emran [6] 91/22 92/6 173/9 173/11 173/18 204/15 emulated [1] 100/10	enable [4] 70/17 78/19 102/1 145/2 enabled [1] 81/3 enables [1] 72/10 enabling [1] 17/14 enacted [4] 115/20 138/24 139/1 150/11 encapsulates [1] 147/2 encounter [3] 169/17 169/19 170/25 encountered [1] 144/12 encourage [5] 48/12 122/14 123/13 124/18 169/6 encouraged [1] 83/25 end [20] 14/25 19/8 19/14 33/5 80/2 95/23 96/9 114/3 128/9 175/13 178/3 183/24 184/16 185/22 186/13 193/20 198/9 201/19 202/1 202/11 ended [1] 96/9 enduring [1] 192/24 enforce [9] 81/20 121/23 122/14 123/16 124/20 125/2 146/20 147/7 147/12 enforced [1] 147/23 enforcement [15] 123/1 124/4 124/6 124/22 126/3 138/3 147/7 161/20 165/9 167/11 170/25 178/17 178/22 179/4 179/15 enforcing [1] 134/15 engage [10] 26/15 60/4 60/13 60/21 91/6 93/15 95/11 122/14 123/3 168/23 engaged [3] 75/19 115/14 168/19 engagement [18] 21/4 22/21 44/13 59/19 59/22 59/25 60/9 60/20 62/4 72/1 114/20 116/12 140/22 169/16 169/22 170/24 178/17 200/14 engagements [2] 124/14 137/20 engages [1] 59/16 engaging [6] 122/25 133/11 138/21 140/17 169/5 194/8 Engineer [1] 29/17 engineers [1] 41/2 England [35] 9/6 11/12 18/19 26/9 31/6 57/22 59/2 59/4 61/24 62/2 74/12 75/12	96/23 101/19 101/21 109/23 121/3 126/20 127/9 132/1 132/12 133/19 133/22 134/9 136/24 143/9 143/24 153/1 157/13 157/19 158/1 160/11 163/15 175/18 199/3 England's [1] 97/21 English [6] 72/8 120/25 121/7 123/12 153/1 168/6 engulfed [1] 156/13 enhance [1] 5/15 enhanced [2] 59/10 185/21 enough [3] 12/8 48/14 181/1 ensure [4] 58/10 70/15 112/12 147/6 ensuring [4] 55/6 189/5 192/7 198/7 entered [2] 167/16 167/17 entirely [5] 40/10 96/16 101/22 110/14 203/18 Environment [1] 55/11 environmental [1] 40/3 environments [2] 28/20 28/21 envisaged [1] 83/21 equalities [4] 155/14 177/12 192/22 201/7 equality [5] 42/24 43/2 201/5 201/18 201/25 equally [4] 47/22 53/17 151/4 179/7 equity [3] 42/13 43/2 44/21 equivalent [3] 115/10 157/23 158/5 error [1] 150/17 errors [5] 152/4 152/9 153/2 153/21 154/13 Es [13] 117/16 119/15 119/16 120/18 121/7 122/4 122/6 122/12 122/15 122/16 126/2 159/11 159/13 escalated [3] 63/6 66/13 67/4 especially [3] 94/8 103/21 160/12 essential [1] 36/16 essentially [17] 14/7 30/19 30/23 37/23 39/12 39/13 40/16 57/9 57/18 59/15 59/19 60/17 70/12
----------	---	--	---	---

E	107/24 108/2 162/25	3/4 60/10 64/4 64/5	153/2 153/5	199/9 199/10 202/3
essentially... [4]	everywhere [1] 123/8	98/5 112/3	exploration [2] 93/23	fairest [1] 201/17
81/14 113/6 125/17	evidence [43] 2/13	executives [2] 59/24	96/8	fairly [3] 86/12 127/5
203/9	7/6 7/19 8/22 11/15	64/23	explore [4] 40/16	187/15
established [5] 58/5	23/16 39/15 45/13	exercise [6] 79/2	59/14 61/1 71/13	fairness [2] 87/12
60/20 62/22 175/11	47/5 47/23 53/13 56/7	142/12 165/9 165/9	exposed [1] 183/2	150/1
191/6	58/21 67/3 67/6 71/6	198/16 198/21	exposure [3] 175/9	faith [1] 43/18
establishment [1]	71/7 71/10 71/12	exercises [2] 41/7	182/20 182/22	faithfully [1] 198/18
135/2	74/20 94/6 98/22	154/17	expressed [2] 22/7	familiar [2] 169/18
estimated [2] 20/2	99/15 99/20 99/24	exercising [1] 142/11	46/9	173/20
193/6	108/18 124/8 137/11	exhaustively [1]	expressing [1]	families [5] 10/8
et [2] 26/1 104/5	137/15 147/15 150/7	108/24	179/10	22/20 34/5 45/11
et cetera [2] 26/1	152/5 153/7 153/17	exhibit [2] 100/15	extend [1] 24/8	99/11
104/5	156/4 159/8 172/14	102/9	extended [1] 22/24	family [4] 22/24 26/5
ethical [1] 113/18	172/14 174/8 176/13	exhibits [1] 100/14	extensive [1] 187/15	39/20 39/23
ethically [1] 114/8	202/12 203/17 203/21	exhibits MMK/24a [1]	extent [5] 75/3 87/23	far [5] 32/13 148/16
Ethics [4] 113/16	evidenced [2] 24/22	100/14	88/4 166/8 194/21	163/24 181/1 186/24
114/10 143/17 143/21	75/2	exist [3] 57/5 59/20	external [1] 155/16	fashion [1] 138/19
ethnic [28] 32/19	evident [1] 151/17	72/18	extracted [1] 14/10	fast [2] 7/6 154/6
42/9 42/16 42/19	evidents [1] 152/12	existed [1] 75/12	extracting [1] 21/3	fast-moving [1] 7/6
157/19 158/1 158/2	evolution [2] 24/16	existent [1] 152/13	extremely [5] 40/11	faster [3] 67/24 68/2
158/7 158/15 158/17	94/23	existing [6] 22/15	49/5 50/7 84/8 137/1	92/6
158/19 159/21 159/25	evolves [1] 14/20	91/1 91/7 190/14	extremis [1] 28/10	fear [2] 25/11 26/4
160/4 160/11 160/16	evolving [2] 63/23	191/2 195/7		feasibility [1] 184/18
160/19 161/20 167/4	95/19	exists [3] 83/17	F	feature [2] 161/25
167/11 168/5 170/3	exacerbating [1]	103/20 172/8	face [2] 119/5 134/18	161/25
175/8 176/15 178/9	195/7	expand [2] 63/9	faced [4] 20/23 24/2	features [1] 27/3
178/14 180/21 190/18	exact [3] 82/21 83/22	65/25	138/3 155/7	February [6] 45/22
ethnicity [8] 43/5	147/24	expanded [4] 14/14	facility [1] 127/17	82/19 83/21 190/24
43/8 76/10 80/7	exactly [7] 15/16	18/4 75/25 127/24	facing [3] 122/8	190/25 192/17
157/16 186/7 186/11	117/13 122/13 161/16	expect [2] 28/6	178/5 184/13	February 2020 [1]
186/15	171/12 186/9 195/11	113/22	fact [38] 12/13 15/25	82/19
Europe [2] 112/16	exam [1] 77/8	expectation [1]	22/18 33/23 36/15	February 2021 [1]
118/12	example [26] 27/19	150/22	41/24 43/6 43/11	45/22
evaluate [1] 39/24	28/17 35/8 39/19	expected [5] 23/24	45/18 46/24 47/6 48/1	fed [3] 23/13 34/19
evaluated [1] 39/19	41/15 49/15 55/10	23/25 47/4 48/11	48/3 59/10 76/12 83/9	182/8
evaluation [4] 2/15	55/17 57/3 57/4 71/8	160/15	108/18 109/10 109/21	Federation [2] 42/8
30/1 30/6 40/4	84/5 95/18 98/6 102/6	expecting [1] 168/24	111/6 112/24 117/2	167/4
evaluations [2] 30/2	104/11 114/24 138/6	expended [1] 78/17	121/3 147/10 147/18	feed [2] 14/7 113/12
90/12	138/25 145/1 154/13	experience [7] 7/2	147/19 149/15 150/1	feedback [12] 10/10
even [14] 21/20 26/3	168/8 177/2 188/20	44/23 60/6 90/15	151/9 156/6 157/9	13/17 20/4 21/21
48/12 77/20 83/7	189/4 201/9	164/6 164/9 164/12	169/22 170/2 170/10	21/22 28/5 48/10
98/16 115/4 138/12	examples [6] 63/20	experiments [2] 50/4	170/14 189/1 196/21	48/20 95/10 95/16
146/21 175/20 183/14	79/7 103/12 103/16	50/9	197/21	95/19 121/15
183/19 184/14 200/6	135/17 141/20	expert [2] 89/6	factor [3] 31/16	feeding [1] 201/14
event [3] 48/6 48/8	excellent [5] 13/10	155/16	46/11 186/7	feel [3] 1/22 93/16
183/14	37/3 82/12 96/12	expertise [1] 103/20	factors [12] 4/18	142/3
events [1] 48/4	101/6	experts [1] 47/24	5/13 6/7 15/23 25/8	feeling [2] 28/4 143/3
eventually [4] 16/4	exception [1] 197/18	explain [17] 12/22	31/5 130/11 144/15	feelings [1] 43/9
17/18 32/6 127/13	exceptional [1]	15/11 26/16 54/22	183/2 186/12 192/23	feels [1] 199/19
ever [4] 42/25 135/25	104/16	68/1 117/13 117/25	194/10	Fell [2] 73/21 94/6
137/14 167/9	exceptions [1]	122/14 122/15 123/13	facts [1] 191/6	Fell's [1] 93/25
ever-increasing [1]	201/23	138/20 139/22 139/22	fail [2] 91/10 143/10	felt [3] 24/3 64/1
135/25	excess [1] 104/14	160/3 168/24 168/25	failed [3] 97/22 146/7	147/5
every [7] 14/9 14/16	exchange [1] 126/22	180/16	159/10	FEMHO [1] 167/5
17/4 87/14 87/18	excluded [2] 33/10	explained [3] 9/24	failing [2] 143/7	fence [1] 68/11
117/4 171/25	76/4	10/4 92/14	147/23	few [6] 18/15 45/13
everybody [5] 113/3	exclusion [2] 32/18	explaining [2] 123/12	failure [3] 17/3 159/8	99/11 107/1 167/5
122/19 138/15 164/5	187/25	169/5	195/5	188/25
169/17	exclusively [2] 84/7	explains [1] 177/19	fainter [1] 38/15	fifth [4] 20/1 20/2
everyday [1] 60/12	101/2	explanation [6]	fair [14] 34/25 38/2	25/5 25/16
everyone [1] 48/15	excuse [3] 158/12	122/14 123/5 150/14	55/23 72/4 89/13	Fifthly [1] 25/10
everything [4] 64/12	159/18 168/7	152/3 152/5 152/7	95/15 131/13 132/16	fighting [1] 6/22
	executive [7] 2/21	explanations [2]	142/18 167/15 190/20	figure [6] 18/6 18/7

<p>F</p> <p>figure... [4] 18/11 20/12 157/23 158/5</p> <p>fill [1] 202/20</p> <p>fills [1] 126/7</p> <p>filtered [1] 117/21</p> <p>final [10] 29/14 91/16 94/7 120/5 132/5 136/21 148/4 149/2 155/12 163/11</p> <p>finally [11] 40/13 44/14 48/24 54/15 103/6 113/14 152/24 160/8 164/24 171/2 201/2</p> <p>financed [1] 55/6</p> <p>finances [1] 31/18</p> <p>financial [32] 7/11 13/24 15/22 25/12 26/22 27/5 40/24 44/3 46/4 46/8 46/24 54/11 81/9 83/25 85/1 85/3 85/11 85/21 85/24 86/3 88/24 89/1 104/16 187/14 188/3 193/17 193/21 194/5 194/11 194/13 194/19 194/21</p> <p>financially [2] 83/11 101/14</p> <p>find [12] 4/11 27/6 35/9 35/11 49/23 70/16 97/24 115/22 126/24 131/17 138/18 142/3</p> <p>finding [12] 10/12 16/7 16/8 19/19 25/16 25/18 32/3 47/4 49/25 100/24 165/24 181/9</p> <p>findings [27] 4/3 4/7 7/8 7/10 7/20 20/18 23/5 24/20 29/8 29/15 31/21 31/23 31/24 31/25 43/25 45/17 46/8 46/23 47/1 47/18 49/4 49/6 49/9 49/12 50/3 157/2 159/23</p> <p>fine [19] 120/15 125/11 125/18 128/8 128/11 131/23 132/2 132/8 132/9 132/13 132/15 133/18 133/22 133/25 134/11 134/15 135/14 158/18 160/1</p> <p>fines [15] 120/12 126/19 133/3 133/5 133/8 133/12 133/17 135/6 135/15 135/20 136/21 136/22 137/3 159/3 159/22</p> <p>finished [1] 18/25</p> <p>Fire [1] 112/5</p> <p>first [44] 1/19 4/4</p>	<p>18/15 20/17 27/20 31/25 42/24 45/15 47/20 52/12 61/14 76/19 104/19 119/17 119/20 122/25 125/3 125/6 126/2 144/17 148/23 149/15 149/18 150/6 150/18 151/1 151/18 155/21 156/14 156/17 156/23 156/24 157/7 158/25 159/13 162/14 165/7 168/6 168/12 182/12 184/2 185/14 196/22 198/20</p> <p>firstly [8] 24/21 30/23 37/20 54/8 99/14 114/23 117/12 167/8</p> <p>fit [3] 31/13 31/14 48/17</p> <p>fits [1] 94/17</p> <p>five [9] 7/7 10/21 38/17 38/20 45/17 106/24 107/3 107/10 142/12</p> <p>five days [1] 38/20</p> <p>fixed [35] 72/12 79/11 120/6 120/9 121/20 121/23 123/17 124/10 125/3 125/7 125/10 126/4 126/25 127/3 128/5 128/6 128/17 128/22 129/3 131/7 131/8 131/15 135/9 157/18 158/3 158/8 158/14 158/21 158/24 159/15 159/21 160/4 163/15 163/24 178/15</p> <p>flag [1] 120/25</p> <p>flagged [1] 98/17</p> <p>flagging [1] 182/14</p> <p>flat [1] 164/10</p> <p>flats [1] 164/10</p> <p>flavour [1] 102/22</p> <p>flawed, [1] 69/12</p> <p>flawed, like [1] 69/12</p> <p>flex [1] 43/23</p> <p>flexes [1] 33/7</p> <p>flexibility [2] 88/16 88/21</p> <p>flight [2] 24/18 172/21</p> <p>floss [1] 28/10</p> <p>flow [29] 2/16 8/7 8/23 11/1 11/2 11/5 11/8 12/1 12/21 14/18 17/2 18/13 19/22 19/25 20/10 23/6 23/8 23/11 23/14 23/19 23/21 24/9 31/13 38/14 39/1 39/20 71/9 192/13 192/14</p> <p>flowers [1] 36/10</p> <p>Floyd [1] 163/1</p>	<p>focus [14] 91/21 160/14 163/4 168/18 171/23 178/23 179/15 180/5 181/2 181/14 182/10 186/10 186/16 200/11</p> <p>focused [7] 48/5 90/4 168/14 176/14 179/23 186/18 187/9</p> <p>focuses [1] 180/8</p> <p>focusing [2] 168/22 188/10</p> <p>follow [11] 5/19 24/6 46/20 48/15 73/8 110/24 118/9 124/4 159/9 159/10 169/6</p> <p>follow-up [1] 24/6</p> <p>followed [3] 143/13 162/25 188/25</p> <p>following [3] 152/8 180/1 203/24</p> <p>follows [2] 87/3 112/9</p> <p>Food [1] 55/11</p> <p>footfall [1] 13/15</p> <p>footing [1] 71/3</p> <p>fora [1] 60/7</p> <p>force [14] 110/16 113/5 113/9 113/13 122/3 126/17 127/4 127/8 127/10 128/23 134/15 152/23 157/3 171/25</p> <p>forced [1] 140/14</p> <p>forces [36] 109/22 109/23 109/25 110/1 110/3 110/9 110/11 110/18 110/21 112/12 112/23 113/10 116/14 116/15 116/16 117/19 117/22 118/20 122/2 127/1 127/14 127/19 127/25 129/5 130/24 132/18 136/3 145/4 147/11 147/23 154/24 154/25 157/1 157/1 171/25 172/11</p> <p>foreseeable [1] 171/3</p> <p>forgive [1] 92/2</p> <p>form [7] 26/23 68/7 77/18 77/19 118/17 126/16 128/24</p> <p>forma [3] 126/7 126/9 126/13</p> <p>formal [3] 60/7 126/14 199/23</p> <p>formalities [1] 177/5</p> <p>formally [3] 121/9 121/10 191/14</p> <p>formas [1] 127/1</p> <p>format [1] 68/18</p> <p>formation [1] 32/4</p> <p>formed [3] 94/10</p>	<p>96/11 180/9</p> <p>former [2] 174/4 185/1</p> <p>forms [6] 21/18 44/4 44/9 76/8 76/25 77/15</p> <p>forth [1] 64/14</p> <p>forthcoming [1] 26/18</p> <p>forum [3] 61/11 62/9 63/1</p> <p>forums [7] 47/19 61/17 61/19 61/22 61/23 62/15 64/24</p> <p>forward [26] 4/10 20/7 20/11 20/17 23/20 23/23 28/1 33/22 44/15 75/23 133/6 162/21 172/4 176/22 181/6 181/10 187/2 189/1 189/7 189/8 189/10 189/17 189/20 189/24 190/15 197/5</p> <p>forwards [1] 198/2</p> <p>found [5] 4/8 4/16 87/8 149/23 163/12</p> <p>Foundation [1] 97/15</p> <p>four [13] 116/24 121/3 121/5 121/7 122/4 122/6 122/12 122/15 122/16 126/20 155/8 155/9 159/11</p> <p>fourth [3] 25/18 157/25 185/9</p> <p>Fourthly [1] 25/6</p> <p>FPN [2] 157/18 159/25</p> <p>framework [3] 70/25 95/4 98/16</p> <p>frameworks [2] 60/21 155/10</p> <p>frankly [2] 58/14 164/17</p> <p>frankness [2] 70/2 79/12</p> <p>fraud [1] 58/9</p> <p>free [2] 1/22 203/19</p> <p>freelancing [1] 101/7</p> <p>frequency [2] 4/19 136/17</p> <p>frequent [1] 137/20</p> <p>frequently [1] 63/5</p> <p>friend [1] 114/19</p> <p>friends [1] 50/23</p> <p>front [4] 44/11 133/21 157/11 179/7</p> <p>frontline [5] 35/21 39/2 62/10 109/12 146/20</p> <p>full [10] 1/9 18/8 32/6 51/19 109/16 147/21 160/9 167/17 172/8 200/3</p> <p>full-time [1] 109/16</p>	<p>fully [2] 88/18 179/22</p> <p>function [1] 56/14</p> <p>functions [1] 57/10</p> <p>fund [4] 104/13 104/17 104/24 198/4</p> <p>fundamentally [3] 64/18 83/23 194/11</p> <p>funded [4] 81/2 190/3 197/13 197/13</p> <p>funding [21] 57/10 58/20 81/16 88/17 104/4 104/23 105/1 181/15 189/2 189/9 194/17 195/23 195/23 196/4 196/10 196/13 196/19 196/25 197/2 197/9 197/16</p> <p>funds [1] 88/12</p> <p>further [16] 58/25 66/24 67/5 80/16 98/1 127/7 132/5 156/15 165/12 172/14 181/16 182/8 182/15 190/23 194/19 202/16</p> <p>future [10] 26/23 32/19 44/16 44/20 48/12 49/2 79/15 190/22 199/11 200/23</p> <p>future-orientated [1] 44/16</p> <hr/> <p>G</p> <p>gained [1] 66/25</p> <p>game [1] 80/15</p> <p>gap [3] 86/17 175/17 202/20</p> <p>gaps [2] 66/5 177/2</p> <p>Garton [21] 51/11 51/13 51/15 51/21 51/22 53/15 54/3 70/1 71/6 80/20 85/9 86/21 89/22 99/1 99/8 100/13 102/4 103/6 105/2 105/6 204/8</p> <p>gastrointestinal [1] 3/20</p> <p>gatekeeper [1] 57/6</p> <p>gather [1] 202/24</p> <p>gathering [3] 135/19 179/24 180/8</p> <p>gatherings [1] 161/14</p> <p>gave [8] 14/7 20/4 26/9 71/11 108/18 124/8 156/4 185/5</p> <p>GDPR [1] 69/15</p> <p>general [19] 5/16 13/6 24/7 26/21 48/18 52/14 52/19 69/11 69/12 69/12 69/15 73/1 78/13 108/13 122/24 130/20 145/13 174/10 174/15</p> <p>generally [8] 89/14</p>
---	---	---	---	--

G	99/23 125/13 162/18 174/7	96/23 104/15 123/21 124/17 127/5 137/21 138/23 139/1 139/25 143/1 145/21 148/1 183/7 190/8	greater [8] 10/17 43/6 48/13 48/25 49/20 180/2 180/3 180/24	201/21
generally... [7] 115/20 115/22 116/1 142/16 162/7 169/18 201/12	global [1] 96/21	Gould [2] 17/8 17/13	greatest [3] 5/9 25/24 47/9	H
generate [1] 196/2	glue [3] 36/3 36/4 36/16	governance [3] 28/15 29/1 29/3	greatly [1] 60/15	had [128] 7/9 7/17 8/16 9/7 10/13 10/17 10/25 11/12 11/18 11/22 12/24 13/22 14/3 15/3 15/24 16/13 17/19 18/1 18/1 18/8 18/18 18/21 18/24 19/5 19/9 19/9 19/11 20/18 23/20 24/22 27/24 31/2 33/18 38/13 38/24 43/15 44/6 47/2 49/9 49/10 49/25 52/18 53/19 54/23 57/17 57/21 61/10 66/25 72/1 75/5 76/10 77/8 80/5 82/5 82/15 82/17 93/6 93/8 95/22 96/24 100/11 103/14 104/20 106/25 115/2 117/2 117/6 118/10 118/11 122/22 123/16 123/20 123/22 127/21 128/7 130/14 132/2 132/15 134/18 135/5 137/19 139/4 139/19 142/18 142/20 143/9 144/22 145/16 146/4 146/7 147/13 147/15 147/15 150/25 157/8 159/8 162/5 162/25 163/6 165/2 165/14 166/2 167/12 168/8 170/5 170/23 175/5 175/18 175/18 178/23 179/13 180/17 181/1 183/14 188/20 191/13 192/9 196/12 196/19 196/22 196/22 196/22 196/24 197/2 199/5 200/17 200/20 201/15
generated [3] 7/7 7/19 11/3	go [49] 4/14 5/3 9/25 20/6 38/17 39/4 45/19 48/15 49/3 56/21 66/7 66/16 81/11 83/12 86/25 91/8 91/11 92/12 94/3 94/4 96/15 109/2 113/25 125/17 128/12 128/18 128/23 129/8 130/4 138/20 139/9 139/10 141/3 142/8 142/11 142/12 144/25 147/1 154/5 154/18 154/19 156/6 167/15 170/20 183/24 185/8 186/15 192/19 203/12	governed [1] 29/1	green [2] 50/22 106/16	happened [8] 86/15 86/16 113/4 124/18 129/7 185/3 185/12 192/10
generation [1] 183/1	goes [11] 11/20 60/4 78/11 78/16 129/10 145/12 157/22 160/17 178/13 179/19 186/13	government [87] 8/11 29/23 29/25 30/22 47/2 52/14 52/25 54/9 54/18 55/1 55/5 55/8 55/14 55/15 55/25 56/12 56/18 56/21 57/1 57/2 57/2 57/10 57/19 58/3 59/16 59/20 59/21 59/22 59/23 60/22 60/24 61/8 61/11 63/25 65/4 67/21 67/21 69/3 73/20 74/2 74/21 76/17 76/24 78/13 79/1 79/8 82/22 85/7 87/7 92/15 94/11 95/18 98/7 101/5 103/4 103/14 104/7 104/12 104/15 104/18 105/9 112/9 114/21 115/18 115/25 116/13 116/20 117/1 132/23 134/22 139/16 140/25 141/1 141/3 142/6 142/17 142/19 147/20 156/17 167/6 167/9 167/22 174/13 178/14 184/9 197/14 202/7	grid [1] 41/10	
generational [4] 182/18 183/10 183/18 184/3	going [69] 1/21 2/13 4/2 6/25 13/18 17/8 23/3 27/22 29/22 33/19 34/13 34/15 45/19 61/6 67/20 73/18 80/24 83/9 83/23 92/9 98/15 101/8 101/10 102/15 102/22 106/14 112/18 112/19 114/2 114/7 118/14 118/24 119/1 122/11 122/20 126/23 128/5 137/10 142/5 142/10 143/2 146/15 147/16 154/1 154/4 154/21 155/6 155/6 159/13 161/5 161/5 162/8 162/11 162/18 162/21 169/16 170/18 170/19 171/16 172/2 172/4 176/22 182/19 182/21 189/11 194/7 194/14 198/2 202/4	government's [2] 2/15 76/2	group [24] 34/20 34/22 34/24 36/22 36/25 37/9 45/11 62/10 114/12 114/16 153/23 156/21 161/8 164/23 175/2 177/5 177/18 180/19 189/17 190/6 190/13 194/23 197/6 199/6	
gentleman [1] 51/10	gets [51] 12/15 13/25 14/1 16/10 16/20 17/17 18/22 19/1 20/6 25/19 25/20 32/9 39/13 49/7 50/1 61/7 67/21 69/17 72/11 75/9 75/15 78/4 95/23 103/18 103/18 107/4 115/24 116/3 118/8 119/11 125/15 126/2 136/7 136/16 139/16 140/4 140/12 140/12 141/24 156/18 156/19 157/5 162/17 165/13 166/7 168/1 170/19 185/20 186/24 191/22 196/22	GP [1] 24/14	groups [46] 5/8 5/9 15/15 33/22 36/8 37/1 42/19 43/18 54/12 60/9 65/5 65/7 65/12 73/6 89/23 89/25 91/15 91/21 95/10 115/2 135/16 135/18 159/23 167/11 168/5 174/5 175/8 176/8 176/20 178/19 180/10 180/21 185/19 187/3 191/13 191/19 191/25 193/21 194/1 194/5 194/6 195/15 195/24 196/2 196/14 196/19	
George [2] 30/9 163/1	getting [16] 16/17 22/13 32/25 64/2 68/16 79/8 84/10 84/22 123/7 123/15 135/16 161/12 165/25 172/15 192/5 197/1	governmental [1] 60/22	growing [2] 22/5 46/23	
George Floyd [1] 163/1	give [20] 7/23 8/7 9/3 17/12 19/15 23/15 31/12 33/21 35/2 48/20 49/14 56/1 58/24 62/2 73/22 96/1 114/17 116/3 136/3 198/23	governments [2] 59/5 59/13	growth [2] 52/14 174/11	hadn't [3] 144/22 152/14 175/19
get [51] 12/15 13/25 14/1 16/10 16/20 17/17 18/22 19/1 20/6 25/19 25/20 32/9 39/13 49/7 50/1 61/7 67/21 69/17 72/11 75/9 75/15 78/4 95/23 103/18 103/18 107/4 115/24 116/3 118/8 119/11 125/15 126/2 136/7 136/16 139/16 140/4 140/12 140/12 141/24 156/18 156/19 157/5 162/17 165/13 166/7 168/1 170/19 185/20 186/24 191/22 196/22	gold [7] 3/7 8/20 12/3 12/9 12/10 112/17 113/6	grace [3] 20/10 50/25 51/1	guess [3] 119/24 120/17 165/5	half [3] 20/15 20/16 172/23
getting [16] 16/17 22/13 32/25 64/2 68/16 79/8 84/10 84/22 123/7 123/15 135/16 161/12 165/25 172/15 192/5 197/1	gone [4] 65/9 123/20 199/5 200/11	gradual [1] 103/12	guessed [1] 172/24	Hampshire [1] 127/11
give [20] 7/23 8/7 9/3 17/12 19/15 23/15 31/12 33/21 35/2 48/20 49/14 56/1 58/24 62/2 73/22 96/1 114/17 116/3 136/3 198/23	good [23] 1/3 1/5 22/17 29/1 33/11 37/1 42/7 45/10 59/6 64/7 82/11 84/21 89/17 90/18 90/20 94/25 98/6 99/8 99/9 104/21 142/18 166/2 203/22	gradually [1] 168/13	guessing [1] 161/3	
given [27] 8/2 16/11 21/3 23/4 37/24 40/12 44/14 47/22 71/11 82/1 86/3 88/16 89/16 91/1 102/19 105/8 121/20 132/8 132/9 134/1 160/13 165/4 168/4 184/13 194/17 197/1 203/10	got [27] 2/4 32/23 37/7 41/5 50/23 58/18 60/8 70/24 70/24 71/3 72/9 79/19 95/10	grandchild [1] 34/10	guidance [35] 39/22 103/10 110/17 111/21 117/6 117/11 117/15 119/7 119/8 119/13 119/15 119/18 119/21 119/24 120/2 120/14 120/16 120/24 121/2 121/7 121/11 121/14 121/22 123/9 124/24 136/2 140/25 141/1 141/7 141/16 147/11 154/14 165/20 171/7 182/16	Hancock [2] 66/15 67/4
gives [2] 63/20 102/22		grandparents [1] 22/24	guide [1] 186/12	hand [3] 10/23 120/5 120/24
giving [8] 24/14 33/17 35/18 64/12		grant [2] 194/25 194/25	guiding [2] 112/22	handled [1] 102/19

