OPUS₂

The Cranston Inquiry

Day 13

March 25, 2025

Opus 2 - Official Court Reporters

Phone: 020 4515 2252 Email: transcripts@opus2.com

Website: https://www.opus2.com

1 Tuesday, 25 March 2025 1 Q. Thank you. And she, in turn, reported to the director 2 (9.59 am) 2 general of aviation, maritime international and security SIR ROSS CRANSTON: Well, good morning everyone and good group? morning Mr Driver. In a moment Sarah Le Fevre will have 4 A. Yes, that is right. 4 5 some questions for you. 5 Q. Who, in turn, reported directly to the permanent 6 But first of all, could you read the affirmation? 6 secretary? 7 7 A. Certainly. A. Yes, that is all correct. 8 MR JAMES DRIVER (Affirmed) 8 Q. Thank you. I am going to ask you a few questions now 9 Questions by MS LE FEVRE 9 about where interest and responsibilities for the small 10 SIR ROSS CRANSTON: Yes, thank you very much. Yes. 10 boats issues lie and lay within Department for 11 MS LE FEVRE: Mr Driver, your full name is James Driver? 11 Transport. 12 A. Yes, correct. 12 A Sure MS LE FEVRE: Thank you. And you have provided a witness 13 Q. So can I ask to be shown on screen, please, your witness 13 statement, which is {INQ010337/20} and turn to page 20 14 statement to the Inquiry, at the Inquiry's request, 14 15 running to 90 pages and dated 19 December of last year, 15 and to paragraph 48, which starts right at the foot of 16 2024, yes? 16 that page. And this is the paragraph where you deal 17 A. Yes, that's correct. 17 with the implementation or the drafting of policy and 18 Q. You made that statement in response to the Inquiry's 18 you tell us that: 19 request for evidence from the Department of Transport. 19 "... DfT does not lead on any small boats policies, 2.0 20 A. Yes. it did not itself create any draft or implemented policy 21 Q. And you have worked for that department since 2004, is 21 [initiative]. [It] does have a policy-making role in 22 22 relation to maritime security, [but] the small boats 23 A. 2017. I have been a civil servant since 2004, in the 23 issue is not generally considered to be a maritime 2.4 2.4 Department for Transport since 2017. security matter within the scope of DfT's core area of 25 2.5 Q. Thank you. It is a statement that, you tell us in the responsibility." 3 1 body of it, which is based partly on your own direct 1 You go on to say, in the final four lines of that 2 knowledge and partly on information which has been made 2 paragraph $\{INQ010337/21\}$, that it is: 3 available to you --3 "The Home Office [which] leads, and has always led, 4 A. Yes. 4 on overall policy relating to small boats, primarily as 5 5 a risk to the UK's borders, and is best placed to Q. -- from within DfT records? 6 A. Yes. explain its policy initiatives in relation to small 7 Q. Thank you. Now personally, you are, is this right, the 7 boats.' 8 head of the maritime security division within DfT? 8 All right? 9 A. Yes, that is right. 9 A. That's right, yes. 10 $\ensuremath{\mathsf{Q}}.$ So that is the context for the DfT's role and 10 Q. And that's the position you have held since 2017? 11 A. Yes, it is. That's the first position I took up in the 11 responsibilities, certainly in respect of policy-making 12 department when I joined in 2017. 12 in this field, is that right? 13 Q. Thank you. In that capacity, is this right, the 13 A. Well, so this describes in particular -- goes to -- from 14 department determined that you were best placed to make 14 a maritime security perspective, there is no 15 this statement and answer the questions that the Inquiry 15 policy—making role or function vis—à—vis small boats. 16 may have of you? 16 Of course, the department separately has a very 17 A. Yes, I have been a senior civil servant working on a 17 important role in terms of sponsorship, support and 18 day-to-day basis with HMCG on small boats, since it 18 challenge to the MCA and HMCG. 19 became an issue in 2018 and therefore, I am the relevant 19 Q. Yes, thank you very much. All right. Well, you explain 20 person to be before you today. 20 to us at various places in the witness statement what 2.1 $\ensuremath{\mathsf{Q}}.$ Thank you very much. Now, at the time of the events 21 those responsibilities actually are as well as what they 2.2 with which the Inquiry is primarily concerned, your 2.2 aren't. 23 23 lines of reporting, is this right, were these, you If we look at paragraph 47, since we have it on

2.4

25

screen, at page 20 of the witness statement $\{INQ010337/20\}$, you tell us that:

24

reported directly to the director of maritime?

A. Yes, at the time I did, yes.

3

4

5

6

7

1.0

11

12

13

14

15

"[The department's] role was to contribute to the proposed policies of other government departments and cross-government initiatives, ensuring that there was no impact on the UK's obligations to safeguard lives at sea, liaising with SAR experts within HMCG and UNCLOS leads in the FCDO as required."

2

3

4

5

6

7

8

9

10

16

17

18

19

2.0

21

22

2.3

- A. Yes, that's right. So I am just considering if there is anything to add there. No, that goes to the point I was just making I think, yes.
- 11 Q. Thank you. I am going to take you to some other 12 paragraphs in your witness statement where you expand on 13 the areas of responsibility. Can we go to page 4 and 14 paragraph 12, please, {INQ010337/4} and here, you tell 15

"[The department] does not itself operate any specific small boats governance structures ... has participated in cross-government structures where relevant. DfT and the MCA's departmental responsibilities for responding to small boats are limited to delivering the UK's SAR responsibilities."

So that's the point that you were making just a moment ago, is that right?

2.4 A. Absolutely right. The Government has two important concerns or policy focuses in relation to small boats.

- 1 That is border security and illegal migration aspects 2 led by Border Force and Home Office, as we were just 3 looking at a moment ago, and then separately, ensuring safety of life at sea, ensuring that there is an 5 adequate and effective search and rescue function to ensure that we are protecting and saving those lives of 6 those people who are in a deeply vulnerable position as 8 they are crossing in small boats. And that is the 9 responsibility of Secretary for Transport, the
- 10 Department for Transport and in turn, MCA and HMCG. 11 Q. Thank you. And that's where you finish this paragraph 12 by telling us that the relevant governance and 13 leadership structures in DfT are primarily those which 14 oversee the sponsorship of the MCA, including their 15 discharge of SAR obligations?
- 16

21

2.2

23

2.4

25

Q. Thank you. Can we turn forwards a little in your 17 18 witness statement to page 10 $\{INQ010337/10\}$ and 19 paragraph 25, that starts right at the foot of that 2.0

> "[The department] supports [His Majesty's Coastguard] with its response to small boats in a number

And then over the page, $\{INQ010337/11\}$ you elaborate on that through -- you tell us, at paragraph 26, that

the department undertakes departmental sponsorship and governance of the MCA and we will come and look in a little bit more detail at that in a moment.

At paragraph 27, that the department oversees the overall performance of the MCA, through the MCA sponsorship board; yes?

- A. Mm-hm ves
- Q. And you tell us more about the purpose of the MCA 8 9 sponsorship board at paragraph 28. Its purpose is:

"... to ensure there is sufficient oversight of the strategic direction of performance, risks and financial reporting: [that the] Governance arrangements for the MCA are upheld or amended where necessary; and [to ensure] that the recommendations of any successive independent reviews of the MCA are fully implemented."

16 And is that an accurate summary of the work of that 17

- 18 A. Yes, that is an accurate summary, yes,
- 19 Q. Thank you. Then finally, I would like to look with you 20 at page 58 and paragraph 163, {INQ010337/58} where
- 21 I think you are making the same point again, that the
- 22 department's primary responsibility in respect of small
- 23 boats is as the MCA's parent department; yes?
- 2.4
- 25 "[Our] role in any systems to review arrangements for

- 1 responding to small boats is limited to the SAR
- 2 response. [But] as the parent department for the
- 3 MCA ... had a role in ensuring appropriate systems were
- in place to deliver an adequate and effective SAR
- service to respond to all persons in distress in the UK 5
- 6 SAR region."
- 7 A. Yes.
- 8 Q. Thank you. All right. So in summary as you have 9 indicated two key areas of work; the contribution to 10 cross-government initiative and policy on the one hand
- 11 and then the delivery of the UK's SAR responsibilities?
- 12 Yes, yes.
- Q. Thank you. All right. Now, against that background --13
- 14 we can perhaps take statement off the screen, please --
- 15 is this right: there were two teams or divisions within
- 16 the department which were involved with small
- 17 boats-related issues: firstly , your own division, the
- 18 maritime security division; yes?
- 19 A. Yes.

2.4

- 2.0 Q. Yes. And secondly, the MCA sponsorship team. Did that
- 21 sit within the maritime operations division?
- 2.2 Yes, at the time, in 2021, the sponsorship team sat
- 23 within maritime operations division, so that's a sister
 - division to my maritime security division and reported
- 25 up to the maritime director at the time,

Petra Wilkinson. in terms of maritime security can be described as Q. Thank you. So the same chains of reporting upwards? 2 ensuring that we uphold the laws, regulations, the norms 3 A. Indeed, yes, and we worked very can closely together. 3 to maintain a free and open and fair maritime 4 Q. Thank you. I think it now sits within the maritime 4 division — maritime domain. And that means there are 5 directorate, yes? 5 many Government departments and agencies that have A. Yes. We have since, within the directorate general maritime security responsibilities across Government. 6 6 7 grouping, the Aviation Maritime Security Group, we have 7 So the Foreign Office, for example, looking at since undergone reorganisation in 2023, I think it was, 8 8 overseas maritime security, that might be more kind of 9 and in particular, my maritime security division and 9 State active, threatening the maritime demain. Verses 10 10 maritime security operations function now reports into the Home Office who are responsible for crime in more 11 a transport security directorate. 11 domestic waters and any illegality in domestic waters. 12 12 Q. Yes. For Department for Transport, our responsibilities 13 A. And the maritime sponsorship team remains within the 13 as the department for commercial maritime, our maritime security policy function follows from that. So we are 14 14 15 Q. Thank you. Is it right that the personnel of both the 15 the department responsible for regulations --16 16 MCA's sponsorship team and the maritime security international regulations relating to commercial 17 division are civil servants? 17 maritime security. So we have a port, we ensure ports, 18 A. Yes. ves. 18 British shipping, indeed, British maritime overseas Q. And does it follow that the team within DfT with direct 19 19 interests are upholding any relevant international 20 oversight of the performance of the MCA wasn't your 2.0 regulation, ensuring that we have a reasonable and 2.1 21 appropriate inspection regime for that. 2.2 A. Sorry, say that again. 22 We speak to the rest of the security community Q. The team within DfT with direct oversight of the 2.3 23 around Government to ensure that we are aware of 2.4 performance of the MCA wasn't your team? 2.4 threats, risks and that we can support the commercial 25 A. That's correct, yes. The team that carries out the 2.5 maritime industry by providing them with security advice 1 formal sponsorship and accountability roles was not my 1 to mitigate those risks. So that might be ensuring that team; that was the MCA sponsorship team. 2 2 ports have the relevant security for the risks that they 3 Q. Thank you. 3 face, it might be countering piracy or supporting A. But like -- my team, like all other policy teams, commercial shipping operators in how they counter piracy 5 maritime policy teams within department had 5 in east and west coast Africa. a relationship with MCA where our policies intersected 6 So that's our kind of locus. It means we hold and 6 7 7 or where there was a need to support or interact with are responsible for a number of security regulations MCA. So, yes. 8 8 relating to ports, domestic waters as well as 9 9 Q. Thank you. We will look in a moment in a little more international -- as well as international shipping 10 detail at the structure of the MCA, but in respect of 10 relating to maritime security. 11 your maritime security team, perhaps we will have your 11 So our -- our work in small boats came about when, 12 witness statement back up on screen, please, 12 in 2018, central Government first organised itself 13 13 $\{\mbox{INQ010337/2}\}$ and at page 2, paragraph 6, please, you vis-à-vis small boats and started looking at the small 14 tell us here that the small boats issue isn't considered 14 boats issue particularly. And we were engaged by 15 15 Home Office and Border Force, as were several other a maritime security matter within DfT responsibilities. 16 but it is your team who primarily engage on issues 16 departments, as a department that possibly had 17 17 relating to small boats. enforcement -- maritime security regulation that might 18 And you go on to tell us on the following page at 18 be relevant to where Home Office and Border Force were 19 paragraph 9 $\{INQ010337/3\}$ that the issue of small boats 19 leading, which was border security, illegal migration 2.0 was a small part effectively of the work of your 2.0 and how that could be countered within the maritime 21 21 division

10 12

2.2

23

2.4

25

So we were approached, maritime security division,

first time that we started working on this in 2018. And

similarly, HMCG were also approached by Home Office and

I was approached in that way in the very, at the very

2.2

23

2.4

25

What did that actually mean, what was your work in

A. Yes, I will expand a little now. I will just do a zoom

down view. So whole of Government's interest or -- or

- Border Force in the same terms as -- what might you be 2 able to do and assist with in -- in those terms. 3 Q. Thank you. That's helpful. 4 A. I think that, hopefully that gives context as to why $--\,$ 5 Q. Yes A. -- my team had that locus initially and then continued 6 7 to have that locus because it then meant that we were --I should add we were also the division with the best and 8 9 regular contacts with Border Force, with Home Office, 10 with people -- and teams that were working on that small 11 boats issue. So we had potential enforcement 12 regulation, that's what we were being asked about by 13 Home Office and Border Force initially and certainly the 14 contacts. And therefore, that's why we were approached 15 and that is why we then worked with HMCG initially and 16 then continued to work with them from then on. 17 Q. Thank you. Thank you. 18 All right. That is helpful. What I would like to 19 ask you a little about now is the MCA and its structure.
- 2.3 this is the framework agreement for the Marine and
- 2.4 Coastguard Agency dated November 2017.
- 25 That's a document that was due, I think, to be

Can I have up on the screen, please, $\{INQ000955/1\}.$

Now, this is the framework agreement. We can see at the

head Department for Transport and the MCA headers and

- 1 reviewed in 2023 and the Inquiry has seen now a final 2 draft for clearance dated 8 August 2024. But this is
- 3 the version that was and, I think, remains effective --
- 4

2.0

21

22

- 5 Q. -- to date, is that right?
- 6 A. That, that is right. Yes, it is the extant framework 7 document agreement at this moment in time, noting that 8 there is one that's very soon to be published.
- 9 Q. Thank you. If we move on then through this document to 10 page 3 and paragraph 2, please, {INQ000955/3}, we can
- 11 see that the MCA was established on 1 April of 1998.
- 12 It is an executive agency within the department, 13 that's right?
- 14 A. Yes, that is correct.
- 15 Q. Thank you. And you confirm in your witness statement 16 that it includes His Majesty's Coastguard within its 17 directorates?
- 18 A. Yes.
- 19 Q. Thank you. If we look and see at paragraph 4 on that 2.0 same page that the agency provides the national 24-hour
- 21 maritime search and rescue emergency response service 2.2 operable throughout the UK at sea and internationally.
- 23
- 2.4 Q. If we move on to page 4 and paragraph 9, please,
- 25 $\{INQ000955/4\}$, the document tells us that the department

14

for transport is the responsible department for the MCA,

- as you have already told us. And we then have set out,
- 3 from paragraph 10, and following the various roles and
- 4 responsibilities and primary contacts in respect of the
- 5 MCA, starting with the Secretary of State, moving on
- through page 6, please, {INQ000955/6} through the 6 7
- identification of the agency sponsor, that's the 8 director of maritime within Department for Transport,
- 9 paragraph 23 at the bottom; yes?
- 10 A Yes

1

2

3

- 11 Q. And then moving on to page 13, and paragraph 46 and 12 following, {INQ000955/13}, the MCA sponsorship board and 13 paragraph 46 tells us that the performance of the MCA
- 14 will be overseen by the MCA sponsorship board.
- 15 What is the sponsorship board, please?
- 16 A. So the MCA sponsorship board is the primary sponsorship 17 accountability mechanism for -- for the department and
- 18 the MCA. As an executive agency, it meets on
- 19 a quarterly basis. It is chaired by the Director
- 2.0 General Aviation Maritime and Security, attended by 21
- relevant parts of the department, maritime director, 22 finance lead, sponsorship team, secretariate provided by
- the sponsorship team. It is then, of course, attended 23
- 2.4 by the equivalent relevant parts of the MCA and it takes
- 25 and considers the performance of the MCA. So it looks

15

- at its key performance indicators, its risks, its financial health on a -- its business plan, it is
 - meeting its business plan and its objectives.
- It $\,\,--\,\,$ and then any other key concerns and issues
- 5 that may arise. So it is the key sponsorship and
- 6 accountability forum that the department uses to ensure
- 7 that the MCA is meeting its -- its objectives and $% \left(-\right) =\left(-\right) =\left(-\right)$
- 8 purpose and performing effectively and adequately.
- 9 Thank you. If we move on a little within this document
- 10 to page 19 and paragraphs 86-87, {INQ000955/19} there is
- 11 reference here to MCA performance indicators and key
- 12 performance indicators that you have just referred to.
- 13 Those are to be agreed with department ministers and are
- 14 to cover core functions, safety initiatives and
- 15 organisational efficiencies. Are the KPIs for the MCA
- 16 those which are published in their annual report and
- 17
- 18 A. Yes, I believe -- I believe that's right. I believe
- 19 that the KPIs are within that document. I'm slightly
- 2.0 hesitant, I am slightly --
- Q. Let me help you. Can I have {INQ000957/1}, please. 21
- 2.2 A. Yes
- 23 That's the MCA annual report and accounts for the year
- 2.4 2021-2022. And if we move on within this document to 25
 - page 16 $\{INQ000957/16\}$ we can see that the subject of

1 KPIs are introduced here. And at page 18, A. Mm-hm. {INQ000957/18}. 2 Q. And then finally: 3 A. Yes 3 "Other than because of the coronavirus pandemic, 4 Q. We can see at the foot of that page under the heading 4 Coastguard Rescue Service ... teams available for duty, "Our services" we can see the search and rescue KPIs set not stood down or otherwise unavailable for tasking ... 5 5 6 And that was to be met 98% of the time. 6 out there. 7 7 8 Q. Is that right? 8 Q. And those were the KPIs for MCA for search and rescue 9 A. Yes, that is right. Yes, that is right. So key 9 for that year, is that correct? 10 performance indicators, I should -- for usefulness and 10 A. Yes, I believe so, yes. 11 context, I should say that's a system used across --11 Q. Thank you very much. Now, and with apologies to our 12 12 across Government and many will be familiar with the -technical support. I would like to go back to the 13 13 framework document, and to page 20 of that document, So all SCS headed functions tend to have key please, so we are going back to $\{INQ00955/20\}$, 14 14 performance indicators. So I have a set in relation to 15 15 paragraph 88. We can see here at -- obligations on the MCA, to: 16 maritime security that roll up to our directorate level 16 17 17 and as we have come to, these are the MCA's. "... operate management, information and accounting 18 Q. Thank you very much. And just to contextualise the 18 systems ..." 19 three that we are looking at on screen, if we scroll up 19 The second sentence: 20 a little just to see -- a little further. So the -- it 20 "The MCA [to] inform the Agency Sponsor of any 2.1 is the "Future Technologies" section that we see 21 changes that may impact on the achievement of its 22 immediately before the search and rescue KPIs. 22 objectives." 2.3 A. Mm-hm. 23 Then finally, the final sentence of that paragraph: 2.4 Q. And on the following page, page 19, {INQ000957/19} the 2.4 ... the MCA's performance shall be formally KPIs move on to aviation and pollution response and 2.5 reviewed by the MCA Sponsorship Board on a quarterly 17 19 basis." 1 other KPI indicators; yes? 1 A. Yes, I think this shows -- covering the breadth of the 2 2 Do you know what form those formal reviews take? 3 MCA's responsibilities and objectives. 3 A. I am trying to think. So I am -- certainly at the time Q. Yes, and this is just an extract, but can we go back to regularly in receipt of all sponsorship board papers, if 5 page 19, please. I am so sorry. I have given our 5 $\mathsf{not} \ -- \ \mathsf{only} \ \mathsf{present} \ \mathsf{at} \ \mathsf{the} \ \mathsf{sponsorship} \ \mathsf{board} \ \mathsf{when}$ 6 technology support a poor reference. Can we go back, 6 relevant in terms of policy area for me to discuss. So 7 7 please, to $\{INQ000957/18\}$, page 18, please. Thank you. I am trying to think whether I -- I do know and have 8 8 seen exactly how that -- you know, physically what that Just to look in a little more detail at what the 9 KPIs were for that year, for the search and rescue limb 9 performance review. 10 of the MCA. We have, first of all, the indicator that: 10 Thank you. 11 "The response to all Maritime and Aeronautical 11 Looks like. I think I have on occasions seen the papers 12 incidents in the distress phase [to] be reviewed by an 12 and tests and indicators that are used to consider and 13 operational supervisor within 30 minutes of the distress 13 determine whether that performance -- various different 14 alert being received or a distress phase being declared 14 performances against key objectives are met. That is 15 by HM Coastguard." 15 often quantitative for the MCA because there is lots of 16 Yes? 16 quantitative information and tests that can be applied. 17 A. Mm-hm. 17 So for example, we have looked at some in relation to

18

19

2.0

21

2.2

23

2.4

2.5

been met.

showing the group.

18 Q. And the goal: "90% of all cases".

19 A. (Nods).

21

2.2

2.3

2.4

25

20 Q. The second KPI was to:

" \dots review 10% of incidents to which the national SAR network has responded to assess \dots compliance with Mission Conduct protocols and the effectiveness of outcomes."

That's 10% of all indents, yes?

18

20

search and rescue where you can -- you can quantify that

But, of course, all of those will be considered and

and determine whether that means that an objective has

discussed by the sponsorship board to get under the skin

of what that -- that information is -- is telling and

Q. Thank you. All right. I don't think you have produced

- 1 for us through your statement and the exercise of making
- 2 a statement any formal review documentation, is that
- 3 right?
- 4 A. Formal review?
- 5 Q. Emanating from the board in its capacity.
- $\ensuremath{\mathsf{6}}$ $\ensuremath{\mathsf{A}}.$ So I think things like the risk register and various
- 7 different finance documents relate to review and
- 8 achievement -- objectives achievement.
- 9 So I think that probably goes to it.
- 10 Q. I see. Well, that's helpful and I will come back to the 11 risk register a little later this morning. So thank you
- $12\,$ for that. Just to finish on this document, please, at
- paragraphs 89 and 90, the MCA provides the assurance
- 14 information required by the assurance framework. In the
- most general and brief sense, what sort of information
- 16 is that?
- 17 A. Sorry, say that again.
- 18 Q. The assurance information that's referred to at 19 paragraph 89, what is that information?
- A. So the assurance framework goes to business plans, KPIs,key performance objectives.
- 22 Q. I see.
- 23 A. Financial reports, etc. And so providing the right
- level of assurance information relates to that.
- Finance that might be the regular finance check—ins

2:

- as well as financial reporting in something like the MCA sponsorship meeting.
- 3 Q. All right. That's helpful, thank you. Then we can
- 4 see -- just the beginning of paragraph 91 on this same
- 5 page, we can see set out in a series of bullet points at
- 6 paragraph 91 various levels and types of liaison
- 7 arrangements that take place --
- 8 A. Yes.
- $9\,$ $\,$ Q. $\,--$ between the MCA and its sponsoring department, DfT,
- 10 ves?
- 11 A. Yes. Yes, I think that is a good representation from
- 12 very top of office through to working level contact. So
- 13 that describes various different formal fora.
- 14 Q. Thank you.
- 15 A. Yes.
- $16\,$ $\,$ Q. And for example, you have referred us already to the MCA
- sponsorship board's quarterly meetings and those are
- 18 reflected in one of these bullet points, third from the
- 19 bottom of the page.
- 20 A. Yes, yes.
- $21\,$ $\,$ Q. All right. Thank you very much. All right, we can take
- 22 that off the screen now and I want to ask you a little
- 23 bit about the -- examples of aspects of the
- $24 \hspace{1cm} \hbox{cross-Whitehall cross-governmental thinking that you} \\$

22

25 have referred to as your team being involved in.

