

OPUS2

Manchester Arena Inquiry

Day 32

November 9, 2020

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1 Monday, 9 November 2020
 2 (9.30 am)
 3 MR MARK HARDING (continued)
 4 Questions from MR DE LA POER (continued)
 5 MR DE LA POER: Sir, good morning, we're going to resume the
 6 questioning of Mr Harding this morning.
 7 Mr Harding, as I indicated on Thursday evening, the
 8 final section of my questioning at this stage for you
 9 relates to the counter—terrorism training provided by
 10 ShowSec.
 11 The first thing is this: am I right in understanding
 12 that this module takes about 45 minutes to complete when
 13 done properly?
 14 A. I think that's the guided time, yes.
 15 Q. That's the guided time.
 16 A. Yes.
 17 Q. So that's the general expectation in terms of how long
 18 people should be spending over it. We're going to have
 19 a look at some specific examples from some data,
 20 acknowledging the limitations of that data in due
 21 course. So when we look at this, people have an idea
 22 that that's the time that somebody who set this course
 23 thought it would take approximately?
 24 A. Correct.
 25 Q. Let's go back to a document we looked at together on

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1 Thursday. {INQ012105/1}, please.
 2 This is the steward training. We looked at it
 3 principally in terms of what it says about egress.
 4 Ms Newman, could we go to {INQ012105/169}.
 5 This is module 14, isn't it, the "Counter—terrorism
 6 at Events" module; is that right?
 7 A. It is.
 8 Q. We're not going to look at every single aspect of it,
 9 but we can see, listed through 1 to 10 in the
 10 introduction, the various sections as it's divided; is
 11 that right?
 12 A. Correct.
 13 Q. I'm just going to pick out one or two elements of it.
 14 If we could move forward, please, to {INQ012105/171}.
 15 Here guidance is being given to those reading this,
 16 and therefore doing the training, about what is expected
 17 of them, and if we see the third paragraph, I'll read it
 18 out because for those that did the training properly,
 19 they would have read this:
 20 "Your vigilance is essential to ensuring protective
 21 measures are kept. Stewards/SIA staff will know their
 22 work areas very well and therefore may be better
 23 identifiers of risk than their supervisors or line
 24 manager. It is therefore essential workers alert any
 25 unusual behaviour or items out of place to their

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1 supervisor. Workers should be confident in speaking to
 2 their supervisors if they believe there is suspicious
 3 activity on the premises and should understand the
 4 importance of reporting these (even if it is a false
 5 alarm)."
 6 A. Yes.
 7 Q. So that information within the ShowSec module for those
 8 that completed the training properly?
 9 A. Correct.
 10 Q. We can see listed below various bullet points and
 11 there's just one I want to pick out. It says this:
 12 "There are certain aspects within an event that may
 13 help reduce the chance of a terrorist attack and
 14 restrict the chance of a trespasser gaining access.
 15 These are..."
 16 Do you see bullet point 3 is "screening and
 17 patrolling"?
 18 A. Yes.
 19 Q. So it's the second of these that I just want to pick
 20 out. The staff were told that one of, to use
 21 a technical term, the control measures to reduce the
 22 chance of a terrorist attack was patrolling?
 23 A. Correct, and if they were instructed to do that,
 24 we would expect them to undertake patrolling.
 25 Q. The point is — and we will see this in other documents

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1 as well it is not exclusively here — but it would be
 2 within ShowSec's knowledge that a control measure to
 3 reduce the risk of a terrorist attack was carrying out
 4 patrols?
 5 A. Yes, amongst all the other instructions as well, yes,
 6 correct.
 7 Q. And presumably therefore, does it follow that when staff
 8 were instructed to carry out patrols, if they'd carried
 9 out this aspect of their training properly, they would
 10 have understood that when they are on patrol there is
 11 a counter—terrorism element to it?
 12 A. Yes, I think that's correct, and there's still
 13 a counter—terrorism element to it even if you are in
 14 a static position. It's not solely related to
 15 patrolling; it's whichever function you carry out in
 16 terms of stewarding or security.
 17 Q. You've made very clear, haven't you, that the precise
 18 mechanics of how it worked on the ground at
 19 Manchester Arena is for others to answer, but in terms
 20 of the general training, which you are here to deal
 21 with, that is the one item I wanted to pick out.
 22 Rather than look at multiple other pages, can you
 23 confirm that hostile reconnaissance is dealt with as
 24 a subject within this training?
 25 A. There are two videos which deal comprehensively with