H	80/20 98/12	124/1 154/12 161/2	highly [10] 20/25	hosts [1] 127/10
happening [10]	heads [1] 35/19	172/25 182/7 185/11	41/5 48/2 48/9 52/7	hotels [1] 184/16
19/16 62/3 77/9	health [146] 1/23 2/7	186/24 188/7 190/5	82/4 101/4 162/9	hour's [1] 172/23
101/20 113/13 118/13	2/20 2/22 2/25 3/1 3/2	195/12	162/10 171/17	hours [1] 139/6
132/21 155/6 165/14	3/5 3/15 3/16 3/19	helped [5] 17/17 64/6	him [3] 17/10 51/11	house [3] 84/12
166/5	3/22 6/16 6/23 9/5 9/6	77/20 84/9 196/18	94/7	164/7 168/8
happens [1] 107/2	9/8 9/9 9/16 9/17 9/18	helpful [15] 17/14	himself [2] 36/15	household [2] 46/18
hard [7] 49/7 67/19	11/12 12/5 12/18	28/1 53/25 54/25	86/4	182/25
75/7 82/18 104/3	12/24 13/7 15/4 20/22	71/10 72/7 73/17	hindered [1] 141/1	households [3] 81/3
141/23 176/25	20/24 21/2 21/4 21/10	138/1 166/1 174/24	hindsight [1] 197/4	170/3 183/18
harder [5] 27/21	21/12 22/3 22/11	176/6 180/13 185/13	his [6] 58/19 71/9	housing [8] 52/25
87/10 87/20 88/2	22/15 22/16 22/17	198/12 199/4	100/10 112/5 152/4	53/10 55/3 56/20
135/11	22/18 25/23 27/15	helpfully [7] 14/10	187/21	74/21 85/7 174/12
hardship [3] 15/22	27/23 28/24 28/24	45/16 62/19 78/7	His Majesty's [3]	174/13
88/24 89/2	29/25 31/9 32/17	93/22 98/17 131/21	58/19 112/5 152/4	how [79] 7/11 7/13
harms [1] 22/4	32/20 34/6 35/1 35/5	helping [2] 13/11	history [2] 1/21	7/22 9/20 10/22 13/18
harness [1] 2/1	35/6 35/16 35/22 36/2	188/21	169/23	21/6 24/17 27/22
has [37] 8/1 8/16	36/3 36/3 36/9 36/12	hence [1] 167/23	hit [1] 82/16	28/13 29/21 32/17
12/10 38/11 45/17	36/17 36/24 37/2 37/4	her [9] 12/22 35/2	hm [16] 53/21 61/4	32/24 32/24 33/9
52/7 53/12 53/17	37/10 41/1 41/3 41/4	39/15 69/24 79/24	107/22 111/12 125/9	37/25 38/21 39/1 41/8
55/12 56/7 56/13	43/22 44/6 44/7 44/12	83/15 83/20 88/6	126/18 129/15 132/4	41/13 43/25 48/19
58/21 60/12 78/20	46/13 46/13 47/7	98/24	134/5 143/22 144/1	53/2 53/6 58/8 58/9
83/2 83/5 87/14 87/17	47/16 47/21 47/24	her Ladyship [1]	149/14 150/13 151/23	58/9 60/18 61/2 63/10
89/10 93/25 94/6	48/2 48/4 49/1 50/5	69/24	152/18 156/2	63/20 65/12 67/15
96/21 96/22 99/23	56/8 56/16 56/17 57/4	here [17] 14/18 36/7	HMCTS [2] 130/9	69/10 73/10 75/7 75/7
111/18 111/19 128/6	57/5 58/1 58/12 58/16	58/1 60/8 67/9 71/18	153/25	79/5 79/6 84/19 94/9
130/18 135/6 136/19	61/10 62/11 62/23	72/5 75/11 88/14	HMT [1] 81/15	94/10 97/4 100/16
142/1 151/4 160/18	64/9 64/21 64/24 65/2	89/16 123/2 123/7	hold [2] 16/10 70/20	103/4 103/18 112/17
161/25 167/18 180/6	65/4 65/16 66/14	142/7 192/10 194/14	holding [2] 171/10	113/23 115/12 116/9
203/17	66/20 66/23 67/11	200/2 202/2	200/5	118/1 118/16 118/25
hashtag [1] 21/20	67/25 68/5 68/6 68/14	hesitance [1] 96/15	holds [2] 56/3 198/6	121/18 122/17 122/23
hasn't [1] 120/4	70/9 70/10 73/16	hesitancy [1] 90/18	home [14] 76/12 84/2	124/1 129/2 131/7
hat [1] 9/17	73/21 74/7 74/11	Hewitt [19] 105/20	109/24 111/19 115/8	131/8 132/24 133/5
have [251]	74/12 75/5 75/12	105/23 106/1 106/2	115/11 115/15 116/23	140/11 140/12 145/11
haven't [2] 51/14	75/13 75/20 77/5	106/3 106/5 106/6	142/21 142/23 166/3	145/20 148/6 150/20
152/3	78/18 78/21 78/24	106/10 106/13 106/19	166/4 167/13 184/24	159/15 160/2 165/9
having [27] 6/19	80/5 81/1 82/8 93/1	106/21 106/25 107/11	Home Office [5]	166/9 169/8 185/11
12/19 25/13 27/8	94/2 94/25 97/15	166/13 166/18 167/3	115/8 115/11 142/21	185/19 186/24 195/16
40/10 63/6 82/17	100/4 100/9 100/19	172/20 203/10 204/12	166/3 166/4	198/20 202/13
109/1 119/5 122/5	101/3 101/7 102/7	high [6] 5/8 30/13	Home Secretary [5]	however [1] 63/5
135/18 135/19 135/23	116/7 137/21 145/11	60/1 83/6 170/12	111/19 115/15 116/23	hub [3] 6/20 6/21
136/18 138/18 140/13	145/19 148/24 166/6	181/10	142/23 167/13	23/2
154/7 181/14 185/21	175/18 178/24 179/16	high-consequence	homed [1] 46/18	huge [2] 52/7 98/9
192/3 193/25 195/6	179/20 181/18 199/3	[1] 83/6	homelessness [1]	hugely [1] 101/14
196/9 198/3 199/5	Healthcare [2] 42/9	high-level [1] 60/1	55/3	human [1] 21/11
199/19 199/21	167/4	high-risk [1] 5/8	homes [11] 31/14	
he [15] 17/9 17/11	hear [17] 17/8 94/6	higher [17] 69/5	35/11 35/12 35/13	I
17/11 71/9 71/11	105/23 106/3 106/4	104/20 133/13 133/17	102/16 170/7 182/18	I actually [2] 84/21
91/23 99/23 99/24	106/6 106/19 106/21	159/18 159/20 159/23	183/10 183/10 184/3	95/6
99/25 100/13 100/15	107/11 107/12 120/9	159/24 175/7 175/9	189/15	I agree [2] 84/20
102/19 118/25 187/20	166/18 166/21 166/22	175/10 178/16 183/17	honest [1] 141/2	202/9
187/21	166/23 166/23 203/1	185/17 185/24 186/16	honestly [1] 97/5	I also [1] 201/2
he's [2] 41/23 166/20	heard [6] 8/1 53/12	187/12	hope [8] 20/5 51/14	I am [6] 2/8 86/8
head [5] 17/4 128/1	56/7 71/7 143/17	highest [2] 11/14	52/8 54/3 173/12	91/24 98/12 122/5
128/3 144/20 147/25	180/6	158/1	188/11 199/10 203/1	166/17
headed [2] 131/4	hearing [4] 85/15	highlight [2] 40/5	hopefully [1] 99/13	I and [1] 191/16
132/5	91/22 129/11 203/24	185/9	hospital [4] 13/7	I appreciate [1]
headers [1] 40/12	height [1] 48/15	highlighted [8] 8/6	15/14 15/21 18/20	76/17
heading [4] 143/20	held [5] 77/4 109/18	64/20 75/19 80/12	hospitalisation [7]	I ask [25] 1/5 1/15
144/3 157/16 158/24	174/6 175/25 198/15	159/4 182/13 184/2	16/1 16/5 16/12 18/14	5/17 14/15 20/12
headline [2] 6/25	help [22] 11/8 14/23	184/4	18/22 19/2 40/8	24/13 26/8 28/12
18/15	25/14 31/22 51/3 67/8	highlighting [2]	hospitalisations [2]	29/10 31/20 32/16
headlined [3] 15/7	100/13 103/16 105/6	85/25 88/15	18/6 19/10	35/2 51/11 54/22
	105/8 106/12 113/23	highlights [1] 98/1	hospitals [1] 35/11	58/18 63/9 78/9 87/13

I	91/24 95/6 100/17 119/22 130/7 130/8 131/2 138/10 142/18 146/8 150/18 161/7 161/22 165/5 168/9 181/7 188/11 191/7	197/17	28/19	193/15 196/11 202/3 202/6	
I ask... [7] 90/24 149/17 160/24 167/3 181/2 187/18 189/19	I believe [3] 45/22 107/11 129/24	I wasn't [4] 68/13 72/6 131/11 161/7	identification [1] 31/3	if any [1] 4/7	
I break [1] 61/14	I move [1] 92/8	I work [1] 68/4	identified [24] 4/3 5/10 5/18 7/4 23/10 31/2 31/21 53/20 57/8 61/5 70/2 71/6 73/19 73/24 78/10 78/22 81/1 93/6 97/23 154/17 154/22 178/2 182/9 200/10	ill [1] 20/24	
I can [15] 68/1 78/1 102/8 103/13 105/24 105/24 106/20 129/9 130/16 153/8 155/12 166/23 174/1 191/7 202/20	I note [1] 189/24	I would [19] 39/16 39/16 60/3 68/2 74/19 79/3 104/21 110/6 116/14 120/19 122/12 141/11 150/15 164/3 168/14 171/19 177/10 199/15 199/19	identifier [1] 76/10	illustrating [1] 148/19	
I can't [5] 50/16 77/25 120/19 161/15 198/23	I observed [1] 200/1	I wouldn't [1] 131/2	identify [12] 4/7 4/20 4/25 7/25 12/2 51/22 52/5 92/14 104/24 145/16 157/3 196/24	imagination [1] 197/20	
I confirm [1] 1/18	I pause [1] 180/5	I'd [16] 25/14 48/11 54/7 89/4 94/4 99/11 111/10 113/15 118/10 118/12 125/6 138/1 143/5 148/4 155/13 174/25	identifying [5] 1/20 52/13 72/5 79/18 150/23	imagine [3] 7/5 150/20 202/21	
I detected [1] 50/24	I pick [1] 83/15	I'll [3] 81/13 146/1 163/13	identity [1] 76/6	immediate [1] 183/7	
I did [1] 162/4	I please [1] 143/15	I'm [60] 1/11 1/21 3/18 3/21 17/4 23/3 34/13 34/15 42/2 42/8 45/19 50/17 59/3 61/6 67/25 73/2 73/18 74/22 77/3 78/24 80/8 80/14 80/24 84/17 85/12 89/3 89/6 89/14 92/8 96/1 96/13 97/7 98/15 100/23 101/6 101/8 101/9 101/23 106/11 106/23 106/25 107/1 117/14 117/16 120/16 129/1 129/1 129/4 141/1 155/15 161/3 169/21 172/22 175/14 175/14 183/25 191/20 195/16 198/23 203/14	ie [1] 30/11	immediately [4] 8/14 159/14 169/1 184/21	
I do [8] 2/5 3/25 36/19 79/9 79/10 107/19 144/21 196/11	I point [1] 64/10	I reported [1] 7/8	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impacts [3] 178/11 182/9 201/8	immensely [1] 89/7
I don't [17] 1/22 60/4 69/9 75/4 85/12 90/3 97/9 106/16 108/23 128/1 128/1 137/14 144/20 144/20 190/8 195/2 203/11	I presented [1] 11/15	I represent [3] 45/11 99/10 103/23	impacting [5] 1/20 52/13 72/5 79/18 150/23	impact [24] 18/5 19/9 42/15 42/24 43/3 44/3 73/5 89/25 167/10 168/10 169/11 169/16 171/4 175/6 178/19 187/13 193/25 195/6 195/8 196/1 200/18 201/6 201/10 201/12	
I entered [1] 167/17	I recall [2] 124/8 135/15	I said [2] 153/22 167/12	identity [1] 76/6	impacted [28] 54/12 73/6 73/10 73/11 89/23 89/25 91/15 91/21 148/6 169/9 174/5 176/7 176/20 177/2 178/18 180/9 180/9 185/18 187/3 187/13 191/12 191/19 191/25 194/1 195/24 196/1 196/14 196/18	
I first [1] 119/17	I received [1] 8/10	I saw [2] 99/22 118/3	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impacts/writing [1] 201/8	immensely [1] 89/7
I fundamentally [1] 194/11	I recognise [1] 94/21	I should [2] 188/9 195/16	identity [1] 76/6	impacts [3] 178/11 182/9 201/8	
I gather [1] 202/24	I reflect [1] 194/3	I spoke [1] 142/22	ie [1] 30/11	impacts/writing [1] 201/8	
I gave [1] 124/8	I remember [1] 135/17	I supported [1] 3/18	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I get [2] 165/13 168/1	I report [1] 7/8	I supposed [3] 42/17 46/20 103/23	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I go [2] 94/3 167/15	I recognise [1] 94/21	I supposed [3] 42/17 46/20 103/23	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I guess [3] 119/24 120/17 165/5	I should [2] 188/9 195/16	I suspect [9] 68/13 68/21 120/9 145/23 151/15 159/12 161/6 161/8 161/14	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I had [1] 167/12	I spoke [1] 142/22	I supported [1] 3/18	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I have [9] 35/23 37/15 72/3 82/4 101/11 138/10 161/22 167/5 173/14	I supposed [3] 42/17 46/20 103/23	I suspect [9] 68/13 68/21 120/9 145/23 151/15 159/12 161/6 161/8 161/14	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I honestly [1] 97/5	I talk [1] 195/19	I supposed [3] 42/17 46/20 103/23	if [142] 1/21 4/7 4/10 4/14 5/3 5/12 6/22 8/17 10/7 16/20 18/4 23/5 23/7 23/9 23/15 24/1 24/7 24/10 27/5 28/5 28/19 32/14 33/18 34/2 37/7 39/4 39/22 41/14 45/2 45/13 46/20 47/2 49/25 55/21 56/22 59/16 60/16 61/14 64/16 65/25 66/16 68/9 68/12 69/10 71/18 73/8 73/22 74/4 78/24 81/4 81/12 82/17 82/17 83/9 84/2 84/5 84/12 87/2 87/25 88/7 91/8 93/15 96/24 99/19 101/16 101/16 101/17 103/13 106/12 106/13 107/20 109/20 110/25 114/13 114/19 119/11 120/4 121/10 123/14 124/11 125/24 125/25 126/14 126/15 127/7 128/17 129/8 131/15 131/18 131/25 132/3 132/8 132/14 133/19 134/14 135/8 137/10 141/1 143/6 144/2 144/8 144/9 146/1 146/15 146/25 147/16 148/20 148/23 149/15 151/18 152/7 155/12 157/10 157/15 157/16 158/11 158/11 158/23 162/4 164/4 164/6 164/9 166/20 169/20 169/23 170/11 170/14 170/14 171/1 178/7 181/7 182/24 183/14 183/19 185/3 185/8 185/11 188/10	impeding [1] 64/18	impacts/writing [1] 201/8
I hope [6] 51/14 54/3 173/12 188/11 199/10 203/1	I				

I	19/25 25/1 133/22 133/23 134/2 134/7	5/1 5/2 5/11 12/13 12/14 38/19	INQ000587454 [2] 73/25 86/24	interacted [1] 33/7
important... [1] 199/4	increasing [2] 44/10 135/25	infectiousness [4] 12/6 12/18 38/5 38/15	INQ000587458 [1] 34/17	interaction [4] 85/5 89/5 115/8 135/7
importantly [1] 110/8	incredibly [2] 150/19 181/19	influence [2] 43/25 144/15	INQ000587469 [1] 148/18	interactive [1] 64/9
impossible [6] 74/8 74/15 74/24 76/15 124/9 124/12	indeed [12] 29/22 43/15 50/8 99/1 105/6 110/1 140/5 141/11 166/17 179/1 202/18 203/20	infographics [1] 119/2	INQ000593765 [1] 192/18	interchangeable [1] 98/8
imprecise [1] 150/20	independently [1] 157/5	inform [2] 70/13 126/3	INQ000999 [1] 119/12	interest [2] 192/14 200/14
impression [2] 201/14 201/14	India [2] 34/2 34/3	informal [2] 60/11 191/15	Inquiries [1] 203/6	interesting [1] 135/1
impressive [2] 82/5 103/3	indicate [2] 121/2 159/24	information [30] 7/10 7/13 13/13 13/20 23/2 28/15 28/25 33/2 33/6 34/8 40/22 41/4 47/1 68/4 73/3 76/5 76/11 81/7 98/20 116/17 117/18 123/7 134/19 145/2 151/13 156/18 159/6 161/16 171/11 203/19	INQUIRY [39] 1/8 1/9 8/1 42/12 51/3 51/18 51/19 52/22 53/12 56/7 58/21 69/7 79/1 85/15 87/14 88/12 92/21 94/7 96/13 99/24 105/9 106/4 107/14 107/17 108/17 108/18 114/21 119/3 150/7 152/6 165/1 173/2 173/15 174/2 180/6 204/4 204/9 204/13 204/16	interim [3] 7/8 7/20 15/7
improve [5] 24/17 27/22 50/5 80/9 98/4	indicated [2] 14/2 150/7	informed [2] 13/4 38/9	insecurity [4] 193/17 194/5 194/11 194/14	interoperability [2] 70/7 70/17
improved [2] 71/15 77/12	indicating [1] 25/12	infrastructure [2] 96/21 186/11	insight [2] 35/21 62/2	interoperable [1] 96/18
improvement [3] 67/20 67/22 193/5	indicator [1] 170/10	initial [5] 9/20 10/21 18/7 96/3 154/9	insights [4] 21/24 30/4 34/20 34/21	interplay [1] 99/16
improvements [2] 79/6 80/17	indicators [1] 13/22	initially [3] 5/7 16/5 88/16	Insofar [1] 56/20	interpret [1] 141/23
improving [5] 33/6 63/23 179/4 179/23 179/25	indirect [1] 187/13	initiated [2] 103/3 162/16	inspector [1] 112/4	intervention [4] 24/17 39/25 40/2 161/1
inability [1] 144/15	individual [20] 55/8 62/7 62/12 74/6 74/13 78/14 78/20 113/5 118/23 119/4 123/23 129/5 131/5 133/11 136/12 146/9 169/9 169/25 184/11 197/23	initiative [2] 47/25 90/2	Inspectorate [1] 112/5	intervention' [1] 160/23
inaccessible [1] 188/2	individual's [4] 76/6	initiatives [8] 6/11 21/5 47/17 47/18 49/1 103/7 104/4 104/24	instability [1] 187/14	interventions [11] 5/14 72/24 178/25 179/1 179/16 179/20 180/11 181/16 190/22 195/24 196/13
inaccurate [1] 68/15	individual-level [1] 74/13	innovation [3] 2/10 27/15 174/17	instance [2] 139/3 150/18	into [51] 11/23 14/10 23/13 29/18 29/23 29/25 31/13 31/14 32/6 33/3 34/19 49/7 49/17 50/1 61/7 62/2 75/15 81/8 83/12 90/19 100/20 102/10 104/18 111/19 113/25 115/24 117/1 117/7 118/25 121/6 121/19 136/7 137/22 139/21 141/24 147/21 148/10 152/23 157/8 159/14 161/12 162/8 162/18 163/4 164/14 182/9 190/11 192/1 192/11 201/14 203/12
inadvertently [1] 89/17	individually [4] 113/13 122/1 130/24 157/1	input [4] 3/2 17/13 36/7 116/3	instances [2] 55/15 99/17	into really [1] 163/4
inaudible [1] 120/11	individuals [12] 4/23 5/11 17/9 42/20 58/7 70/11 81/3 138/16 164/23 175/22 182/17 194/6	inputting [1] 41/12	instead [1] 90/24	introduction [1] 90/1
inaugural [1] 2/6	indulgence [1] 97/12	INQ000061561 [1] 4/9	instigated [4] 162/1 162/14 162/15 172/7	inverse [2] 47/6 47/8
incentives [1] 5/14	ineligible [1] 89/18	INQ000090046 [1] 177/23	Institute [3] 2/20 3/4 3/16	investigate [1] 11/19
incidence [1] 170/13	inequalities [6] 7/11 42/18 44/10 155/13 163/12 181/18	INQ000099806 [1] 143/15	instructions [2] 88/7 88/8	investigator [4] 3/14 3/17 3/18 3/24
incident [1] 138/12	inequality [1] 44/9	INQ000104738 [1] 71/16	insufficient [2] 91/20 200/11	investment [5] 30/7 30/8 40/24 40/25 40/25
incidents [1] 138/11	inevitably [6] 108/21 136/10 143/1 151/3 169/16 181/22	INQ000187993 [1] 157/10	integrated [2] 13/8 100/3	invite [3] 167/8 168/2 170/1
inclined [1] 168/15	inexpert [1] 181/23	INQ000485185 [1] 97/16	integrating [1] 37/4	invited [3] 8/16 180/17 190/12
include [2] 27/2 59/21	inextricably [1] 46/25	INQ000531409 [1] 180/15	intelligence [6] 12/23 13/3 13/15 17/15 41/13 48/13	involve [3] 6/14 13/19 22/20
included [12] 7/10 55/4 66/18 81/21 88/19 90/1 91/17 112/10 144/12 187/24 199/1 199/5	infect [1] 12/9	INQ000574992 [1] 100/14	intend [2] 79/1 108/23	involved [17] 9/3 9/4 9/12 11/11 28/7 58/13 70/9 70/10 93/8 131/6 131/9 132/23 138/10 144/23 165/24 180/19
includes [1] 28/23	infected [2] 12/11 12/19	INQ000585931 [1] 85/16	intended [2] 184/22 185/1	
including [11] 4/18 5/14 6/5 54/9 54/10 65/17 65/18 66/19 80/22 186/7 188/20	infection [4] 25/8 134/21 165/12 184/21	INQ000587307 [1] 131/18	intending [1] 79/2	
inclusion [3] 33/13 33/24 42/18	infections [3] 3/20 3/22 178/6	INQ000587434 [1] 94/3	intense [1] 115/9	
inclusive [1] 45/3	infectious [7] 4/23		intensity [1] 192/13	
income [7] 21/24 24/2 25/11 26/4 193/9 193/12 194/6			intention [2] 125/14 156/6	
incomes [1] 25/13			interact [3] 33/1 34/1 135/6	
inconsistencies [1] 137/18				
incorrect [1] 159/6				
incorrectly [5] 149/13 149/24 150/4 150/9 151/22				
increase [3] 19/19 47/17 49/16				
increased [7] 5/7				