- 1 A. Yes.
- 2 Q. I think it's right that in the summer of 2019, on 1 July
- 3 of that year, you were invited to a cross—Whitehall
- 4 meeting at the Cabinet Office to take place on 5 July
- 5 and the purpose of which was to discuss the issue of
- 6 migrants and small boats.
- 7 A. Yes
- 8 Q. Do you remember that?
- 9 A. Yes, I do.
- $10\,$ $\,$ Q. It is a meeting which you thought and expected to be
- 11 an important meeting?
- 12 A. Yes, yes.
- 13 Q. You understood that a topic that might fall for
- discussion in the course of that meeting was whether, at
- some point in the future, the MCA and the RNLI should be
- leading the response to that issue rather than
- 17 Border Force; do you remember that?
- 18 A. Yes. I think that is an issue and conversation that has
- 19 come up on several times throughout the period that
- 20 I know the Inquiry has looked at and heard evidence on
- 21 and I think that's perhaps one of the first times that
- that discussion, I suspected, might come up.
- 23 Q. Thank you. You received a briefing pack and an agenda
- 24 for that meeting and that included the briefing at
- $\{INQ008159/1\}$, if we could have that up on the screen.

2

- 1 That's a briefing . Do you remember this? It's headed
- 2 "Migrants Crossing the Channel in Small Boats".
- 3 A. Yes, I -- I do remember this. I think it's also useful
- 4 to remember the context here, 2019.
- 5 Q. Yes
- 6 A. So numbers of crossings have gone up, but not the
- $7\,$ significant increases that we see in 2020 and '21. So
- 8 I think it's hence, the focus and the discussion here
- 9 is on —— more on the —— more on the enforcement and
- 10 operation practice rather than anything else at this
- 11 point.
- 12 Q. Thank you. We can see in the section headed
- 13 "Background" and the first bullet point, talking of the
- issue and the method of travelling to the
- United Kingdom, recognising that it carries significant
- 16 risk to life; yes?
- 17 A. Yes
- 18 Q. As you have just underlined to us.
- 19 A. Yes.
- 20 Q. "The number of events in 2019 is rising as conditions
- 21 improve ... we anticipate ... it may continue to rise as
- 22 we enter [the] summer. It is also highly likely that
- a fatality could occur. Note [and this in bold] that
- 24 the DfT does not own this risk. The Home Secretary

24

2.5 does."

What does ownership of risk mean in this context? Border Force." 2 A. So that goes to departmental policy responsibilities and 2 And then a final point under the key points: 3 therefore accountability . So I think here -- perhaps if 3 "The Joint Maritime Operations Co-ordination 4 I just re-read one moment, please. 4 centre ... could play a significant role in 5 (Pause) 5 co-ordinating Government ... assets." 6 So here, it is recognising the point that lots of A. Yes, so reading that section bullet, I think just for 6 7 witnesses have spoken on, the very -- the very high-risk 7 clarification, I think what would be more accurately nature of those, those crossings in small boats and that 8 more accurate language there would be search and rescue 8 9 despite all best efforts a fatality could occur. 9 operations could fall solely to MCA. I think that's 10 10 I think note that DfT does not own this risk relates what the points are getting at. 11 to the border security --11 Q. Yes. 12 Q. I see 12 A. As we have just spoken about, SOLAS responsibility 13 A. -- illegal migration aspect, that's how I am reading it 13 always sits with MCA, HMCG, 14 14 Thank you very much. If we scroll down a little, the 15 Q. Thank you. 15 briefing notes goes on to set out in some more detail A. And I think how I understood it at the time. Certainly 16 the role of the JMOCC. The final bullet point under 16 17 how I understood it at the time and --17 this heading: 18 Q. Thank you. 18 "With an MCA/SOLAS lead, there will be occasions 19 19 A. -- that relates to, as described in -- as we have when commercial vessels are tasked to respond because 20 already come up against and described and discussed. 2.0 they are the best available asset. It would be better 2.1 Q. Thank you. I think it's right that the MCA, you would 21 if this could be avoided when possible, therefore a greater role for [the] JMOCC, able to co-ordinate 22 2.2 accept, had accountability for its decisions and its --2.3 A. Absolutely, yes. 23 a greater number of response options, could be useful." 2.4 Q. -- operational response? 2.4 Is it -- was it considered realistic or viable that 25 A. Absolutely. So, I -- I think that's why I just picked 2.5 the tasking of commercial vessels would form part of the 27 1 up on that. So I think it is important to note this 1 MCA Coastguard response? 2 does not go against that at all. We absolutely have 2 A. No, it wasn't considered as a key plank or aspect of 3 recognised throughout that, of course, safety of life at 3 capability. I think this just goes to the fact that -sea and operating a -- operating efficient and adequate and I think in 2019, when numbers are rising and we 5 search and rescue service is the responsibility of HMCG 5 are -- Government is understanding operations and how and therefore, the department. 6 they can be best and most efficiently put together, 6 7 7 Q. Thank you very much. That's helpful. Can we move on to I think that was going to the fact that commercial 8 8 page 3 within this document, please, $\{INQ008159/3\}$, and operators could be involved in any search and rescue 9 9 the key points at the top of this page, still within operation if needed to. As they could be anywhere 10 this briefing note for the meeting of 5 July. Key 10 around the country at any point, they might be the best 11 points, then: 11 and most, most useful asset to be tasked by HMCG. 12 "... a possibility that the Home Office, who 12 It was not considered as a key plank or aspect of 13 13 currently have primacy on the issue, would like to the search and rescue function at any -- at any point and I think, of course, as we progressed through 202014 lessen or cease their support they give at sea to enable 14 15 15 Border Force to focus their assets on other pressing and 2021, we know that they were rarely if ever 16 work." 16 utilised . So I think that that sentence is in that 17 17 Yes? level of context. 18 A. Yes. 18 Q. All right. Thank you. 19 Q. And then, secondly: 19 A. I could describe the Joint Maritime Operations "The SOLAS responsibility attached to this issue 2.0 2.0 Co-operation Centre and its role --21 21 could solely fall to the MCA, who have confirmed that Q. I was about to ask you about that, so please do. 2.2 they have sufficient capability to respond. The 2.2 A. Yes, certainly. So, Joint Maritime Operations 2.3 Co-ordination centre came about in 2017/2018, I think, procedure is well established from interception of 23

28

2.4

25

and that -- the function for the JMOCC, as it was known,

was about co-ordination. It was the organisation which

2.4

25

vessels at sea, through to arriving at designated points

26

on UK soil where migrants are met and processed by

could take a view on and understand all Government maritime assets, maritime enforcement assets, assets that could potentially $\,--\,$ or had an actual enforcement responsibility or could assist in enforcement.

> Noting that those assets are finite and that in terms of effectiveness and efficiency, it was most useful for Government departments and agencies to share assets and -- on occasions.

So their aim, their modus operandi, was to have a good overview of Border Force, marine management organisation, that polices fisheries, the devolved administrations that policed their own fisheries, police forces that have a projection at sea and to an extent, engage with the Royal Navy. So that they -- so they had a good view of what assets were available, should there be a need for an agency to get some support in a particular part of UK waters.

So that was the JMOCC's modus operandi that then meant -- you know, it's called "joint" because there are a number of agencies --

21 Q. Yes.

2

3

4

5

6

8

9

10

11

12

13

14

15

16

17

18

19

20

2.2 A. -- based all in one area, sharing that information, with 2.3 a small core team. You have heard from the first 2.4 director of JMOCC, Mr Dan O'Mahoney, and then I should 25 say, it sat very next to the National Maritime

- 1 Information Centre, the NMIC, which had a similar role,
- 2 a number of agencies coming together in one place,
- 3 sharing and co-ordinating, but that was in relation to
- maritime security information and intelligence.
- 5 Q. Yes. And I think it 's right that those two acronyms --
- 6 A. Yes.
- 7 ${\sf Q}.\ --$ have been subsequently merged into a single entity.
- 8 A. Yes.
- 9 Q. The JMSC, is that right?
- 10 A. Yes, indeed. Yes, so in 2019 I worked with -- I worked with Dan in -- to bring together JMOCC and NIMC into the 11
- 12 JMSC. So Mr Dan O'Mahoney was the first director of the
- 13 JMSC, which -- two constituent parts were the JMOCC and
- 14 the NMIC. And its relevance here in relation to small
- 15 boats was, at the time, in 2019, as Home Office,
- 16 Border Force were going out and engaging relevant
- 17 Government departments and agencies to see how we can
- 18 best organise Government's whole small boats response
- 19 most effectively, its relevance here was that at the 2.0 time, the JMOCC was a potential relevant organisation.
- 21 Although its modus operandi was in relation to maritime
- 2.2 security, it certainly had relevant expertise in terms
- 23 of knowledge of different assets owned by different
- 2.4 organisations and how they could potentially be
- 25 co-ordinated

30

- 1 Q. Thank you. All right. We will take that off the screen
- and thank you for that explanation. I want to ask you
- 3 now about some correspondence that you were involved in,
- in November of 2021. I think it's right that on 4
- 12 November 2021, you asked for information as to the 5
- availability of assets, I think. 6
- 7
- Q. Particularly surface assets --8
- 9 A. Yes.
- 10 Q. $\,--$ but assets in relation to the SAR capability $\,--$
- 11 A. Yes
- 12 Q. — of MCA Coastguard, is that right?
- 13 A. Yes
- And we can see at the rest of the email chain at 14
- 15 {INQ001055/1}, please. Thank you. So if we scroll down
- I think on to the next page, $\{INQ001055/2\}$, this is your 16
- 17 request to Claire, Julie and Helen, all of whom I think
- 18 hold various roles within Coastguard?
- 19 A. Yes, yes. Director Coastguard, Claire Hughes.
- 20 Julie - Anne Wood, we have heard her title previously.
- 21 And Helen McCaffery, the Deputy Coastguard, I think, at 22 the time.
- 2.3 Q. Thank you. And so you are referring to a meeting that
- 2.4 dav:
- 2.5 ... SAR resource not infinite ... will be a problem

- if capacity is maintained at such a level." 1
- 2 And you are asking for a line on HMCG/RNLI
 - capability for input into a CRIP?
- 4 A. Yes

3

25

- 5 Q. CRIP?
- 6 A. Yes, shall I expand?
- 7 Q Yes
- 8 A. So, context here -- it is 12 November, isn't it, the
- 9 email?
- 10 Q.
- 11 So the context here is that this was the day after
- 12 Home Office had declared a critical incident in relation
- 13 to Tug Haven. The record numbers that day had created
- 14 that bottleneck on the landside there at Tug Haven in
- 15 terms of processing those people who had come off small
- 16 boats and making sure that they were safe and warm and
- 17 processing them as they -- into the asylum system
- 18 managed by Border Force.
- 19 So Cabinet Office had organised a significant urgent 2.0 meeting in relation to that critical incident, where all 21 parties —— relevant parties were asked to attend, which 2.2 included DfT and HMCG. Helen, I believe, attended
- 23 alongside with me. I think it was an online meeting, if 2.4 I remember rightly.
 - And the effort and the focus of the discussion was

4

5

6

7

8

9

10

11

12

21

22

23

2.4

2.5

5

how can -- was Government working through how it can reduce that bottleneck, how it can process that landside issue better and more quickly. So focus on landside, focus on Border Force/Home Office operations.

It was right that I introduced them and made the point about the search and rescue resource in case and because of concern that any bottleneck landside could equal potentially a queuing of RNLI or Border Force cutters arriving at Tug Haven and, and moving off migrants onto -- onto the landside.

So I had concern that that might impact search and rescue operations. I inputted those points to that discussion. The CRIP that was being discussed is a common recognised information picture. It's a set of slides really, which is input into things like COBRA meetings or any significant Government incident type meeting, which aims to establish the one version of the truth: what is the situation, what -- what is being done and responded to and by whom about that situation?

So responsible departments -- joint CRIP owned by Cabinet Office responsible departments will feed in relevant lines to that so that all that information is coalesced in one place and that's pushed out around, around Government. So it is -- we were being asked about search and rescue capability for input into the

33

CRIP because overall, the most important aspect of this discussion —— despite the focus on the bottleneck, the most important aspect was the search and rescue operations were not impacted, given the -- given the time we are talking about and the high level of pressure on those operations -- on that capability and resource because of the very, very high numbers of crossings.

In the event, I do not think a CRIP was produced by Cabinet Office.

- 10 Q. Thank you. Well, that answers that question.
- 11

2

3

4

5

6

8 9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

2.3

2.4

25

1

2

3

5

6

8

9

2.3

2.4

25

- 12 Q. If we scroll back to the first page of this email chain, 13 {INQ001055/1} we can see, I think, that you were 14 provided with the information that you had asked for.
- 15 A Yes
- 16 Q. Did this response provide you with reassurance about the 17 sufficiency of SAR resource, despite that bottleneck 18 that you have described?
- 19 A. So, yes, but not just -- not by any means just this 2.0 email exchange. My team worked very closely with 21 Claire's team throughout the period that small boats has 2.2 been an issue and concern, so from 2018 onwards.

So my team regularly spoke and liaised with Claire's team, with Julie-Anne Wood, Helen McCaffery, as noted there, but with many others as well. So on a day-to-day

34

basis, the team were speaking and communicating and notably by this point, November '21, we had established weekly huddles between those two teams, attended by Claire and by me, so attended by senior civil servants with relevance in this area, to ensure that we both had a good level of understanding as to the pressures and concerns in relation to all small boats issues.

Now that -- the formalisation in July '21, just putting something in a diary to say a regular time and point in the week. But actually that, a regular meeting of some kind or meetings per week had gone on for some time.

- 13 Q. Thank you.
- A. I think from probably early 2020. And although --14 15 I should add, although the focus of those meetings to 16 begin with were about engaging with Home Office 17 development of tactics at sea and then later turnaround 18 tactics, as numbers increased, they immediately took on 19 considering pressures, capability pressures on search 2.0 and rescue capability as well.

So our initial focus of working together to ensure that HMCG and DfT were best representing HMCG and DfT responsibilities $\mbox{ vis-}\mbox{$\grave{a}$-}\mbox{vis working with Home Office and}$ Border Force, but very much had that focus on -- on search and rescue capability pressures. Because we

35

- 1 were -- we, DfT, were very aware and very engaged on the 2. issue of concern at search and rescue capability --
- 3 Q. Yes, thank you.
- A. -- throughout that period. So these lines that were
- produced were just to get a good level of -- assure that 6 we were at this point in time, were we were absolutely
- 7 clear with our description of what those pressures look
- 8 like . And they then -- that -- we had already built
- an idea and lines like this, which is why I go to the
- 10 previous email we saw, which was based on the
- 11 information that we have spoken about beforehand.
- 12 Q. Thank you.
- A. And then we built this down ready for -- ready for the 13 CRIP. 14
- 15 Q. Thank you. You tell us through your witness
- 16 statement -- and if you want to, we can look at it --
- but you tell us that it's really at the tail end of 2021 17
- 18 that you first remember there being discussions about
- 19 resource and capacity within Coastguard, is that right?
- 2.0 A. Formally?
- 21 Q. Yes.

2.4

- 2.2 A. -- yes. So I think formally, my witness statement
- 23 contains reference to various different formal
 - submissions that were produced from autumn 2021 onwards
- 2.5 in relation to assets and search and rescue capability.

1 There is the 12 November submission and then is it happenstance that the submission goes in a couple 2 the December submission. of days afterwards? 3 Q. Well, let's be clear about this. You do deal with that 3 A. It is happenstance. 4 in your witness statement. 4 Q. Thank you. 5 A. Yes 5 A. And I know it might sound callous, but it was Q. Again, if you want to, we can look at it, it is at happenstance. I think just that description -- of that 6 6 paragraphs 129-131 at page 47. {INQ010337/47} and you 7 7 period of time we had been considering this and looking have set out for us there, helpfully, the history of at this, shows that we had been thinking about that from 8 8 9 a pair of joint submissions, Department for Transport 9 a period of time. There is then the critical incident 10 and His Majesty's Coastguard. The first is dated 10 in Tug Haven and -- as well, which is a motivating 11 26 November 2021. 11 factor. 12 12 A. Yes. Q. Yes. 13 Q. It refers to an imminent table-top exercise which is due 13 A. As well. Now, of course we were not ignorant of the -to take place on 2 December 2021. That did take place of the fact that this terrible tragic incident had 14 14 15 and resulted in a recognition, I think this is right, 15 happened a couple of days later and we did consider and 16 16 look at and -- and work out how to reference that within that maritime assets were being stretched to the limit; 17 17 the submission. But actually, it's separately -- a few 18 A. So that's the reference to the phrase that was used in 18 days separate that we put an advice note up to the 19 19 minister on that incident itself. 20 Q. Yes. 2.0 Q. Thank you. You have told us through your statement of 2.1 A. -- in that exercise. Yes, it was. 21 a further submission following the table-top exercise. 2.2 Q. Thank you. 22 This one dated 14 December of 2021. A. So if I may, just to finish on the kind of the progress 23 2.3 Can we have that on screen, please, it is 2.4 of our concern and understanding on search and rescue 2.4 {INQ000846/1}. We can see reference to that table—top 25 capabilities. So formally, these submissions came up, 2.5 exercise, reference to the fact that the rising levels 39 1 but this is from -- certainly from summer '21 onwards 1 of activities are placing a strain on both Border Force and the understanding of the 2022 projections, the very 2 2 and Royal National Lifeboat Institution rescue boats. 3 large projections in 2022 --3 Recognition that should small boat activity continue to 4 increase and include crossings on consecutive days 5 A. $\,--$ that the pace and focus picked up on our discussions, 5 similar to the high levels experienced to date, the 6 DfT and HMCG discussions, on pressures and capability of 6 availability of maritime SAR surface assets could be 7 7 search and rescue, notwithstanding the 2021 numbers were reduced, significantly increasing the loss of -- or the 8 increasing and were a problem and issue. So there are 8 risk of loss of life. The submission represents 9 documentary evidence from I think early, so March '21 9 recommendations and next steps arising or resulting from 10 when we are talking between HMCG and DfT where I am --10 the table—top exercise. 11 where I make the point about our understanding and 11 And the recommendation comes at paragraph 2, in the 12 making sure that we are looking at and understanding 12 form of five bullet points. Two requests for agreement 13 capability vis-à-vis the increasing numbers. 13 and three requests formats to be noted; yes? 14 But what we are looking at here is the focus that 14 A. Yes 15 15 Q. The two points where agreement is sought: firstly, that had come about since summer, since those 2022 16 projections. 16 His Majesty's Coastguard: " ... should explore increasing additional maritime 17 17 18 A. And how we were -- how we built that over that period of 18 surface SAR assets in order to continue to meet the 19 time. And now we are coming to our series of formal 19 rising levels of activity and deliver our obligations to

2.0

21

2.2

23

2.4

25

informed by the events of the 23 to 24 November 2021 or 38

submissions as we have at this point got a better

Q. Thank you. Can I ask you a very discrete question.

That submission, dated 26 November 2021, was that

increased capability for 2022.

understanding as to what we need to develop in terms of

"The importance [fourth bullet point] of welfare 40

And then noting the Tug Haven bottleneck issue:

' ... should explore developing enhanced situational

preserve the safety of life at sea."

awareness capabilities.

Secondly, that the Coastguard:

2.0

21

2.2

23

2.4

issues including the mental health of all staff and volunteers involved in the small boats response."

And then the consideration by Coastguard as to

And then the consideration by Coastguard as to the development of an alternative SAR operating model.

To the best of your knowledge and recollection, did you achieve the agreement that you sought through this submission?

- A. Yes, we -- we did from -- from the ministers --8 9 ministers at the time, Junior Minister with 10 responsibility for aviation maritime security, 11 Robert Courts and then the Secretary of State. Yes, we 12 did get agreement to go forward. And if I may, I think 13 the first -- the first submission flags to ministers we 14 are thinking about -- to be aware we are thinking about 15 these issues and we are going to put forward some more 16 advice to you.
- 17 Q. Yes.

7

8

9

16

17

18

19

2.0

21

4

5

6

7

18 A. There is the 2 December exercise which gives us more 19 ability , more detail, more idea -- I say "we", HMCG --20 more clear idea as to what those first operational 21 capability improvements can be, could be. Hence, at 22 this point in this second submission, we are seeking the 2.3 agreement on the things that have, at that point, been 2.4 identified as improvements to capability ready for 2022 25 projected increases.

41

- Notably, the aerial assets and other technology improvements, but noting that there are all these other issues that we are progressing as well. And to loop back round to your direct question, yes, we did have agreement from ministers to carry on with that.

 On Thank your What you tell us through your witness.
 - Q. Thank you. What you tell us through your witness statement is that the question of the acquisition of additional maritime surface SAR assets was overtaken, to a degree, by Operation Isotrope?
- A. Yes. That is right. So by this throughout at this point, as we have seen, there is a a very good deal of effort and focus at working to determine what capability improvements will make a difference to improve search and rescue capability ready for those 2022 projected increases.

HMCG is, as you can see here, looking at what surface SAR assets might be needed in order to -- to manage that. That is in consultation with Border Force and in discussion with Border Force. And there is -- it goes to some discussion as to -- as to how that's best worked out between HMCG and Border Force.

- 22 Q. Thank you. In particular, can I ask you --
- 23 A. Yes, sorry
- 24 Q. -- was there thought at this stage about whether or not 25 the MCA or Coastguard should own its own surface assets

1 or consider their purchase?