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1 hostile reconnaissance.
 2 Q. I was here referring to the text. Let me just refresh
 3 your memory. {INQ012105/179}, please.
 4 I quite agree that there are those two links to
 5 videos here, but we can see here that there's a text
 6 description of the role of reconnaissance and this goes
 7 on over a number of pages. Do you agree?
 8 A. Yes. Yes, absolutely.
 9 Q. If we can move forward to the end of that section,
 10 I just want to ask you about the threat level and how
 11 that operated according to the training.
 12 {INQ012105/181}, please, the intervening pages being, as
 13 we can see from that box, all dealing with hostile
 14 reconnaissance.
 15 If we look at the bottom of the page, please.
 16 We can see the now very familiar threat levels,
 17 including the fourth one down, "severe", where an attack
 18 is highly likely. So again anybody conducting this
 19 training properly would have had that information
 20 provided to them by the materials; is that correct?
 21 A. I think there's a direct link to the MI5 website within
 22 this, which takes you actually live to the threat levels
 23 and gives for the person who's undertaking that a wider
 24 ranging knowledge into the MI5 website.
 25 Q. Let's go over the page {INQ012105/182}, please,

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1 Ms Newman. If we zoom into the top, we can see what it
 2 says here — again this is an instruction to those
 3 carrying this training out properly:
 4 "You should always remain alert to the possibility
 5 of a terrorist attack regardless of the threat level.
 6 Depending on the level of threat from terrorist activity
 7 security may be heightened to help lower the chance of
 8 terrorists getting into an event. Therefore there are
 9 response levels which recommend how to respond in any
 10 given threat level. These response levels should not be
 11 made public as avoiding informing terrorists about what
 12 we know and what we are doing about it."
 13 And we can see here for "severe", the fourth bullet
 14 point, the word "heightened" is applied.
 15 A. Yes. "Substantial" is heightened and "severe" is
 16 heightened — and I think since 2006 it has never been
 17 below "substantial".
 18 Q. If we have a look what it says below:
 19 "These provide a broad indication of the protective
 20 security measures that should be applied at any
 21 particular time."
 22 And against "heightened" what it says is this:
 23 "Additional and sustainable protective security
 24 measures reflecting the broad nature of the threat
 25 combined with specific business and geographical

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1 vulnerabilities and judgements on acceptable risk."
 2 A. Yes, as I said, I think that's applied since 2006 as the
 3 heightened element has always been in place since 2006,
 4 since these assessments were being undertaken, I think
 5 that was when they first started.
 6 Q. This is obviously what's being conveyed to those
 7 conducting this course. Is it your evidence, as
 8 managing director, that there was a heightened level of
 9 security at Manchester Arena at the time of the bombing?
 10 A. I think there's a heightened level of security across
 11 all our portfolio of venues, yes.
 12 Q. At {INQ012105/183}, we can see, again, a whistle-stop
 13 tour — forgive me, I've lost my reference. If we could
 14 go forward a page {INQ012105/184}. We can see that
 15 there is an example here of — and we can take that
 16 down, please. I'm so sorry, I didn't mean to put that
 17 up.
 18 We can see there's an example of an attack by
 19 suicide bombers in Russia given to those who are
 20 undertaking the training; is that right?
 21 A. Chechnya, yes.
 22 Q. If we go to {INQ012105/185}. We can see at the very
 23 last page of this, there's a "test your knowledge"
 24 section.
 25 A. Yes.

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1 Q. Am I right in understanding that in December of 2016,
 2 ShowSec introduced a test for those undertaking this
 3 module to check that they had understood what they'd
 4 read correctly?
 5 A. There are tests all the way through the 500 pages which
 6 have been submitted here, which isn't holistic or
 7 indicative of the entire e-learning system. But for
 8 individuals who undertake all of the modules, there are
 9 tests all the way through this and this is one of those
 10 tests and I think you are right in saying that it was
 11 2016 when it was introduced.
 12 Q. December 2016?
 13 A. I think so.
 14 Q. So we'll just hold this in mind then if that's right.
 15 We're going to have a look in due course at eight
 16 individuals for whom training records have been
 17 provided. You know, don't you, having looked carefully
 18 at that spreadsheet, that all of those people undertook
 19 this module before December 2016, didn't they?
 20 A. I don't know, but if you're telling me I would agree
 21 with you.
 22 Q. The point really being in relation to each of those
 23 eight individuals, there was no check carried out by
 24 ShowSec in terms of a knowledge test that they had
 25 completed the module correctly; is that right?