<p>I</p> <p>involved... [1] 198/25</p> <p>involvement [4] 10/17 30/14 43/18 135/5</p> <p>involving [1] 34/25</p> <p>Ireland [8] 88/13 109/24 116/21 121/9 127/15 127/16 132/2 132/12</p> <p>irrespective [1] 75/8</p> <p>is [384]</p> <p>is: [2] 77/9 97/4</p> <p>is: how [1] 97/4</p> <p>is: what [1] 77/9</p> <p>isn't [12] 1/23 2/14 2/19 40/24 47/11 49/23 52/13 53/15 61/16 119/20 129/13 179/1</p> <p>isolate [32] 5/1 21/6 21/23 25/13 26/4 27/8 38/9 44/24 54/24 62/5 62/20 81/5 83/10 83/12 83/17 83/19 84/1 85/22 96/4 136/23 143/6 143/8 143/10 143/24 145/13 145/25 146/7 147/23 184/22 193/1 193/13 195/5</p> <p>isolating [4] 85/1 145/3 180/3 188/4</p> <p>isolation [37] 4/21 4/23 5/19 5/23 6/5 6/6 15/1 22/25 26/10 26/23 27/3 38/11 46/5 46/19 54/10 57/13 57/18 57/21 57/23 58/6 58/23 80/22 81/21 84/15 144/3 144/7 144/14 144/18 182/11 182/16 182/23 184/5 190/24 193/3 193/6 194/15 195/13</p> <p>issue [47] 15/11 20/22 42/12 54/10 54/12 54/13 56/1 58/23 61/1 62/18 62/20 63/10 63/11 63/13 67/4 70/2 71/13 71/15 74/14 78/10 78/22 80/2 80/3 95/5 98/1 98/19 120/6 123/2 126/14 127/2 130/9 133/6 141/14 141/15 154/17 154/22 161/23 162/4 162/5 162/7 167/8 170/2 182/14 190/9 192/15 195/11 197/1</p> <p>issued [18] 112/9 117/15 118/18 118/20</p>	<p>119/8 119/21 120/2 124/10 129/3 135/10 136/22 137/3 158/3 158/14 158/20 159/22 160/2 178/15</p> <p>issues [51] 28/13 39/13 52/9 52/10 54/4 55/2 55/9 61/5 61/8 62/6 67/16 70/17 71/20 75/16 77/23 78/2 78/3 92/20 92/21 106/24 110/20 113/18 114/8 114/8 127/8 127/23 135/18 145/21 154/11 155/7 157/4 163/2 167/7 172/12 176/17 176/18 178/4 181/11 188/5 188/8 188/13 188/19 188/20 191/11 192/5 192/7 199/8 199/20 199/21 202/5 202/13</p> <p>issuing [1] 159/14</p> <p>it [419]</p> <p>it's [100] 1/13 1/23 2/14 2/19 4/11 6/7 6/13 6/22 7/24 9/22 10/6 14/12 15/6 23/2 24/10 29/1 33/4 33/4 36/17 38/3 38/12 38/25 39/10 40/25 47/22 52/13 53/15 54/18 60/14 61/16 62/16 65/9 67/23 68/9 71/10 72/7 72/10 74/3 74/5 75/17 76/23 76/24 80/9 80/20 82/18 85/16 85/19 88/3 88/3 88/3 94/3 95/17 97/16 97/18 99/5 103/2 106/7 106/18 107/20 108/5 109/21 109/21 111/22 119/7 119/14 125/13 125/14 125/22 129/8 129/10 132/16 133/10 135/1 135/22 140/16 141/8 146/8 156/6 159/4 162/4 163/6 165/5 165/7 165/8 165/9 169/20 174/7 175/4 176/24 189/20 198/2 198/16 199/4 199/14 201/24 202/3 202/6 203/7 203/10 203/18</p> <p>iterate [1] 80/8</p> <p>its [8] 17/4 19/14 44/21 53/3 54/18 61/17 130/18 167/18</p> <p>itself [4] 119/18 137/21 176/5 195/5</p>	<p>J</p> <p>Jacobs [2] 41/22 42/1</p> <p>January [4] 30/22 52/16 52/22 190/12</p> <p>January 2025 [1] 52/22</p> <p>January of [1] 52/16</p> <p>Jennifer [1] 97/15</p> <p>Jennifer Dixon [1] 97/15</p> <p>Jenrick [3] 66/8 66/13 67/3</p> <p>Jo [1] 88/6</p> <p>Jo Killian [1] 88/6</p> <p>Joanna [2] 74/1 74/18</p> <p>job [7] 26/6 37/3 60/4 82/12 84/22 135/11 200/3</p> <p>jobs [2] 21/25 41/6</p> <p>join [1] 190/13</p> <p>joined [4] 35/7 36/10 36/14 109/4</p> <p>joined-up [2] 35/7 36/14</p> <p>joining [1] 106/2</p> <p>joint [3] 18/20 18/25 35/23</p> <p>journal [2] 10/16 50/1</p> <p>journals [2] 49/4 49/7</p> <p>judge [2] 74/23 129/12</p> <p>judgement [2] 184/17 186/14</p> <p>July [18] 16/9 16/14 19/11 67/5 67/22 68/21 70/25 77/8 79/22 79/23 80/2 80/5 80/14 95/5 102/10 155/25 174/10 174/20</p> <p>July '20 [1] 80/14</p> <p>July 14 [1] 102/10</p> <p>July 2020 [1] 95/5</p> <p>July 2021 [1] 16/14</p> <p>July 2023 [1] 174/10</p> <p>jumped [1] 19/7</p> <p>June [8] 64/8 64/21 66/9 66/25 85/19 86/5 86/17 188/5</p> <p>June 2020 [1] 64/8</p> <p>just [113] 4/7 5/3 5/16 5/18 7/23 9/2 9/23 10/4 11/5 11/21 15/25 16/11 17/12 18/24 20/13 22/4 22/10 23/5 23/19 28/2 36/17 36/21 37/19 40/24 43/10 45/13 45/14 46/20 48/5 53/5 53/6 56/13 57/20 59/14 64/15 65/6 65/25 68/7 68/10</p>	<p>68/17 71/13 71/18 72/10 73/8 76/18 77/7 80/24 81/9 83/20 85/13 85/23 86/22 87/13 92/14 93/23 95/25 96/14 96/17 98/3 99/11 100/13 102/8 103/4 108/12 113/14 113/15 114/20 119/14 119/17 120/23 121/2 121/24 122/1 125/7 126/19 126/20 134/24 134/25 136/20 136/21 137/18 144/17 145/6 146/1 146/2 146/23 148/20 155/12 156/21 159/10 163/11 163/13 164/24 165/1 167/16 167/24 170/14 172/15 172/22 175/3 176/24 177/4 177/25 178/1 179/25 181/7 184/7 192/12 194/10 198/1 200/13 200/16 201/2</p> <p>justice [11] 1/22 45/12 99/11 129/18 129/20 130/8 131/1 131/3 131/5 153/23 153/23</p> <p>Justice Procedure [4] 129/18 129/20 130/8 131/1</p> <p>Justice UK [2] 45/12 99/11</p> <p>K</p> <p>Kamran [1] 187/19</p> <p>KC [7] 42/6 45/8 83/2 99/6 204/6 204/7 204/11</p> <p>keep [3] 6/22 178/22 194/16</p> <p>keeping [1] 138/16</p> <p>Kemi [2] 177/7 177/12</p> <p>Kent [1] 109/4</p> <p>kept [5] 28/7 30/2 50/2 51/14 166/8</p> <p>key [15] 9/11 12/16 15/3 21/19 22/13 67/12 76/7 79/4 112/2 113/24 144/15 161/25 161/25 168/20 177/16</p> <p>kick [1] 96/21</p> <p>Killian [14] 74/1 74/14 74/18 75/24 76/1 76/23 78/11 78/23 79/21 80/1 86/22 87/3 88/6 88/14</p> <p>kind [23] 7/15 16/3 22/22 41/10 78/2 115/14 121/9 123/1 134/18 136/17 146/16</p>	<p>175/23 183/5 188/11 188/16 189/6 191/14 191/20 195/17 195/18 195/19 196/8 196/15</p> <p>kinds [2] 7/18 28/10</p> <p>King's [1] 45/16</p> <p>Kingdom [7] 21/8 21/9 50/19 59/8 76/2 83/16 109/22</p> <p>knew [4] 82/17 106/8 126/1 171/20</p> <p>knit [1] 35/14</p> <p>know [108] 8/2 10/13 11/6 11/11 23/6 26/8 30/17 35/25 38/1 41/13 44/15 44/19 58/18 60/8 61/24 65/6 67/8 68/13 71/11 71/14 74/2 74/22 75/3 78/20 81/7 83/16 84/19 88/4 88/10 90/25 97/6 99/19 102/3 103/24 105/9 106/12 118/3 120/21 124/3 127/24 128/1 128/3 129/3 130/14 130/16 130/18 132/14 132/16 132/17 135/24 136/9 136/15 139/6 139/21 140/3 140/3 140/12 140/18 140/19 140/23 142/1 142/2 142/9 142/18 142/24 144/21 146/10 147/15 147/24 151/12 153/13 153/13 154/3 154/8 154/10 161/4 161/5 161/7 161/9 161/13 161/16 162/24 164/7 164/21 165/6 165/10 168/11 169/1 169/4 169/17 170/16 170/17 170/20 170/22 171/16 172/2 178/20 181/13 183/5 191/20 192/1 196/19 198/9 199/13 199/24 200/7 200/17 203/13</p> <p>knowing [2] 82/20 104/4</p> <p>knowledge [14] 1/17 16/24 29/11 29/13 47/24 52/2 54/6 83/18 100/7 111/23 154/16 167/18 173/25 199/8</p> <p>knowledge-sharing [1] 154/16</p> <p>known [3] 52/24 53/7 108/7</p> <p>knows [1] 79/1</p> <p>L</p> <p>lab [1] 12/4</p> <p>label [1] 148/24</p>
---	---	--	---	--

L	law [8] 47/7 47/8 119/1 137/10 137/11 141/13 146/22 165/20	length [1] 114/22	154/14 155/13 159/11	29/19 29/21 29/24
laboratory [1] 7/18		lens [2] 176/11	166/19 169/23 170/11	30/18 43/3 43/20
lack [20] 16/18 63/17		176/22	174/25 181/21 183/16	45/15 46/16 49/8
64/17 73/10 74/6	lawyers [1] 130/5	Leslie [1] 42/8	183/19 186/22	49/16 49/25 50/16
87/11 89/14 89/15	layers [1] 61/13	less [10] 14/1 25/19	likelihood [1] 159/24	50/20 50/21 95/8
141/16 142/14 159/6	lead [21] 1/8 2/19 3/6	93/8 93/8 134/9 168/7	likely [30] 5/9 12/7	95/12
159/7 181/13 187/24	8/8 18/21 51/18 55/1	170/4 193/9 193/13	13/25 14/1 24/11	Liverpool's [2] 2/20
189/2 189/3 193/20	55/8 55/14 55/15	194/8	25/19 25/19 91/10	24/23
193/24 197/20 200/14	56/18 58/3 58/11	lessons [13] 53/18	93/13 93/15 135/10	Liverpudlian [1]
Lady [28] 1/5 33/11	87/22 89/4 115/2	84/17 91/14 91/18	158/3 158/8 158/15	50/23
41/19 45/5 45/9 46/20	168/18 190/2 197/12	164/25 165/3 195/18	158/17 158/20 160/20	Lives [1] 163/2
50/12 51/10 53/24	204/4 204/9	195/20 198/16 198/17	160/21 160/24 163/16	living [6] 163/17
79/13 99/3 99/7 105/3	lead-up [1] 8/8	199/17 200/10 201/15	163/24 164/15 170/4	163/24 182/18 182/24
105/15 105/20 106/23	leaders [7] 9/16	let [1] 49/14	170/6 175/8 178/11	182/25 184/23
107/10 166/14 167/2	21/18 43/9 43/11	let's [5] 20/5 24/19	187/13 187/25 193/9	local [198] 2/22 2/23
172/18 173/3 173/9	43/17 60/23 142/24	82/19 107/9 157/9	193/13	3/1 6/16 6/16 6/23 9/8
203/1 203/2 203/7	leadership [3] 97/20	LetsAllGetTested [2]	limit [1] 133/22	9/8 9/9 9/15 10/7 17/1
203/11 203/15 203/22	112/7 112/17	21/20 43/13	limitations [2] 64/14	18/19 21/10 22/18
Ladyship [6] 12/22	leading [4] 3/2 4/23	letter [5] 64/23 65/3	130/18	22/23 24/5 24/10
35/3 39/15 69/24	112/22 190/25	65/14 66/18 66/22	limited [3] 63/7	26/14 26/15 26/16
83/15 83/20	leads [8] 5/19 136/11	letters [1] 59/25	138/23 200/13	27/20 27/21 28/23
Ladyship's [1] 98/24	141/21 141/21 170/24	level [22] 18/19 60/1	line [7] 16/18 37/2	30/24 31/9 31/9 32/9
laid [1] 188/16	171/1 180/3 180/4	62/25 67/2 72/23 74/6	38/15 54/5 56/19	35/18 41/3 41/6 43/8
land [3] 116/8 140/2	learn [2] 84/17 155/2	74/13 75/14 76/9	197/17 197/23	43/18 43/22 44/6
199/13	learned [9] 91/14	77/22 80/6 89/9 94/15	lines [3] 44/8 54/20	47/15 47/21 47/24
landed [1] 176/18	91/18 164/25 195/19	105/1 113/12 132/13	158/25	48/1 48/3 48/8 48/12
landscape [1] 151/15	195/20 198/16 198/18	140/21 167/23 167/23	link [3] 105/21	48/17 50/4 52/14
language [4] 48/19	199/17 201/15	181/11 200/8 200/8	192/25 193/16	52/25 54/8 54/18 55/4
168/6 168/20 176/7	learning [10] 36/5	levelled [2] 76/16	linked [6] 13/6 46/25	55/10 55/13 55/17
languages [2] 32/22	36/5 50/8 53/18 67/17	77/2	57/17 61/10 71/7	55/19 55/24 55/24
168/22	98/15 111/21 154/15	Levelling [2] 53/10	71/13	56/4 56/11 56/12
large [4] 14/24	156/24 172/4	174/12	linking [4] 116/19	56/12 56/14 56/21
155/12 164/7 197/10	learnings [1] 93/12	levels [8] 26/22	117/1 146/8 146/13	57/2 57/10 57/19 58/3
largely [4] 59/12 93/9	learnt [2] 11/23 29/21	104/21 120/15 120/20	links [3] 112/2 116/1	58/15 59/16 59/20
93/10 151/15	least [3] 84/1 95/7	131/23 133/5 134/21	193/23	59/21 59/22 59/23
larger [1] 2/12	127/21	168/11	list [2] 182/13 199/14	59/24 60/9 60/21
last [15] 1/14 34/14	leave [2] 84/12 168/8	leverages [1] 100/7	listed [2] 152/8	60/23 60/23 61/8
43/24 100/24 107/21	led [17] 2/15 43/16	LGA [4] 74/9 74/11	189/25	61/11 61/11 61/16
123/18 124/4 135/1	87/10 88/4 90/13	78/2 98/3	listen [2] 44/6 143/1	61/17 61/18 61/21
149/15 156/4 158/25	100/4 101/3 103/8	LGA's [2] 77/11 87/1	listening [2] 33/4	61/22 61/23 62/8 62/9
170/9 173/12 198/15	116/17 133/12 137/24	liaise [1] 167/9	95/18	62/15 62/24 62/25
203/9	140/8 145/23 146/19	liaising [3] 17/10	literacy [2] 25/7	62/25 63/1 63/5 63/16
last-but-one [1]	151/4 155/21 156/21	167/6 167/22	25/24	63/24 64/1 64/7 64/12
107/21	Leeds [2] 64/5 98/5	life [6] 22/5 31/14	literally [1] 100/18	64/17 64/18 64/20
late [4] 81/8 92/2	left [3] 149/8 193/8	48/18 88/8 101/10	little [11] 11/20 36/12	64/23 64/24 65/4
92/2 187/8	193/10	113/23	93/23 101/8 146/1	65/15 66/2 66/5 66/11
later [13] 11/23 15/8	legal [6] 135/2	lifetime [1] 22/5	168/1 184/6 186/8	66/20 67/2 67/10
57/16 63/2 67/10	139/10 139/10 146/16	lift [1] 164/10	188/14 191/21 203/19	67/21 68/5 72/15
79/23 90/19 91/23	147/6 149/8	Light [1] 39/2	live [10] 13/3 13/18	72/23 73/11 73/20
92/17 120/9 134/17	legally [1] 110/14	lights [1] 106/16	15/6 16/2 21/13 35/14	74/2 74/21 75/18
151/5 193/15	legislation [18] 69/15	like [53] 15/16 15/23	108/18 164/7 170/17	75/18 76/3 76/9 76/20
lateral [24] 2/16 8/7	115/4 115/20 116/11	15/23 21/14 25/14	183/9	77/20 77/22 78/14
8/23 11/1 11/2 11/5	137/8 141/6 141/6	32/11 36/9 36/25	lived [2] 44/23	78/17 79/9 81/2 81/18
11/8 12/1 14/18 18/13	144/14 146/21 146/21	43/17 54/7 56/10	164/11	81/22 82/1 82/8 82/22
19/22 19/25 20/9 23/6	147/8 147/12 150/19	64/12 69/12 69/19	Liverpool [49] 2/7	85/7 87/11 87/25
23/8 23/10 23/13	151/1 165/13 165/16	82/20 84/5 84/9 89/11	2/14 2/17 3/8 3/8 3/10	88/16 89/15 89/16
23/18 23/21 24/9	165/16 167/10	94/4 99/12 101/12	4/2 4/8 7/1 7/2 8/21	90/14 90/22 91/2 91/5
31/13 38/14 39/1	legitimate [1] 69/20	101/15 101/25 103/13	12/25 15/15 15/16	91/9 92/15 92/16
39/19	legitimately [1]	104/24 105/11 111/10	15/19 16/5 16/25	92/19 92/20 92/25
latest [2] 36/1 81/24	141/21	111/17 113/15 114/13	17/16 18/12 19/16	93/3 93/11 93/14
latter [1] 185/2	Leicester [9] 100/9	114/19 121/11 121/15	20/11 20/13 20/15	93/20 93/24 94/16
launch [1] 66/2	100/16 100/19 102/7	122/12 125/6 125/14	20/23 20/25 21/17	95/11 95/19 96/16
launched [1] 30/20	102/10 102/23 103/8	131/7 138/1 143/5	21/19 22/19 25/4	96/23 97/5 97/13
	104/5 104/25	148/4 153/4 153/18	26/12 27/19 28/3 29/7	97/20 98/2 98/7 100/3

L	104/7 121/21 122/2 135/14 150/2 160/9 176/17 186/1 192/9 loop [1] 28/8 Lord [1] 32/1 LOSAs [1] 163/18 losing [5] 21/24 21/25 26/4 26/5 38/15 loss [2] 24/2 25/11 lot [10] 7/18 10/19 17/22 20/8 50/3 101/13 138/10 170/16 176/12 180/6 lots [7] 6/20 15/19 74/20 151/11 164/8 170/11 181/14 loud [2] 106/20 107/12 low [12] 25/7 25/12 25/23 46/4 49/17 136/24 137/1 137/2 183/21 193/9 193/12 195/1 lower [5] 33/2 33/9 180/4 190/19 194/6 lowest [2] 35/14 47/9 LRFs [1] 66/20	118/23 119/4 119/24 127/12 151/20 160/21 160/25 177/14 181/21 191/11 196/9 203/5 makers [1] 34/19 makes [8] 55/21 74/23 74/24 88/2 135/11 140/23 187/21 188/12 making [22] 34/7 36/10 55/22 69/18 74/14 74/21 74/25 76/14 88/6 94/13 101/21 110/4 120/17 146/12 155/19 169/12 181/4 186/10 195/25 201/7 201/20 202/7 Mallick [1] 187/19 Mallick's [1] 188/15 manage [2] 2/21 126/25 managed [1] 102/18 Management [1] 104/17 managing [2] 126/21 131/8 Manchester [2] 49/21 114/12 mandatory [1] 127/18 manufacturer [3] 11/11 11/21 11/24 manufacturers [1] 11/17 many [31] 4/25 7/5 12/13 14/21 22/19 33/13 33/22 38/13 41/2 41/7 48/1 50/4 55/22 61/13 63/14 63/16 63/16 88/23 90/10 96/19 104/15 113/9 124/7 137/18 160/2 162/6 162/6 181/24 181/24 197/8 198/20 map [1] 61/23 March [17] 1/13 1/15 30/24 52/19 63/25 67/9 92/23 96/2 112/25 119/22 131/23 148/14 155/22 156/11 157/14 192/18 192/21 March 2020 [1] 112/25 March 2021 [1] 30/24 March 2022 [2] 52/19 148/14 Martin [3] 105/20 106/1 204/12 mass [14] 2/16 4/13 4/17 5/6 5/10 5/20 6/10 8/25 13/14 15/13 18/5 23/15 48/4 164/23	MAST [4] 8/25 9/24 9/25 10/2 match [3] 80/15 152/11 152/12 material [3] 27/5 43/6 43/12 mathematical [1] 36/1 matter [12] 42/10 76/23 95/13 116/8 126/16 128/9 128/11 129/5 129/7 133/4 163/2 203/18 matters [12] 10/5 54/24 59/12 64/6 87/15 87/18 99/11 102/10 108/22 108/22 108/24 112/10 Matthew [1] 17/8 mature [3] 57/1 72/11 103/19 maximum [9] 132/13 132/15 133/23 134/4 134/7 134/9 134/11 135/13 140/12 may [51] 1/1 12/12 12/15 12/16 21/23 21/23 27/2 39/21 39/22 44/25 45/14 46/20 53/5 54/13 56/24 64/3 72/24 73/10 75/10 79/15 87/14 89/16 92/24 94/24 96/2 96/11 99/18 101/5 105/21 108/21 116/2 132/14 133/18 133/21 134/7 142/3 142/3 143/6 146/1 148/6 152/7 153/19 155/23 156/11 157/14 160/20 178/18 181/7 195/12 200/19 200/22 May 2020 [4] 64/3 133/18 133/21 134/7 mayor [1] 102/17 McKee [3] 36/15 99/21 101/1 McNally [1] 100/21 McVie [1] 162/16 me [35] 15/10 23/16 49/14 50/17 69/11 71/2 89/7 91/25 92/2 92/6 106/3 106/6 106/19 106/21 107/11 113/20 113/24 115/9 117/9 118/3 139/12 142/20 153/4 153/6 153/18 158/12 159/18 162/8 164/20 166/21 166/22 172/5 172/21 202/11 203/2 mean [34] 25/17 60/3 63/12 68/2 73/1 77/3	82/4 82/5 86/9 86/11 89/4 90/11 91/24 95/6 100/17 119/22 130/7 130/8 131/2 138/10 142/18 146/8 150/18 153/5 161/1 161/7 161/22 165/5 168/9 170/18 181/7 188/11 191/7 192/12 meaning [1] 10/7 meaningful [4] 10/2 10/6 10/12 96/20 meaningfully [1] 64/2 means [18] 6/5 22/21 26/1 31/8 31/11 32/5 32/13 33/24 36/2 46/4 84/6 118/21 122/7 158/19 161/3 164/23 169/2 170/21 meant [9] 87/7 88/23 94/12 103/12 122/21 123/11 130/2 139/13 145/21 measure [3] 116/4 124/10 124/11 measured [2] 13/16 173/1 measures [5] 44/22 154/12 178/12 189/12 194/21 mechanism [5] 24/13 58/6 117/18 129/20 165/24 mechanisms [1] 134/23 media [6] 20/9 24/24 38/13 123/8 141/3 141/11 medical [8] 2/4 10/15 12/10 37/3 38/4 38/7 44/8 70/10 medicines [1] 32/25 meet [1] 88/18 meeting [25] 5/25 8/24 32/1 44/18 67/5 91/16 110/7 143/16 143/23 144/6 147/3 176/2 179/22 186/25 188/9 188/9 188/12 189/21 190/16 191/1 192/21 192/21 195/3 198/15 198/21 meetings [11] 29/20 29/20 74/10 116/16 132/23 132/24 133/1 137/20 167/13 171/10 187/8 member [7] 3/7 99/25 123/6 135/7 138/22 141/25 169/20 members [6] 35/8 37/1 117/25 124/15 141/22 177/9
----------	--	--	---	---