- $2\,$ $\,$ A. Not at this very point, sorry, I think you were just
- 3 getting to the point I was considering whether I needed
- 4 to introduce. So not at this very point of this
- 5 submission, but it very quickly becomes a discussion
- 6 point and we have seen and the Inquiry has seen and
- 7 looked at Home Office, Border Force, Mr Dan O'Mahoney's
- 8 submission of late December --
- Q. Yes.
- 10 A. on that issue. So it's not, as I remember it,
 11 an issue as to whether HMCG should be owning those
- surface SAR assets. It's just what does the SAR effort
- 13 need in terms of additional maritime surface assets.
- 14 Q. Thank you.
- A. HMCG, being highly knowledgeable, technical and engaging with Border Force on the issue.
- $17\,$ $\,$ Q. Thank you very much. In terms of the need enhanced
- situational capabilities , you have told us through your
- 19 witness statement and the Inquiry has received evidence
- $20\,$ about this already, that Project CAESAR came into
- $21\,$ existence and fruition and did provide the additional
- 22 situational awareness through the form of additional
- 23 aerial assets, is that right?
- A. Yes, that is right and I would note that that went
 through in incredible quick time. So noting the Inquiry

4

- 1 has heard evidence of the importance of aviation assets.
- 2 Q. Yes.
- 3 A. And that was identified as a -- as needing to be
- $4 \qquad \quad \mathsf{increased.} \quad \mathsf{And} \ \mathsf{that} \ -- \ \mathsf{that} \ -- \ \mathsf{Project} \ \mathsf{CAESAR} \ \mathsf{went}$
- 5 through and got agreement internally within DfT and then
- 6 agreement from HMT in incredible quick time. So from
- 7 there to February and then operationalised in March
- 8 is -- is very significant for a -- the size and
- 9 complexity of that project that we are -- we are looking 10 at here.
- 11 Q. Yes, thank you. Just so we are clear, that's 2021 into
- 12 2022 --
- 13 A. Correct.
- 14~ Q. $\,--$ that you are talking about? Thank you.
- 15 I would like to look with you at the MCA's risk
- 16 register --
- 17 A. Yes
- 18 Q. -- for this same period that you have referred to
- already in your evidence and referred to in your witness
 - statement. $\{INQ000167/1\}$, please. It starts at page 1
- 21 with an entry from May 2020. And this is, is this
- $22\,$ right, a pretty standard form of risk assessment. It is
- a five -by-five risk matrix which looks at the likelihood
- and the impact of any particular eventual locates
- a score of 1 to 5 to each, multiplies the two together

44

2.0

- 1 to produce a figure, rates it red, amber or green
- $2\,$ $\,$ $\,$ according to severity , and then looks at the mitigations
- 3 that might be --
- $4\,$ A. Yes, indeed. Indeed, we -- standard. I have one in
- 5 relation to maritime security, lots of -- lots of
- 6 divisions / directorates will operate similar . The
- 7 different columns, I can't see the column headings, but
- 8 I think one is "If untreated".
- 9 Q. Yes.
- 10 A. "If treated", or "Current trajectory", something likethat. I forget.
- 12 Q. Thank you and: where can we end up -- if we apply the mitigation, that we have identified --
- 14 A. Correct.
- 15 Q. -- where do we end up on the score?
- 16 A. Yes.
- 17 Q. Can we look, please at page 24 of this register,
- 18 {INQ000167/24} and this is an extract from that same
- $19\,$ $\,$ register dated November 2021, so the timeframe that we
- 20 are looking at --
- 21 A. Yes.
- 22~ Q. $\,--$ currently. And we have here a new risk identified,
- 23 do you see that?
- 24 A Yes
- Q. And the new risk is that:

- 1 "HMCG may become overwhelmed due to unquantifiable
- 2 levels of migrant channel crossing activity occurring
- 3 during periods of good weather."
- 4 Unmitigated score of "5 x 4", "20" in red. Target
- score "9 (3×3) " and the identified mitigations in the sixth column.
- o sixth colu
- 7 A. Yes.
- 8 Q. If they are put in place, will result in a score of
- 9 "4 x 4"; 16, yes?
- $10\,$ $\,$ A. Yes. Yes. So small boats, the previous risk we -- we
- see, which featured was relating to concerns around
- 12 turnaround tactics, but this is a new risk that is
- inputted into the risk register from November '21. So
- $14\,$ $\,$ that comes, essentially as the -- the description I have
- just given in terms of the experience of 2021 and the high level of pressure that search and rescue capability
- was coming under.
- But the understanding that the projections for 2022
- were significantly bigger and therefore, capability
- $20\,$ needed to improve. So I think that is why the timing
- 21 comes about and this risk is entered at this point in
- 22 the risk register.
- $23\,$ $\,$ Q. Thank you. Did this entry -- were you aware of it at

46

- 24 the time?
- 25 A. Yes. Yes.

- 1 Q. Was it factored into, did it underpin in any way either
 - of the submissions that you referred us to, the
- 3 ministerial submissions?
- 4 A. They relate —— relate to each other.
- 5 Q. Thank you.

7

- 6 A. So absolutely. I was speaking to HMCG team, director
 - Coastguard, and my teams were speaking to each other in
- 8 relation to the risk and the need at this time for
- 9 a risk to be properly represented on the risk $\,$ register .
- And that -- and the work and the mitigations being taken
- 11 forward that were summarised in the submissions. So
- 12 I think at the time the risk is written down, there is
- some understanding as to what the capability
- improvements could and should be. But more work goes on
- to determine that, as represented and described in the
- bullets and the recommendations we saw in the submission
- bullets and the recommendations we saw in the submissi
- 18 Q. Thank you. All right. We can take that off the screen,
- 19 please. I want to ask you very briefly about the
- 20 timeframe for Operation Isotrope that you have referred
- $21\,$ to, already. That's the period of maritime primacy that
- 22 the Inquiry has already referred to --
- 23 A. Yes
- 24 Q. -- starting on 14 April 2022, running through to
- 25 31 January 2023. MoD effectively taking primacy over

47

- 1 all aspects of Government's operational response to
- 2 small boats, illegal migration, but of course Coastguard
- 3 retain the lead for search and rescue.
- 4 A. Yes
- 5 Q. In that timeframe you have already referred us to some
- 6 aspects of this . The independent review of Border Force
- 7 took place and that —— in July 2022 —— did that
- 8 recommend that Border Force and Royal Navy vessels
- 9 weren't appropriate for providing an ongoing SAR
- 10 function? You touched on this in your witness
- 11 statement.
- 12 A. Sorry. I was distracted just momentarily.
- 13 Q. Of course.
- 14 A. Can you give me the date and reference?
- 15 Q. Yes, July 2022, the independent review of the
- 16 Border Force had recommended ——
- 17 A. The Down(?) review, yes.
- 18 Q. Yes?
- 19 A. Yes
- 20 Q. Thank you. In September and November 2022, the
- Home Office made repeat proposals that SOLAS assets
- should be procured and managed under DfT and Coastguard
- 23 ownership and again, you touch on that in your witness
- 24 statement.
- You received -- or a paper was prepared, rather, for

15

16

17

18

19

2.0

21

2.2

23

2.4

25

1 the MCA's sponsorship board by the director of offers a unique opportunity to reposition and refine the Coastguard in October 2022 which was not supportive of 2 2 search and rescue provision in the channel to provide 3 the need for Coastguard to acquire its own surface 3 tailored solutions driven by data and employ assets 4 assets, do you remember that? 4 proportionately to reduce wastage and improve 5 A. Yes, I remember it vaguely from the time, but also from 5 efficiency." the preparation here. Although, I can't bring it to Is this the part of this paper where the benefits 6 6 7 mind right at this moment. 7 that might accrue from Coastguard owning and operating Q. Thank you. Then shortly after Operation Isotrope came 8 8 its own surface assets are identified? 9 to an end, the department approved, in principle, 9 A. I think it is. I should say this is an outline business 10 10 a business case —— the MCA's business case, to procure case --11 its own surface SAR assets in the event of the 11 Q. Yes. 12 12 withdrawal of Home Office operative boats: A. — that was produced. So again, I have, of course. 13 that's February 2023, is that right? 13 looked at this paper in preparation for the Inquiry, but 14 14 I can't remember how much more detail goes on beyond 15 Q. Thank you. 15 this, in terms of -- in terms of benefit, noting that it A Yes 16 16 is an outline business case. 17 Q. We can look at that, please. That's $\{\mbox{INQ004304}/1\}$ and 17 Q. Thank you. Well, perhaps I will ask you a more open 18 at page 1 we can see a document describing itself as the 18 question. What benefits are you able to identify that 19 strategic outline business case, yes? 19 could accrue from Coastguard owning and operating its 20 20 own surface SAR assets? 2.1 Q. At page 5 of this document, $\{INQ004304/5\}$, we can see 2.1 A. So I think the main point goes to it's an opportunity to 22 its purpose is set out -- rather, at the "Background" is 22 reposition, refine the search and rescue provision. So 2.3 23 the search and rescue provision per se, independent of 2.4 "[Looking for] approval in principle to develop 2.4 who owns it a requirement and commercial framework to procure 2.5 I don't think it makes a case that -- that the fact 1 surface rescue assets in the English Channel, in the 1 that it's owned by MCA is an improvement in itself. 2 event of a planned withdrawal of Home Office operated 2. Q. Yes. 3 rescue boats." 3 A. So the points that you have picked up on, in terms of Recognising, at the fifth paragraph under the background, the events both of 24 November 2021 and the 5 5 17 December 2022. That background is followed by 6 6 7 7 a section headed "Strategic Consideration" which again, 8 recognise the potential that Border Force might withdraw 8 9 9 its assets. surface assets were needed. 10 Can I look over the page, please, to page 6, 10 11 $\{INQ004304/6\}$, and at the paragraph that starts on this 11 12 12 13 "The HM Coastguard Search and Rescue in the Channel 13 14

Isotrope and the various other papers and discussions about who should own and operate the surface asset capability, shows a development over time. So Isotrope, even in the submissions we were looking at earlier, Border Force and HMCG looked and determined that more

It then became with Isotrope coming in, that MoD managed and operated those additional surface assets and everyone recognised the improvement and benefit that that provided. With Isotrope coming to an end, it naturally, across Government, became a discussion point as to those assets are important, they must continue. So that was the overall most important factor here is that with MoD who own the contract, ceasing to operate on small boats. That contract must be taken on by another organisation and then there is discussion about whether that is best and most appropriately taken on by Border Force or by Coastguard with, as I say, the most important thing being there is no interruption of that contract. There is no interruption of the availability of assets for search and rescue operations.

We thought it appropriate and important that we 52

And then the next paragraph: "Incorporating this function as a core role of MCA

Is that the project which this document relates to?

A. Yes, it is the acronym that we see on the front page of

" ... strategically offer a proportionate and

appropriate service to conduct search and rescue in the

channel that is focused on small boat migrant crossings.

"This will fill the void left if Border Force

50

(SARiC) project ... "

withdraws its service ... '

the document.

Q. It will:

15

16

17

18

19

2.0

21

2.2

23

2.4

1		prepared an outline business case, in case in discussion	1		witness statement, about the process by which the work
2		with Border Force, in discussion around Government it	2		of the MCA is monitored, assessed, assurance provided.
3		was decided and agreed that it should be HMCG/MCA rather	3		And you pick that up at page 57 of your witness
4		than Border Force operating those. So we are getting	4		statement $\{INQ010337/57\}$ paragraph 163, if we can have
5		ahead by developing this outline business case and we	5		that on screen. It starts right at the bottom of that
6		can see here, it is a draft; there are comments boxes,	6		page, "DfT oversight of the MCA" and then to
7		track changes $$	7		paragraph 163 {INQ010337/58}.
8	Q.	Thank you.	8		Yes.
9	Α.	— on the document itself.	9	Q.	" DfT had a role in ensuring appropriate systems
L 0	Q.	Approved, in principle then, in February 2023 and as you	10		in place to deliver adequate and effective SAR
L1		say it is an outline business case, but what's the	11		service to respond"
L2		status of that proposal and the approval currently?	12		And then paragraph 164:
L3	Α.	It wasn't taken forward at the time because it wasn't	13		"DfT had formal and informal mechanisms in place to
L4		needed to, ultimately. Border Force determined, in	14		provide oversight and assurance of the MCA's SAR
L 5		discussion with HMCG, that they were best placed to	15		systems; [those included] sponsorship governance
L6		continue operating those assets noting the dual —— you	16		structures and external audits."
L7		know, in effect, a dual importance and role for	17		And you tell us that those mechanisms were effective
L8		Border Force vis—à—vis small boats operations that there	18		in ensuring that DfT had sufficient oversight of
L9		is a broader security and legal immigration concern and	19		His Majesty's Coastguard's performance of its SAR
20		operation that they need to attend to as well.	20		function, as the aspect of the UK arrangements for
21		So that they are able to manage the search and	21		responding to small boats the DfT had an interest in.
22		rescue assets means that they also have an ability and	22		And in particular, you tell us the MCA Sponsorship Board
23		control in that aspect as well.	23		was kept informed the challenges faced by the MCA in
24	Q.	Thank you.	24		relation to small boats.
25	Α.	So it wasn't $$ the outline business case wasn't taken	25		All right. So at 165, you move on to the review of
		53			55
1			1		
1		forward.	1		the risk register and we have just looked at some
2	Q.	forward. It wasn't taken forward. Are there any plans at the	2		the risk register and we have just looked at some extract of the risk register and in particular, the new
2		forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered?	2		the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021:
2		forward. It wasn't taken forward. Are there any plans at the	2		the risk register and we have just looked at some extract of the risk register and in particular, the new
2		forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered?	2		the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021:
2 3 4		forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the $$ the contract operated by Border Force at the	2 3 4		the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the
2 3 4 5		forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So	2 3 4 5		the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register."
2 3 4 5 6		forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG,	2 3 4 5 6		the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean?
2 3 4 5 6 7	A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract	2 3 4 5 6 7	A.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what
2 3 4 5 6 7 8	A. Q.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed.	2 3 4 5 6 7 8	A.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean?
2 3 4 5 6 7 8 9 L0	A. Q.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets	2 3 4 5 6 7 8 9	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant —— met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions
2 3 4 5 6 7 8 9 L0	A. Q.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone	2 3 4 5 6 7 8 9 10	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant —— met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions
2 3 4 5 6 7 8 9 L0 L1	A. Q. A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate.	2 3 4 5 6 7 8 9 10 11	A.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant —— met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those
2 3 4 5 6 7 8 9 L0 L1 L2 L3	Q. Q.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity?	2 3 4 5 6 7 8 9 10 11 12	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to
2 3 4 5 6 7 8 9 10 11 12	A. Q. A. Q. A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes.	2 3 4 5 6 7 8 9 10 11 12 13	A.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to
2 3 4 5 6 7 8 9 L0 L1 L2 L3 L4 L5	A. Q. A. Q. A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you.	2 3 4 5 6 7 8 9 10 11 12 13 14	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board.
2 3 4 5 6 7 8 9 L0 L1 L2 L3 L4 L5	A. Q. A. Q. A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that
2 3 4 5 6 7 8 9 L0 L1 L2 L3 L4 L5 L6 L7	A. Q. A. Q. A.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Q. A. M.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is quarter past 11, so	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately. That's where you get the column in the right saying:
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 18 19 19 19 19 19 19 19 19 19 19 19 19 19	Q. A. M.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is quarter past 11, so R ROSS CRANSTON: Yes, I am just wondering —— are you	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately. That's where you get the column in the right saying: this is the activity that's going on against those
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Q. A. M.	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is quarter past 11, so	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately. That's where you get the column in the right saying: this is the activity that's going on against those risks. And that was absolutely the case in relation to
2 3 4 5 6 7 8 9 L0 L1 L2 L3 L4 L5 L6 L7 L8 L9 20	A. Q. A. MS	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. SLE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is quarter past 11, so R ROSS CRANSTON: Yes, I am just wondering —— are you	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately. That's where you get the column in the right saying: this is the activity that's going on against those
2 3 4 5 6 7 8 9 L0 L1 L2 L3 L4 L5 L6 L7 L8 L9	A. Q. A. M. SIII	forward. It wasn't taken forward. Are there any plans at the moment for that decision to be reconsidered? So the —— the contract operated by Border Force at the moment comes to an end at the end of this year. So there are already discussions ongoing between DfT, HMCG, Home Office and Border Force as to how that contract should be renewed. All right. Thank you. With, again, the most important thing being those assets are needed for search and rescue capability, someone must operate. There has to be continuity? Yes, yes. S. LE FEVRE: Thank you. Chair, I have about another half an hour. I am happy to continue and finish my questions, or it is quarter past 11, so R ROSS CRANSTON: Yes, I am just wondering —— are you happy to continue?	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	Α.	the risk register and we have just looked at some extract of the risk register and in particular, the new entry in November of 2021: " Sponsorship Board regularly [reviewing] the risk register." What does a regular review, in that context, mean? We know, as a board, it meant — met quarterly, but what did regular review of the risk register mean? So it meant that there was a formal review at that quarterly board, but depending on actions, that actions would be followed up. If there were any further actions in relation to mitigating or looking closer at those risks or indeed, generally — I think it is important to say generally — the highest risks were attended to outside of the sponsorship board. So the sponsorship was concerned to be assured that the highest risks were being attended to appropriately. That's where you get the column in the right saying: this is the activity that's going on against those risks. And that was absolutely the case in relation to

24

25

well, I think it's important to recognise the senior

level regular interaction between the MCA and the

24

25

about a different topic and that's oversight of the MCA.

You were asked, and you answered questions in your

department as well, that acted as sponsorship, which was, at the time, twice a week discussions between director, maritime DfT and the chief executive MCA. The chief exec and the executive directors, regular meetings with the director general and then indeed, the meetings that the chief exec, and on occasion exec, had with minister for aviation maritime security as well or indeed, with the permanent secretary.

So the Inquiry has received papers -- evidence $\,$ demonstrating when the chief exec raised issues -- the small boats issue with the minister, for example, or when that was discussed with the director general. But certainly, on a twice weekly basis, director maritime and chief exec MCA discussed matters of concern. For us as a department, ensuring that we are properly holding the MCA to account meant that the risks that were high on the risk register were discussed and brought up and -- and that we were assured they were being attended to appropriately.

- 20 Q. Thank you.
- 21 A. And that was the case.
- 22 Q. Just to push you a little further on this --
- 2.3 A. Yes

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

1

2

3

5

6 7

8

9

10

12

13

2.0

21

2.2

2.3

2.4 $Q. \ --$ because you told us this is this sponsorship board 25 that's particularly responsible for the oversight

57

function and that part of its work was the regular review of the risk register and we have looked at that November 2021 entry in the risk register.

You have given us examples, at the end of that paragraph, paragraph 165, of the sponsorship board having considered the issue of small boats and the three documents that you refer us to, at the very end of that paragraph, are respectively, notes of October 2022, August 2020, and 2019, I think.

Sorry, 23 November 2021. 23 November 2020.

11

- Q. My question to you is: where is it that we see the sponsorship board considering the November 2021 entry?
- A. So, the minutes -- I think the minutes throughout don't 14 15 necessarily records all the discussion of each risk. 16 But the highest risks, in my experience, from -- on 17 occasions where I attended the sponsorship board and 18 similar meetings, the highest risks were discussed and 19 gone through.

I think there are examples where in the documents that say the sponsorship board looked at the small boats risk, but I appreciate it wasn't in relation to that November '21, I don't think.

2.4 Q. It is the November 2021 entry which is a new and high 25 red-rated risk

1 A. Yes

Specifically arising because of the small boats issue. 2

3 And the documents that you have confirmed that you have provided to us through the witness statement don't touch

4 5 on or incorporate reference to that entry in the risk

register. 6

7 A. Yes. So I was not at that meeting, unfortunately, but 8 from my experience, as I say from being at the 9 sponsorship board and meetings similar, I would -- I am 10 assured that the sponsorship board that met after the 11 entry of that risk, looked at that risk as a high risk, 12

a new entry. Those are two reasons a risk would be 13 looked at and considered by the board

I think it would be a limitation in the minute 15 rather than anything else that that was not recorded. 16 And I know from the experience and working with the 17 chief exec. Brian Johnson, Maritime Director at the time 18 and with Director Coastguard, Claire Hughes at the time, 19 that this was an issue that was discussed at the highest

2.0 level, at the highest appropriate sponsorship

21 accountability, meetings like the sponsorship board.

22 Q. Thank you. You next refer us to, as part of the 23 assurance work, deep dive meetings, yes?

2.4

14

25 You pick this up at paragraphs 166 and following.

59

1 A Yes

9

 $\mathsf{Q}.\ \mathsf{I}$ think it's right that you identify a sole deep dive 2 3 meeting at which the small boats issue was canvassed or discussed, ves?

A. In relation to sponsorship, the sole deep dive meeting, 5 6 yes. Yes, noting -- I think as you went to on those 7 other papers that I think it's August and December 2020 8 and then September and November '22 that the sponsorship

board took papers on -- on small boats. 10 But yes, I think this is the sole one describes 11

12 Q. Thank you. You move on to tell us about the MCA's 13 internal systems reviewing and reflecting on SAR 14 arrangements. You pick that up at page 59 and 15 paragraph 169 and following, {INQ010337/59} and of 16 course, the Inquiry heard from Matthew Leat yesterday, 17 a programme of ongoing self improvement, regular peer 18 reviews of changes in process, internal reviews in 19 relation to serious incidents with, if appropriate, 2.0 elective peer review of those internal reviews.

21 Is that what you are referring to when you talk of 2.2 the MCA's internal systems for reviewing and reflecting 23 on its SAR arrangements?

2.4 Yes. Yes. There are -- if I just pause and read for 25 a moment.

60

3

4

5

6

7

8

9

10

11

12

- 1 Q. Of course.
- A. (Pause)
- 3 Yes, it is -- it is an organisation where, in terms 4 of search and rescue for HMCG training, exercising is
- 5 very important, learning lessons is very important and
- they go about that and attend to that with a degree of 6
- seriousness. There are other accountability or checks
- in terms of reviewing and learning lessons in relation 8
- 9 to the IIIC code that I describe --
- 10 Q. I will come to that.
- 11 A. -- later, but I think, yes.
- 12 Q. Yes, but that's -- have I fairly summarised the internal 13 systems that you are referring to in this paragraph?
- 14
- 15 Q. You tell us that the DfT isn't directly involved in
- 16 those review or inspection systems, but you are aware of 17
- 18 A. Correct, there are lots of reviews and inspections into
- 19 various different incidents that, you know, whole of the 20 UK search and rescue, for example our search and rescue
- 2.1 capability and responses is involved in and we generally
- 22 don't see all of them. But in relation to small boats
- and the 24 November '21, that being a very, very 2.3
- 2.4 important incident we, of course, were in close contact
- and close discussion with them on that.