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1 A. There wasn't a test on this individual counter-terrorism
 2 module. There were many, many tests on -- throughout
 3 the whole of the training.
 4 Q. Testing their knowledge of the counter-terrorism module
 5 that they had completed, there was no test --
 6 A. There was no test at that time before December 2016.
 7 Q. We'll come back to the very end of my questioning to
 8 those individuals and we can look at the dates
 9 if we need to.
 10 Two documents which sit side by side. Can we move
 11 away from these training materials now and, holding them
 12 in mind, just consider, please, {INQ034688/1}.
 13 This is an e-shot, as I think it's described,
 14 internally, from ShowSec in relation to the Paris
 15 attack. Is that right?
 16 A. Yes. This is issued through our internal messaging
 17 systems through which we can immediately contact or send
 18 a mailshot to the entire workforce. It's really
 19 comprehensive and very efficient in getting direct
 20 information to -- we don't have control over how many
 21 people open it or how many people utilise it, but it
 22 does go to all of the -- we can issue it to all of the
 23 staff at any single point in time.
 24 Q. What we can see in relation to this third paragraph up
 25 from the bottom:

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1 "Please remember that the counter-terrorism module
 2 on our e-learning platform is always open if you wish to
 3 refresh the key points in it."
 4 And below that you give the route by which someone
 5 might success access that if they wish to. Is that
 6 correct?
 7 A. Yes.
 8 Q. Then let's have a look at the document which sits beside
 9 this one, {INQ034689/1}.
 10 This, am I right in understanding, is an analysis
 11 done of that e-shot to members of staff?
 12 A. I think it is. This is from our -- well, we have one
 13 communications manager who undertakes all our
 14 communications, or had one communications manager. This
 15 e-shot was sent out and it looks as though it was sent
 16 to, in the top corner, 3,800 staff in the top left-hand
 17 page. Do you want me to describe the content of it?
 18 Q. I'll just ask some questions. If I haven't covered what
 19 you want to, no doubt you can help us at the end.
 20 Was this analysis done -- presumably it can't have
 21 been done before the final date of 15 November at the
 22 end of that timeline. But was it done at the time or
 23 was it done for the purposes of this inquiry or for some
 24 other reason?
 25 A. I can't comment on that. I really don't know the date

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1 this was produced.
 2 Q. If we then look down at the bottom, we can see "links
 3 clicked".
 4 A. Yes.
 5 Q. That of the over 3,000 people who were sent that,
 6 it would seem that, if I've understood this correctly,
 7 is it 117 people have clicked the ShowSec learning link
 8 within the e-shot?
 9 A. Could you go back to the previous page? I probably can
 10 give some better information to this.
 11 Q. Further up the page?
 12 A. Back to the last page we were on.
 13 In terms of this, the campaign here shows that it
 14 was released to 3,800 people. It looks like 2,635 -- so
 15 a third of the way down where the green and blue pie
 16 chart is. 2,600, so two-thirds of the people opened the
 17 link, opened the email. It looks like many of them went
 18 back more than once because there were 6,000 in total,
 19 so I would suspect, understanding the system, that
 20 people would receive it on their phones, would open it
 21 up and would go back later to that -- to the message
 22 again and you can see that people opened it up a total
 23 of -- the highest number is 1,000 opening it up at about
 24 1 o'clock in the afternoon on the green line, on the
 25 upper line. So I think that's that says about a 1,000

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1 people. So as soon as it was issued about 1,000 people
 2 opened it but then many people then go back to it having
 3 opened it up and read it and I think probably lots of us
 4 do that with emails and references.
 5 So 69% of the people opened it; 1,179 didn't open
 6 it.
 7 Q. Yes.
 8 So we've got 1,100--plus people who didn't even read
 9 the content of the email; is that right?
 10 A. Well, I think you can look at it another way, that 2,600
 11 people opened up the email. These are part-time staff
 12 who work 11 hours a week and the penetrative power of
 13 the communications has meant that 60% of those people --
 14 and I think that's fairly impressive in terms of people
 15 who work 11 hours a week for the company.
 16 In terms of clicking to the link, if you go to the
 17 next page.
 18 Q. Scroll to the bottom, please, Ms Newman.
 19 A. In terms of the 117, those 117 have used the direct link
 20 from the email. They can go into the e-learning
 21 platform completely differently. They don't have to go
 22 through the email in order to get to the platform. So
 23 they can log on to their platform external to that.
 24 Does that make sense?
 25 Q. It makes perfect sense. What it all comes to is this,

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1 that we've got 1,100 of your staff who, it would seem,
 2 haven't even seen this email.
 3 A. I think this is just on the first day (overspeaking).
 4 Secondly, this is just one form of that communication.
 5 Q. I understand.
 6 A. So each time when they now go for their briefings and
 7 they turn up for work, there will be reference to this.
 8 So this is just a secondary way of direct communications
 9 and it's an immediate way of communications. Some of
 10 those staff may not be booked on for work for a week or
 11 2 weeks or 3 weeks (inaudible: distorted) time because
 12 they work 11 hours a week. When they turn up to those
 13 works they still get their briefing and the security
 14 element is still covered in their briefing. So this is
 15 just a supplementary way of getting that information
 16 out.
 17 Q. I suppose what I was coming to is this: why not make
 18 that counter-terrorism course refresher compulsory?
 19 A. Because we have a staff base of 4,000 staff. If we made
 20 it compulsory, we would have to track, monitor,
 21 undertake a full review of how that had been done.
 22 There would have to be a time frame on that. We
 23 couldn't eliminate -- we couldn't stop them from working
 24 if they hadn't undertaken this and they've previously
 25 done.