M	169/24	Mm-hm [16] 53/21 61/4 107/22 111/12 125/9 126/18 129/15 132/4 134/5 143/22 144/1 149/14 150/13 151/23 152/18 156/2	96/1 98/7 98/7 100/6 101/11 101/21 101/24 102/19 103/14 103/18 103/19 104/7 111/10 118/9 123/17 130/9 134/21 138/1 140/23 153/17 156/20 158/3 158/8 158/15 158/20 160/4 160/20 160/24 161/11 163/16 163/24 164/15 164/15 166/11 166/11 168/1 168/2 168/15 169/18 170/3 170/6 171/16 175/8 178/24 178/24 180/17 180/23 182/5 182/6 187/12 187/25 189/5 190/8 195/14 196/17	106/19 106/21 106/25 107/11 166/13 166/16 166/18 166/18 166/24 166/25 167/3 172/19 172/20 188/15 203/10 204/8 204/12 204/14
membership [2] 36/13 36/23	minimise [1] 48/7	MMK [1] 100/14	153/17 156/20 158/3	Mr Dan [1] 85/15
memo [1] 71/19	minimum [5] 132/2 133/18 133/21 133/25 134/6	mobilise [1] 29/18	158/8 158/15 158/20	Mr Dayle [4] 166/16 166/18 166/24 172/19
memorandum [2] 145/10 147/8	minister [14] 86/4 115/15 139/16 141/4 141/5 142/23 167/14 177/7 177/11 180/17 180/23 197/6 199/19 199/22	model [9] 62/5 92/17 93/2 95/7 100/7 101/5 122/4 122/18 122/19	160/4 160/20 160/24	Mr Fell [2] 73/21 94/6
memory [3] 81/13 148/16 189/7	Minister's [4] 81/19 85/21 86/1 86/13	modelled [2] 6/11 30/7	161/11 163/16 163/24	Mr Fell's [1] 93/25
mentioned [11] 9/14 17/7 22/10 27/11 40/7 83/20 85/13 103/24 119/7 133/17 138/4	ministerial [6] 67/5 86/10 87/6 167/23 177/16 200/14	modellers [1] 35/19	164/15 164/15 166/11	Mr Garton [17] 51/11 51/15 51/22 53/15 54/3 70/1 71/6 80/20 86/21 89/22 99/1 99/8 100/13 102/4 103/6 105/2 105/6
Mentioning [1] 120/4	ministerially [1] 177/10	modelling [4] 17/25 34/22 35/10 35/23	166/11 168/1 168/2	Mr Gould [1] 17/13
Merseyside [2] 3/10 13/6	ministers [7] 82/5 83/1 86/15 175/20 175/24 177/14 201/11	models [2] 30/10 35/20	168/15 169/18 170/3	Mr Hancock [2] 66/15 67/4
Merthyr [4] 29/13 29/18 29/22 30/1	Ministry [5] 52/24 56/20 74/20 85/6 174/13	module [14] 1/8 17/4 51/18 61/25 79/14 90/17 108/17 108/18 114/22 124/8 174/20 182/10 204/5 204/10	170/6 171/16 175/8	Mr Hewitt [15] 105/23 106/2 106/3 106/5 106/10 106/13 106/19 106/21 106/25 107/11 166/13 166/18 167/3 172/20 203/10
Merthyr Tydfil [2] 29/18 30/1	Minneapolis [1] 163/1	Module 1 [1] 61/25	178/24 178/24 180/17	Mr Jacobs [2] 41/22 42/1
message [4] 24/7 24/10 49/3 166/10	minorities [5] 158/7 160/5 161/21 178/10 178/14	Module 2 [4] 108/17 108/18 114/22 124/8	180/23 182/5 182/6	Mr Jenrick [3] 66/8 66/13 67/3
messages [1] 21/20	minority [23] 32/19 42/9 42/16 42/19 157/20 158/15 158/19 159/21 159/25 160/19 161/24 167/4 167/11 167/19 168/5 169/15 170/3 170/13 172/13 175/7 176/15 180/21 190/18	Module 4 [1] 174/20	187/12 187/25 189/5	Mr Mallick's [1] 188/15
messaging [1] 24/5	minorities [5] 158/7 160/5 161/21 178/10 178/14	moment [9] 27/1 34/3 61/2 101/14 101/21 104/16 119/17 136/20 162/17	190/8 195/14 196/17	Mr Munro [1] 105/4
met [2] 109/16 142/23	minutes [6] 14/9 14/16 107/10 143/16 144/25 179/21	money [8] 90/13 91/5 104/19 197/25 198/7 198/7 198/8 199/13	199/20 189/13	Mr Thomas [3] 42/4 43/2 45/6
methods [1] 32/10	minute [5] 89/8 106/24 107/3 139/1 203/3	monitor [1] 64/25	most [22] 5/6 7/14 9/14 13/1 21/10 31/11 32/13 33/22 40/20 47/8 62/4 80/11 91/3 101/10 103/21 104/10 129/8 158/17 166/5 170/12 178/18 193/3	Ms [29] 1/4 45/7 45/8 45/16 50/13 51/9 74/14 75/24 76/1 76/23 78/11 78/23 79/21 80/1 86/22 87/3 88/14 99/5 99/6 100/21 105/19 106/5 107/9 166/15 173/8 202/17 202/24 204/7 204/11
Metropolitan [1] 109/7	misapplied [1] 136/11	months [8] 16/14 67/10 67/19 71/5 79/23 80/2 93/3 191/5	179/20 189/13	Ms Cartwright [4] 1/4 45/16 51/9 202/24
MHCLG [4] 56/4 74/25 176/5 179/14	miss [1] 83/11	Moonshot [1] 8/2	mortality [3] 175/7 179/20 189/13	Ms Killian [11] 74/14 75/24 76/1 76/23 78/11 78/23 79/21 80/1 86/22 87/3 88/14
Mian [9] 91/22 173/9 173/11 173/12 173/18 173/19 202/18 203/18 204/15	missing [4] 75/21 145/1 145/7 146/2	mop [1] 29/20	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	Ms McNally [1] 100/21
microphone [4] 41/24 106/17 166/21 203/3	mistake [1] 151/6	mop-up [1] 29/20	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	Ms Munroe [3] 45/7 50/13 99/5
middle [2] 162/23 181/18	mistakes [3] 136/16 151/16 155/3	morbidity [1] 189/13	MoU [3] 145/18 145/22 147/21	Ms Nagesh [3] 106/5 107/9 166/15
midnight [2] 139/1 139/3	misunderstanding [2] 76/3 76/20	more [111] 6/1 6/19 8/18 13/25 24/11 25/19 26/3 26/14 31/11 33/5 36/12 39/21 39/22 39/25 43/16 44/16 50/1 50/3 59/10 67/10 69/4 69/20 71/1 71/3 72/11 73/2 73/7 74/22 74/24 75/2 77/10 78/25 80/10 82/21 82/24 82/24 82/25 82/25 84/18 84/18 86/14 86/14 88/8 91/10 91/10 91/19 91/24 93/8 93/13 93/15 93/19 93/23 95/1 95/14 95/14 95/17	most [22] 5/6 7/14 9/14 13/1 21/10 31/11 32/13 33/22 40/20 47/8 62/4 80/11 91/3 101/10 103/21 104/10 129/8 158/17 166/5 170/12 178/18 193/3	Ms Nice [2] 173/8 202/17
might [25] 49/25 69/6 69/7 84/9 84/11 113/18 118/2 125/11 128/2 131/16 160/15 168/6 169/1 169/9 170/2 182/3 182/19 182/20 183/17 183/20 189/7 194/9 194/10 194/10 198/1	mitigate [4] 58/9 73/5 171/3 196/1	month [5] 20/7 20/17 22/4 24/24 30/19	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	much [44] 9/13 20/3 26/4 42/1 43/10 43/19 45/12 47/13 48/23 50/11 50/12 50/17 51/2 53/12 71/2 89/7
miles [1] 93/17	mixing [1] 48/7	months [8] 16/14 67/10 67/19 71/5 79/23 80/2 93/3 191/5	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	
military [10] 6/17 8/12 8/20 9/12 10/18 10/24 13/15 16/6 18/15 29/20	Mm [19] 10/6 45/25 53/21 54/21 61/4 107/22 111/12 125/9 126/18 129/15 132/4 134/5 143/22 144/1 149/14 150/13 151/23 152/18 156/2	Moonshot [1] 8/2	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	
million [3] 20/15 81/15 93/17		mop [1] 29/20	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	
mind [9] 42/23 43/24 44/11 77/9 95/18 136/12 162/22 182/10 198/1		mop-up [1] 29/20	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	
mindful [1] 100/23		morbidity [1] 189/13	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	
minds [2] 141/22		more [111] 6/1 6/19 8/18 13/25 24/11 25/19 26/3 26/14 31/11 33/5 36/12 39/21 39/22 39/25 43/16 44/16 50/1 50/3 59/10 67/10 69/4 69/20 71/1 71/3 72/11 73/2 73/7 74/22 74/24 75/2 77/10 78/25 80/10 82/21 82/24 82/24 82/25 82/25 84/18 84/18 86/14 86/14 88/8 91/10 91/10 91/19 91/24 93/8 93/13 93/15 93/19 93/23 95/1 95/14 95/14 95/17	move [18] 4/10 17/22 34/13 62/16 71/21 75/23 77/14 80/19 92/8 109/20 111/9 112/15 124/22 126/3 133/5 178/7 192/1 192/17	

M	203/11 203/14 203/22	27/7 27/13 32/7 34/24	51/16 63/12 67/5	87/22 88/3 88/3 88/3
much... [28] 90/17	my Lady [3] 33/11	40/8 67/14 71/9 71/24	76/10 76/22 98/25	88/18 88/24 89/2 89/3
96/4 99/1 99/4 101/14	46/20 106/23	75/1 75/13 76/5 76/12	106/7 106/11 106/21	89/5 89/12 90/4 93/16
105/2 105/6 105/12	myself [2] 19/7 35/17	95/14 98/21 113/3	110/11 111/6 111/8	94/17 94/21 96/9
105/13 107/15 115/9	N	121/18 126/24 127/11	135/5 164/10 164/17	96/14 97/6 98/15
130/12 159/14 164/14	Nagesh [4] 105/19	147/14 171/12 171/13	165/5 199/12 202/16	101/2 104/14 108/12
164/15 166/15 168/12	106/5 107/9 166/15	176/16 178/4 191/11	nodded [2] 1/25 53/4	111/8 114/17 116/22
168/15 172/25 174/24	name [13] 1/10 11/23	192/13 196/4	non [12] 54/11 80/25	123/1 123/8 123/25
178/23 178/24 187/12	42/7 45/10 51/20	needing [4] 17/1 26/1	85/11 104/22 109/24	125/22 127/18 127/18
187/12 202/17 202/18	51/21 53/3 86/6 99/10	85/22 184/21	114/23 114/23 129/9	128/11 129/1 129/2
203/14 203/20	113/11 113/18 173/17	needs [11] 4/24 6/21	152/13 193/22 193/22	129/4 132/14 133/4
multi [6] 40/4 61/18	173/18	9/19 28/5 33/7 39/24	197/13	139/19 139/19 140/3
182/18 183/10 183/18	named [1] 53/9	40/2 44/21 62/24	non-adherence [1]	140/20 141/9 141/13
184/3	names [1] 28/17	164/21 165/11	193/22	144/13 147/7 147/12
multi agencies [1]	narrower [1] 163/21	negative [6] 38/12	non-compliance [1]	152/19 153/14 153/15
61/18	nation [1] 96/21	49/4 49/6 49/25 50/3	193/22	154/18 156/6 157/1
multi-disciplinary [1]	national [24] 3/1 3/16	76/14	non-conditional [1]	159/22 160/12 160/19
40/4	8/4 14/8 15/4 17/1	negatives [2] 4/20	104/22	161/10 164/5 164/20
multi-generational	18/23 24/6 28/24	49/14	non-contentious [1]	165/8 165/17 166/20
[4] 182/18 183/10	41/10 43/21 65/21	negativity [1] 20/8	80/25	166/21 168/6 169/1
183/18 184/3	65/22 71/5 94/12	neighbourhood [2]	non-Covid [1] 114/23	170/15 170/16 170/23
multiple [1] 68/15	94/15 96/20 97/20	13/22 40/8	non-Covid-19 [1]	171/21 172/6 174/21
Munro [1] 105/4	100/12 100/25 102/13	neighbourhoods [1]	129/9	175/13 175/14 175/14
Munroe [9] 45/7 45/8	108/6 109/21 113/12	13/23	non-existent [1]	181/1 181/10 182/23
45/10 50/13 99/5 99/6	nationally [3] 55/12	Neither [1] 185/5	152/13	183/8 185/1 186/22
99/10 204/7 204/11	56/3 94/10	nervousness [1]	non-financial [2]	187/2 189/1 190/1
murder [1] 163/1	nations [7] 58/22	101/12	54/11 85/11	191/1 192/5 193/17
music [1] 161/14	58/23 59/1 59/7 121/4	net [1] 48/4	non-funded [1]	194/10 195/13 195/16
must [3] 26/23 87/24	121/5 126/20	network [2] 6/19 64/7	197/13	196/2 200/10 201/7
178/16	natural [2] 50/4 50/9	networks [3] 60/10	non-Home [1] 109/24	202/4
my [110] 1/5 2/25	nature [8] 35/16	60/11 91/2	non-pandemic [1]	note [6] 47/14 181/20
5/25 6/17 8/10 9/17	36/16 82/21 114/9	never [7] 135/4	114/23	189/21 189/24 190/24
9/18 15/9 29/22 29/24	137/5 150/19 153/10	137/21 145/17 145/21	nonetheless [1]	193/20
33/11 33/11 33/23	179/9	147/21 172/24 193/10	64/14	noted [1] 43/6
34/14 35/4 35/9 40/14	navigate [1] 144/16	new [23] 8/7 13/5	nor [2] 57/6 130/4	notes [2] 37/12
41/17 41/19 42/7	neatly [1] 147/2	25/4 36/21 47/11	normal [8] 24/8	181/21
42/11 44/11 45/5 45/9	necessarily [7] 54/4	64/25 81/20 90/25	32/22 33/1 114/23	nothing [2] 80/15
45/10 45/15 46/7	56/5 56/25 70/5 75/17	115/23 115/23 116/6	126/21 129/8 138/9	203/17
46/12 46/20 47/6	154/18 160/20	117/4 117/19 118/1	154/10	notice [17] 120/6
50/12 51/4 51/10	necessary [7] 36/21	118/1 136/18 138/23	normally [3] 13/9	121/23 124/10 125/10
51/21 53/24 57/7 59/8	72/24 83/18 83/24	139/17 144/6 167/10	141/5 168/17	125/14 126/4 127/3
60/4 63/13 63/19	88/21 142/10 148/2	190/13 192/2 192/2	Norris [1] 50/22	128/6 128/6 128/18
64/10 73/14 74/19	necessity [2] 142/13	next [16] 4/14 5/4	Northern [8] 88/13	128/23 129/4 135/9
77/9 79/13 80/4 80/11	170/23	40/11 40/23 44/17	109/24 116/21 121/8	158/4 158/21 159/21
82/10 85/6 86/6 88/4	need [51] 5/13 7/3	47/14 84/18 85/16	127/14 127/15 132/2	163/15
91/3 91/22 92/9 95/18	12/15 16/20 16/22	92/4 92/17 93/19	132/12	notices [14] 120/10
98/12 99/2 99/3 99/7	25/12 25/24 28/10	105/20 117/9 150/2	not [150] 12/18 13/20	121/20 123/18 125/3
99/10 101/10 102/5	28/17 33/12 37/5	173/9 186/25	16/8 19/8 21/23 21/23	125/7 126/25 131/16
105/3 105/15 105/20	37/11 38/1 38/12	NHS [18] 2/23 3/9	22/4 22/22 24/11	157/19 158/9 158/14
106/23 107/10 109/16	39/18 40/6 40/21	13/21 14/25 32/22	25/21 33/18 33/19	158/25 160/4 163/24
111/8 112/1 124/7	40/23 44/22 46/8 47/8	41/3 64/4 65/2 65/21	38/5 38/24 41/12	178/15
124/17 127/15 128/1	47/15 47/20 56/25	81/5 92/14 93/10	41/24 43/10 44/25	noticing [2] 175/15
128/3 132/17 134/20	69/17 72/8 74/13	93/20 95/15 100/4	45/19 47/10 48/5	175/16
142/19 142/22 143/14	81/12 85/21 87/5	102/12 179/25 180/2	51/16 51/16 55/14	notification [1]
144/20 147/25 148/16	88/15 96/17 97/1	NHSX [5] 14/3 17/9	55/20 57/5 59/9 59/10	126/15
156/6 166/14 166/14	100/2 124/5 125/20	17/14 17/22 65/3	60/3 60/4 62/11 64/11	noting [2] 180/25
167/2 167/17 170/9	130/4 133/16 137/11	Nice [2] 173/8 202/17	64/11 67/13 68/10	187/11
172/18 173/3 173/9	142/6 146/10 146/15	nicely [1] 117/9	68/14 69/16 70/20	novel [1] 58/5
173/18 175/23 175/25	147/16 152/6 175/23	NIHR [1] 3/18	72/10 72/18 72/22	November [13] 2/17
176/15 188/16 189/7	178/20 189/6 189/9	nine [1] 25/23	74/23 75/10 76/14	4/4 7/9 8/4 9/25 18/9
189/22 190/9 194/20	191/18 192/25 203/3	no [29] 2/11 12/12	77/19 78/24 79/5 79/5	18/25 20/8 26/9 26/12
195/19 200/2 202/11	needed [31] 7/18	12/14 15/15 18/11	79/9 79/10 79/23 80/9	29/12 143/12 187/8
203/1 203/2 203/6	12/5 12/17 15/14 27/6	19/7 26/13 33/21	82/10 83/3 84/7 84/9	November 2020 [4]
		34/11 46/3 51/16	85/12 86/7 86/12	2/17 4/4 18/9 18/25

<p>N</p> <p>now [82] 3/6 3/21 4/2 6/25 7/21 9/2 9/22 12/20 14/2 17/7 27/9 27/10 27/17 29/6 31/20 34/13 35/21 39/12 40/10 44/20 48/22 52/24 54/3 59/5 64/20 65/9 67/16 68/24 72/14 73/18 76/16 78/7 79/10 79/22 83/7 84/19 88/10 90/21 96/25 100/23 105/24 106/6 106/21 107/11 108/21 109/20 110/8 112/8 114/20 119/11 121/9 124/23 129/8 129/20 131/15 132/12 133/4 136/6 136/19 143/5 143/15 144/8 145/6 148/3 148/19 150/6 151/18 152/3 155/12 156/3 157/11 166/20 166/23 166/23 172/8 174/12 187/7 188/24 193/19 194/15 195/17 196/11</p> <p>NPCC [31] 108/7 108/9 108/13 109/15 109/18 109/21 110/4 110/8 110/12 110/17 110/21 110/24 111/7 111/14 111/24 112/22 113/19 114/24 115/2 126/13 130/25 131/3 136/1 144/13 151/12 153/24 154/12 155/16 167/6 167/9 168/18</p> <p>NPCC's [3] 111/9 112/8 114/20</p> <p>number [33] 11/11 18/17 23/22 25/4 31/5 40/12 41/19 45/19 50/23 52/9 54/3 54/19 58/7 60/7 64/13 65/17 66/5 93/14 98/22 118/18 120/21 124/19 131/4 135/18 137/25 138/4 139/5 141/20 154/4 165/7 187/21 191/15 193/4</p> <p>number 5 [1] 45/19</p> <p>numbers [12] 135/25 136/22 137/3 145/23 145/24 147/24 175/10 180/3 180/21 186/1 187/23 195/1</p> <p>nutshell [1] 125/10</p> <p>O</p> <p>objectives [2] 42/12 87/7</p>	<p>observation [6] 69/11 69/12 73/1 74/16 77/11 82/10</p> <p>observations [5] 4/12 27/16 29/10 47/20 69/13</p> <p>observed [2] 10/23 200/1</p> <p>observing [1] 200/17</p> <p>obvious [3] 91/25 104/10 199/7</p> <p>obviously [23] 4/6 9/10 56/11 63/13 69/8 74/18 76/16 79/18 99/23 116/18 122/2 125/16 125/19 129/3 135/3 151/1 153/22 156/23 161/5 170/25 188/1 191/5 202/19</p> <p>occasions [3] 55/23 132/22 192/8</p> <p>occupation [1] 76/11</p> <p>occupations [1] 175/9</p> <p>occurred [2] 61/3 160/16</p> <p>October [9] 7/24 8/10 9/23 81/17 81/24 86/2 143/21 180/14 180/18</p> <p>October 2020 [3] 81/17 86/2 143/21</p> <p>off [18] 6/22 11/19 15/1 63/24 95/8 96/21 116/6 124/24 128/1 128/3 139/2 139/11 139/12 144/20 147/24 148/3 163/9 196/9</p> <p>offence [18] 125/2 125/5 126/2 126/8 130/3 134/1 143/7 143/9 143/13 143/23 143/24 144/19 145/16 146/5 147/22 152/11 152/20 159/8</p> <p>offences [15] 112/11 114/25 129/9 129/16 129/22 134/15 136/23 148/7 148/11 150/9 150/11 152/13 152/22 153/11 153/13</p> <p>offender [1] 126/8</p> <p>offenders [1] 132/6</p> <p>offer [8] 7/17 8/12 10/18 27/4 27/16 110/17 141/4 161/19</p> <p>offered [4] 6/23 125/17 152/3 152/5</p> <p>Office [8] 81/19 109/25 115/8 115/11 126/10 142/21 166/3 166/4</p> <p>officer [21] 37/3 44/9 109/4 118/24 125/25 126/3 126/7 127/2</p>	<p>133/10 135/4 135/6 136/12 137/16 140/17 141/23 142/3 150/22 150/23 169/19 169/24 174/5</p> <p>officers [31] 117/22 119/4 123/11 124/14 125/2 134/15 134/18 135/23 136/6 136/13 137/9 138/2 138/6 138/8 138/12 138/13 138/20 139/18 140/24 146/20 147/12 151/5 151/14 151/16 153/9 154/7 159/9 159/10 159/13 160/18 168/25</p> <p>official [3] 167/23 199/22 200/7</p> <p>officials [6] 66/23 77/19 115/10 176/2 180/19 190/12</p> <p>offs [1] 75/4</p> <p>often [15] 47/7 47/9 55/13 69/15 91/7 116/6 123/8 138/23 139/13 139/13 141/5 141/11 178/17 201/17 201/25</p> <p>oh [3] 42/1 119/12 124/7</p> <p>okay [16] 31/19 107/5 161/18 176/6 177/17 179/6 179/18 180/13 184/3 185/7 186/6 186/24 187/6 192/17 195/4 201/1</p> <p>old [1] 34/9</p> <p>older [1] 175/10</p> <p>Omicron [2] 14/24 38/16</p> <p>on [329]</p> <p>once [12] 19/11 82/5 86/15 86/21 101/24 115/6 115/24 121/19 128/6 142/12 154/9 161/11</p> <p>one [95] 4/22 5/18 5/21 6/20 9/14 10/9 11/19 11/21 13/1 13/8 17/9 21/10 23/19 23/20 23/21 28/25 29/1 29/22 29/23 30/11 37/12 39/20 40/1 45/17 49/10 58/2 60/14 61/5 75/11 79/3 85/17 85/18 87/17 89/4 92/21 93/9 93/11 95/10 98/17 103/2 103/8 104/11 107/2 107/21 108/16 111/10 116/5 117/2 117/5 117/14 119/8 127/12 128/19 128/20 128/21 129/25 129/25 130/11</p>	<p>134/23 136/9 137/4 137/12 139/24 140/10 140/15 141/2 141/19 143/5 151/7 153/5 153/6 156/16 156/17 157/23 161/7 163/11 163/17 164/8 164/16 164/20 172/5 180/8 182/4 184/2 185/14 186/6 186/12 186/14 192/8 193/2 193/8 195/17 199/12 199/15 200/10</p> <p>ones [5] 104/24 113/22 119/5 127/6 142/8</p> <p>ongoing [2] 71/20 148/14</p> <p>online [5] 34/2 84/10 133/1 186/19 188/1</p> <p>only [31] 9/21 11/22 12/4 13/21 16/12 18/18 19/10 30/24 34/15 41/12 59/2 59/3 68/12 73/1 76/13 119/8 120/1 123/19 137/8 137/9 142/11 157/2 166/4 175/13 182/25 184/1 184/20 190/2 196/2 199/24 202/4</p> <p>onset [1] 193/3</p> <p>onwards [2] 188/6 200/19</p> <p>Op [2] 113/10 116/15</p> <p>Op Talla [2] 113/10 116/15</p> <p>open [4] 2/16 164/8 164/11 170/15</p> <p>operate [2] 105/10 121/18</p> <p>operated [6] 57/19 57/22 58/22 88/13 116/14 121/10</p> <p>operates [2] 131/4 171/6</p> <p>operating [5] 26/11 59/11 113/4 121/18 122/7</p> <p>operation [15] 8/2 39/16 77/1 97/9 113/1 113/2 113/8 113/19 113/21 113/22 114/6 114/14 116/17 117/6 143/20</p> <p>Operation Talla [2] 116/17 143/20</p> <p>operational [21] 56/3 58/8 59/6 76/9 112/24 117/3 117/10 117/12 117/17 118/16 118/22 123/9 123/10 136/2 136/4 136/18 139/7 139/20 150/21 151/13</p>	<p>154/19</p> <p>operationalise [1] 82/2</p> <p>opportunity [4] 72/1 73/22 116/3 144/22</p> <p>opposed [3] 37/9 151/7 186/18</p> <p>opted [1] 101/5</p> <p>optimal [3] 38/4 38/5 97/22</p> <p>optimise [1] 27/13</p> <p>option [3] 125/18 128/25 164/17</p> <p>optionality [1] 82/18</p> <p>options [3] 33/25 82/23 128/7</p> <p>or [128] 8/25 14/19 15/1 15/16 16/17 18/19 21/25 22/4 25/7 25/21 26/5 27/17 28/13 28/20 29/11 30/21 36/2 36/22 46/2 46/8 55/18 58/24 59/2 63/9 63/18 73/10 73/23 74/16 75/7 75/11 76/11 76/11 77/1 79/5 81/3 83/6 83/10 83/12 89/18 91/19 94/19 95/12 96/7 96/8 96/14 97/6 103/9 110/13 115/4 115/20 117/4 117/6 118/25 119/6 121/3 121/15 123/17 123/19 126/1 126/20 128/11 129/12 131/7 132/8 132/23 135/5 136/2 136/10 136/11 140/5 140/6 140/19 141/4 141/6 141/9 142/3 142/10 142/13 145/14 146/3 146/7 146/13 147/11 150/16 153/6 153/22 154/14 154/14 158/24 159/2 159/6 159/8 162/15 164/16 164/17 165/3 167/5 167/17 168/5 169/25 171/3 175/20 176/14 182/25 183/2 183/18 184/10 184/22 186/22 188/9 193/17 193/22 195/14 197/3 197/5 197/6 197/6 197/7 197/13 198/21 198/22 200/14 201/14 201/15 201/20 202/5 202/13 203/8</p> <p>oral [1] 99/23</p> <p>orange [4] 149/12 149/16 149/18 151/22</p> <p>order [10] 4/24 66/6 78/4 91/3 96/19 103/20 126/14 154/13</p>
--	--	---	---	---