- 1 Q. Thank you. You move on, at paragraph 170 still on
- 2 screen, to the MCA board, {INQ010337/60}. That's
- 3 different to the sponsorship board, that's right, isn't
- 4
- 5 A. Yes
- Q. And its functions, you explain, is the highest 6
- 7 $\ decision-making\ corporate\ management\ group\ in\ the\ MCA.$
- You tell us, through your witness statement, that it 8 9 occasionally receives high-level briefings, relevant to
- 10 the small boats issue, is that right?
- 11 A. Yes. It has on occasions, yes. Yes.
- 12 Q. And is that another layer that you refer the Inquiry to
- 13 in respect of assurance and supervision of the work of the MCA? 14
- A. It is, absolutely. So, I mean, it is notable that the 15
- 16 MCA's executive agency -- a key part of its -- of
- 17 accountability on its objectives and performance comes
- 18 about through that structure of the MCA board and its
- 19 non-executive directors and non-executive chair. That
- 2.0 is a -- you know, it's not necessarily a normal setup, 21 but it is a setup important to the MCA and by
- 2.2 consequence, HMCG, in order to give another layer of
- 23 accountability and check and balance
- 2.4 Q. Thank you. And I think the example of a briefing that
- 25 you have given the Inquiry appears at {INQ008042/1},

a monthly chief executive report dated 23 July 2020 and at paragraph 2, the issue of migrants crossing the Channel and the increase -- the dramatic increase in

I think this is the only point in this report that picks up the particular issue, and the paragraph

their numbers is referred to

"The solution remains very unclear ... it should be noted that, were the 3 Border Force cutters to focus only on interception outside SOLAS, there is not the lifeboat capacity to deal with the numbers of migrants crossing the channel.'

13 Yes, I think this is an example of a note pulled 14 together, a chief executive report -- the chief 15 executive, as I understand it, will have spoken to this 16 note, so may have elaborated. Noting the date,

17 of July 2020 when the numbers are first increasing, 2020 18 when the numbers are first increasing.

19 I think that is the context for the chief 20 executive's language here in -- in this note.

2.1 Q. Thank you. You move on then -- and back to your witness

22 statement please, at paragraphs 174 and following,

23 page 61 $\{INQ010337/61\}$, to tell us of the departmental 2.4 review of the MCA, yes?

25

63

Q. And at paragraph 174, you tell us that: 1

2 "[The department] conducts reviews of the MCA in

3 line with Cabinet Office's guidance [on] 'Tailored

Reviews: Guidance on Reviews ... Public Bodies' ... In the period immediately prior to 23-24 November 2021, DfT 5

was in the process of undertaking what it referred it as 6

7 a light-touch departmental review of the MCA ... sought

8 to provide assurances that the organisation was well run

9 with good governance and assurance, and strong

10 leadership; and that [it] was carrying out its functions

11 efficiently and effectively."

12 Yes?

13 A. Yes, yes that sometimes referred as tailored review, the 14

departmental review --

15 Q. Thank you.

18

20

21

2.2

23

2.4

25

16 A. -- was underway at that point.

17 Q. And paragraph 175 you produce the report. We will look

at it in just a moment. But you finish that paragraph

19 by saying that:

> "This review provided assurances to DfT that MCA was carrying out its wider operational duties effectively and efficiently, while also making recommendations for

And you say that that report was never actually finalised or published; yes?

7

1 A. That's correct. So it was -- that report was interrupted by, 3 in 2020, Covid, unfortunately. The work was done and 4 progressed through to a written report, the -- the 5 document that -- provided to the Inquiry and recommendations were made. 6 7 When HMCG and DfT sponsorship came back around to considering the recommendations of that report and 8 9 discussion in 2021 about -- the discussion in 2021 was 10 about what has not -- what has been implemented, what 11 has not yet been implemented, but remains relevant. And 12 given that a period of time had gone past, it was 13 determined that it wouldn't be relevant to publish the 14 report because a number of recommendations had been 15 implemented or had been overtaken by --Q. I see. 16 17 A. -- by events. 18 Q. So this report is of a type that would typically be 19 20 2.1 Q. Can we look at it then, please, $\{INQ008152/1\}$. Thank 22 you. This is the report you have produced, is that 2.3 right? 2.4 A Yes 25 Q. It's got a date at the foot of it, November 2021.

A. Yes. 1

2

3

7

8

9

10

13

14

15

16

Q. It's a departmental review. If we move on, please, to paragraph 1 on the next page, {INQ008152/4}, thank you, telling us the executive summary of the report.

5 Can we go to paragraph 3, please. I am so sorry, in 6 the centre of that page:

> '... Terms of Reference ... approved ... in 2018 ... in relation to accountability and governance ... the relationship with the Department only. It did not go as far as examining efficacy and efficiency."

11 Do you see that?

12 A. Yes. Yes, I do see that.

> Q. So when, in your witness statement, you told us that the purpose of this review was to give assurance that, in fact, the MCA was operating efficiently and effectively. that's exactly what this review didn't look at, is that

17 right?

18 A. It -- yes, I hadn't seen or -- I hadn't realised this 19 sentence in itself . I think when you look at the report 2.0 itself, when it looks at accountability and governance 21 structures. it -- and recommendations around how those 2.2 accountability and governance structures can be

23 improved, I think that must go to a point of -- it's

2.4 making -- you know, aiming to make things more

25 efficient, but I appreciate that sentence there.

66

1 Q. Well, it's the sentence and a sentiment that is reflected elsewhere in this review. In fact, the report 3 appears to be going out of its way to say it's not 4 examining and isn't a review of efficiency or 5 effectiveness.

> Do you think your witness statement might require a degree of reflection on that particular point?

8 A. Can you just take me to the witness statement?

9 Q. Yes, of course. So we will go -- let's just stay -- to 10 your witness statement, or do you want to look elsewhere 11 in the report?

12 To the witness statement. I just wanted to see how 13 I had described it in my witness statement.

14 Q. Yes. Paragraph 175:

15 "This review provided assurances to DfT that MCA was 16 carrying out its wider operational duties effectively 17 and efficiently ... "

18 Do you see that?

19 A. Yes

21

20 Q. And, at the end of paragraph 174:

" ... the MCA was carrying out its functions

22 effectively and efficiently."

23 What I am asking about, Mr Driver, is the apparent 2.4 disconnect between those sentences in your witness 2.5

statement and what the report appears to be at pain to

1 stress --

2. A. Yes

3 Q. -- that's exactly what it wasn't doing.

A. Yes, I appreciate that. I -- I -- I suppose I don't 5 quite see the -- the exact aim of the statement within 6 the report of: this does not look at efficiency and 7

effectiveness, in that it was a departmental review that

8 made improvements, suggestions as to how various

9 different aspects of the relationship, accountability 10

sponsorship could be improved. And to my mind, I think, 11 that would also equal making it more effective and more

12 efficient though.

13 Q. All right. Thank you. Well, let's go back to

{INQ008152/4}. If we can still stay on that first page. 14

15 You see those two bullet points immediately beneath 16 the bullet point we have just been looking at?

17 A. Yes

18 Q. "It is important to note the following.

19 "[That] the MCA will undergo a full review next 2.0 year ... which will consider governance, accountability, 21 effectiveness and efficiency.'

2.2 And that's 2022. Did that review take place? It's 23 not produced in your witness statement.

2.4 No it -- it didn't take place. So this is a fuller

25 Cabinet Office review. Let me just read the reference

1 here. One moment. of ... review [this review], a considerable number of 2 MCA KPIs were focused on business-as-usual activities or 3 Yes, so I believe this is a reference to Cabinet 3 hygiene factors, thereby limiting the ability to provide a robust view for MCA outcomes and progress against 4 Office led. Cabinet Office timetabled review programme 4 and that review did not take place. It is referring to 5 5 Ministerial priorities ." it being planned for 2022. Am I reading that correctly Yes? 6 6 to your understanding? 7 A. Yes, I think that -- I mean, we looked at a published 8 document of MCA's KPIs and that is unusual. I don't 8 Q. That's my understanding 9 A. Yes. So whilst that did not go ahead, there certainly 9 publish my KPIs and most don't. So I think that that 10 10 was a lot of activity from a sponsorship and is -- I'm not hugely familiar with this aspect of 11 accountability improvement point of view. So instead, 11 improvement, for reference, but I gather that it is 12 12 the director general put together an internal making that point that public-facing KPIs don't 13 departmental review, which I think occurred in the 13 necessarily get into the nitty-gritty. Q. Well, if it helps -- and I am not going to push you much 14 beginning of 2023 14 15 So -- sorry, the -- the point I opened with, 15 further on this -- but it is at page 35 of this same 16 I think, that that is a Cabinet Office agenda and 16 review, {INQ008152/35} that the report authors set out 17 timetabling of the review. It did not go forward by the 17 the analysis that underpinned that finding and that 18 Cabinet Office. So --18 recommendation. 19 19 Q. That was just my question, was whether that actually 20 happened or whether it didn't happen. We haven't seen 20 Q. You will see key findings, indicating a need for greater 2.1 21 sponsor input to the agreement of objectives, greater 2.2 A. No 22 collaboration between the MCA and its sponsor in 2.3 Q. And you are telling us it didn't happen? 23 mutually agreeing submissions to ministers: 2.4 2.4 A. Yes, it didn't happen, so I appreciate instead there was "MCA's performance reporting could be more rigorous subsequent activity when that didn't go ahead. Notably, 2.5 and provide a clearer view and reflection of the 1 an internal review asked for by the director general --1 progress [the] MCA has delivered. 2. Q. Thank you. 2 "Due to the considerable number of KPIs and other 3 A. -- in 2023. 3 measures, it is difficult to know which are high Q. I would like to look with you at the recommendations priority . Some are business-as-usual activities which 5 table that resulted from this review. You have referred 5 do not merit KPI status." to it already. It starts at page 8 of the report, 6 So that's the analysis of the report that underpins 6 7 7 {INQ008152/8}. the recommendation, do you see that? 8 8 Table of recommendations. "Form and Function": A. Yes. Yes, I do, yes. 9 9 Q. And you tell us, helpfully, through your witness ... MCA functions [recommendation 1] are critical 10 to government and in its current form as an Executive 10 statement that this review, report was noted and was Agency of DfT (noting this review did not cover efficacy 11 11 discussed by the MCA board. You tell us 12 and efficiency) ... " 12 in October 2021. Can we have {INQ008153/1}, please. 13 13 And referring again to those aspects being for Those should be the minutes of that meeting. And we can see, do you see starting at paragraph 3 reference to 14 14 review the following year. 15 15 Can we turn on to recommendation 6. please. I think that tailored review? 16 that is a couple of pages further on, please. Thank 16 A. Yes 17 Q. Now just called the DfT review of the MCA. 17 you, {INQ008152/9}. There's a recommendation here that 18 there should be alignment between its key performance 18 If we look over onto page 2 of this document, 19 indicators and its objectives in the annual business 19 please, $\{INQ008153/2\}$, we can see -- it's referred to 2.0 2.0 plan and we have looked at the KPIs for 2021 to 2022: here as recommendation 8, so the last but one bullet 21 21 point on that page. This is the response in relation to ... so that it can measure, monitor and manage 2.2 delivery. Differentiating between internal-facing 2.2 key performance indicators. So:

23

2.4

25

23

2.4

25

management information and public-facing key performance

performance in the areas that matter most. At the time

70

indicators may help the organisation to drive

'In response to [that recommendation], we can simply

differentiate in the annual Business Plan between [KPIs]

that are externally - facing or are relevant to the 72

1 internal running of the Agency."

That appears to the Inquiry to be the whole of the response to the DfT's departmental review and its

4 concern about the KPIs and how they were being

- identified and followed up. Do you think this response is a good enough response to the department's analysis?
- 7 A. Well, I can certainly see here that it is only a small
- 8 description —
- 9 Q. Yes.
- 10~ A. -- and mention in a -- a longer -- a longer note. But
- 11 I think it is indicating that there was an approach and
- $12 \hspace{1cm} \hbox{certainly an acceptance of the recommendation, first of} \\$
- 13 all . And that there was a considered approach as to how
- 14 that recommendation should be met. I know though,
- separately, the sponsorship team within DfT and HMCG
- 16 have worked generally on the point about -- on this
- point about ensuring that there is a —— a relevant ——
 a more relevant level of key performance indicator, or
- 19 way of understanding performance indicators separate to
- 20 those that are published.
- 21 I think it goes to the point that I was just getting
- 22 at, that published KPIs don't necessarily get all that
 23 you want —— all what one wants from DfT's point of view
- in terms of holding MCA to account, perhaps because of
- 25 classification or other sensitivity .

73

- 1 I don't that I that, I don't know, but there
- 2 could be several reasons as it why what is described at
- 3 high level in a published document might not be enough
- 4 for a sponsorship relationship between a department and
- 5 its executive agency.
- 6 Q. All right.
- 7 A. And I think that's been a focus in the sponsorship team.
- 8 Q. Thank you. And then the sixth limb —— we can take that 9 off the screen, please. The sixth limb of assurance you
- refer to is the IMO triple C, C audit. Is that?
- 11 A. III C.
- 12 Q. III C, okay. And your witness statement picks this up
- 13 at page 62 and paragraph 177 and following.
- 14 {INQ010337/62}. Mr Leat told us yesterday about the
- 15 III C code and said this is an audit that takes place 16 every five years.
- 17 A. Yes.
- $18\,$ Q. And undertaken by the IMO, is that right?
- 19 A. Yes. So it is the IMO's instruments implementation code
- audit. So the IMO, International Maritime Organisation,
 a UN body. It owns lots of the international regulation
- 22 in relation to in relation to maritime. And the UK,
- being a signatory of various of those instruments, is
- 24 inspected as is every country in a similar position by
- 25 the IMO on a regular basis.

7.

- Q. Thank you. By "regular", Mr Leat is right, is he, every five years?
- 3 A. Yes, yes. I think that is IMO's standard approach --
- 4 Q. Cycle, thank you.
- 5 A. Yes
- 6 Q. Are the audits typically published or not published?
- 7 A. I —— I think not published, but I am not absolutely sure
- 8 on that point. My apologies. Whilst I've seen the
- 9 documentation, as you ask the question, I am not
- 10 absolutely sure, sorry.
- $11\,$ Q. Thank you. You tell us at paragraph 178 that the audit
- was carried out remotely between 14 and 28 October 2021.
- 13 And finalised early in 2022, yes?
- 14 A. Yes, I think remotely is unusual. It was another
- hangover from -- from Covid. So normally, there would
- be a team in the -- the state subject to the assessment,
- $17\,$ so in this case the UK, but in this instance it was
- 18 remote.
- $19\,$ $\,$ Q. Paragraph 180, you tell us that in your estimation, the
- audit process will include a review of the operational
- 21 learning systems MCA have in place for SAR, including
- 22 incident reviews, yes?
- 23 A. Yes. Yes.
- 24 Q. What does the phrase "In my estimation" mean in this
- 2.5 context?

75

- $1\,$ $\,$ A. This was my best language to describe the fact that
- 2 I don't know the detail of the III code audit, but it
- 3 was my understanding -- my understanding, my estimation,
- 4 was that it would include that as an aspect: is this an
- 5 organisation that carries out things like reviews on
- 6 SAR in its SAR function?
- 7 Q. Thank you.
- 8 A. Nothing more than that. My best -- my best effort at
- $9 \qquad \text{appropriate language there}.$
- 10 Q. Best estimation. Not quite --
- 11 SIR ROSS CRANSTON: I am just wondering. I'm just worried
- 12 about the shorthand writer.
- 13 MS LE FEVRE: Yes. Chair. I share the concern.
- 14 I probably have about six or seven more questions
- for the witness, but I can happily break now, if that is
- better for the shorthand writer please.
- 17 SIR ROSS CRANSTON: Okay. Let's just have a short break
- 18 then. In other words, we will be back at noon.
- 19 (11.53 am)
 - (A short break)
- 21 (12.00 pm)

2.0

- 22 SIR ROSS CRANSTON: Yes, Ms Le Fevre.
- 23 MS LE FEVRE: Thank you. Mr Driver, I was about to ask you
- some questions about the III C code audit.
- 25 A. Yes.

- Q. And that is {INQ008173/1}. Now, you have already told us, Mr Driver, this isn't a scheme you are yourself personally closely familiar with, is that fair?
- 4 A. Sorry?
- 5 Q. You are not personally closely familiar with this audit 6 scheme, is that right?
- 7 A. No, I am not. So the scheme is supported when MCA go through this process, the incident is —— is closely involved in supporting them through that and contributes to that, but that is outwith my team and my experience.
- Q. Thank you. Well, I will just look at a very few aspects
 then, with that observation in mind. Can we look at
 page 3 and paragraph 1.1, please. {INQ008173/3}.

We can see there set out what the audit scheme is:

"[An assessment of] the extent to which a Member
State complies with its obligations set out in various
IMO instruments to which it is a Party."

Paragraph 1.3 on the same page, as you have already told us, this was a remote audit taking place over a fortnight . Four auditors drawn from across the world.

And at 1.8, please, just scrolling down, we can see that there are a range of bodies involved in the process. It's not simply the MCA.

24 A. No

14

15

16

17

18

19

2.0

25 Q. Or the department. It is the full spectrum of entities

77

- $\begin{array}{ll} 1 & \quad \text{involved in compliance with those international} \\ 2 & \quad \text{obligations that are being looked at through this audit,} \end{array}$
- 3 is that right?
- 4 A. Yes. ves.

5

6

7

8

10

11

12

13

14

15

16

17

18

19

2.0

21

2.2

2.3

2.4

25

Q. Thank you. At page 17 then, please, {INQ008173/17}, we can see at paragraphs 9.8 to 9.10, the observations and commentary in respect of search and rescue services.

That tells us about the Coastguard Act, it tells us about the network of nine maritime rescue co—ordination centres and so on. That the Coastguard maintain continuous monitoring of its VHF and MF DSC frequencies. It tells us some aspects of the emergency telephone system, distress alerts, the co—ordination of maritime

It tells us some aspects of the emergency telephone system, distress alerts, the co—ordination of maritime search and rescue units. Operated by charitable organisations and the aeronautical SRUs. And then it goes on to comment on the Gibraltar Port Authority and the Port Authority of the Cayman Islands.

At page 22, please, {INQ008173/22} paragraphs 9.43 to 9.45, the auditors make some observations about the processes for evaluation and review. So far as Coastguard's concerned, that's the second two of those paragraphs, conducting regular standards performance reviews. Those sound like the reviews that you have referred us to separately. And an annual programme by an Independent Standards Team.

78

- Do you know anything about the Independent Standards
 Team?
- 3 A. Just give me the --
- $4\,$ $\,$ Q. 9.44, the end of the first sentence, the second line of
- 5 that page —— of that paragraph.
- 6 A. I think the Independent Standards Team are the team that $7 \hspace{1cm} \text{I think Mr Leat described yesterday, yes } --$
- 8 Q. Thank you.
- 9 A. so I'm familiar with them and indeed interacted with 10 them on a regular basis.
- 11 Q. Thank you very much. And then the processes for
- 12 external audit reviews, The UK Government Internal Audit
 - Agency, what's the GIAA, do you know?
- 14 A. So as, as described, the Government Internal Audit
- 15 Agency which as a function its modus operandi is to go
- 16 to Government departments and investigate and audit
- 17 various different aspects of those Government
- 18 departments.

13

- 19~ Q. Do you know what -- when the UK GIAA was last involved
- 20 with Coastguard, with the MCA?
- $21\,$ $\,$ A. I do not know, no. I know that DfT, at departmental
- level, there were a number of audits per year in DfT as
- 23 there will be in every Government department, but
- 24 I don't know when last that was HMCG.
- 25 Q. Thank you. And 9.45, reference to training and

79

- 1 exercises conducted by Coastguard for SAR being
- 2 subjected to operational learning reviews by separate
- 3 teams or independent entities. And is your
- 4 understanding of that paragraph that that refers again
- or reflects Mr Leat's evidence to the Inquiry yesterday;
- 6 internal work to self improve and peer review electively
 - as appropriate?
- 8 A. Yes

7

12

13

9 Q. Thank you. If we move on to the programme for this 10 audit, it starts at page 39 of the document, just to 11 introduce it, {INQ008173/39}.

So this is Annex 1 and the audit programme broken down by session and by day and by participants.

14 It's at page 53 and the afternoon session on 15 page 53, {INQ00817353} that we can see search and rescue

18 15:30 to 5 o'clock in the afternoon and what we know 19 about the methodology for auditing so video calls.

about the methodology for auditing so video calls, documentary review, and a documentary and data review?

21 A. Yes.

22 Q. And just for the sake of completeness, turn back to

page 51, please, $\{INQ008173/51\}$. And we can see there's

a morning session on that day, 11:00 to 12:00, looking

at coastal state activity generally and then review of

1		the policies for implementation and evaluation review	1	I would separately add, which is not a mechanism
2		and improvement. And in the afternoon, an hour's	2	itself , but the MCA is led by a senior civil servant
3		session looking at the safety of navigation systems and	3	chief executive that has $$ is accountable to up through
4		training around that.	4	the line management chain and to the Secretary of State
5		That appears, to the Inquiry, to be the whole	5	for ensuring that they meet the objectives of the
6		programme within this audit that touches on auditing of	6	organisation and all aspects and facets of its business
7		the search and rescue functions within MCA. You may not	7	plan. So that line management function, which is commo
8		feel it possible to comment on that because you are not	8	throughout the Civil Service, means there is a $$ there
9		intimately familiar with the process.	9	is a level there of accountability as well, that the
10		But this is, is this right, the only external	10	function of delegating authority through to that chief
11		auditing, or mandated auditing, to which His Majesty's	11	executive heading up that organisation is common to $$
12		Coastguard through the MCA is and was subject?	12	the function of delegating authority is common to how
13	A.	I will have to say, I am not absolutely sure. MCA and	13	the Civil Service operates and is relevant in this
14		HMCG will be best placed to answer that. I know it is	14	instance in relation to accountability as well.
15		a significant one —	15	MS LE FEVRE: Thank you, Mr Driver.
16	Q.	Thank you.	16	Chair, I have no further questions for Mr Driver.
17	Α.	 — and I am not sure that I know of any others. 	17	SIR ROSS CRANSTON: No. Well, thanks very much for your
18		Then I will put my question that way: it is the only	18	statement and evidence, Mr Driver. I think we might
19	·	external audit to which you have referred us?	19	have to write to the department to fill in some of the
20	Α.	Yes. Separate to peer—to—peer review system, that was	20	gaps, but thank you very much.
21		a feature of the 24 November incident, in that MCA, HMCG	21	A. May — sorry, Chair —
22		were subject —— invited to peer review via US	22	SIR ROSS CRANSTON: I shall write to you.
23		Coastguard. But that is a facility that exists and can	23	(12.12 pm)
24		be used in any aspect or incidents, that peer review	24	(The Inquiry adjourned until 10 o'clock,
25		system.	25	on Wednesday, 26 March 2025)
		-,		,
		81		83
1	Q.	Thank you. We can take that off the screen, please.	1	INDEX
2		For the sake of completeness and within your witness	2	MR JAMES DRIVER (Affirmed)1
3		statement, you also refer us to the work of the MAIB and		Questions by MS LE FEVRE1
4		of course, an independent branch of the DfT and	3	•
5		responsible for investigating marine accidents involving	4	
6		ships —	5	
7	Α.	Mm-hm.	6	
8		—— in UK territorial waters.	7	
9	•	That's a responsive organisation, or reactive in the	8	
10		sense that it only investigates where there is an issue,	9	
11		an accident to investigate, is that right?	10	
12	Α.	Yes, yes.	11	
13		So it's not a proactive system of investigation?	12	
14		No.	13	
15	Q.		14	
16	٦.	completeness in your witness statement, to a range of	15	
17		internal meetings, some of which you have referred us to	16	
18		already in your oral evidence, some of which are minuted	17	
19		and some of which are perhaps not minuted, yes?	18	
20	А	Yes.	19	
21		And is it fair to say that that is now the entire	20	
22	٧.	picture of assurance that you present to the Inquiry on	21	
23		behalf of the DfT, in respect of oversight of the MCA?	22	
24	А	Yes, I think we have covered all the significant levels	23	
25		of assurance, yes, I think that is correct.	24	

84

ability (3) 41:19 53:22 71:3 able (4) 13:2 27:22 51:18 53:21 absolutely (11) 5:24 25:23,25 26:2 36:6 47:6 56:20 62:15 75:7.10 81:13 accept (1) 25:22 acceptance (1) 73:12 accident (1) 82:11 accidents (1) 82:5 according (1) 45:2 account (2) 57:16 73:24 accountability (17) 10:1 15:17 16:6 25:3,22 59:21 61.7 62.17 23 66.8 20 22 68:9.20 69:11 83:9.14 accountable (1) 83:3 accounting (1) 19:17 accounts (2) 16:17,23 accrue (2) 51:7,19 accurate (3) 7:16,18 27:8 accurately (1) 27:7 achieve (1) 41:6 achievement (3) 19:21 21:8,8 acquire (1) 49:3 acquisition (1) 42:7 acronym (1) 50:16 acronyms (1) 30:5 across (5) 11:6 17:11,12 52:14 77:20 acted (1) 57:1 actions (3) 56:10.10.11 active (1) 11:9 activities (3) 40:1 71:2 72:4 activity (7) 40:3,19 46:2 56:19 69:10,25 80:25 actual (1) 29:3 actually (6) 4:21 10:22 35:10 39:17 64:24 69:19 add (4) 5:9 13:8 35:15 83:1 additional (6) 40:17 42:8 43:13,21,22 52:11 adequate (4) 6:5 8:4 26:4 55:10 adequately (1) 16:8 adjourned (1) 83:24 administrations (1) 29:12 advice (3) 11:25 39:18 41:16 aerial (2) 42:1 43:23 aeronautical (2) 18:11 78:15 affirmation (1) 1:6 affirmed (2) 1:8 84:2 africa (1) 12:5 after (3) 32:11 49:8 59:10 afternoon (3) 80:14,18 81:2 afterwards (1) 39:2 again (10) 7:21 9:22 21:17 37:6 48:23 50:7 51:12 54:10 70:13 80:4 against (6) 8:13 20:14 25:20 26:2 56:19 71:4 agencies (5) 11:5 29:7,20 30:2.17 agency (13) 13:24 14:12.20 15:7,18 19:20 29:16 62:16 70:11 73:1 74:5 79:13.15 agenda (2) 23:23 69:16 ago (3) 5:23 6:3 47:17 agreed (2) 16:13 53:3 agreeing (1) 71:23 agreement (12) 13:21.23 14:7 40:12,15 41:6,12,23 42:5 44:5,6 71:21 ahead (3) 53:5 69:9,25 aim (2) 29:9 68:5 aiming (1) 66:24 aims (1) 33:17 alert (1) 18:14 alerts (1) 78:13 alignment (1) 70:18 alongside (1) 32:23 already (14) 15:2 22:16

47:21.22 48:5 54:6 70:6 assure (1) 36:5 77-1 18 82-18 assured (3) 56:16 57:18 also (9) 12:25 13:8 24:3,22 59:10 49:5 53:22 64:22 68:11 asylum (1) 32:17 82.3 attached (1) 26:20 alternative (1) 41:4 attend (3) 32:21 53:20 61:6 although (4) 30:21 35:14,15 attended (9) 15:20,23 32:22 49:6 35:3,4 56:14,17 57:18 always (2) 4:3 27:13 58:17 amber (1) 45:1 audit (19) 74:10,15,20 amended (1) 7:13 75:11.20 76:2.24 analysis (3) 71:17 72:6 73:6 77:5.14.19 78:2 annex (1) 80:12 79:12.12.14.16 80:10.12 annual (5) 16:16,23 70:19 81:6,19 72:24 78:24 auditing (4) 80:19 81:6,11,11 another (5) 52:19 54:16 auditors (2) 77:20 78:19 audits (3) 55:16 75:6 79:22 62:12,22 75:14 august (3) 14:2 58:9 60:7 answer (2) 2:15 81:14 answered (1) 54:25 authority (4) 78:16,17 answers (1) 34:10 83:10.12 anticipate (1) 24:21 authors (1) 71:16 anything (4) 5:9 24:10 59:15 autumn (1) 36:24 79:1 availability (3) 31:6 40:6 anywhere (1) 28:9 52:23 apologies (2) 19:11 75:8 available (4) 2:3 19:4 27:20 apparent (1) 67:23 29:15 appears (5) 62:25 67:3,25 aviation (7) 3:2 9:7 15:20 73.2 81.5 17:25 41:10 44:1 57:7 applied (1) 20:16 avoided (1) 27:21 aware (5) 11:23 36:1 41:14 apply (1) 45:12 appreciate (4) 58:22 66:25 46:23 61:16 68:4 69:24 awareness (2) 40:23 43:22 approach (3) 73:11,13 75:3 approached (4) 12:22,23,25 13.14 appropriate (10) 8:3 11:21 back (13) 10:12 18:4,6 48:9 50:20 52:25 55:9 59:20 60:19 76:9 80:7 appropriately (3) 52:20 56:17 57:19 approval (2) 49:24 53:12 approved (3) 49:9 53:10 66:7 april (2) 14:11 47:24 area (4) 3:24 20:6 29:22 35:5 areas (3) 5:13 8:9 70:25 arent (1) 4:22 arise (1) 16:5 arising (2) 40:9 59:2 around (9) 11:23 28:10 33:23,24 46:11 53:2 65:7 66:21 81:4 arrangements (6) 7:12,25 22:7 55:20 60:14.23 arriving (2) 26:24 33:9 ask (13) 3:8,13 13:19 22:22 28:21 31:2 38:23 42:22 47:19 51:17 54:23 75:9 76:23 asked (7) 13:12 31:5 32:21 33:24 34:14 54:25 70:1 asking (2) 32:2 67:23 aspect (10) 25:13 28:2.12 34:1,3 53:23 55:20 71:10 76:4 81:24 aspects (10) 6:1 22:23

48:1.6 68:9 70:13 77:11

assessment (3) 44:22 75:16

asset (3) 27:20 28:11 52:5

29:2.2.2.5.8.15 30:23

31:6,8,10 36:25 37:16

40:6.18 42:1.8.17.25

43:12.13.23 44:1 48:21

49:4.11 50:1.9 51:3.8.20

52:9,11,15,24 53:16,22

21:13,14,18,20,24 55:2,14

59:23 62:13 64:9 66:14

assurances (3) 64:8,20 67:15

assets (39) 26:15 27:5

78:12 79:17 83:6

assess (1) 18:22

assessed (1) 55:2

77:15

54:10

assist (2) 13:2 29:4

74:9 82:22.25

assurance (14)

19:12,14 21:10 34:12 42:4 63:21 65:7 68:13 76:18 80:22 background (5) 8:13 24:13 49:22 50:5,6 balance (1) 62:23 based (3) 2:1 29:22 36:10 basis (7) 2:18 15:19 20:1 35:1 57:13 74:25 79:10 became (3) 2:19 52:10,14 become (1) 46:1 becomes (1) 43:5 before (2) 2:20 17:22 beforehand (1) 36:11 begin (1) 35:16 beginning (2) 22:4 69:14 behalf (1) 82:23 being (23) 13:12 18:14,14 22:25 33:13.18.24 36:18 37:16 43:15 47:10 52:22 54:10 56:17 57:18 59:8 61:23 69:6 70:13 73:4 74:23 78:2 80:1 believe (6) 16:18,18,18 19:10 32:22 69:3 beneath (1) 68:15 benefit (2) 51:15 52:12 benefits (2) 51:6,18 best (18) 2:14 4:5 13:8 25:9 27:20 28:6.10 30:18 35:22 41:5 42:20 52:20 53:15 76:1,8,8,10 81:14 better (4) 27:20 33:3 38:20 76:16 between (14) 22:9 35:3 38:10 42:21 54:6 56:25 57:2 67:24 70:18.22 71:22 72:24 74:4 75:12 beyond (1) 51:14 bigger (1) 46:19 bit (2) 7:3 22:23 board (33) 7:6,9,17 15:12,14,15,16 19:25 20:4,5,22 21:5 49:1 55:22 56:4 7 10 15 23 57:24 58:5.13.17.21 59:9,10,13,21 60:9 62:2,3,18 72:11 boards (1) 22:17 boat (2) 40:3 50:21

boats (48) 2:18 3:10.19.22 4:4.7.15 5:17.20.25 6:8.22 7:23 8:1 10:14.17.19 12:11.13.14 13:11 23:6 24:2 25:8 30:15.18 32:16 34:21 35:7 40:2 41:2 46:10 48:2 49:12 50:3 52:18 53:18 55:21,24 56:21 57:11 58:6,21 59:2 60:3,9 61-22 62-10 boatsrelated (1) 8:17 hodies (2) 64:4 77:22 hody (2) 2:1 74:21 bold (1) 24:23 border (38) 6:1,2 12:15,18,19 13:1,9,13 23:17 25:11 26:15 27:1 29:10 30:16 32:18 33:4.9 35:24 40:1 42:18 19 21 43:7.16 48:6.8.16 50:8.22 52:8,21 53:2,4,14,18 54:4,7 63:9 borders (1) 4:5 both (4) 9:15 35:5 40:1 50:5 bottleneck (6) 32:14 33:2,7 34:2,17 40:24 bottom (3) 15:9 22:19 55:5 hoves (1) 53:6 branch (1) 82:4 breadth (1) 18:2 break (3) 76:15,17,20 brian (1) 59:17 brief (1) 21:15 briefing (6) 23:23,24 24:1 26:10 27:15 62:24 briefings (1) 62:9 briefly (1) 47:19 bring (2) 30:11 49:6 british (2) 11:18,18 broader (1) 53:19 broken (1) 80:12 brought (1) 57:17 built (3) 36:8,13 38:18 bullet (10) 22:5,18 24:13 27:6.16 40:12.25 68:15.16 72:20 bullets (1) 47:16 business (15) 16:2,3 21:20 49:10,10,19 51:9,16 53:1,5,11,25 70:19 72:24 83:6 businessasusual (2) 71:2 72:4

c (6) 74:10,10,11,12,15 76:24 cabinet (10) 23:4 32:19 33:21 34:9 64:3 68:25 69:3,4,16,18 caesar (2) 43:20 44:4 called (2) 29:19 72:17 callous (1) 39:5 calls (1) 80:19 came (6) 12:11 28:23 37:25 43:20 49:8 65:7 cant (3) 45:7 49:6 51:14 canvassed (1) 60:3 capabilities (3) 37:25 40:23 capability (24) 26:22 28:3 31:10 32:3 33:25 34:6 35-19-20-25-36-2-25 38:6.13.22 41:21.24 42:13,14 46:16,19 47:13 52:6 54:11 61:21 capacity (5) 2:13 21:5 32:1 36:19 63:11 carried (1) 75:12 carries (3) 9:25 24:15 76:5 carry (1) 42:5 carrying (4) 64:10,21 67:16,21 cases (1) 18:18 cayman (1) 78:17 cease (1) 26:14

ceasing (1) 52:17 central (1) 12:12 centre (5) 27:4 28:20,23 30:1 66:6 centres (1) 78:10 chain (3) 31:14 34:12 83:4 chains (1) 9:2 chair (5) 54:16 62:19 76:13 83:16,21 chaired (1) 15:19 challenge (1) 4:18 challenges (1) 55:23 changes (3) 19:21 53:7 60:18 channel (8) 24:2 46:2 50:1,13,21 51:2 63:3,12 charitable (1) 78:14 check (1) 62:23 checkins (1) 21:25 checks (1) 61:7 chief (12) 57:3.4.6.10.14 59:17 63:1,14,14,19 83:3,10 civil (7) 1:23 2:17 9:17 35:4 83:2,8,13 claire (4) 31:17,19 35:4 59:18 claires (2) 34:21,23 clarification (1) 27:7 classification (1) 73:25 clear (4) 36:7 37:3 41:20 44:11 clearance (1) 14:2 clearer (1) 71:25 close (2) 61:24,25 closely (5) 9:3 34:20 77:3.5.8 closer (1) 56:12 coalesced (1) 33:23 coast (1) 12:5 coastal (1) 80:25 coastguard (32) 6:22 13:24 14:16 18:15 19:4 28:1 31:12,18,19,21 36:19 37:10 40:16.21 41:3 42:25 47:7 48:2.22 49:2.3 50:13 51:7.19 52:21 59:18 78:8,10 79:20 80:1 81:12,23 coastguards (2) 55:19 78:21 cobra (1) 33:15 code (5) 61:9 74:15,19 76:2.24 collaboration (1) 71:22 column (3) 45:7 46:6 56:18 columns (1) 45:7 come (9) 7:2 17:17 21:10 23:19,22 25:20 32:15 38:15 61:10 comes (5) 40:11 46:14,21 54:5 62:17 coming (5) 30:2 38:19 46:17 52:10.13 comment (2) 78:16 81:8 commentary (1) 78:7 comments (1) 53:6 commercial (8) 11:13,16,24 12-4 27-19 25 28-7 49-25 common (4) 33:14 83:7.11.12 communicating (1) 35:1 communications (1) 80:16 community (1) 11:22 completeness (3) 80:22 82:2,16 complexity (1) 44:9 compliance (2) 18:22 78:1 complies (1) 77:16 concept (1) 17:13 concern (9) 33:7.11 34:22 36:2 37:24 53:19 57:14 73:4 76:13

concerned (3) 2:22 56:16

concerns (4) 5:25 16:4 35:7

78:21

46:11

concludes (1) 63:7

conditions (1) 24:20

conduct (2) 18:23 50:20 conducted (1) 80:1 conducting (1) 78:22 conducts (1) 64:2 confirm (1) 14:15 confirmed (2) 26:21 59:3 consecutive (1) 40:4 consequence (1) 62:22 consider (4) 20:12 39:15 43:1 68:20 considerable (2) 71:1 72:2 consideration (2) 41:3 50:7 considered (9) 3:23 10:14 20:21 27:24 28:2,12 58:6 59:13 73:13 considering (6) 5:8 35:19 39:7 43:3 58:13 65:8 considers (1) 15:25 constituent (1) 30:13 consultation (1) 42:18 contact (3) 22:12 56:21 61:24 contacts (3) 13:9,14 15:4 contains (1) 36:23 context (11) 4:10 13:4 17:11 24:4 25:1 28:17 32:8,11 56-6 63-19 75-25 contextualise (1) 17:18 continue (9) 24:21 40:3,18 52:15 53:16 54:17.20.21.22 continued (2) 13:6.16 continuity (1) 54:13 continuous (1) 78:11 contract (5) 52:17,18,23 54:4.7 contribute (1) 5:1 contributes (1) 77:9 contribution (1) 8:9 control (1) 53:23 conversation (1) 23:18 cooperation (1) 28:20 coordinate (1) 27:22 coordinated (1) 30:25 coordinating (2) 27:5 30:3 coordination (5) 27:3 28:23,25 78:9,13 core (4) 3:24 16:14 29:23 50:25 coronavirus (1) 19:3 corporate (1) 62:7 correct (11) 1:12.17 3:7 9:25 14:14 19:9 44:13 45:14 61:18 65:1 82:25 correctly (1) 69:6 correspondence (1) 31:3 counter (1) 12:4 countered (1) 12:20 countering (1) 12:3 country (2) 28:10 74:24 couple (3) 39:1.15 70:16 course (15) 4:16 15:23 20:21 23:14 26:3 28:14 39:13 48:2,13 51:12 60:16 61:1.24 67:9 82:4 courts (1) 41:11 cover (2) 16:14 70:11 covered (1) 82:24 covering (1) 18:2 covid (2) 65:3 75:15 cranston (9) 1:3,10 54:19,22 76:11,17,22 83:17,22 create (1) 3:20 created (1) 32:13 crime (1) 11:10 crip (7) 32:3,5 33:13,20 34:1.8 36:14 critical (4) 32:12.20 39:9 70:9 crossgovernment (3) 5:3,18 crossgovernmental (1) 22:24 crossing (5) 6:8 24:2 46:2 63:2.12

crosswhitehall (2) 22:24 23:3 current (2) 45:10 70:10 currently (3) 26:13 45:22 53:12 cutters (2) 33:9 63:9 cycle (1) 75:4

d (1) 84·1 dan (4) 29:24 30:11,12 43:7 data (2) 51:3 80:20 date (5) 14:5 40:5 48:14 63:16 65:25 dated (8) 1:15 13:24 14:2 37:10 38:24 39:22 45:19 63:1 day (5) 31:24 32:11,13 80:13.24 days (4) 39:2,15,18 40:4 daytoday (2) 2:18 34:25 deal (4) 3:16 37:3 42:12 63:11 december (8) 1:15 37:2,14 39:22 41:18 43:8 50:6 60:7 decided (1) 53:3 decision (1) 54:3 decisionmaking (1) 62:7 decisions (1) 25:22 declared (2) 18:14 32:12 deep (4) 59:23 60:2,5,11 deeply (1) 6:7 degree (3) 42:9 61:6 67:7 delegating (2) 83:10,12 deliver (3) 8:4 40:19 55:10 delivered (1) 72:1 delivering (1) 5:21 delivery (2) 8:11 70:22 demain (1) 11:9 demonstrating (1) 57:10 department (41) 1:19,21,24 2:12,14 3:10 4:16 5:16 6:10.21 7:1.4.23 8:2.16 10:5 11:12.13.15 12:16 13:22 14:12,25 15:1,8,17,21 16:6,13 22:9 26:6 37:9 49:9 57:1,15 64:2 66:9 74:4 77:25 79:23 83:19 departmental (11) 5:19 7:1 25:2 63:23 64:7.14 66:2 68:7 69:13 73:3 79:21 departments (12) 5:1.2 7:22 11:5 12:16 29:7 30:17 33:20,21 73:6 79:16,18 depending (1) 56:10 deputy (1) 31:21 describe (3) 28:19 61:9 76:1 described (9) 11:1 25:19.20 34:18 47:15 67:13 74:2 79:7,14 describes (3) 4:13 22:13 60:10 describing (1) 49:18 description (4) 36:7 39:6 46:14 73:8 designated (1) 26:24 despite (3) 25:9 34:2.17 detail (7) 7:3 10:10 18:8 27:15 41:19 51:14 76:2 determine (4) 20:13,19 42:12 47:15 determined (4) 2:14 52:8 53:14 65:13 develop (2) 38:21 49:24

Opus 2 Official Court Reporters

25:20 36:8 43:20 44:19

developing (2) 40:22 53:5

52:6

crossings (5) 24:6 25:8 34:7

40:4 50:21

devolved (1) 29:11

development (3) 35:17 41:4

dft (38) 2:5,8 3:19 5:19 6:13

9:19.23 10:15 22:9 24:24

25:10 32:22 35:22 22 36:1

55:6,9,13,18,21 57:3 61:15

64:5,20 65:7 67:15 70:11

72:17 73:15 79:21.22

38:6.10 44:5 48:22 54:6

dfts (4) 3:24 4:10 73:3,23 diary (1) 35:9 didnt (6) 66:16 68:24 69:20.23.24.25 difference (1) 42:13 different (12) 20:13 21:7 22:13 30:23,23 36:23 45:7 54:24 61:19 62:3 68:9 79:17 differentiate (1) 72:24 differentiating (1) 70:22 difficult (1) 72:3 direct (4) 2:1 9:19.23 42:4 direction (1) 7:11 directly (3) 2:24 3:5 61:15 director (19) 2:24 3:1 8:25 15:8,19,21 29:24 30:12 31:19 47:6 49:1 57:3 5 12 13 59:17 18 69:12 70:1 directorate (5) 9:5,6,11,14 17:16 directorates (1) 14:17 directors (2) 57:4 62:19 discharge (1) 6:15 disconnect (1) 67:24 discrete (1) 38:23 discuss (2) 20:6 23:5 discussed (10) 20:22 25:20 33:13 57:12,14,17 58:18 59:19 60:4 72:11 discussion (18) 23:14.22 24:8 32:25 33:13 34:2 42:19,20 43:5 52:14,19 53:1 2 15 58:15 61:25 65:9.9 discussions (6) 36:18 38:5,6 52:4 54:6 57:2 distracted (1) 48:12 distress (5) 8:5 18:12,13,14 78:13 dive (4) 59:23 60:2,5,11 division (13) 2:8 8:17.18.21.23.24.24 9:9.17 10:21 11:4 12:22 13:8 divisions (1) 8:15 divisionsdirectorates (1) document (21) 13:25 14:7,9,25 16:9,19,24 19:13.13 21:12 26:8 49:18.21 50:15.17 53:9 65:5 71:8 72:18 74:3 80:10 documentary (3) 38:9 80:20,20 documentation (2) 21:2 75:9 documents (4) 21:7 58:7,20 59:3 does (13) 3:19,21 5:16 9:19 24:24.25 25:1.10 26:2 43:12 56:6 68:6 75:24 doing (1) 68:3 domain (2) 11:4 12:21 domestic (3) 11:11,11 12:8 done (2) 33:18 65:3 dont (15) 20:25 51:25 58:14,23 59:4 61:22 68:4 71:8,9,12 73:22 74:1,1 76:2 79:24 down (9) 10:25 19:5 27:14 31:15 36:13 47:12 48:17 77:21 80:13 draft (3) 3:20 14:2 53:6 drafting (1) 3:17 dramatic (1) 63:3 drawn (1) 77:20 drive (1) 70:24 driven (1) 51:3 driver (11) 1:4,8,11,11 67:23 76:23 77:2 83:15,16,18 dsc (1) 78:11 dual (2) 53:16,17 due (4) 13:25 37:13 46:1 72:2

duties (2) 64:21 67:16 exactly (3) 20:8 66:16 68:3 duty (1) 19:4 example (7) 11:7 20:17 63:13 e (1) 84:1 earlier (1) 52:7 exchange (1) 34:20 early (3) 35:14 38:9 75:13 east (1) 12:5 effect (1) 53:17 effective (6) 6:5 8:4 14:3 55:10,17 68:11 executives (1) 63:20 effectively (9) 10:20 16:8 30:19 47:25 64:11.21 39:21,25 40:10 41:18 66:15 67:16,22 exercises (1) 80:1 effectiveness (5) 18:23 29:6 exercising (1) 61:4 67:5 68:7,21 efficacy (2) 66:10 70:11 existence (1) 43:21 exists (1) 81:23 efficiencies (1) 16:15 efficiency (7) 29:6 51:5 expected (1) 23:10 66:10 67:4 68:6,21 70:12 efficient (3) 26:4 66:25 68:12 59:8,16 77:10 efficiently (6) 28:6 64:11,22 experienced (1) 40:5 66:15 67:17,22

elaborate (1) 6:24 elaborated (1) 63:16 elective (1) 60:20 electively (1) 80:6 else (2) 24:10 59:15 elsewhere (2) 67:2,10 email (5) 31:14 32:9 34:12.20 36:10 emanating (1) 21:5 emergency (2) 14:21 78:12 employ (1) 51:3 enable (1) 26:14 end (11) 36:17 45:12,15 49:9 52:13 54:5,5 58:4,7 67:20 79:4 enforcement (6) 12:17 13:11 24:9 29:2,3,4

effort (4) 32:25 42:12 43:12

76:8

efforts (1) 25:9

either (1) 47:1

engage (2) 10:16 29:14 engaged (2) 12:14 36:1 engaging (3) 30:16 35:16 43:15 english (1) 50:1 enhanced (2) 40:22 43:17 enough (2) 73:6 74:3 ensure (8) 6:6 7:10.14 11:17,23 16:6 35:5,21 ensuring (12) 5:3 6:3,4 8:3 11:2.20 12:1 55:9.18 57:15 73:17 83:5 enter (1) 24:22 entered (1) 46:21

entire (1) 82:21 entities (2) 77:25 80:3 entity (1) 30:7 entry (9) 44:21 46:23 56:3 58:3.13.24 59:5.11.12 equal (2) 33:8 68:11 equivalent (1) 15:24 essentially (1) 46:14 establish (1) 33:17

established (3) 14:11 26:23 35:2 estimation (4) 75:19,24 76:3,10 etc (1) 21:23 evaluation (2) 78:20 81:1 even (1) 52:7 event (3) 34:8 49:11 50:2 events (5) 2:21 24:20 38:25