<p>O</p> <p>order... [2] 192/11 203/5</p> <p>ordering [1] 186/22</p> <p>ordinary [1] 171/18</p> <p>organisation [5] 110/14 111/10 111/14 126/9 126/11</p> <p>organisational [1] 51/17</p> <p>organisations [9] 9/3 42/9 43/5 61/14 91/2 105/11 113/15 167/4 187/20</p> <p>organise [2] 7/16 31/15</p> <p>orientate [2] 71/18 80/24</p> <p>orientated [1] 44/16</p> <p>originally [1] 127/9</p> <p>other [47] 7/18 9/11 13/21 18/12 30/4 36/2 37/1 39/16 44/4 44/9 49/20 79/7 85/1 85/10 89/10 95/12 95/25 99/16 112/2 114/2 123/19 127/14 136/15 138/9 141/15 142/24 150/11 154/10 161/10 162/22 165/2 175/5 175/16 175/21 175/25 176/25 177/15 181/14 181/20 182/25 183/12 191/16 194/7 194/10 196/4 196/6 199/15</p> <p>othering [1] 140/14</p> <p>others [8] 33/24 46/10 63/14 100/10 103/8 153/7 153/18 170/22</p> <p>otherwise [4] 38/8 75/7 108/7 142/3</p> <p>ought [1] 191/24</p> <p>our [48] 6/23 9/15 9/19 10/7 20/1 20/5 20/11 21/21 22/7 22/19 25/24 26/15 28/7 28/17 35/14 37/2 41/6 41/7 43/4 43/4 43/21 44/3 44/13 59/3 62/1 88/3 100/18 103/21 114/17 116/1 117/3 123/9 123/9 123/24 131/3 131/5 135/5 136/4 138/19 139/10 139/18 151/12 153/23 164/13 168/18 176/16 192/6 199/17</p> <p>ourselves [5] 70/20 71/18 121/17 122/1 154/2</p> <p>out [55] 12/8 21/19 27/6 28/16 35/9 38/23</p>	<p>47/3 47/23 49/8 49/12 55/1 62/19 64/10 66/10 78/1 80/4 83/11 84/11 88/7 92/15 99/14 106/24 114/2 115/22 116/9 117/3 117/4 121/20 131/21 140/15 141/3 142/10 142/11 142/12 151/14 154/18 154/19 154/21 161/3 161/4 163/13 164/25 168/16 170/21 171/11 171/17 179/19 179/22 188/16 189/12 189/21 191/2 191/13 199/15 202/2</p> <p>outbreak [3] 66/6 76/13 104/17</p> <p>outbreaks [4] 62/11 65/1 74/9 74/16</p> <p>outcome [2] 67/6 189/19</p> <p>outcomes [3] 43/24 47/16 182/10</p> <p>outlining [1] 85/20</p> <p>output [1] 41/13</p> <p>outset [11] 51/23 74/8 87/4 122/19 130/12 151/1 162/2 162/13 168/9 201/7 202/6</p> <p>outside [6] 88/12 90/16 166/8 170/6 170/19 170/20</p> <p>over [23] 9/24 22/4 39/4 39/13 40/14 41/23 59/5 63/22 66/16 68/10 68/12 68/18 77/12 89/8 94/22 102/13 136/9 140/19 150/2 157/18 175/4 185/8 196/22</p> <p>overall [8] 16/7 58/10 84/15 90/14 90/20 157/2 159/23 193/7</p> <p>overarching [2] 34/22 37/18</p> <p>overcome [2] 28/14 45/2</p> <p>overcoming [1] 100/11</p> <p>overconfident [1] 194/4</p> <p>overlap [1] 108/21</p> <p>overnight [2] 21/15 21/16</p> <p>overseas [1] 110/1</p> <p>overseeing [1] 3/8</p> <p>oversight [2] 54/22 58/24</p> <p>overspeaking [1] 118/17</p> <p>overtly [1] 161/11</p> <p>overview [4] 8/8 9/3</p>	<p>61/6 79/18</p> <p>own [14] 9/17 21/21 31/13 33/23 90/10 102/11 102/11 110/15 113/9 122/3 154/25 155/19 157/3 182/24</p> <p>Oxford [2] 9/7 11/13</p> <p>P</p> <p>pack [5] 74/3 85/18 97/17 192/20 195/10</p> <p>package [1] 81/20</p> <p>packages [1] 85/11</p> <p>packaging [2] 11/18 11/22</p> <p>page [42] 1/14 4/14 5/4 13/3 14/13 18/2 18/4 37/15 39/4 40/14 51/25 59/17 60/17 62/16 66/16 71/21 91/12 92/13 94/5 107/21 107/21 131/19 144/2 144/3 144/8 146/25 157/11 157/15 158/7 158/11 158/23 159/17 160/8 163/14 173/23 177/25 185/9 185/10 187/16 189/12 198/13 201/3</p> <p>page 1 [1] 177/25</p> <p>page 12 [1] 157/15</p> <p>page 14 [1] 163/14</p> <p>page 15 [1] 158/11</p> <p>page 16 [2] 187/16 189/12</p> <p>page 2 [1] 144/2</p> <p>page 21 [1] 37/15</p> <p>page 24 [1] 94/5</p> <p>page 28 [1] 198/13</p> <p>page 29 [2] 62/16 201/3</p> <p>page 3 [2] 144/8 146/25</p> <p>Page 31 [1] 173/23</p> <p>page 4 [1] 71/21</p> <p>page 50 [1] 131/19</p> <p>page 51 [1] 92/13</p> <p>page 6 [2] 14/13 59/17</p> <p>page 60 [1] 158/23</p> <p>page 63 [1] 107/21</p> <p>page 65 [1] 159/17</p> <p>page 7 [1] 60/17</p> <p>page 76 [1] 160/8</p> <p>page 9 [1] 18/2</p> <p>page 97 [1] 91/12</p> <p>page 98 [1] 51/25</p> <p>pages [3] 1/13 51/24 189/12</p> <p>paid [3] 35/14 81/2 132/3</p> <p>pandemic [114] 2/24 6/12 12/17 13/2 14/21 16/20 21/14 22/6</p>	<p>26/19 26/24 27/13 28/10 33/14 34/20 34/21 35/24 36/2 36/6 37/22 39/7 39/14 40/11 40/23 41/16 42/16 44/11 44/17 44/20 48/16 49/2 50/10 53/7 53/9 53/22 60/19 62/1 63/15 67/9 67/12 67/17 70/9 70/18 71/4 73/4 78/22 79/2 79/15 81/8 82/16 82/21 83/24 84/14 90/19 94/8 94/22 96/22 98/21 102/21 103/13 104/13 104/19 108/14 111/7 111/9 112/8 112/14 112/15 112/20 112/25 113/17 114/3 114/9 114/23 115/7 115/7 116/6 118/11 119/9 120/1 120/3 122/11 123/3 124/3 124/16 125/25 130/12 130/13 130/14 136/8 136/24 140/1 147/22 151/2 153/20 155/14 155/19 157/12 160/15 161/12 162/3 162/8 162/23 167/16 167/17 169/13 175/6 181/19 184/14 192/1 192/2 196/5 196/12 200/12 201/16</p> <p>pandemics [5] 21/5 36/20 40/19 61/19 83/6</p> <p>paper [14] 4/5 10/15 45/21 45/22 46/1 49/23 177/21 177/21 177/24 179/19 187/10 189/23 190/1 198/22</p> <p>papers [2] 190/22 197/12</p> <p>paperwork [1] 130/3</p> <p>paragraph [49] 4/11 4/14 5/4 14/13 18/3 23/4 24/19 45/18 47/15 48/24 59/17 60/17 62/14 62/17 64/10 64/15 65/25 74/3 75/25 77/14 78/1 78/11 79/20 79/21 79/24 86/25 87/3 88/10 89/24 91/11 92/12 92/17 94/4 97/16 133/20 146/17 147/1 159/1 159/17 159/19 160/9 160/10 178/1 178/7 180/20 180/22 188/17 188/17 191/3</p> <p>paragraph 1 [2] 178/1 180/20</p>	<p>paragraph 102 [1] 94/4</p> <p>paragraph 125 [1] 62/17</p> <p>paragraph 133 [2] 64/10 64/15</p> <p>paragraph 134 [1] 65/25</p> <p>paragraph 14 [1] 14/13</p> <p>paragraph 142 [1] 133/20</p> <p>paragraph 151 [1] 89/24</p> <p>paragraph 18 [2] 4/11 4/14</p> <p>paragraph 19 [3] 23/4 24/19 45/18</p> <p>paragraph 2 [1] 178/7</p> <p>paragraph 20 [1] 188/17</p> <p>paragraph 201 [1] 92/12</p> <p>paragraph 22 [1] 5/4</p> <p>paragraph 24 [2] 47/15 48/24</p> <p>paragraph 26 [1] 191/3</p> <p>paragraph 27 [1] 59/17</p> <p>paragraph 28 [1] 60/17</p> <p>paragraph 388 [1] 91/11</p> <p>paragraph 52 [1] 74/3</p> <p>paragraph 59 [1] 75/25</p> <p>paragraph 62 [3] 77/14 78/1 78/11</p> <p>paragraph 66 [2] 79/20 79/21</p> <p>Paragraph 82 [1] 97/16</p> <p>paragraph 84 [2] 86/25 87/3</p> <p>paragraph 85 [1] 88/10</p> <p>paragraphs [2] 63/19 81/12</p> <p>paragraphs 125 [1] 63/19</p> <p>parallel [2] 29/2 155/4</p> <p>parents [3] 22/24 178/10 188/22</p> <p>part [37] 2/20 3/21 4/22 5/18 6/11 11/7 11/9 11/25 12/21 23/1 24/15 26/23 41/7 43/1 57/16 59/14 61/19 61/25 68/24 72/2 72/14 79/4 79/13</p>
---	--	---	--	--

P	180/5	181/15 183/1 183/9	perspectives [1] 40/4	plain [2] 72/8 123/12
part... [14] 93/16	pausing [5] 65/6	184/20 184/23 184/23	persuade [1] 101/10	plainly [4] 52/6 53/12
104/10 110/12 116/16	87/13 126/19 144/17	185/24 187/11 187/12	pertain [1] 36/1	70/9 193/23
131/12 135/3 140/20	159/10	187/23 188/1 188/4	pertaining [2] 56/2	plan [3] 83/9 83/13
141/13 145/23 194/14	pay [5] 81/17 103/5	188/21 189/5 191/23	62/7	172/9
195/10 197/10 197/10	128/8 128/11 128/18	192/3 193/1 193/9	Peter [1] 102/17	planned [1] 5/22
198/5	paying [1] 125/18	193/12 194/24 195/5	pharmacy [1] 26/1	planning [10] 6/12
participants [3] 28/4	payment [7] 26/10	198/20 198/24 200/12	phase [2] 192/2	29/4 39/8 44/18 49/2
41/19 52/11	54/11 57/18 80/23	202/6	192/2	55/3 55/18 70/13
participate [1] 110/3	81/4 81/21 184/11	people's [4] 38/14	phases [2] 122/11	79/15 84/25
participation [2] 21/1	payments [9] 26/17	102/15 162/11 187/20	191/22	plans [1] 40/18
30/13	57/23 58/6 58/23 59/9	per [2] 56/6 124/1	PHE [1] 175/5	plastic [1] 11/22
particular [29] 12/23	81/23 87/12 184/5	per se [2] 56/6 124/1	phenomena [1]	play [10] 32/6 56/23
21/6 28/6 32/3 52/10	194/15	perceive [1] 68/9	140/10	58/15 76/4 76/21
58/13 62/13 67/11	PCR [10] 12/4 12/9	perceived [2] 63/17	phone [2] 93/15	99/18 130/11 140/2
71/14 72/25 79/14	12/14 14/19 23/9	87/11	102/15	140/7 176/3
86/3 90/16 110/15	23/21 24/1 24/4 24/6	percentage [1] 149/8	phrase [4] 50/24	played [1] 82/7
115/2 116/10 125/19	24/10	perception [2]	96/18 142/9 160/24	playing [1] 176/5
133/15 135/3 141/14	PCR test [1] 24/4	134/20 169/8	phrases [1] 141/17	plays [1] 99/16
143/3 143/5 154/20	peacetime [3] 70/15	perfect [2] 64/11	physically [1] 102/15	please [133] 1/5 1/6
159/25 168/4 169/6	78/9 98/19	68/11	physician [3] 1/24	1/9 1/19 1/21 1/22 4/9
190/7 195/2 202/14	peak [1] 14/24	perfectly [2] 67/23	2/25 22/3	4/11 4/11 4/15 5/4 8/9
particularities [1]	peaks [1] 14/19	141/1	pick [3] 83/15 136/20	10/5 11/9 12/25 14/12
61/7	Pegasus [2] 39/16	performance [1]	198/10	14/14 15/12 17/13
particularly [35] 6/16	44/19	122/2	picked [1] 87/17	17/24 18/2 18/4 19/15
32/19 41/5 46/5 56/10	penalties [2] 131/8	performing [1] 11/14	picking [1] 25/25	19/17 20/14 22/14
61/9 61/19 70/8 76/24	132/5	perhaps [14] 5/3	picture [4] 18/2 75/6	23/3 24/20 25/15
84/6 85/18 85/25	penalty [32] 120/6	19/15 23/15 36/12	79/10 191/13	25/17 27/4 28/14
92/23 110/19 111/22	120/9 121/20 121/23	57/16 61/14 69/22	pictures [1] 11/16	31/24 34/14 34/17
114/15 115/23 133/2	123/18 124/10 125/3	72/16 93/14 96/1	piece [3] 116/10	35/3 37/15 39/4 40/13
135/8 135/15 135/16	125/7 125/10 126/4	122/13 170/22 195/13	117/14 119/8	45/14 51/11 51/19
136/8 138/3 154/9	126/25 127/3 128/5	197/5	pieces [3] 10/10	51/23 53/8 54/17
157/4 161/11 161/24	128/6 128/17 128/22	period [20] 5/2 10/20	103/3 146/13	54/22 54/24 56/15
162/6 167/11 167/19	129/4 131/8 131/15	18/12 31/18 57/16	pilot [44] 2/14 3/11	59/15 59/17 60/16
168/11 169/15 169/20	135/9 157/18 158/3	82/2 96/1 96/9 96/10	4/3 4/6 4/8 4/12 7/1	61/1 62/16 62/17
171/19 172/13	158/9 158/14 158/21	125/19 139/4 147/22	7/2 7/4 7/9 9/12 9/20	63/11 65/25 66/16
partly [3] 2/24 192/3	158/24 159/15 159/21	153/15 154/2 155/22	11/10 13/14 14/5	71/13 71/15 71/21
192/4	160/4 163/15 163/24	156/11 156/14 157/6	14/17 15/24 15/25	73/25 75/23 75/24
partnership [2] 2/22	178/15	162/23 172/16	16/5 16/14 16/25	75/25 77/14 77/14
92/17	Pensions [1] 85/4	periods [1] 133/7	17/16 18/10 18/24	79/20 80/20 81/13
partnerships [1]	people [98] 5/1 6/3	permanent [1] 200/7	19/8 19/9 19/14 20/16	85/14 86/23 86/25
92/20	6/6 10/13 12/6 12/15	permission [2] 41/20	21/17 22/19 23/8	87/3 88/10 89/22 90/9
parts [3] 13/1 49/20	13/17 13/24 15/13	53/24	24/21 25/4 29/7 29/11	91/12 92/8 92/11
185/23	16/21 16/23 19/16	persisted [2] 145/21	29/14 29/16 30/1 30/5	92/18 93/23 93/23
partway [1] 24/15	19/20 21/13 23/20	157/8	31/2 43/3 45/15 46/16	94/3 94/4 94/4 94/20
party [1] 131/11	24/10 26/3 32/12	persistent [1] 154/23	49/8	97/12 98/11 98/24
pass [3] 10/13 12/8	32/12 33/18 33/25	person [27] 10/24	pivoted [1] 3/20	105/22 107/20 108/23
184/17	34/5 37/11 38/19 41/2	10/25 33/7 39/20	place [29] 8/6 17/2	114/21 119/11 119/18
passed [2] 146/21	43/7 44/23 46/17	96/13 110/14 123/13	17/19 17/19 26/10	122/15 131/18 132/15
151/2	48/14 50/16 83/10	126/3 128/7 128/17	28/21 29/7 48/5 57/14	143/15 144/2 144/8
passing [2] 38/6 38/8	87/11 88/23 89/10	128/22 129/13 131/16	68/21 69/9 85/24	146/25 148/5 148/17
passporting [1]	90/10 93/13 93/13	132/8 137/23 140/18	95/13 96/22 101/25	149/18 151/18 155/13
88/19	101/11 114/13 122/20	140/19 141/12 141/19	115/25 117/20 126/24	157/10 157/15 157/16
past [2] 126/2 139/1	122/25 123/3 124/1	146/11 150/24 169/6	127/12 137/22 143/23	157/25 158/11 158/23
patient [2] 12/10	124/20 135/16 138/9	169/21 169/25 182/24	147/9 148/13 165/11	160/8 173/10 173/17
12/14	140/13 158/2 158/14	186/18 186/21	184/15 185/21 191/9	173/24 174/4 177/23
patients [2] 2/2 9/10	158/17 158/19 161/7	person's [1] 39/21	191/23 192/22	177/25 178/7 180/14
Patrick [1] 32/2	161/9 161/10 164/14	personal [1] 70/11	place-based [2]	180/25 181/2 185/8
pattern [2] 115/16	165/10 165/22 166/11	perspective [14]	17/19 192/22	185/9 185/13 187/7
191/21	168/5 168/5 168/10	5/20 22/11 23/15	placed [2] 73/3 73/4	188/7 192/18 192/19
patterns [2] 35/18	168/14 168/15 170/19	30/16 70/7 73/23 87/1	places [6] 18/12 41/2	203/1 203/5
190/17	175/10 175/11 176/14	94/18 132/17 132/18	62/3 105/9 161/4	pleasure [1] 51/4
pause [2] 18/24	176/14 177/6 178/9	133/10 135/22 162/18	191/17	plenty [1] 47/4
	178/16 180/3 181/14	164/13		pm [8] 105/16 105/18

P	112/7 112/10 112/17 112/19 112/19 113/8 114/1 114/4 114/9 115/15 115/17 116/4 116/10 116/22 117/25 118/8 118/12 119/25 120/2 122/23 123/1 123/2 132/18 133/10 135/22 136/14 137/6 139/9 142/23 144/16 148/5 154/11 157/12 160/13 160/14 161/22 161/23 162/6 162/9 163/3 163/4 163/7 165/23 167/7 167/14 167/18 169/8 169/14 171/24	199/22 possibly [2] 83/7 200/7 post [4] 52/15 66/9 125/15 200/24 postcode [2] 76/11 80/6 posts [1] 38/13 pot [3] 88/17 194/17 195/23 potential [15] 5/11 5/21 6/10 24/2 41/5 43/12 69/23 78/8 98/18 98/23 123/22 125/16 140/22 167/10 202/5 potentially [7] 38/6 129/1 135/14 142/13 145/15 170/25 199/24 pots [1] 146/14 pounds [1] 135/21 poverty [12] 7/11 13/22 13/24 13/25 15/22 20/24 22/3 25/7 25/19 31/21 31/25 44/4 power [1] 110/25 powerful [4] 6/19 31/11 32/13 103/4 powers [2] 102/19 110/9 practical [9] 46/4 46/24 84/6 84/11 84/14 85/6 135/22 145/1 188/3 practicalities [1] 23/6 practically [1] 19/16 practice [18] 13/7 15/17 16/3 22/17 24/8 26/11 28/15 28/16 30/3 30/14 35/22 64/7 90/18 103/3 104/22 111/3 125/24 159/11 practice/hospital/pub lic [1] 13/7 practices [1] 160/13 practitioners [1] 35/5 pre [3] 4/6 60/20 91/1 pre-dated [1] 4/6 pre-established [1] 60/20 pre-existing [1] 91/1 preceded [1] 84/14 precedent [1] 114/1 precise [2] 77/25 198/23 precisely [3] 82/20 123/11 162/13 predicted [1] 82/19 predominant [1] 31/8 preferable [2] 101/4 176/25 preparation [1] 40/18	preparations [1] 72/2 preparatory [3] 177/24 187/9 190/16 prepared [8] 1/12 26/18 40/10 43/23 84/18 84/18 93/19 192/21 preparedness [12] 6/12 6/20 26/23 36/6 36/20 39/17 44/19 44/22 48/21 49/2 79/2 79/16 preparing [2] 28/22 29/18 prescribe [1] 34/5 present [3] 3/23 87/4 132/25 presentation [2] 31/4 91/17 presented [4] 8/23 11/15 31/22 31/25 presenting [1] 12/11 preserve [1] 113/23 press [2] 68/12 70/6 pressing [3] 50/2 193/25 195/14 pressure [2] 134/22 143/2 pressures [3] 40/21 40/22 41/15 pretty [7] 58/2 115/9 120/16 130/12 132/19 159/14 168/12 prevalence [4] 159/18 159/20 183/17 185/18 prevalent [3] 157/4 162/5 162/5 prevent [2] 165/12 178/4 previous [4] 15/20 32/9 86/6 108/16 previously [4] 25/1 119/3 153/22 164/25 primarily [4] 77/3 88/21 146/8 184/25 Prime [7] 81/19 85/21 85/25 86/4 86/12 180/17 180/23 Prime Minister [3] 86/4 180/17 180/23 Prime Minister's [2] 81/19 85/21 principal [1] 86/13 principle [4] 5/17 36/18 69/2 121/10 principles [2] 40/17 69/9 prior [4] 47/4 91/20 97/6 153/22 priorities [1] 113/21 Priority [1] 5/9 privacy [2] 28/13 70/17	private [7] 86/13 100/5 164/7 164/10 170/5 170/15 184/14 privilege [1] 27/24 pro [5] 2/9 126/7 126/9 126/13 127/1 pro forma [2] 126/9 126/13 pro formas [1] 127/1 probably [9] 60/3 131/2 151/4 161/15 165/5 176/25 194/4 194/7 197/10 problem [6] 19/5 73/24 79/10 106/14 177/1 184/7 problems [7] 56/23 68/16 77/18 107/1 126/16 146/3 202/5 procedure [5] 129/17 129/18 129/20 130/8 131/1 proceed [3] 9/21 86/11 86/18 proceeded [1] 175/19 proceedings [2] 125/5 130/19 process [30] 10/16 16/22 79/5 91/9 94/23 101/20 115/25 121/25 122/6 124/12 125/6 125/7 125/18 125/20 127/2 127/18 127/22 128/5 129/13 130/8 130/17 131/6 139/13 142/5 154/15 155/2 191/15 201/20 201/20 202/1 processed [1] 11/2 processes [3] 130/10 145/4 155/1 produced [1] 175/19 producing [2] 64/9 123/9 product [1] 52/7 productive [1] 8/21 professional [3] 109/2 138/13 174/3 professionalism [2] 109/11 111/16 professionals [1] 9/17 Professor [28] 1/6 1/7 1/11 1/12 2/6 5/16 14/15 25/15 33/23 36/15 37/18 38/24 41/17 42/6 42/7 42/10 45/4 45/10 45/16 46/7 46/22 50/11 50/15 71/8 99/21 101/1 204/3 204/6 Professor Buchan [9] 1/6 5/16 14/15
----------	--	--	---	--

P	prosecute [1] 125/14 prosecuted [2] 129/10 130/20 prosecution [6] 129/11 129/22 130/21 148/9 150/6 153/25 Prosecutions [3] 152/14 152/19 152/25 prosecutors [1] 150/8 protect [6] 10/8 27/22 38/10 50/18 50/19 103/21 protected [1] 42/20 protecting [3] 21/11 31/12 32/13 Protection [4] 3/15 3/19 3/22 148/24 protocol [5] 8/25 9/24 10/17 10/22 17/2 protocols [11] 39/9 39/13 40/5 40/13 40/18 69/9 69/24 70/15 71/7 78/9 98/19 prototype [1] 14/8 proud [1] 50/21 proved [3] 13/23 94/16 183/7 proven [2] 100/11 103/7 provide [14] 16/24 23/9 30/5 34/9 64/25 73/23 80/21 88/17 115/17 119/23 123/2 177/20 181/8 184/11 provided [25] 4/12 34/18 62/25 65/3 73/19 74/3 81/7 93/25 94/6 97/14 97/18 98/13 99/23 103/10 105/7 107/16 108/16 145/2 147/2 147/4 147/10 147/16 159/7 173/19 174/19 provides [2] 41/11 60/2 providing [3] 184/10 188/22 196/16 provision [2] 111/21 115/23 PSEDs [1] 201/8 public [122] 1/23 2/7 2/22 2/25 3/1 6/15 6/16 6/23 9/6 9/8 9/9 9/16 9/17 9/18 11/12 12/5 12/17 13/7 21/4 21/4 21/10 22/3 22/11 22/15 22/17 22/18 24/22 27/11 27/12 27/14 27/17 28/5 28/9 28/24 30/12 31/9 32/17 32/20 34/6 35/1 35/5 35/6 35/16 35/22 36/2 36/3 36/3 36/9 36/12 36/16 36/24 37/2 37/4 37/9 41/3 43/22 44/6 44/7 44/12 46/12 46/13 47/7 47/15 47/21 47/24 48/1 48/4 49/1 50/5 50/19 56/8 56/16 57/4 62/11 64/24 65/4 65/16 66/20 67/11 69/17 70/10 73/21 74/7 74/11 74/12 75/12 75/13 78/18 78/21 80/5 93/1 94/2 100/4 100/9 100/19 101/3 102/7 114/3 117/25 118/7 118/8 123/7 124/15 129/11 135/7 138/22 139/22 141/7 141/8 141/22 141/25 147/6 160/14 169/20 170/22 175/18 176/13 178/24 194/9 199/3 201/18 201/25 publication [3] 49/13 49/24 203/7 publicised [2] 47/19 134/19 publicity [1] 43/12 publish [3] 39/9 49/6 49/24 published [8] 37/18 39/1 52/8 53/16 70/25 95/4 155/25 156/25 pull [3] 107/17 145/18 199/15 pulled [2] 114/11 139/8 purely [1] 165/23 purpose [7] 37/21 37/24 38/3 38/20 118/22 122/16 123/15 purposes [3] 33/13 174/21 179/24 pursuant [1] 203/6 pursue [2] 82/7 181/16 push [1] 16/6 pushed [1] 72/15 pushing [1] 67/19 put [28] 8/24 10/20 11/16 11/22 13/5 13/9 17/14 36/13 42/17 43/12 45/22 48/21 49/8 49/12 57/13 89/8 98/16 104/18 117/4 129/9 136/18 143/15 152/6 154/20 157/10 163/2 164/14 189/6 putting [5] 10/16 117/3 171/11 183/23 194/4	qualifications [1] 1/20 qualified [2] 58/7 108/12 qualify [2] 88/24 89/2 quality [8] 11/1 23/19 23/22 79/25 145/15 145/20 146/12 201/12 quantify [1] 16/13 quarantine [4] 15/1 83/5 83/10 83/12 quarter [8] 14/25 18/14 20/7 20/12 20/18 24/23 139/3 157/18 quarters [2] 8/13 8/15 question [24] 33/16 42/24 45/15 46/7 47/14 47/20 49/11 67/23 68/19 68/24 73/8 77/9 84/21 86/9 87/13 91/25 96/12 100/23 101/6 102/5 103/17 104/10 128/4 170/9 questioned [2] 32/2 74/11 questioning [2] 34/14 75/13 questions [36] 1/8 40/14 41/18 41/20 42/6 42/23 45/8 46/17 50/14 51/18 83/15 90/4 99/2 99/3 99/6 105/5 107/14 114/16 148/4 166/14 166/16 166/25 167/3 167/5 172/20 173/15 202/11 202/16 204/4 204/6 204/7 204/9 204/11 204/13 204/14 204/16 quibble [1] 194/12 quickly [19] 7/7 7/19 69/4 75/2 77/10 81/23 82/10 82/13 82/25 83/4 86/16 96/16 103/18 109/3 119/23 126/22 127/5 151/10 192/4 quiet [1] 106/7 quietly [1] 161/10 quite [25] 58/13 69/13 69/15 80/8 81/8 91/7 94/23 99/13 109/2 116/6 117/24 130/15 133/6 136/6 153/11 153/14 164/17 165/14 176/10 176/12 179/9 188/25 189/20 192/20 199/23	race [2] 171/4 172/9 racking [1] 134/25 rain [1] 20/8 raise [2] 62/24 63/20 raised [7] 39/23 52/10 62/6 62/18 66/3 167/14 188/5 raises [1] 140/21 raising [4] 61/8 78/3 78/4 86/4 ramp [1] 32/7 ran [2] 84/5 154/16 range [7] 55/2 118/20 119/2 168/11 168/22 190/12 199/2 ranging [1] 181/23 ranked [1] 163/25 rapid [4] 36/5 38/9 45/23 151/11 rapidly [1] 153/11 rare [2] 111/4 111/5 rarely [1] 47/18 rate [11] 65/24 76/15 88/12 158/1 159/23 160/3 165/12 178/15 187/11 194/24 198/3 rates [7] 15/21 46/5 175/7 185/24 186/15 186/17 190/18 rather [20] 15/10 23/16 24/5 30/21 31/7 61/6 72/7 118/6 118/9 122/18 130/21 150/12 152/17 159/12 164/23 168/2 177/2 184/9 185/24 201/20 ratified [2] 49/9 49/12 rationalised [1] 142/1 re [1] 106/22 reach [4] 102/14 102/18 147/19 177/1 reached [3] 68/20 184/16 186/14 reaching [1] 186/25 read [6] 33/3 102/10 134/24 152/7 152/10 163/13 readily [1] 166/11 reading [2] 25/23 102/8 ready [2] 68/11 68/25 real [8] 71/8 87/6 126/23 133/12 140/8 141/10 171/23 183/15 realised [1] 127/11 reality [3] 82/1 133/9 164/4 really [56] 10/6 10/19 12/17 13/11 17/17 22/8 22/23 23/1 26/2 28/4 32/14 38/21 41/8 43/18 44/5 48/20 67/8
Q	qualification [1] 2/4	R	
		R9 [2] 60/8 95/10	