50:5 65:17 eventual (1) 44:24 ever (1) 28:15 every (4) 74:16,24 75:1 79.23 everyone (2) 1:3 52:12

evidence (10) 1:19 23:20 38:9 43:19 44:1,19 57:9 80:5 82:18 83:18 exact (1) 68:5

examining (2) 66:10 67:4 22:16 57:11 61:20 62:24 examples (3) 22:23 58:4,20 exec (6) 57:4,6,6,10,14 59:17 executive (13) 14:12 15:18 57:3.4 62:16 63:1.14.15 66:4 70:10 74:5 83:3 11 exercise (7) 21:1 37:13.21 expand (3) 5:12 10:24 32:6 experience (5) 46:15 58:16 expertise (1) 30:22 experts (1) 5:5 explain (3) 4:6,19 62:6 explanation (1) 31:2 explore (2) 40:17 22 extant (1) 14:6 extent (2) 29:13 77:15 external (4) 55:16 79:12 81:10.19

externallyfacing (1) 72:25

extract (3) 18:4 45:18 56:2

face (1) 12:3

faced (1) 55:23

facets (1) 83:6

facility (1) 81:23

factored (1) 47:1

factors (1) 71:3

factor (2) 39:11 52:16

fair (3) 11:3 77:3 82:21 fairly (1) 61:12 fall (3) 23:13 26:21 27:9 familiar (6) 17:12 71:10 77:3.5 79:9 81:9 far (2) 66:10 78:20 fatality (2) 24:23 25:9 fcdo (1) 5:6 feature (1) 81:21 featured (1) 46:11 february (3) 44:7 49:13 53:10 feed (1) 33:21 feel (1) 81:8 fevre (11) 1:4.9.11.13 54:15.23 76:13.22.23 83:15 84:2 few (3) 3:8 39:17 77:11 field (1) 4:12 fifth (1) 50:4 figure (1) 45:1 fill (2) 50:22 83:19 final (5) 4:1 14:1 19:23 27:2.16 finalised (2) 64:25 75:13 finally (4) 7:19 19:2,23 82:15 finance (4) 15:22 21:7,25,25 financial (4) 7:11 16:2 21:23 22.1 finding (1) 71:17 findings (1) 71:20 finish (5) 6:11 21:12 37:23 54:17 64:18 finite (1) 29:5 first (20) 1:6 2:11 12:12,24 18:10 23:21 24:13 29:23 30-12 34-12 36-18 37-10 41-13 13 20 63-17 18 68:14 73:12 79:4 firstly (2) 8:17 40:15 fisheries (2) 29:11,12 five (3) 40:12 74:16 75:2

fivebyfive (1) 44:23

flags (1) 41:13 focus (14) 24:8 26:15 32:25 33:3,4 34:2 35:15,21,24 38:5.14 42:12 63:9 74:7 focused (2) 50:21 71:2 focuses (1) 5:25 follow (1) 9:19 followed (3) 50:6 56:11 73:5 following (11) 10:18 15:3,12 17:24 39:21 59:25 60:15 63:22 68:18 70:14 74:13 follows (1) 11:14 foot (4) 3:15 6:19 17:4 65:25 fora (1) 22:13 force (34) 6:2 12:15,18 13:1,9,13 23:17 26:15 27:1 29:10 30:16 32:18 33:9 35-24 40-1 42-18 19 21 43:7 16 48:6 8 16 50:8 22 52:8.21 53:2.4.14.18 54:4,7 63:9 forcehome (1) 33:4 forces (1) 29:13 foreign (1) 11:7 forget (1) 45:11 form (7) 20:2 27:25 40:12 43:22 44:22 70:8 10

formal (10) 10:1 20:2 21:2.4 22:13 36:23 38:19 55:13 56:9,23 formalisation (1) 35:8 formally (4) 19:24 36:20,22 37:25 formats (1) 40:13 fortnight (1) 77:20 forum (1) 16:6

forward (7) 41:12,15 47:11

53:13 54:1,2 69:17

forwards (1) 6:17 four (2) 4:1 77:20 fourth (1) 40:25 framework (7) 13:21,23 14:6 19:13 21:14,20 49:25 free (1) 11:3 frequencies (1) 78:11 front (1) 50:16 fruition (1) 43:21 full (3) 1:11 68:19 77:25

fuller (1) 68:24 fully (1) 7:15 function (16) 4:15 6:5 9:10 11:14 28:13.24 48:10 50:25 55:20 58:1 70:8 76:6 79:15 83:7,10,12

functions (7) 16:14 17:14 62:6 64:10 67:21 70:9 81:7 further (7) 17:20 39:21 56:11 57:22 70:16 71:15 83:16 future (2) 17:21 23:15

gaps (1) 83:20 gather (1) 71:11 general (8) 3:2 9:6 15:20 21:15 57:5.12 69:12 70:1 generally (6) 3:23 56:13,14 61:21 73:16 80:25 get (7) 20:22 29:16 36:5 41:12 56:18 71:13 73:22 getting (4) 27:10 43:3 53:4 73:21 giaa (2) 79:13,19 gibraltar (1) 78:16 give (5) 26:14 48:14 62:22 66:14 79:3 given (7) 18:5 34:4,4 46:15 58:4 62:25 65:12 gives (2) 13:4 41:18 goal (1) 18:18 goes (14) 4:13 5:9 21:9,20 25:2 27:15 28:3 39:1 42:20 47:14 51:14.21 73:21 78:16 going (10) 3:8 5:11 19:14 28:7 30:16 41:15 54:23

56:19 67:3 71:14

gone (4) 24:6 35:11 58:19 65:12 good (11) 1:3,3 22:11 29:10.15 35:6 36:5 42:11 46:3 64:9 73:6 governance (10) 5:17 6:12 7:2,12 55:15 64:9 66:8,20,22 68:20 government (23) 5:2,24 11.5 6 23 12.12 17.12 27.5 28-5 29-1 7 30-17 33:1.16.24 52:14 53:2 70:10 79:12.14.16.17.23 governments (3) 10:25 30:18 48:1 greater (4) 27:22,23 71:20,21 green (1) 45:1

н

group (5) 3:3 9:7 20:24

56:22 62:7

grouping (1) 9:7

guidance (2) 64:3,4

hadnt (2) 66:18.18

half (2) 54:16 80:17

hand (1) 8:10 hangover (1) 75:15 happen (3) 69:20,23,24 happened (2) 39:15 69:20 happenstance (3) 39:1,3,6 happily (1) 76:15 happy (3) 54:17,20,21 haven (5) 32:13.14 33:9 39:10 40:24 havent (1) 69:20 having (2) 56:22 58:6 head (2) 2:8 13:22 headed (4) 17:14 24:1,12 50:7 headers (1) 13:22 heading (3) 17:4 27:17 83:11 headings (1) 45:7 health (2) 16:2 41:1 heard (5) 23:20 29:23 31:20 44:1 60:16 held (1) 2:10 helen (4) 31:17,21 32:22 34:24 help (2) 16:21 70:24 helpful (5) 13:3,18 21:10 22:3 26:7 helpfully (2) 37:8 72:9 helps (1) 71:14 hence (2) 24:8 41:21 here (25) 5:14 10:14 16:11 17:1 19:16 24:4.8 25:3.6 30:14.19 32:8.11 38:14 42:16 44:10 45:22 49:6 52:16 53:6 63:20 69:1 70:17 72:20 73:7 hesitant (1) 16:20 high (9) 34:5,7 40:5 46:16 57:16 58:24 59:11 72:3 74:3 highest (7) 56:14.17 58:16,18 59:19,20 62:6 highlevel (1) 62:9 highly (2) 24:22 43:15 highrisk (1) 25:7 history (1) 37:8 hm (2) 18:15 50:13 hmcg (32) 2:18 4:18 5:5 6:10 12:25 13:15 26:5 27:13 28:11 32:22 35:22.22 38:6.10 41:19 42:16,21 43:11,15 46:1 47:6 52:8 53:15 54:6 56:22

61:4 62:22 65:7 73:15

79-24 81-14 21

hmcgmca (1) 53:3

hmcgrnli (1) 32:2

hold (2) 12:6 31:18

holding (2) 57:15 73:24

hmt (1) 44:6

home (19) 4:3 6:2 11:10 12:15.18.25 13:9.13 24:24 26:12 30:15 32:12 35:16.23 43:7 48:21 49:12 50:2 54:7 hopefully (1) 13:4 hour (2) 54:16 80:17 hours (1) 81:2 huddles (1) 35:3 hugely (1) 71:10 hughes (2) 31:19 59:18

hygiene (1) 71:3 idea (3) 36:9 41:19,20 identification (1) 15:7 identified (7) 41:24 44:3 45:13.22 46:5 51:8 73:5 identify (2) 51:18 60:2 ignorant (1) 39:13 iii (5) 74:11.12.15 76:2.24 iiic (1) 61:9 illegal (4) 6:1 12:19 25:13 48:2 illegality (1) 11:11 im (4) 16:19 71:10 76:11 79:9 immediately (4) 17:22 35:18 64:5 68:15 nmigration (1) 53:19 imminent (1) 37:13 imo (5) 74:10,18,20,25 77:17 imos (2) 74:19 75:3 impact (4) 5:4 19:21 33:11 44:24 impacted (1) 34:4 implementation (3) 3:17 74:19 81:1 implemented (5) 3:20 7:15 65:10.11.15 importance (3) 40:25 44:1 53:17 important (18) 4:17 5:24 23:11 26:1 34:1,3 52:15,16,22,25 54:10 56:13,24 61:5,5,24 62:21 68:18 improve (5) 24:21 42:14 46:20 51:4 80:6 improved (2) 66:23 68:10 improvement (6) 52:1.12 60:17 69:11 71:11 81:2 improvements (7) 41:21,24 42:2,13 47:14 64:23 68:8 incident (10) 32:12,20 33:16 39:9.14.19 61:24 75:22 77:8 81:21 incidents (5) 18:12.21 60:19 61:19 81:24 include (3) 40:4 75:20 76:4 included (3) 23:24 32:22 55:15 includes (1) 14:16 including (3) 6:14 41:1 75:21 incorporate (1) 59:5 incorporating (1) 50:25 increase (3) 40:4 63:3.3 increased (3) 35:18 38:22 44:4 increases (3) 24:7 41:25 42:15 increasing (6) 38:8,13 40:7.17 63:17.18

incredible (2) 43:25 44:6

48:6,15 51:23 78:25 79:1,6

indicating (2) 71:20 73:11

indicator (2) 18:10 73:18

indicators (11) 16:1,11,12

17:10,15 18:1 20:12

70:19,24 72:22 73:19

industry (1) 11:25

infinite (1) 31:25

indents (1) 18:25

80:3 82:4

indicated (1) 8:9

independent (9) 7:15

71:21

inform (1) 19:20 informal (1) 55:13 information (18) 2:2 19:17 20:16.23 21:14.15.18.19.24 29:22 30:1,4 31:5 33:14,22 34:14 36:11 70:23 informed (2) 38:25 55:23 initial (1) 35:21 initially (3) 13:6,13,15 initiative (2) 3:21 8:10 initiatives (3) 4:6 5:3 16:14 input (4) 32:3 33:15.25 inputted (2) 33:12 46:13 ing0001671 (1) 44:20 inq00016724 (1) 45:18 inq0008461 (1) 39:24 ina0009551 (1) 13:20 ing00095513 (1) 15:12 ing00095519 (1) 16:10 inq0009553 (1) 14:10 inq0009554 (1) 14:25 ing0009556 (1) 15:6 inq0009571 (1) 16:21 inq00095716 (1) 16:25 ina00095718 (2) 17:2 18:7 ina00095719 (1) 17:24 ing0010551 (2) 31:15 34:13 ing0010552 (1) 31:16 inq0043041 (1) 49:17 ing0043045 (1) 49:21 inq0043046 (1) 50:11 inq0080421 (1) 62:25 ing0081521 (1) 65:21 ina00815235 (1) 71:16 ing0081524 (2) 66:3 68:14 ing0081528 (1) 70:7 inq0081529 (1) 70:17 inq0081531 (1) 72:12 inq0081532 (1) 72:19 ing0081591 (1) 23:25 ing0081593 (1) 26:8 ina0081731 (1) 77:1 ina00817317 (1) 78:5

ing00817322 (1) 78:18 ing0081733 (1) 77:13 inq00817339 (1) 80:11 inq00817351 (1) 80:23 inq00817353 (1) 80:15 ing0095520 (1) 19:14 ina01033710 (1) 6:18 ina01033711 (1) 6:24 ing0103372 (1) 10:13 inq01033720 (2) 3:14 4:25 inq01033721 (1) 4:2 inq0103373 (1) 10:19 ing0103374 (1) 5:14 ing01033747 (1) 37:7 ing01033757 (1) 55:4 ina01033758 (2) 7:20 55:7 ina01033759 (1) 60:15 inq01033760 (1) 62:2 inq01033761 (1) 63:23 inq01033762 (1) 74:14 inquiry (20) 1:14 2:15,22 14:1 23:20 43:6,19,25 47:22 51:13 57:9 60:16 62:12.25 65:5 73:2 80:5 81:5 82:22 83:24 inquirys (2) 1:14,18 inspected (1) 74:24 inspection (2) 11:21 61:16 inspections (1) 61:18 instance (2) 75:17 83:14 instead (2) 69:11,24 institution (1) 40:2 instruments (3) 74:19.23 77:17 intelligence (1) 30:4 interact (1) 10:7 interacted (1) 79:9

during (1) 46:3

interaction (1) 56:25

interests (1) 11:19

interception (2) 26:23 63:10

interest (3) 3:9 10:25 55:21

internal (12) 60:13.18.20.22 61:12 69:12 70:1 73:1 79:12:14 80:6 82:17 internalfacing (1) 70:22 internally (1) 44:5 international (8) 3:2 11:16,19 12:9,9 74:20,21 internationally (1) 14:22 interrupted (1) 65:2 interruption (2) 52:22,23 intersected (1) 10:6 intimately (1) 81:9 into (13) 9:10 30:7,11 32:3,17 33:15,25 43:20 44:11 46:13 47:1 61:18 71:13 introduce (2) 43:4 80:11 introduced (2) 17:1 33:5 investigate (2) 79:16 82:11 investigates (1) 82:10 investigating (1) 82:5 investigation (1) 82:13 invited (2) 23:3 81:22 involved (11) 8:16 22:25 28:8 31:3 41:2 61:15,21 77-9 22 78-1 79-19 involving (1) 82:5 islands (1) 78:17 isnt (6) 10:14 32:8 61:15 62:3 67:4 77:2 isotrope (7) 42:9 47:20 49:8 52:4,6,10,13 issues (9) 3:10 8:17 10:16 16:4 35:7 41:1.15 42:3 57:10 its (82) 4:6 6:22 7:9 13:19 14:16 16:1,1,1,2,3,3,7,7 19:21 21:5 22:9 23:2 24:1,3,8 25:21,22,22 28:20 29:19 30:5,14,19,21 31:4 33:14 36:17 39:17 42:25 43:10.12 49:3.11.22 50:9.23 51:8.19.21 52:1 55:19 56:24 58:1 60:2.7.23 62:6,16,17,18,20 64:10,21 65:25 66:2,23 67:1,3,3,16,21 68:22 70:10.18.19 71:22 72:19 73:3 74:5 76:6 77:16,23 78:11 79:15 80:14 82:13 83:6 itself (10) 3:20 5:16 12:12 39:19 49:18 52:1 53:9 66:19,20 83:2 ive (1) 75:8

james (3) 1:8,11 84:2 january (1) 47:25 jmocc (7) 27:16,22 28:24 29:24 30:11.13.20 imoccs (1) 29:18 imsc (3) 30:9,12,13 johnson (1) 59:17 joined (1) 2:12 joint (6) 27:3 28:19,22 29:19 33:20 37:9 julie (1) 31:17 julieanne (2) 31:20 34:24 july (8) 23:2,4 26:10 35:8 48:7,15 63:1,17 junior (1) 41:9

key (20) 8:9 16:1,4,5,11 17:9.14 20:14 21:21 26:9 10 27:2 28:2 12 62:16 70:18.23 71:20 72:22 73:18 kind (4) 11:8 12:6 35:11 37:23

kingdom (1) 24:15

know (26) 20:2.7.8 23:20 28:15 29:19 39:5 53:17 56:7 59:16 61:19 62:20 66:24 72:3 73:14 74:1 76:2 79:1.13.19.21.21.24 80:18 81:14.17 knowledge (3) 2:2 30:23 41:5

knowledgeable (1) 43:15 known (1) 28:24 kpi (3) 18:1,20 72:5 kpis (18) 16:15,19 17:1.5.22.25 18:9 19:8 21:20 70:20 71:2,8,9,12 72:2.24 73:4.22

landside (5) 32:14 33:2,3,7,10 language (4) 27:8 63:20

large (1) 38:3 last (4) 1:15 72:20 79:19,24 lasted (1) 80:17 late (1) 43:8 later (4) 21:11 35:17 39:15 61:11

lay (1) 3:10 layer (2) 62:12,22 le (11) 1:4,9,11,13 54:15,23 76:13,22,23 83:15 84:2 lead (4) 3:19 15:22 27:18 48:3

leadership (2) 6:13 64:10 leading (2) 12:19 23:16 leads (2) 4:3 5:6 learning (4) 61:5,8 75:21 80.2 leat (4) 60:16 74:14 75:1

79:7 leats (1) 80:5 led (4) 4:3 6:2 69:4 83:2 left (1) 50:22 legal (1) 53:19 lessen (1) 26:14

lessons (2) 61:5,8 let (2) 16:21 68:25 lets (4) 37:3 67:9 68:13 76:17

level (15) 17:16 21:24 22:12 28:17 32:1 34:5 35:6 36:5 46:16 56:25 59:20 73:18 74:3 79:22 83:9

levels (6) 22:6 39:25 40:5,19 46:2 82:24 liaised (1) 34:23

liaising (1) 5:5 liaison (1) 22:6 lie (1) 3:10 life (5) 6:4 24:16 26:3 40:8,20

lifeboat (2) 40:2 63:11 lighttouch (1) 64:7 like (18) 7:19 10:4,4 13:18 19:12 20:11 21:6 22:1

26:13 33:15 36:8.9 44:15 45:10 59:21 70:4 76:5 78:23 likelihood (1) 44:23 likely (1) 24:22 limb (3) 18:9 74:8,9

limit (1) 37:16 limitation (1) 59:14 limited (2) 5:21 8:1 limiting (1) 71:3 line (5) 32:2 64:3 79:4 83:4,7 lines (5) 2:23 4:1 33:22 36:4,9 little (13) 6:17 7:3 10:9.24 13:19 16:9 17:20 20 18:8

21:11 22:22 27:14 57:22 lives (2) 5:4 6:6 locates (1) 44:24 locus (3) 12:6 13:6,7 longer (2) 73:10,10

look (24) 4:23 7:2.19 10:9 14:19 18:8 36:7.16 37:6 39:16 44:15 45:17 49:17 50:10 64:17 65:21 66:16.19 67:10 68:6 70:4 72:18 77:11,12 looked (14) 20:17 23:20 43:7 51:13 52:8 56:1 58:2,21 59:11,13 70:20 71:7 78:2 80.16

looking (16) 6:3 11:7 12:13 17:19 38:12.14 39:7 42:16 44:9 45:20 49:24 52:7 56:12 68:16 80:24 81:3 looks (5) 15:25 20:11 44:23 45:2 66:20 loop (1) 42:3 loss (2) 40:7,8

lots (6) 20:15 25:6 45:5.5

lot (1) 69:10

61:18 74:21

maib (1) 82:3

main (1) 51:21

maintain (2) 11:3 78:10 maintained (1) 32:1 majestys (6) 6:21 14:16 37:10 40:16 55:19 81:11 makes (1) 51:25 making (10) 5:10,22 7:21 21:1 32:16 38:12 64:22 66:24 68:11 71:12 manage (3) 42:18 53:21 70:21 managed (3) 32:18 48:22 52:11 management (6) 19:17 29:10 62:7 70:23 83:4,7 mandated (1) 81:11 many (3) 11:5 17:12 34:25 march (4) 1:1 38:9 44:7 83:25 marine (3) 13:23 29:10 82:5 maritime (66) 2:8,24 3:2,22,23 4:14 8:18.21.23.24.25 9:4.7.9.10.13.14.16 10:5.11.15 11:1.3.4.6.8.9.13.13.17.18.29 12:10.17.20.22 14:21 15:8,20,21 17:16 18:11 27:3 28:19,22 29:2,2,25 30:4,21 37:16 40:6,17 41:10 42:8 43:13 45:5 47:21 57:3.7.13 59:17 74:20.22 78:9.13 matrix (1) 44:23 matter (3) 3:24 10:15 70:25 matters (1) 57:14 matthew (1) 60:16 mca (94) 4:18 6:10,14 7:2.5.5.8.13.15 8:3.20 9:20.24 10:2.6.8.10 13:19.22 14:11 15:1.5.12.13.14.16.18.24.25 16:7.11.15.23 18:10 19:8,16,20,25 20:15 21:13 22:1,9,16 23:15 25:21 26:21 27:9,13 28:1 31:12 42:25 50:25 52:1 54:24 55:2.6.22.23 56:23.25 57:3.14.16 62:2.7.14.18.21 63:24 64:2.7.20 66:15 67:15,21 68:19 70:9 71:2,4,22 72:1,11,17 73:24 75:21 77:7.23 79:20 81:7,12,13,21 82:23 83:2

mcas (15) 5:19 7:23 9:16

17:17 18:3 19:24 44:15

49:1.10 55:14 60:12.22

mccaffery (2) 31:21 34:24

mean (7) 10:22 25:1 56:6,8

62:16 71:8.24

mcasolas (1) 27:18

62:15 71:7 75:24

means (6) 11:4 12:6 20:19 34-19 53-22 83-8 meant (5) 13:7 29:19 56:7,9 57:16 measure (1) 70:21 measures (1) 72:3 mechanism (2) 15:17 83:1 mechanisms (2) 55:13,17 meet (2) 40:18 83:5 meeting (18) 16:3,7 22:2 23:4.10.11.14.24 26:10 31:23 32:20.23 33:17 35:10 59:7 60:3.5 72:13

meetings (11) 22:17 33:16 35:11,15 57:4,5 58:18 59:9,21,23 82:17 meets (1) 15:18 member (1) 77:15 mental (1) 41:1 mention (1) 73:10 merged (1) 30:7 merit (1) 72:5 met (7) 19:6 20:14,20 26:25