R	37/17 37/19 43/21 53/19 54/16 79/14 110/18 110/24 111/7 165/1 175/2 177/20 187/15 187/17 189/20 198/13 198/17 199/11 200/24 201/3 recommended [1] 66/13 recommending [1] 39/12 record [3] 87/15 87/18 100/14 recorded [1] 187/10 records [6] 5/5 70/10 70/10 126/10 126/21 126/22 recruit [1] 90/23 rectify [1] 155/3 recurring [1] 97/21 recycling [1] 55/12 reduce [2] 179/20 193/6 reduced [5] 16/5 25/4 132/3 134/12 134/13 reducing [2] 189/13 193/4 reduction [3] 16/12 18/14 20/2 refer [3] 146/3 190/22 201/3 reference [11] 14/22 20/21 45/21 54/23 57/21 62/19 67/17 77/15 77/25 180/20 190/7 referenced [1] 36/16 referred [5] 145/24 162/15 167/6 167/25 169/14 referring [3] 145/8 159/12 161/15 refers [1] 132/6 refine [2] 40/17 87/5 reflect [9] 92/3 98/15 120/14 120/17 136/5 165/2 194/3 197/4 199/4 reflected [4] 156/10 195/22 199/14 200/13 reflecting [1] 195/18 reflections [1] 195/12 reflects [1] 146/23 refresh [1] 81/12 refresher [1] 109/3 refuse [1] 128/18 refusing [2] 43/8 124/21 regard [1] 102/20 regarding [1] 145/3 regardless [1] 160/2 regime [3] 97/21	118/10 121/19 regimes [1] 94/14 region [5] 3/9 27/19 28/3 30/18 116/25 regional [1] 59/21 regular [7] 36/13 115/16 167/13 189/13 189/15 196/8 196/9 regularly [2] 35/17 142/22 regulation [19] 115/23 117/4 117/5 117/19 117/20 118/2 137/6 137/17 138/25 139/2 139/14 139/17 140/18 140/21 141/6 154/20 164/18 169/2 169/7 regulations [38] 112/10 112/13 115/24 116/6 118/1 118/9 122/9 122/21 124/2 124/21 133/8 136/11 138/5 138/17 138/23 140/2 140/4 140/7 140/13 141/16 144/4 144/7 144/14 148/24 148/25 150/10 150/11 151/8 151/20 152/1 152/11 152/14 152/23 152/25 153/1 155/5 166/1 171/5 regulatory [1] 155/10 rehearsal [1] 40/20 rehearsals [2] 45/3 48/22 rehearse [1] 6/13 rehearsed [2] 16/22 27/9 rehearsing [1] 41/16 reinforcement [1] 165/6 related [6] 4/4 75/1 126/1 136/23 172/6 185/10 relates [2] 42/11 188/1 relating [2] 30/5 62/20 relation [38] 117/10 117/19 120/23 129/16 132/24 135/17 136/2 137/16 138/3 143/7 145/11 145/25 148/6 154/19 160/12 161/13 161/20 163/11 167/7 172/12 174/19 175/21 179/20 182/7 182/12 184/4 184/14 184/19 185/15 186/6 186/21 187/4 189/11 195/14 196/5 201/12 201/13 202/14 relations [1] 172/13	relationship [13] 21/12 56/17 56/21 57/1 59/22 93/10 93/20 103/19 142/19 142/21 166/2 167/19 169/14 relationships [10] 6/15 21/15 22/15 43/22 57/3 60/14 60/18 91/8 166/7 171/21 relatively [7] 83/3 83/4 86/16 104/12 115/3 136/24 195/1 release [4] 17/17 38/11 39/2 46/1 released [1] 168/13 releasing [1] 16/23 relevant [8] 54/23 70/16 98/20 112/10 126/8 143/6 174/21 177/7 reliance [1] 172/3 relies [1] 22/1 reluctance [4] 25/11 31/17 49/5 78/13 reluctant [1] 83/12 rely [2] 33/2 34/10 relying [1] 24/5 remainder [1] 146/17 remained [2] 120/1 134/6 remains [1] 108/3 remarkable [2] 28/9 43/15 remarkably [1] 27/25 remember [4] 135/17 184/19 185/4 194/23 remit [2] 177/22 200/13 removed [1] 89/21 rented [1] 184/14 reopening [1] 48/4 reorganisation [1] 101/20 repeat [6] 38/14 77/17 92/5 108/24 132/6 163/15 repeated [4] 10/3 10/11 190/17 197/1 repeatedly [2] 74/9 134/24 replace [1] 46/3 replaced [1] 100/6 replicated [3] 113/6 113/9 178/5 report [26] 7/20 7/21 15/7 15/8 19/18 155/25 156/3 156/7 156/7 156/10 156/14 156/19 156/20 156/23 156/24 157/2 157/9 157/11 157/12 162/14 162/14 162/16 162/16	163/13 163/14 164/20 reported [1] 7/8 reporting [4] 37/2 44/8 175/6 201/10 reports [6] 53/18 155/21 162/2 167/24 172/16 175/18 reports: [1] 163/8 reports: to [1] 163/8 represent [5] 45/11 99/10 103/23 148/25 149/5 representation [2] 36/12 36/22 representations [2] 63/16 130/6 representatives [1] 91/2 represented [3] 9/16 149/9 151/21 representing [1] 42/8 represents [5] 131/23 149/10 149/12 151/19 151/24 reproduced [1] 198/18 request [3] 9/23 64/22 193/9 requested [3] 72/15 74/10 79/22 requesting [2] 68/4 193/11 requests [4] 66/19 77/17 77/22 80/12 required [3] 66/6 81/22 88/22 requirement [3] 123/14 124/20 169/2 requirements [4] 66/10 66/19 71/21 72/5 requires [1] 6/3 requiring [2] 25/21 112/19 Rescue [1] 112/6 research [18] 3/15 3/16 3/19 3/22 11/4 21/1 24/16 28/20 29/4 36/3 36/13 37/4 37/5 37/6 46/14 83/17 160/18 161/8 researchers [6] 35/7 35/17 35/23 36/9 36/24 37/10 resentment [1] 87/10 residents [4] 27/21 27/21 28/2 41/7 Residents' [1] 28/2 resilience [11] 6/18 41/11 61/11 61/16 61/18 61/22 61/23 62/9 62/15 63/1 64/24 resolve [1] 17/11 resolved [4] 67/16
----------	---	--	--	--

<p>R</p> <p>resolved... [3] 77/8 78/4 80/13</p> <p>resort [1] 124/4</p> <p>resorted [1] 53/3</p> <p>resource [3] 17/20 22/23 29/3</p> <p>resourced [1] 5/22</p> <p>resources [7] 9/8 92/25 93/4 100/8 100/20 104/2 104/7</p> <p>resourcing [1] 26/15</p> <p>respect [8] 2/13 3/10 15/9 34/23 56/14 67/12 72/17 80/21</p> <p>respecting [1] 165/11</p> <p>respective [2] 59/13 121/13</p> <p>respond [9] 24/11 40/21 40/23 66/6 73/12 78/19 95/16 112/18 192/4</p> <p>respondent [2] 126/15 128/7</p> <p>responding [5] 41/15 48/9 67/12 185/16 200/20</p> <p>response [16] 13/2 24/17 31/23 39/18 62/1 71/5 77/20 83/5 112/25 113/1 142/16 169/9 191/22 192/3 200/12 201/6</p> <p>responses [3] 28/11 44/21 173/1</p> <p>responsibilities [1] 55/9</p> <p>responsibility [12] 50/9 54/20 55/12 55/16 57/25 59/3 77/4 111/19 111/20 112/20 135/5 199/18</p> <p>responsible [13] 16/16 16/17 52/21 55/5 55/18 55/20 84/25 91/23 110/15 111/15 174/4 177/11 200/9</p> <p>responsive [1] 90/23</p> <p>responsiveness [1] 36/6</p> <p>rest [3] 18/18 50/19 108/23</p> <p>restrict [1] 203/7</p> <p>restriction [3] 16/2 164/22 203/5</p> <p>restrictions [6] 162/10 164/5 164/6 170/18 184/15 194/18</p> <p>result [5] 76/6 76/7 144/13 144/16 154/3</p> <p>resulted [1] 66/24</p>	<p>resulting [1] 193/22</p> <p>results [8] 4/21 14/8 14/18 14/19 76/14 148/17 148/19 150/8</p> <p>retrofitted [1] 201/15</p> <p>retrofitting [1] 201/7</p> <p>return [6] 30/7 30/8 51/5 105/14 126/16 173/4</p> <p>reverted [1] 159/14</p> <p>review [11] 29/20 72/2 126/13 148/10 148/13 148/15 148/17 148/20 154/3 155/17 157/6</p> <p>reviews [1] 154/4</p> <p>revisited [1] 98/21</p> <p>rhythm [2] 60/12 116/16</p> <p>rhythms [1] 31/14</p> <p>rich [1] 6/14</p> <p>richness [1] 60/5</p> <p>right [80] 1/23 2/14 2/19 7/25 16/20 16/21 16/21 16/21 22/13 41/12 41/12 45/24 52/13 53/15 60/25 61/16 95/13 96/14 103/15 104/14 107/25 108/5 108/10 108/11 108/19 109/13 109/21 110/10 111/3 111/13 111/24 112/9 113/16 114/22 119/7 120/5 120/24 125/12 126/5 129/8 129/23 130/22 133/18 136/22 143/8 147/1 148/15 155/15 155/21 156/13 158/21 163/23 174/14 175/4 176/12 177/3 177/8 177/10 177/18 179/17 180/7 180/12 181/6 181/7 185/8 186/3 186/20 186/23 190/4 190/10 190/10 190/21 191/7 192/5 192/16 192/17 193/2 193/5 198/16 200/1</p> <p>right-hand [2] 120/5 120/24</p> <p>rightly [2] 6/1 156/24</p> <p>ring [1] 32/23</p> <p>ringfenced [1] 104/22</p> <p>Riordan [1] 64/3</p> <p>rises [1] 180/20</p> <p>rising [2] 20/24 134/21</p> <p>risk [13] 5/8 5/11 25/8 26/5 39/21 58/9 69/5 88/23 89/1 175/9 182/20 182/21 186/7</p> <p>risks [2] 101/22</p>	<p>183/3</p> <p>road [1] 21/21</p> <p>road-tested [1] 21/21</p> <p>roadmap [6] 191/2 191/10 191/10 191/11 191/17 192/9</p> <p>robotic [1] 123/1</p> <p>robust [1] 5/21</p> <p>role [59] 2/21 3/23 12/16 22/9 54/8 54/14 54/18 54/23 56/5 56/8 56/10 56/11 56/13 56/23 57/8 57/17 57/20 58/15 59/20 61/10 61/11 67/12 76/3 76/19 76/20 82/7 86/7 88/25 92/18 99/15 99/17 103/4 108/13 108/13 109/10 109/16 109/18 110/20 111/9 112/2 112/8 112/11 112/16 112/17 117/23 117/24 118/4 123/12 126/21 127/24 138/21 167/17 174/7 174/19 176/4 176/4 199/6 199/23 200/4</p> <p>roles [3] 15/4 21/11 113/14</p> <p>rolled [1] 28/16</p> <p>rolling [3] 29/7 64/13 65/18</p> <p>rollout [5] 31/1 32/6 42/21 44/1 187/5</p> <p>rolls [1] 139/21</p> <p>room [7] 6/23 56/24 56/25 71/11 90/10 106/18 164/8</p> <p>rooted [4] 100/3 101/2 101/2 101/9</p> <p>rough [2] 55/3 55/18</p> <p>round [4] 48/15 82/12 101/10 141/11</p> <p>route [1] 196/19</p> <p>routes [1] 35/15</p> <p>routinely [1] 78/13</p> <p>RTS [1] 106/12</p> <p>rules [4] 160/20 161/9 161/11 179/5</p> <p>run [15] 8/20 28/2 29/12 39/7 79/2 84/19 89/12 91/3 94/13 94/23 98/5 100/5 103/3 176/1 197/22</p> <p>run-up [1] 176/1</p> <p>runners [2] 36/7 36/25</p> <p>running [5] 13/17 82/9 84/22 142/20 155/4</p> <p>runs [1] 56/19</p> <p>Rural [1] 55/11</p> <p>rush [1] 172/25</p>	<p>S</p> <p>sadly [2] 44/10 191/20</p> <p>safety [2] 48/4 113/23</p> <p>SAGE [16] 4/5 4/12 4/16 5/4 11/15 19/18 29/8 29/16 32/1 34/18 35/4 36/13 36/23 46/9 46/10 99/25</p> <p>SAGE's [1] 7/2</p> <p>said [24] 8/14 20/4 24/21 28/6 30/9 36/17 36/23 37/19 39/11 68/7 68/19 76/24 83/2 102/17 109/1 141/12 141/17 153/22 167/12 167/16 168/23 170/14 198/1 200/16</p> <p>same [21] 13/3 38/16 49/11 49/11 85/23 100/22 113/12 132/21 138/14 140/2 140/5 140/6 164/6 171/12 178/4 183/1 183/2 183/2 183/16 184/7 186/9</p> <p>sanction [1] 123/22</p> <p>sanctions [1] 137/25</p> <p>Sandwell [6] 100/10 100/17 100/21 103/8 104/5 104/25</p> <p>SARS [1] 12/12</p> <p>SARS-CoV-2 [1] 12/12</p> <p>sat [3] 70/8 70/13 77/4</p> <p>satisfied [2] 139/8 148/1</p> <p>satisfy [1] 122/1</p> <p>save [1] 35/20</p> <p>saved [1] 30/12</p> <p>saves [1] 125/20</p> <p>saw [8] 38/12 44/10 49/15 99/22 118/3 125/25 153/14 156/19</p> <p>say [78] 7/7 14/3 14/7 19/4 20/22 23/13 24/8 25/14 32/23 34/25 41/8 46/2 46/2 51/2 55/23 60/3 60/19 62/21 63/4 63/14 65/14 66/1 66/21 67/3 67/23 68/2 70/4 73/2 74/19 77/7 78/1 78/11 78/16 81/13 82/4 82/9 82/19 83/7 89/4 89/23 92/18 96/9 98/3 100/18 101/23 104/21 107/1 120/19 127/7 131/14 132/15 132/17 135/13 142/11 144/25 146/18 151/6 155/4</p>	<p>156/25 160/17 161/15 166/19 169/8 171/2 171/19 171/24 177/10 180/6 180/7 188/9 190/1 190/3 190/11 195/21 197/1 198/17 201/18 202/3</p> <p>say: [1] 142/6</p> <p>saying: [8] 37/8 38/17 64/17 67/13 82/15 136/18 142/7 200/22</p> <p>says [8] 79/25 101/1 102/9 131/25 137/19 157/17 187/22 189/19</p> <p>scale [2] 48/14 62/9</p> <p>scattering [1] 37/9</p> <p>scenario [6] 6/11 28/14 39/8 113/25 141/25 162/9</p> <p>scenarios [3] 27/7 27/22 168/3</p> <p>scheme [41] 26/9 26/13 30/20 54/11 57/13 57/18 57/22 58/4 58/9 58/10 58/13 80/23 81/2 81/16 82/2 82/15 82/20 83/8 83/22 83/25 85/24 86/3 86/19 87/2 87/6 87/9 87/16 87/20 87/23 87/25 88/2 88/11 88/14 88/19 88/22 90/8 90/22 90/25 91/4 92/22 95/22</p> <p>schemes [2] 58/21 59/1</p> <p>school [3] 22/25 23/1 182/19</p> <p>schools [4] 22/14 22/16 22/17 22/19</p> <p>science [3] 35/6 36/4 174/16</p> <p>scientific [6] 34/20 34/21 35/7 49/3 49/6 49/23</p> <p>scientifically [1] 46/13</p> <p>scientist [1] 2/1</p> <p>scientists [5] 35/25 41/2 140/9 140/10 140/15</p> <p>Scotland [11] 59/11 109/24 116/18 116/19 116/20 121/8 127/16 132/1 132/12 134/11 135/2</p> <p>scrape [1] 11/18</p> <p>scratch [1] 96/5</p> <p>screen [17] 14/12 89/21 107/17 119/11 124/25 131/18 133/20 143/15 148/3 148/21</p>
--	---	--	--	---

S	104/4 112/15 144/13 154/23 165/8 172/15 185/17 seek [3] 57/6 74/4 121/15 seeking [2] 19/1 89/1 seemed [2] 92/1 135/24 seems [2] 55/22 64/16 seen [12] 28/9 38/4 39/15 47/16 118/10 134/22 139/19 157/7 161/21 172/16 187/19 195/13 selected [1] 11/14 self [24] 7/16 31/7 31/15 46/5 54/10 57/23 58/6 80/22 81/21 143/8 143/10 143/24 144/3 144/7 144/14 144/18 145/3 147/23 182/16 184/5 193/3 193/6 193/13 194/15 self-isolate [5] 143/8 143/10 143/24 147/23 193/13 self-isolating [1] 145/3 self-isolation [15] 46/5 54/10 57/23 58/6 80/22 81/21 144/3 144/7 144/14 144/18 182/16 184/5 193/3 193/6 194/15 self-organise [1] 31/15 self-testing [2] 7/16 31/7 send [1] 127/8 sending [1] 64/23 senior [6] 3/18 110/13 142/24 174/4 199/21 200/6 sense [12] 55/21 122/24 127/12 131/10 150/21 165/5 171/15 177/13 177/15 186/14 195/6 196/3 sensible [1] 173/1 sensitive [1] 12/2 sensitivity [1] 23/23 sent [9] 16/9 66/8 68/12 71/19 85/19 126/9 128/6 128/24 180/18 sentence [2] 135/1 178/8 separate [6] 29/3 111/14 126/11 127/16 178/22 198/3 separately [1] 29/5 September [11]	81/14 81/19 83/3 86/2 86/18 133/25 143/8 177/24 179/22 197/3 200/19 September 2020 [1] 143/8 serial [2] 8/25 10/10 series [1] 154/16 seriously [1] 69/8 serve [2] 25/22 102/2 served [1] 109/10 service [14] 3/1 15/4 28/24 34/8 39/2 112/18 121/8 129/11 130/21 148/9 150/6 152/5 171/6 175/16 services [6] 6/15 33/1 34/2 56/2 62/11 123/2 serving [1] 27/25 set [33] 13/12 38/23 54/25 62/19 64/7 78/1 80/4 80/15 84/13 88/12 88/20 102/11 112/24 113/17 118/4 131/21 133/15 148/4 164/25 176/16 176/18 176/19 178/25 179/19 179/22 182/5 182/6 188/13 188/18 189/12 199/20 199/21 201/21 sets [2] 100/15 111/14 setting [6] 41/1 66/10 99/14 111/20 113/20 118/5 settings [2] 5/8 189/15 seven [1] 191/5 seventh [1] 158/12 several [2] 4/18 13/9 severe [1] 15/14 sex [1] 80/6 shall [3] 51/5 105/14 173/4 shape [2] 7/13 21/18 shaped [2] 8/19 43/19 share [6] 74/16 78/14 117/18 154/23 157/21 157/24 shared [10] 34/4 66/22 74/7 76/14 79/25 119/3 121/5 121/7 145/4 156/25 sharing [21] 13/18 21/1 27/10 27/13 27/18 29/15 67/20 69/4 69/14 69/24 70/11 74/22 79/8 98/20 116/17 145/1 145/7 147/9 147/13 147/19 154/16 she [2] 78/16 119/1	shielding [7] 84/4 84/13 84/19 175/22 182/17 196/15 201/24 shifted [3] 122/8 122/9 122/10 shifting [3] 87/9 87/19 155/5 shop [1] 84/10 shopping [2] 84/10 142/10 short [9] 10/20 45/14 51/7 54/4 82/1 105/17 107/7 155/22 173/6 shortened [1] 176/8 should [36] 5/10 5/20 6/11 7/13 27/4 27/16 32/5 34/6 35/19 36/11 38/9 40/13 49/3 57/6 67/24 69/4 69/4 70/19 70/20 70/21 70/22 75/9 79/4 83/8 100/6 101/1 103/5 131/1 145/3 147/7 147/12 150/10 186/11 188/9 195/16 202/13 show [5] 13/24 16/4 18/17 38/19 90/12 showed [4] 16/4 25/18 30/6 194/13 showing [3] 193/3 193/8 199/20 shows [6] 17/25 103/4 149/8 178/9 178/14 193/16 side [1] 124/22 sidelined [1] 94/12 sight [2] 16/18 75/4 sign [4] 20/14 57/1 110/11 110/12 sign-up [1] 20/14 signature [4] 1/14 51/25 107/25 173/23 signed [5] 110/23 116/6 139/2 139/11 139/12 signed-off [1] 139/2 significant [11] 15/8 63/12 66/4 67/22 88/20 94/9 100/11 133/8 160/14 163/22 197/18 significantly [3] 2/12 156/10 175/7 signs [1] 12/6 silver [1] 113/6 Simeon [1] 33/23 similar [7] 15/20 75/1 116/12 143/13 165/8 184/17 196/14 similarly [7] 29/15 30/21 35/23 38/24 87/15 116/20 165/19 simple [5] 55/10 68/17 91/3 93/12	164/3 simply [11] 37/9 128/18 159/22 160/3 181/13 182/15 186/15 197/8 197/21 203/7 203/10 simultaneously [1] 64/5 since [12] 52/15 52/19 52/22 53/22 67/17 78/22 78/25 79/7 109/4 129/21 195/22 199/14 single [8] 14/21 129/17 129/20 130/2 130/7 131/1 163/16 178/10 sit [4] 55/24 61/17 61/21 61/22 site [1] 13/19 sites [3] 10/22 31/7 32/10 sits [4] 14/13 54/6 56/12 58/11 sitting [2] 75/6 151/12 situation [15] 7/6 16/20 21/14 36/2 50/10 79/19 115/7 122/8 130/14 135/12 137/14 139/25 153/10 154/6 165/8 situations [2] 162/21 162/21 six [1] 148/21 six bars [1] 148/21 size [1] 94/17 skilled [1] 82/11 sleeper [1] 39/9 sleeping [2] 55/3 55/18 slide [6] 192/19 192/20 193/2 193/15 193/15 195/10 slides [2] 193/20 194/3 slightly [10] 84/14 95/17 101/6 176/3 176/3 188/18 191/8 191/13 192/6 194/4 slow [1] 139/13 small [8] 15/19 16/3 69/14 88/17 137/25 145/24 163/11 164/10 smaller [4] 18/7 62/8 109/25 127/14 SMART [2] 10/2 10/16 Smith [2] 85/15 89/6 so [298] social [28] 5/13 6/6 9/5 38/13 40/4 50/8 56/18 57/5 58/1 58/12 58/16 61/10 62/23
----------	---	---	--	--

S	75/8 77/12 82/6 89/6 93/6 97/7 102/25 123/22 133/15 146/15 164/12 166/19 167/21 182/3 186/19 189/7 197/15 198/3 199/14 sometime [1] 83/7 sometimes [9] 6/18 34/4 55/15 68/3 68/9 70/5 104/2 139/6 141/1 somewhat [2] 58/5 134/9 somewhere [1] 193/6 soon [1] 107/4 sooner [2] 38/11 92/1 sorry [12] 61/13 61/21 92/2 106/11 106/25 120/17 158/12 164/1 177/21 190/25 203/4 203/17 sort [42] 34/24 57/6 60/1 80/9 82/11 82/23 84/20 92/4 95/3 106/24 111/22 112/15 113/7 113/21 114/18 118/12 121/11 121/16 122/9 135/13 137/4 138/5 145/10 161/13 162/24 164/23 170/8 176/16 176/18 177/16 181/7 184/8 185/20 186/14 191/13 192/1 192/13 195/10 196/21 196/23 197/21 199/16 sorting [1] 84/11 sorts [3] 75/16 77/23 89/10 Soulsby [1] 102/17 sound [2] 153/4 153/18 sources [6] 13/21 40/6 50/7 183/8 183/12 184/12 space [6] 69/21 140/2 170/5 170/16 170/22 175/17 spaces [2] 164/8 164/11 speak [5] 32/21 48/18 50/16 77/25 171/4 speaking [5] 115/22 139/16 142/16 162/7 166/20 speaks [1] 74/18 specialist [1] 32/10 specific [23] 12/2 37/9 62/18 88/20 95/5 95/14 112/24 137/7 157/3 165/2 168/3 175/19 175/21 181/1 181/9 182/5 184/25	185/14 185/23 185/25 188/8 189/23 196/16 specifically [8] 85/20 113/17 136/23 138/5 149/17 187/4 188/10 201/13 specificity [4] 141/17 142/14 165/16 166/10 specified [1] 152/15 specify [2] 19/6 72/8 speculation [1] 24/24 speed [10] 4/21 9/23 82/24 82/24 82/25 87/5 115/12 130/17 136/17 165/14 speeding [1] 125/15 spends [1] 101/9 spent [2] 161/22 198/8 spheres [1] 109/11 SPI [7] 34/21 35/8 36/7 36/24 36/24 37/20 140/9 SPI-B [3] 34/21 36/24 140/9 SPI-M [1] 35/8 SPI-M-O [1] 36/24 spoke [2] 17/11 142/22 spoken [1] 114/21 spokes [1] 6/20 spokesperson [1] 141/4 sponsored [1] 56/22 spot [4] 97/3 97/24 100/24 125/11 spread [4] 35/10 35/24 83/6 124/3 spring [2] 14/4 175/5 SRO [1] 175/1 staff [7] 10/24 15/1 15/3 35/12 35/13 98/6 146/20 staffed [1] 96/6 stage [10] 72/23 90/19 115/3 115/19 132/1 139/15 144/23 165/24 193/24 194/23 stages [2] 94/9 124/15 stakeholders [4] 9/11 9/13 9/15 40/17 standard [8] 11/2 12/3 12/9 12/10 70/20 86/12 86/12 171/13 standards [2] 111/14 111/20 standing [1] 202/25 stark [1] 163/4 start [14] 1/19 7/23 54/17 63/15 63/24 83/24 87/2 109/1 144/9 169/23 175/23 187/15 198/13 200/12	started [16] 95/8 115/24 121/19 127/10 127/16 130/14 140/4 154/16 161/12 168/13 169/13 171/18 171/20 172/9 197/2 200/23 starting [7] 96/4 147/1 154/23 159/17 159/19 160/10 200/18 starts [2] 120/6 158/13 state [11] 66/4 66/8 66/14 70/21 71/19 116/7 139/2 178/22 179/14 190/2 198/10 statement [96] 1/12 1/14 1/16 3/6 3/14 9/4 9/22 10/1 14/10 14/13 18/3 20/21 23/4 27/12 29/6 30/17 34/25 37/16 37/17 37/23 38/25 45/18 51/23 51/24 51/25 52/2 52/7 53/2 53/16 53/18 54/6 59/18 61/6 62/19 63/2 63/13 63/19 64/11 66/12 70/3 74/1 74/5 74/19 75/2 75/24 78/2 79/24 80/5 81/11 85/10 88/6 90/3 90/21 91/12 91/15 92/12 93/25 94/1 97/14 97/18 98/1 98/13 99/14 99/24 99/25 105/7 107/16 107/23 107/25 108/2 108/6 108/17 128/2 131/21 137/19 173/19 173/23 174/19 174/21 174/24 177/19 179/22 180/16 187/16 187/19 187/21 188/15 188/16 190/9 190/12 190/24 191/3 191/8 195/19 198/14 198/19 statements [5] 22/12 54/19 62/6 68/3 73/19 states [2] 38/16 100/1 statistically [2] 163/22 170/4 statistician [1] 30/9 statisticians [1] 156/18 statisticians' [1] 162/14 statistics [3] 16/11 40/8 178/2 stay [1] 84/1 stayed [1] 127/16 steep [1] 180/20 steering [2] 190/13 199/6 stepping [1] 200/3	steps [2] 27/16 171/3 stewardship [1] 55/4 sticking [1] 15/8 still [16] 22/2 28/18 69/13 78/10 80/2 98/18 102/5 116/23 138/14 139/4 163/21 172/7 187/11 187/12 190/19 201/24 stood [1] 13/10 stop [1] 169/18 stopped [1] 169/10 stops [1] 77/9 story [4] 63/23 63/23 87/15 87/18 straight [2] 86/9 104/9 straightforward [3] 83/4 89/12 118/23 strategic [1] 110/20 strategies [3] 42/14 42/22 44/1 strategy [7] 44/2 93/7 96/3 96/11 118/4 118/5 118/6 street [1] 161/3 streets [1] 140/19 stressed [1] 190/16 strict [2] 87/8 88/18 strike [1] 97/22 strip [1] 11/20 strong [4] 6/19 27/14 28/4 95/10 stronger [1] 134/23 strongly [1] 122/7 structure [4] 15/21 34/18 113/7 197/11 struggle [1] 27/2 struggled [2] 102/14 166/6 struggling [2] 101/13 181/15 students [3] 135/17 135/19 135/20 studied [1] 33/24 styles [1] 118/12 subgroups [3] 34/18 37/10 37/11 subheading [1] 46/1 subject [1] 126/4 submit [1] 130/5 subsequent [1] 163/1 subsequently [5] 65/9 100/9 109/7 116/9 152/21 subset [1] 23/20 substantial [1] 192/20 substantive [1] 80/16 success [9] 18/9 43/15 58/10 84/16 90/8 90/11 103/12 191/12 194/24
----------	---	--	--	--