56:7 59:10 73:14 method (1) 24:14 methodology (1) 80:19 mf (1) 78:11

might (18) 11:8 12:1.3.17 13:1 21:25 23:13,22 28:10 33:11 39:5 42:17 45:3 50:8 51:7 67:6 74:3 83:18 migrant (2) 46:2 50:21 migrants (6) 23:6 24:2 26:25

33:10 63:2,11 migration (4) 6:1 12:19 25:13 48:2 mind (3) 49:7 68:10 77:12

minister (4) 39:19 41:9 57:7.11

ministerial (2) 47:3 71:5 ministers (6) 16:13 41:8,9,13 42:5 71:23

minute (1) 59:14 minuted (2) 82:18.19 minutes (4) 18:13 58:14,14 72:13

mission (1) 18:23 mitigate (1) 12:1 mitigating (1) 56:12 mitigation (1) 45:13 mitigations (3) 45:2 46:5

47:10 mmhm (5) 7:7 17:23 18:17 19:1 82:7

mod (3) 47:25 52:10,17 model (1) 41:4 modus (4) 29:9,18 30:21 79:15

moment (14) 1:4 5:23 6:3 7:3 10:9 14:7 25:4 47:17 49:7 54:3.5 60:25 64:18 69:1

momentarily (1) 48:12 monitor (1) 70:21 monitored (1) 55:2 monitoring (1) 78:11 monthly (1) 63:1

more (28) 7:3,8 10:9 11:8,10 18:8 24:9.9 27:7.8.15 33:3 41:15,18,19,19,20 47:14 51:14,17 52:8 66:24 68:11,11 71:24 73:18 76:8,14

morning (4) 1:3,4 21:11 80:24 most (14) 21:15 28:6.11.11 29:6 30:19 34:1.3

52:16.20.21 54:10 70:25 71:9 motivating (1) 39:10

move (12) 14:9,24 16:9,24 17:25 26:7 55:25 60:12 62:1 63:21 66:2 80:9 moving (3) 15:5,11 33:10 ms (10) 1:9.11.13 54:15.23 76:13,22,23 83:15 84:2

much (15) 1:10 2:21 4:19 17:18 19:11 22:21 26:7 27:14 35:24 43:17 51:14 71:14 79:11 83:17.20 multiplies (1) 44:25 must (4) 52:15,18 54:12 66:23 mutually (1) 71:23

n (1) 84:1 name (1) 1:11 national (4) 14:20 18:21 29:25 40:2 naturally (1) 52:14 nature (1) 25:8 navigation (1) 81:3 navy (2) 29:14 48:8 necessarily (4) 58:15 62:20 71:13 73:22 necessary (1) 7:13 need (9) 10:7 29:16 38:21 43:13.17 47:8 49:3 53:20 71:20 needed (7) 28:9 42:17 43:3 46:20 52:9 53:14 54:11 needing (1) 44:3 network (2) 18:22 78:9 never (1) 64:24 next (7) 29:25 31:16 40:9 50:24 59:22 66:3 68:19 nimc (1) 30:11 nine (1) 78:9 nittygritty (1) 71:13 nmic (2) 30:1,14 nods (1) 18:19 nonexecutive (2) 62:19,19 noon (1) 76:18 normal (1) 62:20 normally (1) 75:15 norms (1) 11:2 notable (1) 62:15 notably (3) 35:2 42:1 69:25 note (11) 24:23 25:10 26:1.10 39:18 43:24 63:13 16 20 68:18 73:10 noted (4) 34:24 40:13 63:9 72:10 notes (2) 27:15 58:8 nothing (1) 76:8 noting (10) 14:7 29:5 40:24 42:2 43:25 51:15 53:16 60:6 63:16 70:11 notwithstanding (1) 38:7 november (25) 13:24 31:4.5 32:8 35:2 37:1,11 38:24,25 45:19 46:13 48:20 50:5 56:3 58:3.10.10.13.23.24 60:8 61:23 64:5 65:25 81:21 number (10) 6:22 12:7 24:20 27:23 29:20 30:2 65:14 71:1 72:2 79:22 numbers (11) 24:6 28:4 32:13 34:7 35:18 38:7,13 63:4,11,17,18

objective (1) 20:19 objectives (11) 16:3,7 18:3 19:22 20:14 21:8.21 62:17 70:19 71:21 83:5 obligations (6) 5:4 6:15 19:16 40:19 77:16 78:2 observation (1) 77:12 observations (2) 78:6,19 occasion (1) 57:6 occasionally (1) 62:9 occasions (5) 20:11 27:18 29:8 58:17 62:11 occur (2) 24:23 25:9 occurred (1) 69:13 occurring (1) 46:2 oclock (2) 80:18 83:24

october (4) 49:2 58:8 72:12 75:12 offer (1) 50:19 offers (1) 51:1 office (30) 4:3 6:2 11:7,10 12:15,18,25 13:9,13 22:12 23:4 26:12 30:15 32:12.19 33:4,21 34:9 35:16,23 43:7 48:21 49:12 50:2 54:7 68:25 69:4.4.16.18 offices (1) 64:3

often (1) 20:15 okay (2) 74:12 76:17 omahoney (2) 29:24 30:12 omahoneys (1) 43:7 ongoing (3) 48:9 54:6 60:17 online (1) 32:23 onto (3) 33:10,10 72:18 onwards (3) 34:22 36:24 38:1

open (2) 11:3 51:17 opened (1) 69:15 operable (1) 14:22 operandi (4) 29:9,18 30:21 79:15 operate (6) 5:16 19:17 45:6

52-5 17 54-12 operated (4) 50:2 52:11 54:4 78:14

operates (1) 83:13 operating (8) 26:4,4 41:4 51:7.19 53:4.16 66:15 operation (6) 24:10 28:9 42:9 47:20 49:8 53:20 operational (8) 18:13 25:24 41:20 48:1 64:21 67:16 75:20 80:2

operationalised (1) 44:7 operations (14) 8:21,23 9:10 27:3,9 28:5,19,22 33:4,12 34:4,6 52:24 53:18 operative (1) 49:12 operators (2) 12:4 28:8 opportunity (2) 51:1,21 options (1) 27:23 oral (1) 82:18

order (3) 40:18 42:17 62:22 organisation (12) 28:25 29:11 30:20 52:19 61:3 64:8 70:24 74:20 76:5 82:9 83:6.11 organisational (1) 16:15 organisations (2) 30:24

78:15 organise (1) 30:18 organised (2) 12:12 32:19 others (2) 34:25 81:17 otherwise (1) 19:5 outcomes (2) 18:24 71:4 outline (7) 49:19 51:9,16 53:1.5.11.25 outside (3) 56:15.23 63:10

outwith (1) 77:10 over (7) 6:24 38:18 47:25 50:10 52:6 72:18 77:19 overall (4) 4:4 7:5 34:1 52:16 overseas (2) 11:8,18 oversee (1) 6:14 overseen (1) 15:14 oversees (1) 7:4 oversight (9) 7:10 9:20,23 54:24 55:6,14,18 57:25 82:23 overtaken (2) 42:8 65:15

overview (1) 29:10 overwhelmed (1) 46:1 own (13) 2:1 8:17 24:24 25:10 29:12 42:25.25 49:3,11 51:8,20 52:5,17 owned (3) 30:23 33:20 52:1 ownership (2) 25:1 48:23 owning (3) 43:11 51:7,19

owns (2) 51:24 74:21

pace (1) 38:5

pages (2) 1:15 70:16 pain (1) 67:25 pair (1) 37:9 pandemic (1) 19:3 paper (3) 48:25 51:6,13 papers (6) 20:4,11 52:4 57:9 60:7,9 paragraph (55) 3:15,16 4:2.23 5:14 6:11.19.25 7:4.9.20 10:13.19 14:10.19.24 15:3.9.11.13 19:15.23 21:19 22:4.6 40:11 50:4,11,24 55:4,7,12 58:5,5,8 60:15 61:13 62:1 63:2,6 64:1,17,18 66:3,5 67:14,20 72:14 74:13 75:11.19 77:13.18 79:5

pack (1) 23:23

paragraphs (9) 5:12 16:10 21:13 37:7 59:25 63:22 78:6,18,22 parent (2) 7:23 8:2

80.4

part (7) 10:20 27:25 29:17 51:6 58:1 59:22 62:16 participants (1) 80:13 participated (1) 5:18 particular (9) 4:13 9:9 29:17 42:22 44:24 55:22 56:2

63:6 67:7 particularly (3) 12:14 31:8 57:25 parties (2) 32:21,21 partly (2) 2:1,2

parts (3) 15:21,24 30:13 party (1) 77:17 past (2) 54:18 65:12 pause (4) 25:5 60:24 61:2 69:2

peer (5) 60:17,20 80:6 81:22,24 peertopeer (1) 81:20

people (3) 6:7 13:10 32:15 per (3) 35:11 51:23 79:22 performance (25) 7:5.11 9:20,24 15:13,25 16:1,11,12 17:10,15 19:24

20:9,13 21:21 55:19 62:17 70:18,23,25 71:24 72:22 73:18,19 78:22 performances (1) 20:14 performing (1) 16:8

perhaps (7) 8:14 10:11 23:21 25:3 51:17 73:24 82:19 period (10) 23:19 34:21 36:4 38:18 39:7,9 44:18 47:21 64:5 65:12

periods (1) 46:3 permanent (2) 3:5 57:8 person (1) 2:20 personally (3) 2:7 77:3.5 personnel (1) 9:15 persons (1) 8:5

perspective (1) 4:14 petra (1) 9:1 phase (2) 18:12,14 phrase (2) 37:18 75:24 physically (1) 20:8 pick (3) 55:3 59:25 60:14 picked (3) 25:25 38:5 52:3 picks (2) 63:6 74:12 picture (2) 33:14 82:22

piracy (2) 12:3,4 place (17) 8:4 22:7 23:4 30:2 33:23 37:14,14 46:8 48:7 55:10.13 68:22.24 69:5 74:15 75:21 77:19 placed (4) 2:14 4:5 53:15

81:14 places (1) 4:20 placing (1) 40:1 plan (5) 16:2,3 70:20 72:24 83.7

plank (2) 28:2,12 planned (2) 50:2 69:6 plans (2) 21:20 54:2

Opus 2 Official Court Reporters

play (1) 27:4 please (42) 3:13 5:14 8:14 10:12,13 13:20 14:10,24 15:6.15 16:21 18:5.7.7 19:14 21:12 25:4 26:8 28:21 31:15 39:23 44:20 45:17 47:19 49:17 50:10 63:22 65:21 66:2,5 70:15,16 72:12,19 74:9 76:16 77:13.21 78:5.18 80.23 82.1 nm (2) 76:21 83:23 points (12) 22:5.18 26:9,11,24 27:2,10 33:12 40:12,15 52:3 68:15 police (1) 29:12 policed (1) 29:12 polices (1) 29:11 policies (4) 3:19 5:2 10:6 81:1 policy (11) 3:17,20 4:4,6 5:25 8:10 10:4,5 11:14 20:6 25:2 policymaking (3) 3:21 4:11,15 pollution (1) 17:25 poor (1) 18:6 port (3) 11:17 78:16.17 ports (3) 11:17 12:2,8 position (4) 2:10,11 6:7 possibility (1) 26:12 possible (2) 27:21 81:8 possibly (1) 12:16 potential (3) 13:11 30:20 50:8 potentially (3) 29:3 30:24 33:8 practice (1) 24:10 preparation (2) 49:6 51:13 prepared (2) 48:25 53:1 present (2) 20:5 82:22 preserve (1) 40:20 pressing (1) 26:15 pressure (2) 34:5 46:16 pressures (6) 35:6,19,19,25 36:7 38:6 pretty (1) 44:22 previous (2) 36:10 46:10 previously (1) 31:20 primacy (3) 26:13 47:21,25 primarily (4) 2:22 4:4 6:13 10:16 primary (3) 7:22 15:4,16 principle (3) 49:9,24 53:10 prior (1) 64:5 priorities (1) 71:5 priority (1) 72:4 proactive (1) 82:13 probably (3) 21:9 35:14 76:14 problem (2) 31:25 38:8 procedure (1) 26:23 process (8) 33:2 55:1 60:18 64:6 75:20 77:8,23 81:9 processed (1) 26:25 processes (2) 78:20 79:11 processing (2) 32:15,17 procure (2) 49:10.25 procured (1) 48:22 produce (2) 45:1 64:17 produced (7) 20:25 34:8 36:5,24 51:12 65:22 68:23 programme (6) 60:17 69:4 78:24 80:9,12 81:6 progress (3) 37:23 71:4 72:1 progressed (2) 28:14 65:4 progressing (1) 42:3 project (5) 43:20 44:4,9 50:14,15 projected (2) 41:25 42:15 projection (1) 29:13 projections (4) 38:2,3,16 46:18 properly (2) 47:9 57:15 proportionate (1) 50:19

proportionately (1) 51:4 proposal (1) 53:12 proposals (1) 48:21 proposed (1) 5:2 protecting (1) 6:6 protocols (1) 18:23 provide (7) 34:16 43:21 51:2 55:14 64:8 71:3,25 provided (9) 1:13 15:22 34:14 52:13 55:2 59:4 64:20 65:5 67:15 provides (2) 14:20 21:13 providing (3) 11:25 21:23 48:9 provision (3) 51:2,22,23 public (1) 64:4 publicfacing (2) 70:23 71:12 publish (2) 65:13 71:9 published (11) 14:8 16:16 64:25 65:19 71:7 73:20.22 74:3 75:6,6,7 pulled (1) 63:13 purchase (1) 43:1 purpose (6) 7:8,9 16:8 23:5 49:22 66:14 push (2) 57:22 71:14 pushed (1) 33:23 putting (1) 35:9

radio (1) 80:16

raised (1) 57:10

rarely (1) 28:15

rates (1) 45:1

range (2) 77:22 82:16

49-22 53-3 59-15

read (3) 1:6 60:24 68:25

ready (4) 36:13,13 41:24

reading (3) 25:13 27:6 69:6

reactive (1) 82:9

realised (1) 66:18

realistic (1) 27:24

really (2) 33:15 36:17

reasonable (1) 11:20

reasons (2) 59:12 74:2

reassurance (1) 34:16

rather (6) 23:16 24:10 48:25

receipt (1) 20:4 received (5) 18:14 23:23 43:19 48:25 57:9 receives (1) 62:9 recognise (2) 50:8 56:24 recognised (3) 26:3 33:14 52:12 recognising (3) 24:15 25:6 recognition (2) 37:15 40:3 q (236) 1:18,21,25 recollection (1) 41:5 2:5,7,10,13,21 3:1,5,8,13 recommend (1) 48:8 4:10,19 5:11 6:11,17 recommendation (10) 40:11 7:8.19.25 8:8.13.20 70:9.15.17 71:18 9:2.4.12.15.19.23 10:3.9 72:7.20.23 73:12.14 13:3,5,17 14:5,9,15,19,24 recommendations (10) 7:14 15:11 16:9,21,23 40:9 47:16 64:22 65:6,8,14 17:4,8,18,24 18:4,18,20 66:21 70:4,8 19:2,8,11 20:10,25 recommended (1) 48:16 21:5.10.18.22 reconsidered (1) 54:3 22:3.9.14.16.21 record (1) 32:13 23:2.8.10.13.23 recorded (1) 59:15 24:5.12.18.20 records (2) 2:5 58:15 red (2) 45:1 46:4 25:12,15,18,21,24 26:7,19 27:11,14 28:18,21 29:21 redrated (1) 58:25 30:5,7,9 reduce (2) 33:2 51:4 reduced (1) 40:7 31:1,8,10,12,14,23 32:5.7.10 34:10.12.16 refer (6) 58:7 59:22 62:12 35:13 36:3.12.15.21 74:10 82:3.15 37:3.6.13.20.22.38:4.17.23 reference (15) 16:11 18:6 39:4.12.20 40:15 41:17 36:23 37:18 39:16.24.25 42:6,22,24 43:9,14,17 48:14 59:5 66:7 68:25 69:3 44:2,11,14,18 71:11 72:14 79:25 45:9,12,15,17,22,25 referred (18) 16:12 21:18 46:8.23 47:1.5.18.24 22:16,25 44:18,19 48:5.13.15.18.20 47:2.20.22 48:5 63:4 49:8.15.17.21.50:18 64:6,13 70:5 72:19 78:24 51:11.17 52:2 53:8.10.24 81:19 82:17 referring (5) 31:23 60:21 54:2.9.13 55:9 57:20.22.24 58:12,24 59:2,22,25 61:13 69:5 70:13 60:2,12 61:1,10,12,15 refers (2) 37:13 80:4 62:1,6,12,24 63:21 refine (2) 51:1,22 64:1.15.17 65:16.18.21.25 reflected (2) 22:18 67:2 66:2.13 67:1.9.14.20 reflecting (2) 60:13,22 68:3.13.18 69:8.19.23 reflection (2) 67:7 71:25 70:2.4 71:14.20 72:9.17 reflects (1) 80:5 73:9 74:6.8.12.18 regime (1) 11:21 75:1,4,6,11,19,24 76:7,10 region (1) 8:6 77:1,5,11,25 78:5 register (16) 21:6,11 44:16 79:4,8,11,19,25 80:9,22 45:17,19 46:13,22 47:9 56:1,2,5,8 57:17 58:2,3 81:16,18 82:1,8,13,15,21 quantify (1) 20:18 59:6 regular (14) 13:9 21:25 quantitative (2) 20:15,16 quarter (1) 54:18 35:9.10 56:6.8.25 57:4 58:1 60:17 74:25 75:1 quarterly (5) 15:19 19:25 78:22 79:10 22:17 56:7,10 question (9) 34:10 38:23 regularly (3) 20:4 34:23 56:4 42:4,7 51:18 58:12 69:19 regulation (4) 11:20 12:17 13:12 74:21 75:9 81:18 regulations (4) 11:2,15,16 questions (11) 1:5,9 2:15 3:8

relation (28) 3:22 4:6 5:25 17:15 20:17 30:3 14 21 31:10 32:12.20 35:7 36:25 45:5 47:8 55:24 56:12.20 58:22 60:5.19 61:8.22 66:8 72:21 74:22.22 83:14 relationship (4) 10:6 66:9 68:9 74:4 relevance (3) 30:14,19 35:5 relevant (21) 2:19 5:19 6:12 11:19 12:2.18 15:21.24 20:6 30:16.20.22 32:21 33:22 62:9 65:11.13 72:25 73:17.18 83:13 remains (4) 9:13 14:3 63:8 65:11 remember (11) 23:8,17 24:1.3.4 32:24 36:18 43:10 49-4 5 51-14 remote (2) 75:18 77:19 remotely (2) 75:12,14 renewed (1) 54:8 reorganisation (1) 9:8 repeat (1) 48:21 report (23) 16:16,23 63:1,5,14 64:17,24 65:2 4 8 14 18 22 66:4 19 67:2 11 25 68:6 70:6 71:16 72:6,10 reported (4) 2:24 3:1,5 8:24 reporting (5) 2:23 7:12 9:2 22:1 71:24 reports (2) 9:10 21:23 reposition (2) 51:1,22 representation (1) 22:11 represented (3) 47:9,15 56:21 representing (1) 35:22 represents (1) 40:8 request (3) 1:14,19 31:17 requests (2) 40:12,13 require (1) 67:6 required (2) 5:6 21:14 requirement (1) 49:25 reread (1) 25:4 rescue (44) 6:5 14:21 17:5,22 18:9 19:4,8 20:18 26:5 27:8 28:8,13 33:6,12,25 34:3 35:20,25 36:2.25 37:24 38:7 40:2 42:14 46:16 48:3 50:1.3.13.20 51:2.22.23 52:24 53:22 54:11 61:4,20,20 78:7,9,14 80:15 81:7 resource (5) 31:25 33:6 34:6,17 36:19 respect (7) 4:11 7:22 10:10 15:4 62:13 78:7 82:23 respectively (1) 58:8