<p>S</p> <p>successes [3] 19/14 103/7 104/5</p> <p>successful [4] 49/1 100/11 100/20 182/24</p> <p>such [26] 15/20 21/7 21/22 27/3 27/18 35/17 35/18 47/19 58/8 59/23 76/6 82/1 94/13 103/7 111/6 111/16 112/11 116/4 137/15 141/18 147/12 175/24 176/25 183/14 187/14 201/23</p> <p>suffer [1] 178/11</p> <p>suffering [1] 184/23</p> <p>sufficient [3] 44/23 145/15 159/7</p> <p>suggest [2] 79/3 113/18</p> <p>suggested [3] 78/7 160/18 197/5</p> <p>suggesting [1] 80/1</p> <p>suggestion [2] 35/2 197/5</p> <p>suggestions [2] 181/4 185/11</p> <p>suggests [1] 67/3</p> <p>suit [1] 143/13</p> <p>suitable [1] 94/15</p> <p>suitably [1] 12/2</p> <p>summarise [3] 1/21 11/25 81/10</p> <p>summarised [3] 37/16 80/13 95/4</p> <p>summarises [1] 24/20</p> <p>summarising [3] 15/10 23/16 90/3</p> <p>summary [10] 17/12 19/15 23/4 37/14 38/2 60/1 72/4 147/2 147/4 188/11</p> <p>summer [8] 13/10 43/16 92/1 92/2 97/7 162/24 172/7 175/5</p> <p>supplementing [1] 184/5</p> <p>supply [1] 32/8</p> <p>support [63] 6/6 17/22 24/22 25/12 26/3 26/22 27/2 27/4 27/5 27/5 27/7 27/11 27/12 27/14 27/17 28/9 36/18 39/10 46/3 46/8 46/25 54/11 54/11 57/13 59/9 64/22 72/25 73/11 74/8 74/15 78/21 80/22 81/4 81/9 81/20 83/19 84/6 84/15 85/1 85/3 85/6 85/11 85/22 85/24 86/3 88/17</p>	<p>88/18 92/19 103/10 104/16 188/4 188/22 189/16 190/23 193/1 193/21 193/25 194/20 194/21 194/25 195/5 195/13 196/16</p> <p>supported [3] 3/18 7/3 83/25</p> <p>supporting [2] 23/10 199/22</p> <p>suppose [3] 42/17 46/20 103/23</p> <p>sure [14] 36/10 50/17 80/8 80/14 84/17 101/23 102/1 115/12 117/14 117/16 120/16 120/20 129/2 146/12</p> <p>Surely [1] 83/8</p> <p>surface [1] 50/9</p> <p>surprise [1] 47/12</p> <p>surprised [3] 35/9 35/11 164/20</p> <p>surprising [1] 153/16</p> <p>surveys [1] 46/18</p> <p>suspect [9] 68/13 68/21 120/9 145/23 151/15 159/12 161/6 161/8 161/14</p> <p>sustained [1] 8/18</p> <p>swab [3] 10/23 10/24 12/7</p> <p>swabs [1] 23/20</p> <p>sweet [3] 97/3 97/24 100/24</p> <p>swiftly [1] 99/13</p> <p>sworn [4] 1/6 1/7 51/12 204/3</p> <p>symptom [2] 151/9 193/3</p> <p>symptomatic [1] 10/2</p> <p>symptoms [4] 12/11 19/20 32/24 193/14</p> <p>synthetic [1] 15/18</p> <p>system [55] 4/23 4/24 5/12 5/19 5/22 6/2 6/2 6/8 6/13 7/3 12/24 13/5 13/7 14/3 14/4 14/9 17/3 17/15 17/19 27/3 28/25 29/2 36/5 36/5 37/20 41/1 46/11 47/1 54/13 55/5 55/6 55/20 62/21 62/22 82/9 83/16 83/18 85/5 89/5 89/13 93/24 96/5 98/5 100/3 100/6 100/12 101/1 102/12 102/14 102/18 137/21 146/12 146/13 166/9 186/8</p> <p>systematic [1] 192/5</p> <p>systemic [1] 181/17</p> <p>systems [24] 2/7 12/20 16/18 26/16</p>	<p>28/25 29/2 29/4 32/18 35/1 35/4 35/6 36/7 39/18 39/19 40/21 40/22 41/4 41/14 59/11 70/14 83/17 96/24 97/1 104/8</p> <p>T</p> <p>table [6] 71/23 72/5 72/7 72/17 80/12 131/20</p> <p>tackle [3] 73/4 183/4 184/7</p> <p>tackled [1] 191/11</p> <p>tackling [2] 46/4 90/18</p> <p>take [39] 7/15 7/21 9/19 10/8 13/9 41/7 69/8 73/18 81/13 95/17 99/13 115/25 119/6 124/24 137/7 137/8 137/12 137/12 137/16 139/5 142/17 147/17 148/2 148/3 154/2 163/9 164/4 168/25 175/19 175/20 180/2 183/9 185/6 189/7 189/8 189/10 190/19 191/9 195/1</p> <p>take-up [3] 180/2 190/19 195/1</p> <p>taken [17] 12/7 27/17 31/1 45/17 59/7 92/11 98/11 100/8 102/6 178/12 181/5 186/1 187/2 189/1 189/17 189/20 189/24</p> <p>takes [1] 38/7</p> <p>taking [11] 8/6 29/7 35/1 102/13 114/5 134/22 146/16 168/24 169/4 175/24 177/13</p> <p>talented [1] 40/25</p> <p>talk [12] 37/11 96/6 108/12 108/22 109/20 117/16 119/16 125/6 141/3 184/6 195/19 197/12</p> <p>talked [6] 31/20 43/8 96/17 108/22 140/11 199/12</p> <p>talking [8] 33/4 33/17 34/4 135/12 139/17 171/9 171/14 184/1</p> <p>Talla [9] 113/1 113/2 113/10 113/19 114/14 116/15 116/17 143/20 144/13</p> <p>Talla/NPCC [1] 144/13</p> <p>tangible [1] 30/14</p> <p>tapping [1] 100/20</p> <p>target [3] 8/15 25/22 71/25</p>	<p>targeted [2] 30/23 95/14</p> <p>targeting [2] 8/13 194/19</p> <p>tariff [1] 33/12</p> <p>taskforce [3] 177/7 177/9 181/25</p> <p>teach [1] 50/3</p> <p>team [9] 3/7 9/13 13/11 17/1 142/19 142/21 177/6 177/9 199/6</p> <p>teams [23] 3/2 6/17 6/24 9/8 11/4 21/10 21/11 22/18 28/24 31/9 32/9 40/25 41/3 43/22 44/6 48/2 49/10 50/5 59/22 115/9 115/10 139/10 139/11</p> <p>technical [2] 106/8 106/22</p> <p>techniques [1] 182/4</p> <p>technologies [7] 2/2 27/23 33/3 33/15 45/23 48/16 174/16</p> <p>technology [4] 107/2 174/17 188/22 189/5</p> <p>Telecoms [1] 174/16</p> <p>telephone [1] 93/14</p> <p>tell [15] 1/9 3/13 9/4 10/1 12/6 29/6 51/19 52/21 53/2 76/15 81/10 89/23 90/21 91/16 172/21</p> <p>tells [1] 3/6</p> <p>tempo [1] 115/6</p> <p>ten [5] 25/23 30/6 30/8 30/12 157/23</p> <p>tend [2] 62/9 102/3</p> <p>tends [1] 177/1</p> <p>tenets [1] 101/24</p> <p>tens [1] 135/20</p> <p>tension [2] 97/14 98/2</p> <p>term [6] 163/18 176/7 176/10 176/21 176/21 178/11</p> <p>terms [31] 57/17 67/15 72/23 76/24 83/22 94/12 104/3 104/6 112/6 112/8 113/23 121/22 132/20 133/2 145/13 172/4 175/3 176/6 176/25 177/4 181/9 182/8 186/25 190/18 191/23 192/6 194/9 195/18 199/13 200/20 200/23</p> <p>territories [1] 110/2</p> <p>test [86] 4/20 6/1 6/3 12/4 12/4 12/5 12/9 12/14 12/18 12/18 14/8 14/18 14/19 20/6 21/5 22/25 22/25 23/9</p>	<p>24/4 24/23 25/11 38/1 38/1 38/4 38/5 38/6 38/7 38/9 38/11 39/2 39/5 39/5 40/1 40/17 45/23 46/1 46/3 47/25 54/10 54/24 59/8 62/5 62/20 63/7 64/4 71/20 76/6 76/10 78/14 79/4 80/22 81/5 83/16 83/19 84/3 92/14 92/22 92/24 93/7 93/10 95/15 95/22 96/3 97/8 97/21 99/19 100/2 100/5 102/12 103/9 114/16 136/22 137/13 137/23 137/23 143/6 145/13 145/25 146/8 179/25 180/2 180/3 183/22 184/18 193/10 193/11</p> <p>TestBeforeYouGo [1] 43/13</p> <p>tested [13] 4/19 5/12 11/12 14/1 20/6 21/21 23/7 24/1 24/9 25/20 48/7 143/9 146/4</p> <p>testimony [1] 200/2</p> <p>testing [115] 2/16 3/8 4/17 4/19 4/22 5/6 5/7 5/10 5/18 5/20 5/24 6/1 6/10 7/12 7/13 7/15 7/16 7/17 7/18 8/7 8/12 8/16 8/25 10/3 10/8 10/19 11/7 13/7 13/14 13/16 13/17 13/19 15/13 18/5 18/12 19/20 19/22 19/25 21/22 22/9 22/12 22/13 22/21 24/22 25/1 25/9 25/13 25/21 27/13 30/11 30/18 30/20 30/23 31/1 31/2 31/7 32/4 32/5 32/6 32/8 32/10 32/11 32/11 32/12 37/22 37/24 38/3 38/21 39/7 39/20 39/20 42/13 42/22 42/25 43/7 43/16 44/1 44/2 44/5 45/23 46/17 47/7 47/11 48/5 50/6 54/15 65/21 65/23 66/18 67/1 76/8 94/14 95/6 95/7 95/9 95/12 95/24 96/10 182/11 185/10 185/15 185/21 185/23 186/7 186/10 186/11 186/16 186/18 186/21 187/5 187/24 189/14 189/15 190/19 190/23</p> <p>testing-related [1] 185/10</p> <p>tests [8] 23/19 25/25</p>
---	--	---	---	---

T	172/25 173/1 173/3 173/3 173/14 173/16 174/2 174/23 174/24 176/6 177/4 177/17 179/18 181/3 185/7 185/8 187/6 187/7 190/4 190/10 193/5 193/19 199/4 202/10 202/16 202/17 202/18 202/18 202/22 202/23 203/13 203/14 203/20 203/22 thanks [1] 192/17 that [1251] that I [14] 94/21 112/3 116/17 145/12 163/5 167/21 169/12 172/6 172/9 172/10 176/2 176/4 179/13 191/8 that I headlined [1] 80/20 that's [109] 2/3 2/18 12/16 18/11 18/14 18/16 23/13 23/22 33/11 34/24 35/25 37/8 39/15 41/24 48/19 52/17 52/20 52/23 53/23 57/24 60/25 61/5 61/13 62/18 67/7 68/11 70/19 73/17 73/24 77/2 78/22 79/10 81/6 90/2 96/12 97/7 97/14 101/6 101/21 107/21 108/1 108/8 108/11 108/12 108/15 108/20 109/6 109/13 109/19 109/23 110/6 111/2 111/11 111/18 112/14 119/10 119/15 129/13 129/19 130/23 131/25 136/15 137/24 138/1 143/7 143/14 144/23 148/16 151/15 155/24 156/12 157/11 158/22 161/15 162/16 163/7 171/1 172/1 174/14 176/6 176/10 176/12 176/18 176/23 177/3 177/10 178/2 179/1 179/17 180/12 180/13 181/7 182/12 183/6 184/2 186/3 186/20 186/23 190/21 191/3 191/7 192/16 194/20 195/9 198/12 199/4 199/10 199/18 202/1 their [48] 6/15 10/8 10/9 10/9 15/21 22/20 22/20 26/5 26/5 29/15 31/13 35/20 38/10 41/8 43/23 48/11 49/12 56/22 65/1	73/12 90/10 90/23 93/16 102/2 102/11 102/11 110/15 111/15 113/9 117/23 121/13 122/3 127/3 138/21 139/10 148/13 154/25 157/3 157/20 157/24 168/6 168/8 170/6 172/2 182/24 183/18 196/6 203/19 them [51] 5/1 9/20 20/4 26/5 32/15 33/20 38/23 41/9 43/12 47/2 49/10 50/18 56/24 58/7 60/8 62/1 64/2 76/4 78/19 81/13 84/9 95/1 102/3 102/15 107/3 117/24 118/2 118/23 122/21 123/13 123/14 138/16 140/11 148/23 149/3 151/14 160/22 160/25 161/6 170/5 171/22 181/18 182/9 183/10 185/12 189/2 189/3 189/24 191/24 196/20 197/22 theme [2] 26/21 85/23 themes [4] 4/7 21/3 87/17 157/7 themselves [8] 7/16 10/8 10/23 35/15 87/8 131/16 152/3 184/12 then [220] there [214] there'd [2] 78/12 80/15 there's [21] 18/13 20/15 25/23 27/14 28/4 30/6 33/6 50/8 60/3 85/9 96/6 96/8 101/19 120/25 182/21 189/25 190/8 193/15 194/7 199/17 202/24 thereabouts [1] 197/3 thereafter [4] 112/23 157/8 187/1 198/22 therefore [16] 68/17 83/11 112/21 125/22 135/10 135/21 137/24 140/16 144/15 160/13 167/20 170/6 170/13 170/21 170/24 182/19 these [44] 12/11 15/2 26/18 27/8 35/18 36/8 38/20 67/19 72/17 77/18 77/23 81/10 81/12 82/23 90/23 99/13 103/15 133/4 136/13 143/16 146/19 148/6 150/8 152/8 159/23 159/23 162/1 163/8 181/4 181/17	181/22 182/2 185/3 185/5 185/10 187/9 188/5 189/1 189/22 190/1 192/4 192/7 195/14 198/13 they [147] 5/12 9/16 10/7 10/13 11/6 11/22 12/7 12/12 12/16 14/22 18/22 19/4 19/5 19/5 19/6 21/15 22/7 22/8 23/14 28/18 28/19 29/15 29/21 30/22 32/14 35/9 35/11 35/19 36/1 38/9 39/21 39/22 41/8 41/13 44/6 47/2 48/16 48/17 48/19 48/20 49/4 49/7 50/6 52/4 56/10 58/21 61/25 62/8 63/17 63/18 64/1 67/13 67/14 70/13 75/6 81/4 82/4 82/6 82/12 83/1 83/2 83/11 84/2 84/12 86/10 86/16 91/5 91/7 93/15 97/10 100/17 100/18 102/3 103/16 104/6 110/25 110/25 111/8 113/6 113/8 113/10 117/7 118/18 118/19 118/19 118/19 119/6 120/21 121/9 121/9 121/10 121/11 122/13 126/16 126/19 127/4 127/7 127/8 128/8 128/8 128/11 128/18 129/2 131/8 138/14 138/21 138/24 140/18 143/1 143/3 145/7 150/3 150/10 150/11 151/5 152/8 153/4 153/8 153/8 153/25 164/16 165/11 167/14 168/7 168/16 170/4 170/21 171/25 172/2 179/8 179/23 181/10 182/18 183/1 187/15 189/6 189/7 189/8 189/8 189/9 189/14 189/17 190/3 194/3 194/8 199/8 201/15 they'd [4] 12/7 29/21 128/24 129/3 they'll [2] 50/17 126/4 they're [13] 21/16 24/11 33/19 82/4 82/11 93/16 94/21 106/14 132/9 136/15 164/15 193/13 199/25 they've [6] 33/18 65/9 106/23 107/3 163/18 193/14 thing [18] 82/12 89/4	90/20 92/4 96/14 103/15 122/25 138/9 138/11 141/9 141/9 151/10 162/22 181/19 183/6 195/17 195/21 199/24 things [51] 13/18 17/22 26/18 27/8 43/20 56/10 60/14 79/4 80/24 81/10 82/23 84/9 85/13 90/4 90/5 93/12 93/18 96/8 100/16 101/12 101/16 101/16 101/17 104/11 111/16 115/11 115/13 117/5 124/22 127/20 130/1 132/20 132/24 134/20 136/15 151/5 163/7 165/17 165/17 165/21 168/16 172/6 181/14 191/24 194/7 196/4 196/5 196/21 197/9 197/19 197/22 think [267] thinking [7] 10/20 72/10 86/14 139/18 164/22 176/19 184/8 third [7] 22/2 123/20 132/8 153/6 160/10 181/3 185/9 Thirdly [1] 25/3 this [220] Thomas [6] 42/4 42/6 42/8 43/2 45/6 204/6 thorough [1] 95/21 those [127] 4/7 12/15 13/11 13/17 17/9 18/22 21/11 21/14 21/22 25/12 25/18 27/2 27/25 31/12 31/22 31/23 32/15 32/25 33/9 34/7 35/13 35/19 37/1 37/4 37/5 40/7 40/10 40/13 40/24 41/11 41/14 41/17 43/22 45/2 45/20 47/1 47/8 49/19 50/14 53/24 55/4 57/3 59/12 59/12 60/17 60/20 67/16 70/12 74/8 74/15 75/16 77/15 77/21 80/11 84/1 84/6 84/7 84/15 85/1 85/12 85/22 88/18 89/1 91/7 93/18 99/2 101/16 101/16 101/17 103/12 103/23 104/4 104/8 110/3 110/21 112/13 113/10 117/6 117/13 124/16 130/10 130/19 131/9 131/12 133/1 142/17 145/3 148/24 149/5 150/2 151/21 152/4
----------	---	--	--	--

T	thus [2] 160/22 161/1	Tom Riordan [1] 182/11 193/18	169/5 181/20 182/1
those... [35] 152/16	ticked [1] 159/15	track [2] 102/13	183/3 184/7 185/19
153/2 157/2 158/4	ticket [2] 125/15	180/10	188/13 191/16 192/10
158/16 159/25 160/19	159/7	tracking [1] 102/14	196/2 202/2 202/19
162/21 162/21 163/23	tier [1] 66/11	trade [2] 75/4 196/9	TTI [14] 5/22 46/11
165/3 166/14 170/3	tiers [2] 16/1 16/1	trade-off [1] 196/9	46/25 47/22 54/13
177/1 178/19 182/23	ties [1] 200/15	trade-offs [1] 75/4	62/22 93/24 179/24
183/22 186/24 187/2	time [80] 2/24 8/1 8/3	traditional [1] 113/7	187/22 188/8 190/7
187/18 187/24 188/8	10/21 11/10 12/3	trail [1] 137/11	194/1 201/13 202/14
188/24 189/23 190/19	14/25 15/16 15/24	trained [1] 10/25	turn [14] 42/23 91/5
190/22 192/8 193/19	16/21 16/23 18/18	training [3] 111/16	131/15 144/2 144/8
194/3 194/6 194/13	18/21 20/9 22/17 26/8	118/17 154/14	146/25 149/15 151/18
195/20 196/3 201/14	26/12 31/6 31/17 32/7	transcript [1] 203/8	155/13 157/15 157/16
202/5	35/20 38/16 38/24	translate [1] 118/25	158/11 158/23 177/1
though [8] 68/2 69/6	40/16 41/13 46/22	translated [2] 117/7	turned [1] 10/22
77/20 84/7 138/12	47/3 53/7 54/4 65/7	121/6	turning [3] 82/12
147/24 178/20 179/2	66/9 68/14 72/7 72/19	transmission [8] 5/9	129/7 177/18
thought [6] 11/17	74/25 77/12 77/12	35/16 40/1 179/21	twice [1] 8/12
18/9 32/16 50/24	77/17 78/17 82/2	180/4 192/24 193/1	two [20] 11/17 23/18
105/25 183/22	84/19 84/22 85/9	193/23	23/20 38/7 38/7 45/14
thoughtful [1] 30/11	86/24 87/6 92/4 93/19	transparency [1]	104/19 109/11 112/2
thoughts [1] 186/9	96/2 96/10 103/1	48/25	125/1 125/1 128/7
thousands [3]	103/11 109/16 112/4	Treasury [3] 58/19	137/4 149/10 155/21
124/13 124/14 135/21	117/4 125/19 132/9	85/4 86/7	167/24 180/8 182/7
three [16] 8/13 8/15	132/9 134/20 136/14	treat [1] 28/18	185/3 196/22
29/2 30/24 67/10	138/24 139/4 147/13	trends [1] 73/12	two days [2] 38/7
123/19 126/2 140/19	153/14 153/20 154/6	trial [5] 11/7 11/9	38/7
148/23 148/25 149/2	155/9 155/22 156/14	11/23 11/25 12/22	two years [1] 104/19
149/15 149/16 149/18	165/2 168/25 172/8	trials [1] 8/6	Tydfil [4] 29/13 29/18
158/25 159/13	172/23 175/4 179/14	Tribunals [1] 152/4	29/22 30/1
three bars [2] 149/2	183/11 185/17 194/17	tried [6] 50/5 50/18	type [2] 33/3 118/10
149/15	195/21 195/25 197/9	63/20 91/8 142/3	types [1] 75/20
three Es [1] 126/2	timely [2] 13/13	145/18	typically [1] 197/22
three-quarters [1]	72/24	tries [1] 72/8	U
8/15	times [14] 30/7 30/8	trio [1] 112/6	UK [8] 38/13 45/12
through [61] 7/21	30/12 33/14 74/11	trouble [1] 153/6	99/11 113/4 114/1
24/14 24/15 27/6	98/22 101/19 114/23	true [12] 1/16 4/20	132/19 164/5 165/15
27/22 30/16 33/1	120/21 142/12 158/3	52/2 63/14 87/24	UKHSA [3] 3/17
40/18 44/6 44/8 45/17	163/16 165/7 178/15	87/24 93/13 108/2	37/20 39/7
45/20 46/15 55/9	timing [1] 203/11	108/3 109/6 144/24	ultimately [4] 125/16
55/16 56/19 59/21	timings [1] 37/15	173/24	133/11 139/12 154/24
63/21 68/3 95/10	today [15] 2/13 13/5	trust [7] 9/9 147/6	un [1] 104/22
109/2 110/4 112/21	42/10 54/5 103/17	169/8 179/25 180/2	un-ringfenced [1]
116/15 116/17 117/21	108/3 108/23 166/16	194/9 202/7	104/22
117/22 118/11 119/23	173/13 174/2 174/8	trusts [1] 2/23	unable [2] 84/2
122/5 122/11 123/21	174/21 174/25 200/2	trustworthy [1] 28/20	146/20
125/15 125/20 131/3	203/21	truth [3] 107/23	unauthorised [1]
134/24 136/8 138/19	together [33] 4/5	107/24 173/23	161/14
139/9 139/10 146/19	8/24 10/16 10/20	try [29] 17/11 19/1	unblock [1] 77/24
151/13 154/1 154/18	11/22 13/5 13/9 13/12	58/4 63/21 63/21 73/5	unblocking [1] 56/23
154/18 154/25 155/19	17/15 36/4 36/8 40/6	78/4 97/24 98/16	unclear [1] 135/19
156/6 157/8 159/13	41/3 54/5 64/15 68/16	103/21 106/14 107/4	uncomfortably [1]
162/24 164/19 172/16	110/21 112/17 113/3	107/9 116/8 118/7	201/24
186/1 188/19 189/2	114/11 127/6 127/21	119/3 119/23 122/3	uncommon [1]
191/14 191/15 191/21	132/19 135/16 139/9	122/23 124/13 141/12	160/12
197/16 197/22	145/18 148/20 157/10	145/9 145/19 154/5	under [29] 30/19
throughout [18]	166/9 172/11 172/11	154/7 154/13 162/20	30/20 46/1 110/11
14/20 20/16 21/7 21/9	176/18 200/15	182/4 198/24	116/23 140/20 148/5
31/5 44/10 53/9 67/19	told [9] 11/10 23/24	trying [28] 16/10	148/25 149/5 149/16
85/10 116/5 119/25	52/18 81/5 106/23	78/18 88/7 89/12	149/19 149/23 150/3
120/19 121/25 131/6	108/24 146/23 191/24	97/10 101/10 115/12	150/9 150/10 151/6
137/13 140/10 145/21	193/13	115/16 117/25 121/24	151/7 151/19 152/1
154/15	tolerance [1] 69/5	123/25 130/17 151/12	152/14 152/25 153/23
	Tom [1] 64/3	153/10 155/2 169/3	