respond (4) 8:5 26:22 27:19

responded (2) 18:22 33:19

response (19) 1:18 6:22 8:2

14:21 17:25 18:11 23:16

25:24 27:23 28:1 30:18

34:16 41:2 48:1 72:21.23

4:11,21 5:20,21 8:11 10:15

11:6.12 15:4 18:3 25:2

responsibility (9) 3:25 5:13

6:9 7:22 26:5.20 27:12

responsible (8) 11:10,15 12:7

15:1 33:20,21 57:25 82:5

responding (3) 5:20 8:1

55:11

55-21

73:3.5.6

35:23

29:4 41:10

responsive (1) 82:9

rest (2) 11:22 31:14

resulted (2) 37:15 70:5

result (1) 46:8

resulting (1) 40:9

retain (1) 48:3

responses (1) 61:21

responsibilities (13) 3:9

review (56) 7:25 18:21 20:9 21:2.4.7 48:6.15.17 55:25 56:6.8.9 58:2 60:20 61:16 63:24 64:7.13.14.20 66:2.14.16 67:2.4.15 68:7,19,22,25 69:4,5,13,17 70:1.5.11.14 71:1.1.16 72:10,15,17 73:3 75:20 78:20 80:6,20,20,25 81:1.20.22.24 reviewed (3) 14:1 18:12 19:25 reviewing (4) 56:4 60:13,22 61:8 reviews (15) 7:15 20:2 60:18,18,20 61:18 64:2,4,4 75:22 76:5 78:23,23 79:12 80.2 rightly (1) 32:24 rigorous (1) 71:24 rise (1) 24:21 rising (4) 24:20 28:4 39:25 40:19 risk (38) 4:5 21:6,11 24:16,24 25:1,10 40:8 44:15,22,23 45:22,25 46:10 12 13 21 22 47:8 9 9 12 56:1 2 5 8 21 57:17 58:2,3,15,22,25 59:5,11,11,11,12 risks (12) 7:11 11:24 12:1,2 16:1 56:13.14.17.20 57:16 58:16,18 rnli (2) 23:15 33:8 robert (1) 41:11 robust (1) 71:4 role (15) 3:21 4:10,15,17 5:1 7:25 8:3 27:4,16,22 28:20 30:1 50:25 53:17 55:9 roles (3) 10:1 15:3 31:18 roll (1) 17:16 ross (9) 1:3,10 54:19,22 76:11.17.22 83:17.22 round (1) 42:4 roval (3) 29:14 40:2 48:8 run (1) 64:8 running (3) 1:15 47:24 73:1 safe (1) 32:16 safeguard (1) 5:4 safety (5) 6:4 16:14 26:3 40:20 81:3 sake (3) 80:22 82:2,15

search (39) 6:5 14:21

26:5 27:8 28:8.13

17:5.22 18:9 19:8 20:18

33:6.11.25 34:3 35:19.25

36:2.25 37:24 38:7 42:14

46:16 48:3 50:13,20

second (5) 18:20 19:19

secondly (3) 8:20 26:19

secretariate (1) 15:22

secretary (7) 3:6 6:9 15:5

24:24 41:11 57:8 83:4

section (4) 17:21 24:12 27:6

security (37) 2:8 3:2,22,24

9:7,9,10,11,16 10:11,15

12:2.7.10.17.19.22 15:20

17:16 25:11 30:4,22 41:10

16:25 17:4 5 20 21 19:16

21:10:22:22:4.5.24:7.12

25:12 30:17 31:14 34:13

39:24 42:16 45:7,23 46:11

49:18.21 50:16 53:6 58:12

61:22 65:16 66:11.12

72:7,14,14,19 73:7

seeking (1) 41:22

self (2) 60:17 80:6

83:2

67:12,18 68:5,15 71:20

77:14 21 78:6 80:15 23

seen (9) 14:1 20:8,11 42:11

43:6,6 66:18 69:20 75:8

senior (4) 2:17 35:4 56:24

sentence (7) 19:19.23 28:16

sense (2) 21:15 82:10

sensitivity (1) 73:25

66:19.25 67:1 79:4

separate (4) 39:18 73:19

sentences (1) 67:24

sentiment (1) 67:1

11:1,6,8,14,17,22,25

4:14 6:1 8:18.24

45:5 53:19 57:7

see (48) 13:21 14:11,19

41:22 78:21 79:4

80:15 81:7

40:21

50.7

51:2.22.23 52:24 53:21

54:11 61:4,20,20 78:7,14

80:2 81:20 separately (6) 4:16 6:3 39:17 73:15 78:24 83:1 september (2) 48:20 60:8 series (2) 22:5 38:19 serious (1) 60:19 seriousness (1) 61:7 servant (3) 1:23 2:17 83:2 same (9) 7:21 9:2 13:1 14:20 servants (2) 9:17 35:4 22:4 44:18 45:18 71:15 service (9) 8:5 14:21 19:4 77:18 26:5 50:20,23 55:11 sar (30) 5:5.21 6:15 83:8.13 8:1,4,6,11 18:22 31:10,25 services (3) 17:5 78:7 80:16 34:17 40:6,18 41:4 42:8,17 session (5) 80:13.14.17.24 43:12,12 48:9 49:11 51:20 81:3 55:10 14 19 60:13 23 set (12) 15:2 17:5,15 22:5 75:21 76:6.6 80:1 27:15 33:14 37:8 49:22,23 sarah (1) 1:4 71-16 77-14 16 saric (1) 50:14 setup (2) 62:20.21 sat (2) 8:22 29:25 seven (1) 76:14 saving (1) 6:6 several (3) 12:15 23:19 74:2 saw (2) 36:10 47:16 severity (1) 45:2 saying (2) 56:18 64:19 shall (3) 19:24 32:6 83:22 scheme (4) 77:2,6,7,14 share (2) 29:7 76:13 scope (1) 3:24 sharing (2) 29:22 30:3 score (5) 44:25 45:15 shipping (3) 11:18 12:4,9 46:4.5.8 ships (1) 82:6 screen (15) 3:13 4:24 8:14 10:12 13:20 17:19 22:22 short (2) 76:17,20 shorthand (2) 76:12.16 23:25 31:1 39:23 47:18 shortly (1) 49:8 55:5 62:2 74:9 82:1 should (22) 13:8 17:10,11 scroll (4) 17:19 27:14 31:15 23:15 29:15,24 35:15 34:12 40:3,17,22 42:25 43:11 scrolling (1) 77:21 47:14 48:22 51:9 52:5 53:3 scs (1) 17:14 54:8 63:8 70:18 72:13 se (1) 51:23 73:14 sea (9) 5:5 6:4 14:22 showing (1) 20:24 26:4,14,24 29:13 35:17

shown (1) 3:13

82-24 63:10 45:10 63:15 10:1.2 74:4.7

shows (3) 18:2 39:8 52:6 signatory (1) 74:23 significant (8) 24:7,15 27:4 32:19 33:16 44:8 81:15 significantly (2) 40:7 46:19 similar (6) 30:1 40:5 45:6 58:18 59:9 74:24 similarly (1) 12:25 since (10) 1:21,23,24 2:10,18 4:23 9:6.8 38:15.15 single (1) 30:7 sir (9) 1:3.10 54:19.22 76:11,17,22 83:17,22 sister (1) 8:23 sit (1) 8:21 sits (2) 9:4 27:13 situation (2) 33:18,19 situational (3) 40:22 43:18.22 six (1) 76:14 sixth (3) 46:6 74:8,9 size (1) 44:8 skin (1) 20:22 slides (1) 33:15 slightly (2) 16:19,20 small (51) 2:18 3:9.19.22 4-4 6 15 5-17 20 25 6-8 22 7:22 8:1,16 10:14,17,19,20 12:11,13,13 13:10 23:6 24:2 25:8 29:23 30:14,18 32:15 34:21 35:7 40:3 41:2 46:10 48:2 50:21 52:18 53:18 55:21.24 56:21 57:11 58:6 21 59:2 60:3 9 61:22 62:10 73:7 soil (1) 26:25 solas (4) 26:20 27:12 48:21 sole (3) 60:2,5,10 solely (2) 26:21 27:9 solution (1) 63:8 solutions (1) 51:3 someone (1) 54:11 something (3) 22:1 35:9 sometimes (1) 64:13 soon (1) 14:8 sort (1) 21:15 sought (3) 40:15 41:6 64:7 sound (2) 39:5 78:23 speak (1) 11:22 speaking (3) 35:1 47:6,7 specific (1) 5:17 specifically (1) 59:2 spectrum (1) 77:25 spoke (1) 34:23 spoken (4) 25:7 27:12 36:11 sponsor (4) 15:7 19:20 71:21.22 sponsoring (1) 22:9 sponsorship (51) 4:17 6:14 7:1,6,9 8:20,22 9:13,16 15:12.14.15.16.16.22.23 16:5 19:25 20:4.5.22 22:2.17 49:1 55:15.22 56:4.15.16.23 57:1.24 58:5.13.17.21 59:9,10,20,21 60:5,8 62:3 65:7 68:10 69:10 73:15 srus (1) 78:15 staff (1) 41:1 stage (1) 42:24 standard (3) 44:22 45:4 75:3 standards (4) 78:22.25 79:1,6 started (2) 12:13,24 starting (3) 15:5 47:24 72:14 starts (7) 3:15 6:19 44:20 50:11 55:5 70:6 80:10 statement (42) 1:14.18.25 2:15 3:14 4:20.24 5:12

54:17.23.25 76:14.24

83:16 84:2

queuing (1) 33:8

quick (2) 43:25 44:6

quickly (2) 33:3 43:5

quite (2) 68:5 76:10

12.7

50:15

relate (3) 21:7 47:4.4

12:8.10 46:11

relates (4) 21:24 25:10,19

relating (6) 4:4 10:17 11:16

6:18 8:14 10:12 14:15

21:1.2 36:16.22 37:4 39:20 42:7 43:19 44:20 48:11.24 55:1.4 59:4 62:8 63:22 66:13 67:6.8.10.12.13.25 68:5.23 72:10 74:12 82:3,16 83:18 status (2) 53:12 72:5 stay (2) 67:9 68:14 steps (1) 40:9 still (3) 26:9 62:1 68:14 stood (1) 19:5 strain (1) 40:1 strategic (3) 7:11 49:19 50:7 strategically (1) 50:19 stress (1) 68:1 stretched (1) 37:16 strong (1) 64:9 structure (3) 10:10 13:19 62:18 structures (6) 5:17,18 6:13 55:16 66:21,22 subject (4) 16:25 75:16 81:12.22 subjected (1) 80:2 subsequent (1) 69:25 subsequently (1) 30:7 successive (1) 7:14 sufficiency (1) 34:17 sufficient (3) 7:10 26:22 55:18 suggestions (1) 68:8 summarised (2) 47:11 61:12 summary (4) 7:16,18 8:8 66:4 summer (4) 23:2 24:22 38:1.15 supervision (1) 62:13 supervisor (1) 18:13 support (7) 4:17 10:7 11:24 18:6 19:12 26:14 29:16 supported (1) 77:7 supporting (2) 12:3 77:9 supportive (1) 49:2 supports (1) 6:21 suppose (1) 68:4 sure (7) 3:12 32:16 38:12 75:7,10 81:13,17 surface (16) 31:8 40:6,18 42:8,17,25 43:12,13 49:3,11 50:1 51:8,20 52:5.9.11 suspected (1) 23:22 system (6) 17:11 32:17 78:13 81:20,25 82:13 systems (11) 7:25 8:3 19:18 55:9,15 60:13,22 61:13,16 75:21 81:3

table (2) 70:5,8 tabletop (4) 37:13 39:21,24 40:10 tactics (3) 35:17,18 46:12 tail (1) 36:17 tailored (4) 51:3 64:3,13 72:15 taken (6) 47:10 52:18.20 53:13,25 54:2 takes (2) 15:24 74:15 taking (2) 47:25 77:19 talk (1) 60:21 talking (4) 24:13 34:5 38:10 44.14 target (1) 46:4 tasked (2) 27:19 28:11 tasking (2) 19:5 27:25 team (34) 8:20,22 9:13,16,19,21,23,24,25 10:2,2,4,11,16 13:6 15:22.23 22:25 29:23 34:20 21 23 24 35:1 47:6 56:22 73:15 74:7 75:16 77:10 78:25 79:2,6,6 teams (8) 8:15 10:4,5 13:10 19:4 35:3 47:7 80:3 technical (2) 19:12 43:15

technologies (1) 17:21 technology (2) 18:6 42:1 telephone (1) 78:12 telling (4) 6:12 20:23 66:4 69:23 tells (5) 14:25 15:13 78:8,8,12 tend (1) 17:14 terms (19) 4:17 11:1 13:1,2 20:6 29:6 30:22 32:15 38:21 43:13.17 46:15 51:15.15.52:3.61:3.8.66:7 73:24 terrain (1) 10:23 terrible (1) 39:14 territorial (1) 82:8 tests (2) 20:12,16 thank (103) 1:10,13,25 2:7.13.21 3:1.8 4:19 5:11 6:11.17 7:19 8:8.13 9:2,4,15 10:3,9 13:3,17,17 14:9,15,19 16:9 17:18 18:7 19:11 20:10.25 21:11 22:3,14,21 23:23 24:12 25:15,18,21 26:7 27:14 28:18 31:1,2,15,23 34:10 35-13 36-3 12 15 37-22 38:23 39:4 20 42:6 22 43:14,17 44:11,14 45:12 46:23 47:5,18 48:20 49:8.15 51:17 53:8.24 54:9.15 57:20 59:22 60:12 62:1,24 63:21 64:15 65:21 66:3 68:13 70:2,16 74:8 75-1 4 11 76-7 23 77-11 78:5 79:8.11.25 80:9 81:16 82:1 83:15,20 thanks (1) 83:17 thats (54) 1:17 2:10,11 4:9 5:8,22 6:11 8:23 9:25 12:6 13:3,12,14,25 14:8,13 15:7 16:18,23 17:11 18:25 21:10.18 22:3 23:21 24:1 25:13.25 26:7 27:9 33:23 37:18 42:20 44:11 47:21 49:13,17 54:24 56:18,19 57:25 61:12 62:2,3 65:1 66:16 68:3,22 69:8 72:6 74:7 78:21 80:16 82:9 thereby (1) 71:3 therefore (6) 2:19 13:14 25:3 26:6 27:21 46:19 theres (2) 70:17 80:23 thing (2) 52:22 54:10 thinking (4) 22:24 39:8 41:14,14 third (1) 22:18 though (2) 68:12 73:14 thought (3) 23:10 42:24 52:25 threatening (1) 11:9 threats (1) 11:24 three (3) 17:19 40:13 58:6 through (31) 6:25 7:5 14:9 15:6,6 21:1 22:12 26:24

28-14 33-1 36-15 39-20

41:6 42:6 43:18,22,25 44:5

47:24 58:19 59:4 62:8,18

65:4 72:9 77:8.9 78:2

throughout (8) 14:22 23:19

26:3 34:21 36:4 42:10

time (34) 2:21,25 8:22,25

12:24 14:7 19:6 20:3

25:16.17 30:15.20 31:22

34:5 35:9.12 36:6 38:19

39:7.9 41:9 43:25 44:6

46:24 47:8,12 49:5 52:6

timeframe (3) 45:19 47:20

times (2) 23:19,21

timetabled (1) 69:4

timetabling (1) 69:17

53:13 57:2 59:17,18 65:12

81:12 83:3,10

58:14 83:8

70:25

48.5

typically (2) 65:18 75:6 uk (11) 8:5 14:22 26:25 29:17 55:20 61:20 74:22 75:17 79:12,19 82:8 uks (4) 4:5 5:4,21 8:11 ultimately (1) 53:14 un (1) 74:21 unavailable (1) 19.5 unclear (1) 63:8 unclos (1) 5:5 undergo (1) 68:19 undergone (1) 9:8 underlined (1) 24:18 underpin (1) 47:1 underpinned (1) 71:17 undernins (1) 72.6 understand (2) 29:1 63:15 understanding (15) 28:5 35:6 37:24 38:2,11,12,21 46:18 47:13 69:7,8 73:19 76:3,3 80:4 understood (3) 23:13 25:16.17 undertaken (1) 74:18 undertakes (1) 7:1 undertaking (1) 64:6 underway (1) 64:16 unfortunately (2) 59:7 65:3 unique (1) 51:1 united (1) 24:15 units (1) 78:14 unmitigated (1) 46:4 unquantifiable (1) 46:1 until (1) 83:24 untreated (1) 45:8 unusual (2) 71:8 75:14 upheld (1) 7:13 uphold (1) 11:2 upholding (1) 11:19 upwards (1) 9:2 urgent (1) 32:19 used (4) 17:11 20:12 37:18 81:24 useful (4) 24:3 27:23 28:11 29:7 usefulness (1) 17:10 uses (1) 16:6 utilised (1) 28:16

vaguely (1) 49:5 various (14) 4:20 15:3 20:13 21:6 22:6,13 31:18 36:23 52:4 61:19 68:8 74:23 77:16 79:17 verses (1) 11:9 version (2) 14:3 33:17 vessels (4) 26:24 27:19,25 48:8 vhf (1) 78:11 via (1) 81:22 viable (1) 27:24 video (1) 80:19 visvis (5) 4:15 12:13 35:23 38:13 53:18 void (1) 50:22 volunteers (1) 41:2 vulnerable (1) 6:7

timing (1) 46:20

title (1) 31:20

today (1) 2:20

together (8) 9:3 28:6 30:2.11

35:21 44:25 63:14 69:12

57:24 66:13 74:14 77:1.19

told (8) 15:2 39:20 43:18

took (4) 2:11 35:18 48:7

topic (2) 23:13 54:24

touch (2) 48:23 59:4

touched (1) 48:10

touches (1) 81:6

track (1) 53:7

tragic (1) 39:14

15:1.8 37:9

travelling (1) 24:14

treated (1) 45:10

triple (1) 74:10

truth (1) 33:18

trying (2) 20:3,7

tuesday (1) 1:1

70:15 80:22

twice (2) 57:2,13

types (1) 22:6

type (2) 33:16 65:18

40.24

trajectory (1) 45:10

training (3) 61:4 79:25 81:4

transport (11) 1:19,24 3:11

6:9.10 9:11 11:12 13:22

tug (5) 32:13,14 33:9 39:10

turnaround (2) 35:17 46:12

turn (7) 3:1,5,14 6:10,17

wants (1) 73:23 warm (1) 32:16 wasnt (10) 9:20,24 28:2 53:13,13,25,25 54:2 58:22 wastage (1) 51:4 waters (5) 11:11,11 12:8 29:17 82:8 way (5) 12:23 47:1 67:3 73:19 81:18 ways (1) 6:23 weather (1) 46:3 wednesday (1) 83:25 week (3) 35:10,11 57:2 weekly (2) 35:3 57:13 welfare (1) 40:25 went (3) 43:24 44:4 60:6 werent (1) 48:9 west (1) 12:5 whats (2) 53:11 79:13 whilst (2) 69:9 75:8 whole (5) 10:25 30:18 61:19 73:2 81:5 whom (2) 31:17 33:19 wider (2) 64:21 67:16 wilkinson (1) 9:1 withdraw (1) 50:8

withdraws (1) 50:23 witness (34) 1:13 3:13 4:20,24 5:12 6:18 10:12 14-15 36-15 22 37-4 42-6 43:19 44:19 48:10 23 55:1,3 59:4 62:8 63:21 66:13 67:6,8,10,12,13,24 68:23 72:9 74:12 76:15 82:2.16 witnesses (1) 25:7 wondering (2) 54:19 76:11 wood (2) 31:20 34:24 work (17) 7:16 8:9 10:20.22 12:11 13:16 26:16 39:16 47:10,14 55:1 58:1 59:23 62:13 65:3 80:6 82:3 worked (8) 1:21 9:3 13:15 30:10,10 34:20 42:21 73:16 working (9) 2:17 12:24 13:10 22:12 33:1 35:21,23 42:12 59:16

withdrawal (2) 49:12 50:2

world (1) 77:20 worried (1) 76:11 wouldnt (1) 65:13 write (2) 83:19,22 writer (2) 76:12,16 written (2) 47:12 65:4

x (4) 46:4.5.9 84:1

year (9) 1:15 16:23 18:9 19:9 23:3 54:5 68:20 70:14

years (2) 74:16 75:2 yesterday (4) 60:16 74:14 79:7 80:5 yet (1) 65:11 vourself (1) 77:2

zoom (1) 10:24

1 (10) 14:11 23:2 44:20.25 49:18 66:3 70:9 80:12 84:2.2 10 (5) 6:18 15:3 18:21.25 83:24 **11 (2)** 54:18 77:13 **1100 (1)** 80:24 1153 (1) 76:19 12 (4) 5:14 31:5 32:8 37:1 1200 (2) 76:21 80:24 1212 (1) 83:23 129131 (1) 37:7 **13 (2)** 15:11 77:18 14 (3) 39:22 47:24 75:12 **1530 (1)** 80:18 16 (2) 16:25 46:9

163 (3) 7:20 55:4,7 164 (1) 55:12 165 (2) 55:25 58:5 166 (1) 59:25 169 (1) 60:15 **17 (2)** 50:6 78:5 170 (1) 62:1 **174 (3)** 63:22 64:1 67:20 **175 (2)** 64:17 67:14 177 (1) 74:13 178 (1) 75:11 18 (3) 17:1 18:7 77:21

2 (7) 10:13 14:10 37:14

2004 (2) 1:21,23

20172018 (1) 28:23

30:10.15 58:9

13:24

40:11 41:18 63:2 72:18

20 (4) 3:14 4:24 19:13 46:4

2017 (5) 1:23.24 2:10.12

2018 (5) 2:19 12:12,24 34:22

2019 (7) 23:2 24:4,20 28:4

2020 (11) 24:7 28:14 35:14

2021 (28) 8:22 28:15 31:4,5

38:7.24.25 39:22 44:11

45:19 46:15 50:5 56:3

65:9.9.25 70:20 72:12

2022 (19) 38:2,3,15,22 41:24

42:15 44:12 46:18 47:24

48:7,15,20 49:2 50:6 58:8

68:22 69:6 70:20 75:13

49:13 53:10 69:14 70:3

21 (8) 24:7 35:2,8 38:1,9

23 (5) 15:9 38:25 58:10,10

24 (5) 38:25 45:17 50:5

46:13 58:23 61:23

2023 (7) 9:8 14:1 47:25

2024 (2) 1:16 14:2

2025 (2) 1:1 83:25

22 (2) 60:8 78:18

63-1

2324 (1) 64:5

61:23 81:21

24hour (1) 14:20

25 (2) 1:1 6:19

58:3.10.13.24 64:5

20212022 (1) 16:24

75:12

44:21 58:9.10 60:7

36:17,24 37:11,14

63:1,17,17 65:3

8 (3) 14:2 70:6 72:20 8687 (1) 16:10 180 (1) 75:19 **88 (1)** 19:15 **19 (4)** 1:15 16:10 17:24 18:5 89 (2) 21:13,19 **1998 (1)** 14:11

91 (2) 22:4.6

98 (2) 19:6 78:6

26 (4) 6:25 37:11 38:24 83-25 27 (1) 7:4 28 (2) 7:9 75:12

3 (8) 14:10 26:8 46:5,5 63:9 66:5 72:14 77:13 30 (1) 18:13 31 (1) 47:25 **35 (1)** 71:15 39 (1) 80:10

4 (6) 5:13 14:19,24 46:4,9,9 **46 (2)** 15:11,13 **47 (2)** 4:23 37:7 **48 (1)** 3:15

5 (6) 23:4 26:10 44:25 46:4 49:21 80:18 51 (1) 80:23 53 (2) 80:14.15 57 (1) 55:3 58 (1) 7:20 59 (1) 60:14

6 (4) 10:13 15:6 50:10 70:15 61 (1) 63:23 **62 (1)** 74:13

9 (3) 10:19 14:24 46:5 90 (3) 1:15 18:18 21:13 910 (1) 78:6 943 (1) 78:18 944 (1) 79:4 945 (2) 78:19 79:25 **959 (1)** 1:2

Opus 2 Official Court Reporters