<p>U</p> <p>under... [7] 155/9 157/15 158/24 170/18 171/6 189/12 200/10</p> <p>underlines [1] 34/16</p> <p>underlying [1] 181/11</p> <p>underneath [3] 143/20 148/23 149/2</p> <p>underpinned [1] 17/16</p> <p>underpinning [1] 40/15</p> <p>understand [26] 21/13 22/8 32/14 39/5 69/6 71/24 73/12 79/5 86/17 90/15 90/16 106/16 118/8 118/25 122/3 123/11 125/8 125/24 127/21 130/17 146/2 154/5 156/22 163/8 169/1 192/12</p> <p>understandable [1] 138/19</p> <p>understanding [16] 6/4 59/6 59/8 69/3 71/1 80/11 91/3 92/19 116/2 122/21 122/22 143/14 145/10 147/8 171/15 195/4</p> <p>understood [8] 8/17 10/11 48/10 145/5 159/15 174/22 185/17 194/13</p> <p>undertake [2] 97/10 138/20</p> <p>undertaking [1] 112/2</p> <p>undertook [1] 198/16</p> <p>underuse [1] 92/25</p> <p>underway [1] 45/3</p> <p>unemployment [1] 187/14</p> <p>unequal [2] 167/10 175/6</p> <p>unfortunately [2] 124/7 124/9</p> <p>unfunded [1] 189/25</p> <p>unique [3] 76/10 138/10 138/11</p> <p>uniquely [1] 12/24</p> <p>Unit [4] 3/15 3/19 3/22 52/22</p> <p>United [8] 21/8 21/9 38/16 50/19 59/8 76/2 83/16 109/22</p> <p>United Kingdom [2] 21/8 109/22</p> <p>United States [1] 38/16</p> <p>universal [5] 25/20 25/25 44/2 89/11 89/18</p>	<p>universities [1] 28/23</p> <p>university [6] 2/7 9/7 11/13 29/24 33/23 49/9</p> <p>unknown [1] 25/2</p> <p>unlawful [1] 141/8</p> <p>unless [1] 81/12</p> <p>unlikely [1] 75/17</p> <p>unpack [4] 63/9 63/11 186/8 191/7</p> <p>unpacked [1] 61/24</p> <p>unpicking [1] 75/16</p> <p>unrealistic [1] 8/14</p> <p>unreasonable [1] 70/21</p> <p>unreliable [1] 63/7</p> <p>unsuccessful [2] 47/18 48/25</p> <p>until [7] 16/8 79/23 86/1 109/18 147/8 147/12 203/24</p> <p>unusual [6] 26/13 43/17 140/3 162/9 162/10 171/17</p> <p>up [49] 8/8 10/23 13/10 20/14 22/6 24/6 25/25 29/20 32/8 32/23 32/24 35/7 35/19 36/10 36/14 46/20 48/15 53/10 63/13 64/7 82/9 83/15 84/13 84/22 87/17 102/11 107/17 110/11 110/12 112/24 113/17 113/20 115/12 119/14 130/17 134/25 136/20 138/16 145/9 157/10 174/12 176/1 180/2 190/19 190/25 192/11 193/16 195/1 200/7</p> <p>update [1] 18/1</p> <p>updated [5] 7/21 14/9 14/16 120/14 120/16</p> <p>updates [1] 123/10</p> <p>updating [1] 29/8</p> <p>uploaded [1] 53/25</p> <p>upon [13] 21/16 22/2 25/16 26/7 47/2 52/9 54/3 54/14 72/16 73/11 97/25 99/12 111/10</p> <p>upper [1] 133/22</p> <p>upswing [1] 14/24</p> <p>uptake [7] 25/8 47/10 47/17 49/16 49/18 49/22 50/6</p> <p>urge [1] 39/16</p> <p>urgency [1] 187/10</p> <p>urgent [3] 21/14 178/4 195/14</p> <p>us [71] 3/6 3/13 7/21 9/4 10/1 11/8 17/14 23/24 29/6 33/14 52/18 52/21 53/2</p>	<p>56/13 60/6 60/15 62/2 68/6 68/19 72/10 80/24 81/10 82/16 83/2 88/7 89/23 90/21 91/16 93/12 93/22 103/17 105/23 106/2 106/13 107/15 108/24 112/19 114/14 114/17 116/5 116/8 116/8 117/5 122/7 124/9 132/20 133/7 139/5 140/15 141/10 142/15 145/6 145/14 145/15 146/23 154/12 156/21 161/2 162/20 165/1 165/4 166/4 182/7 185/5 185/11 186/24 188/7 190/5 195/12 196/17 200/5</p> <p>usable [1] 23/14</p> <p>use [25] 5/23 10/25 11/6 14/21 26/15 32/15 34/6 37/25 38/10 39/7 41/13 43/22 44/25 45/23 48/16 49/15 63/18 76/9 93/25 94/21 102/1 122/18 127/16 186/15 188/21</p> <p>used [27] 11/9 12/4 24/5 24/12 28/6 32/9 37/8 39/1 41/8 48/1 48/19 49/21 50/6 50/24 60/20 95/11 117/8 118/20 119/2 119/2 121/23 129/22 131/1 150/21 163/18 188/14 188/18</p> <p>useful [8] 7/14 10/19 13/23 30/10 30/11 35/25 40/11 119/4</p> <p>usefully [1] 63/18</p> <p>user [1] 33/5</p> <p>uses [1] 28/2</p> <p>using [11] 22/23 28/24 33/20 96/5 103/19 141/17 172/14 182/4 186/4 186/12 193/18</p> <p>usual [1] 129/13</p> <p>utilised [3] 12/21 14/5 23/7</p> <p>utilising [1] 91/1</p>	<p>198/8</p> <p>values [1] 134/16</p> <p>van [1] 43/18</p> <p>variabilities [1] 103/25</p> <p>variability [1] 101/14</p> <p>variant [2] 14/24 26/14</p> <p>variants [1] 26/15</p> <p>variations [1] 37/25</p> <p>variety [1] 31/10</p> <p>various [14] 34/18 37/25 46/23 59/19 60/8 64/19 74/11 98/14 113/14 122/10 124/15 164/5 167/7 180/18</p> <p>vast [1] 124/16</p> <p>versa [1] 141/9</p> <p>version [1] 66/22</p> <p>versus [1] 93/24</p> <p>very [152] 6/13 6/14 7/6 7/7 8/21 9/13 10/20 13/23 14/24 15/6 17/14 20/3 20/3 23/16 24/6 29/5 30/13 33/11 33/19 34/1 34/15 35/25 37/6 37/6 37/16 39/17 41/21 42/1 43/9 43/19 45/12 45/12 45/16 46/15 46/16 47/13 48/23 50/11 50/12 50/20 51/2 54/6 60/1 67/19 69/8 71/8 71/10 73/2 82/9 82/10 82/11 82/18 89/16 89/17 94/24 94/24 96/4 98/12 99/1 99/4 100/11 100/20 100/20 104/3 105/2 105/6 105/12 105/13 105/14 106/7 106/7 107/1 107/15 111/5 112/1 113/20 114/6 115/8 115/14 115/16 116/25 117/1 118/23 119/22 119/23 120/20 122/5 122/6 122/19 123/12 124/7 126/22 131/6 133/8 137/6 137/25 138/23 140/9 142/8 142/20 142/22 142/22 142/22 150/20 150/25 151/10 151/11 153/24 162/13 163/5 163/11 164/11 166/15 167/1 167/13 167/15 167/20 168/9 168/14 168/19 169/21 169/21 170/1 171/9 171/11 171/11 172/25 173/1 173/4 174/24 174/24 176/6 183/6 183/6 183/16</p>	<p>183/20 184/16 185/13 192/4 193/25 197/18 198/6 198/12 200/8 201/22 202/17 202/18 202/20 203/4 203/14 203/14 203/20 via [5] 17/18 62/25 92/16 128/14 187/2</p> <p>viable [1] 12/8</p> <p>vicariously [1] 166/5</p> <p>vice [3] 2/9 109/14 141/9</p> <p>vice-chair [1] 109/14</p> <p>Vice-Chancellor [1] 2/9</p> <p>victory [1] 80/10</p> <p>video [1] 105/21</p> <p>view [25] 6/10 7/2 37/7 57/7 58/24 65/16 74/17 87/15 87/19 91/4 114/17 133/2 135/4 137/2 137/6 150/16 161/19 165/23 175/23 175/24 176/15 176/16 179/10 179/13 181/17</p> <p>views [11] 22/13 37/4 46/9 72/21 81/25 86/22 90/10 91/19 94/20 162/19 191/4</p> <p>vigorous [1] 48/6</p> <p>violence [1] 184/24</p> <p>vires [1] 90/16</p> <p>virus [9] 10/13 12/8 12/12 14/20 35/10 35/24 38/6 38/8 40/1</p> <p>visible [4] 160/22 160/25 170/4 199/7</p> <p>visibly [1] 202/6</p> <p>visitors [1] 22/2</p> <p>vital [7] 10/7 21/24 22/18 27/12 35/5 36/5 38/3</p> <p>voluntary [2] 2/15 91/6</p> <p>volunteer [1] 20/19</p> <p>volunteered [1] 176/3</p> <p>volunteering [1] 24/23</p> <p>vulnerable [4] 84/8 103/21 175/22 182/17</p>
		<p>V</p> <p>vacancy [1] 200/5</p> <p>vaccination [2] 49/16 50/6</p> <p>vaccine [4] 47/17 49/15 49/18 90/18</p> <p>Vallance [1] 32/2</p> <p>valuable [3] 50/8 78/11 78/17</p> <p>value [3] 20/9 197/24</p>		<p>W</p> <p>wait [2] 6/21 203/3</p> <p>waiting [3] 49/13 51/14 70/5</p> <p>Wales [29] 29/13 30/23 31/1 31/6 31/16 47/6 59/12 109/24 116/22 116/23 116/24 121/5 127/13 132/1 132/14 132/15 133/14 134/6 136/25 143/12</p>

W	200/23 202/8	29/25 30/16 30/22	what's [3] 15/17	79/5 79/6 87/19 90/25
Wales... [9] 143/13	ways [11] 23/18	116/12 116/14 117/1	197/25 200/10	91/19 96/8 96/13 97/6
143/25 153/1 157/13	31/10 44/25 50/5	117/7 121/6 127/24	whatever [5] 44/20	121/17 122/3 128/1
157/22 157/23 158/5	69/18 118/18 125/1	152/25	83/10 115/17 142/9	130/25 131/10 146/4
160/11 163/21	129/25 143/3 181/5	went [15] 8/3 11/3	169/6	146/7 152/7 157/7
walk [1] 84/11	183/3	21/19 38/15 43/11	when [57] 8/1 18/1	171/2 184/9 184/19
Walker [1] 114/12	we [591]	49/17 58/20 80/2 90/5	18/12 21/13 31/1	194/23 195/16 196/11
want [28] 23/15 24/9	We would [1] 172/24	93/2 105/1 123/19	31/20 33/3 35/9 38/7	196/16 197/13 198/21
28/7 28/7 41/8 47/10	We'd [8] 28/21 43/15	155/3 156/14 188/19	38/12 38/14 48/9	which [110] 4/25
58/15 67/8 69/7 69/10	92/5 126/2 156/18	were [370]	49/12 58/25 71/11	11/8 11/10 12/13 18/3
81/11 84/12 85/12	157/7 192/1 192/6	weren't [10] 11/10	72/19 79/25 86/7	21/13 23/23 24/20
89/17 90/3 92/5 92/5	we'll [14] 7/20 27/1	18/13 18/17 18/22	91/24 92/3 92/22 95/6	25/14 27/1 28/22
95/1 96/9 101/18	48/16 57/12 69/22	64/1 71/11 111/8	95/23 96/10 109/4	31/10 31/22 32/13
103/24 119/17 164/1	107/4 108/22 109/2	118/14 125/2 189/8	112/1 112/9 112/14	34/17 35/13 36/5
168/16 170/19 171/22	117/14 117/16 119/16	westwards [1]	112/14 113/20 114/24	40/15 40/24 41/7 55/9
198/6 203/12	124/22 136/20 192/18	112/16	117/2 119/21 123/19	56/11 60/7 62/9 66/5
wanted [19] 22/8	we're [16] 4/2 6/25	what [151] 2/13 4/8	124/8 124/10 125/13	66/23 68/4 69/20 70/2
22/19 82/6 82/20 83/1	17/7 32/21 41/14	8/9 10/4 11/19 12/5	127/24 129/7 129/9	70/20 73/1 75/3 76/5
83/2 86/10 86/16	41/15 44/12 48/22	14/15 15/11 16/4	135/17 138/21 139/14	81/2 81/21 82/23
117/9 117/16 117/23	57/5 59/5 59/16 79/21	16/17 16/19 16/22	140/17 141/2 142/16	82/24 85/1 87/9 88/4
118/7 123/18 128/17	160/9 186/9 186/12	18/9 19/4 19/9 19/13	144/17 150/9 151/1	88/19 90/12 93/23
156/18 156/19 157/5	191/5	19/15 20/12 23/13	151/5 154/17 156/4	94/4 97/22 99/12
166/7 178/22	we've [18] 28/2 28/9	23/23 25/17 27/3 27/7	164/9 164/22 171/4	100/15 100/15 109/2
wanting [1] 122/17	38/4 38/24 41/5 54/19	27/16 29/21 32/16	193/13 194/3	109/22 111/14 113/7
wants [1] 56/21	58/18 59/4 80/25	34/5 36/17 36/23	when I [1] 91/24	114/10 114/11 117/3
war [1] 6/23	103/17 104/15 106/25	37/19 39/11 40/12	whenever [3] 118/18	117/10 117/18 118/10
warned [1] 173/12	139/19 139/19 145/24	43/24 44/16 48/10	118/19 154/22	119/2 120/21 123/8
was [573]	161/21 172/15 178/1	48/11 48/11 49/4	where [97] 2/9 4/11	123/16 123/22 124/5
was why [1] 162/1	weaknesses [1]	53/16 61/1 62/2 63/17	5/8 7/6 8/3 9/9 10/22	125/1 126/25 127/10
wasn't [22] 10/10	100/12	63/22 64/16 64/18	19/5 22/1 29/2 32/21	131/17 131/20 136/14
13/6 13/8 17/1 26/7	Wearing [1] 9/17	67/8 69/22 70/4 72/4	34/1 37/16 41/2 55/18	136/17 140/22 140/23
26/17 47/11 49/22	web [1] 199/17	72/8 72/21 73/9 75/6	59/15 60/4 61/3 65/19	141/21 144/15 145/2
68/13 68/17 70/4 72/6	website [4] 25/21	77/9 78/1 82/15 83/18	67/10 70/7 70/13 78/8	146/2 146/15 147/2
86/10 95/13 131/11	49/9 156/1 203/9	86/16 90/7 92/3 92/23	91/15 95/22 96/4 96/9	149/19 152/14 152/19
153/7 153/17 156/8	Wednesday [1] 1/1	100/18 100/25 102/22	98/17 103/19 121/19	152/21 153/13 156/18
161/7 163/13 197/5	week [3] 22/4 85/16	109/20 112/18 113/4	121/22 123/16 123/21	157/20 157/24 161/12
202/21	94/7	115/19 116/2 116/3	124/19 124/20 125/15	163/3 167/15 167/16
waste [1] 55/12	weekly [1] 8/13	116/18 117/13 118/1	127/4 127/5 130/15	172/5 172/10 174/20
wasteful [1] 124/12	weeks [2] 7/7 18/15	119/6 121/12 122/12	132/22 132/24 133/8	177/1 178/20 182/2
watching [1] 93/9	weighted [1] 104/20	122/15 122/21 122/22	135/9 135/11 135/12	183/4 183/17 183/23
wave [3] 178/5	welcomed [1] 20/3	123/11 123/16 125/10	135/18 136/9 136/11	187/18 187/22 187/25
190/17 190/18	welcomes [1] 21/1	125/24 129/7 130/2	136/16 137/14 137/19	188/7 190/2 194/18
wave 2 [1] 190/18	welfare [4] 85/5	131/25 132/21 134/14	137/22 140/1 141/25	195/22 197/14 199/13
waves [1] 14/20	88/20 89/5 89/13	135/24 136/7 136/13	142/8 142/25 144/6	201/3
way [60] 6/25 7/25	well [58] 2/4 9/11	137/2 137/24 138/5	145/22 146/11 147/14	while [4] 165/15
11/2 17/2 28/6 32/11	13/12 22/7 24/7 24/19	139/15 140/8 141/12	151/16 153/10 153/17	175/17 176/12 188/24
33/6 33/22 35/6 39/24	27/10 28/25 40/23	141/17 141/18 142/7	154/3 154/6 155/3	whilst [6] 9/25 10/23
42/17 43/20 48/17	41/21 48/25 51/3	142/13 142/16 143/2	155/5 159/10 161/4	22/10 64/11 109/10
53/18 59/20 59/25	53/15 56/21 66/12	145/6 145/7 145/23	161/16 161/23 162/9	146/19
89/13 96/19 109/3	79/12 90/5 96/6 99/23	146/23 150/16 150/22	162/10 164/16 165/11	white [3] 158/4
113/3 113/7 116/14	103/23 104/12 105/14	155/6 159/11 159/12	166/6 168/5 170/15	158/16 178/16
117/23 118/7 121/17	109/25 121/6 125/13	160/24 161/15 162/18	170/16 171/1 171/9	Whitehall [2] 190/13
125/20 127/19 128/19	127/17 130/19 136/4	164/14 164/22 165/11	171/18 171/20 171/21	201/11
128/21 128/22 129/9	136/9 137/4 138/8	165/25 166/11 167/16	182/18 182/21 183/1	who [60] 6/3 10/13
131/3 132/18 132/21	139/19 139/23 141/8	169/2 169/3 171/8	183/9 185/23 186/9	10/25 16/16 17/11
138/15 138/18 147/16	141/10 141/18 142/11	172/15 174/25 175/15	186/10 186/12 189/25	19/20 22/13 27/2
148/13 151/11 153/14	150/18 153/4 154/8	181/8 181/20 182/1	191/18 192/9 197/12	35/17 35/23 36/8 37/1
164/16 165/20 170/22	159/12 161/22 162/23	185/3 185/12 185/16	199/18	37/3 41/7 41/12 41/19
171/7 174/3 176/19	167/1 170/1 172/5	185/22 187/21 188/25	whereas [4] 91/8	42/5 48/6 52/5 52/13
183/7 186/1 186/2	173/4 175/25 176/3	190/9 191/16 191/23	191/17 196/21 200/1	66/9 67/11 73/21
190/6 193/4 196/14	179/10 185/16 185/20	192/10 194/14 195/25	whether [37] 6/10	76/23 84/25 85/15
196/21 197/14 197/19	191/6 194/7 198/8	196/15 197/1 198/1	12/1 29/10 29/14 31/7	87/12 88/18 89/2
197/22 199/11 199/16	199/5 200/11 203/10	199/5 200/6 200/15	42/14 42/18 67/16	91/23 93/25 101/9
	Welsh [11] 29/23	200/22 202/2 202/19	74/23 78/10 78/20	105/20 114/12 116/25

W	willingness [1] 183/18 winter [3] 40/20 40/22 41/15 winters [1] 40/20 wish [9] 34/16 34/23 42/10 50/17 95/25 97/25 98/23 165/3 202/12 wished [1] 47/3 wishful [1] 72/10 wishing [1] 203/10 withdrawal [1] 159/3 withdrawn [1] 158/24 within [24] 4/10 7/7 55/24 56/12 57/19 59/18 61/5 61/17 61/21 61/22 79/21 90/2 97/18 113/8 115/2 115/25 122/2 125/19 130/24 132/3 140/5 142/21 160/11 165/16 without [13] 18/8 26/1 26/4 32/5 34/2 34/4 49/21 82/20 105/10 113/25 124/5 140/13 141/18 witness [36] 1/6 1/12 1/25 3/14 51/11 51/22 53/2 53/4 59/18 62/6 63/13 63/19 68/3 73/19 74/1 74/19 75/2 75/24 78/2 81/11 88/6 97/14 98/13 99/24 105/20 105/21 107/16 107/24 108/2 108/17 131/21 173/9 173/19 177/19 188/16 195/19 witnessed [2] 118/11 118/12 women [1] 178/9 won't [2] 40/16 107/17 wonder [1] 196/11 word [2] 10/6 83/10 wording [2] 149/2 152/10 words [2] 94/21 150/11 work [69] 2/1 4/24 5/13 9/20 10/20 10/22 12/16 13/12 15/1 17/16 24/3 27/6 27/21 28/19 35/12 37/22 38/11 38/17 39/12 52/6 52/8 58/9 58/15 66/7 68/4 74/24 76/11 78/8 78/20 78/25 80/16 82/22 83/18 84/2 85/4 86/14 90/17 91/23 92/1 98/18 106/10 111/24 112/1	112/6 112/12 113/11 116/9 116/15 116/25 118/7 125/20 132/19 135/23 145/20 169/17 175/2 175/8 177/18 179/15 181/5 181/24 190/11 191/2 192/13 197/3 199/1 200/9 200/22 201/24 worked [16] 9/22 24/6 30/1 58/2 58/4 59/4 62/23 86/7 90/13 92/15 102/12 119/23 129/2 140/9 146/19 153/22 workers [5] 27/4 35/14 39/3 42/9 189/16 working [19] 2/25 23/24 28/23 49/10 59/4 60/9 87/8 101/10 115/9 121/12 142/19 142/20 153/24 155/9 166/2 166/4 166/4 172/1 182/20 workings [1] 29/14 workplace [2] 182/21 190/23 workplaces [1] 10/9 works [2] 55/7 111/19 workshops [1] 27/24 world [2] 34/8 93/16 worst [1] 138/24 would [214] wouldn't [5] 80/14 89/3 101/18 130/4 131/2 wraparound [2] 49/18 49/21 writing [1] 201/8 written [4] 105/7 130/5 150/7 152/5 wrong [1] 30/10 wrongly [1] 158/20 wrote [1] 10/15	year [4] 1/15 7/17 34/9 143/12 years [5] 1/24 13/9 59/5 104/19 162/6 yes [140] 2/24 3/12 3/18 5/25 6/13 7/5 12/5 13/1 14/6 14/18 17/6 17/14 19/3 19/23 20/15 23/12 25/18 27/19 29/17 30/6 31/25 40/20 43/2 46/12 48/1 49/3 53/14 54/1 55/22 56/1 56/9 57/11 57/15 57/23 57/24 60/3 60/3 63/3 65/8 69/1 70/22 72/3 72/6 74/25 83/13 84/4 84/20 86/6 90/6 93/5 99/22 101/9 102/24 103/2 104/1 104/9 104/9 105/19 105/24 107/10 107/12 109/13 110/19 111/2 111/5 112/1 113/2 119/14 120/13 121/1 126/6 128/13 128/15 128/20 129/24 130/1 130/24 131/19 131/22 132/7 132/11 134/10 143/11 143/14 143/19 144/9 146/6 148/12 148/16 148/22 149/1 149/4 149/7 149/21 149/25 150/5 150/15 151/25 152/2 155/18 155/20 156/5 156/9 156/12 158/6 159/5 167/12 167/12 168/9 169/11 171/2 173/14 173/18 173/22 174/1 174/9 174/14 174/18 176/9 176/12 176/23 177/3 179/2 179/18 181/7 186/6 186/9 186/20 189/18 189/22 192/16 194/2 194/2 195/9 195/9 200/17 200/25 201/1 202/9 203/1 yesterday [1] 99/20 yet [3] 69/6 69/9 139/20 York [2] 85/15 89/6 York-Smith [2] 85/15 89/6 you [745] you'd [9] 31/21 97/25 98/23 109/3 133/15 165/3 173/12 198/5 202/12 you'll [4] 69/11 71/1 174/7 197/11 you're [26] 2/1 2/9 3/16 29/2 37/8 37/24 38/1 48/9 50/20 68/10	79/12 83/9 91/22 104/14 108/12 125/13 135/9 135/12 140/17 142/7 148/9 154/9 164/22 180/25 184/1 200/22 you've [72] 1/12 2/4 8/5 9/14 9/23 14/2 14/10 16/11 17/7 20/24 22/10 23/4 24/8 24/21 27/10 29/10 29/11 31/20 32/23 36/17 36/22 37/7 37/8 37/16 37/19 37/22 37/24 38/23 39/11 40/12 52/15 52/18 52/21 57/8 60/8 61/2 62/19 64/20 71/6 71/10 72/16 76/18 83/20 85/13 96/15 96/23 98/13 98/17 98/21 99/12 102/3 103/24 108/6 108/24 114/21 119/7 120/25 121/23 131/20 134/24 138/4 139/25 146/23 147/18 164/24 165/1 165/4 173/19 187/19 198/1 200/13 200/16 young [7] 168/4 168/10 168/14 168/15 169/24 178/9 189/5 younger [1] 169/21 your [138] 1/9 1/13 1/14 1/16 1/20 2/12 3/6 3/13 4/6 4/12 5/20 7/1 7/4 9/22 11/6 14/10 15/7 18/3 20/21 23/4 23/15 24/7 24/19 25/14 27/1 27/12 29/3 30/17 31/2 32/24 34/25 35/2 37/15 37/17 37/18 38/25 39/10 45/12 45/18 46/2 46/8 47/14 47/20 47/23 48/10 48/24 51/3 51/19 51/22 51/25 52/2 52/9 53/24 57/3 57/17 59/17 62/19 67/8 68/24 73/11 73/23 74/3 74/4 75/23 76/17 76/18 77/21 77/24 81/10 81/13 84/20 85/10 85/18 86/9 86/21 90/21 91/11 91/12 91/14 92/12 97/12 97/17 98/22 99/2 99/14 99/15 99/18 100/8 100/24 102/6 102/25 103/10 104/10 105/7 105/7 106/16 107/25 109/1 112/11 123/12 131/21 133/19
----------	---	---	---	---

<div><div><div>Y</div><div><div>your... [36] 137/2</div><div>146/1 150/16 155/19</div><div>155/25 167/8 168/2</div><div>168/20 170/1 172/25</div><div>172/25 173/17 173/23</div><div>173/25 174/3 174/24</div><div>175/1 175/2 175/12</div><div>177/19 179/22 180/16</div><div>186/16 187/16 190/11</div><div>190/24 191/3 191/5</div><div>194/12 198/13 198/18</div><div>201/13 202/12 202/20</div><div>203/10 203/17</div><div>yours [1] 105/11</div><div>yourself [1] 97/23</div><div>youth [1] 168/19</div><div>YouTube [1] 203/8</div></div><div><div>Z</div><div><div>zero [1] 195/10</div><div>Zoonotic [1] 3/21</div></div></div></div></div>				
---	--	--	--	--