13

1 So if you go back to the starting point for an SIA
 2 person, an SIA person has undertaken their licence.
 3 That's all they need to do. The element within that SIA
 4 qualification, that standard entitles that individual to
 5 start work immediately. Many, many, many thousands
 6 undertake that SIA qualification, they start work
 7 immediately -- within hours they can start work -- and
 8 there is no prescriptive additional training for those
 9 to take. That is deemed satisfactory for them to start
 10 work.
 11 Please, this is really important. The stewarding
 12 staff, in terms of a qualification, if you take the NVQ
 13 qualification, which is utilised by the SGSA, an
 14 individual has 12 months to undertake the entire
 15 qualification and there is no stipulated time within
 16 that 12-month qualification that they have to undertake
 17 counter-terrorism training. So they can receive that
 18 training at the beginning of it or they can receive that
 19 training part-way through or they can receive that
 20 training at the end of it.
 21 I went to a meeting in London with Superintendent
 22 BJ Harrington and that question was raised with the SGSA
 23 at that meeting, asking at what stage did stewards
 24 undertake that qualification, which is utilised in
 25 most football grounds, undertake counter-terrorism

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1 training, and there was no stipulated time.
 2 So in terms of standards, an SIA person can start
 3 work immediately and a steward, in terms of standards,
 4 can undertake counter-terrorism training any time within
 5 a 12-month period.
 6 We, as an organisation, place the counter-terrorism
 7 training module on top of the SIA training, so there was
 8 no necessity for it, they could have continued to work,
 9 and in terms of the counter-terrorism training, we made
 10 a broad policy that people had to undertake the
 11 counter-terrorism training before they started work.
 12 That is far, far, far superior to the SIA standard
 13 and the SGSA -- the NCFE qualification or the level 2
 14 qualification for stewarding.
 15 SIR JOHN SAUNDERS: So it's your conclusion that their
 16 standards are not high enough?
 17 A. My conclusion, sir, is that the SIA qualification has so
 18 much content in it and you can see the brand of
 19 counter-terrorism in that takes up round about 16 slides
 20 of a 500-slide training session. I think it's
 21 proportionate to what they undertake, but there is so
 22 much more in terms of licensing, emergency situations,
 23 drugs, powers of arrest. It goes on and on and on. And
 24 the context of -- I think one of the important issues
 25 here is the context of what proportionality

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1 counter-terrorism forms within that training and within
 2 the stewarding training is determined by standards.
 3 And retrospectively, the proportionality probably
 4 should be higher in each of those, but that's only my
 5 opinion.
 6 SIR JOHN SAUNDERS: So how long some parts of the training
 7 takes will depend on how much there is actually to
 8 learn? Just because it's more important maybe doesn't
 9 mean you have to spend longer on it --
 10 A. Correct.
 11 SIR JOHN SAUNDERS: -- you have to cover what's necessary.
 12 So are you saying the SIA training does not cover what
 13 is necessary?
 14 A. I can't make a judgement on that. There are so many
 15 learning points --
 16 SIR JOHN SAUNDERS: You do work with them, I think.
 17 A. I do work with them.
 18 SIR JOHN SAUNDERS: And you do know what the training has?
 19 A. I do know what the training has.
 20 SIR JOHN SAUNDERS: So is the CT training done by SIA
 21 sufficient in your view?
 22 A. I think it could have been enhanced but enhancing the
 23 counter-terrorism training then extends the course, and
 24 then extends the number of days of training.
 25 SIR JOHN SAUNDERS: Okay, thank you.

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1 MR DE LA POER: Mr Harding, did you make the
2 counter—terrorism training refresher compulsory
3 following the arena attack?
4 A. No, we didn't.
5 Q. You didn't?
6 A. No.
7 Q. Sitting here now, obviously the degree of hindsight is
8 less because that was a judgement made post—event, do
9 you think that would have been a good decision?
10 A. I think all additional training is a good decision, but
11 if we enforce training ... This is ... It's relevant
12 difficult to understand and I'm trying to explain it.
13 Our staff are part—time casual staff who work 11 hours
14 a week for us. In order to impose training on
15 individuals — they don't have a place of work, we don't
16 have large scale offices, they are physically
17 distributed throughout the UK. This is the same for all
18 companies. This is not a defence of ShowSec. This is
19 the state of the industry.
20 So a football ground would be in similar positions
21 or a theatre usher or a cinema usher. Those staff would
22 be in exactly the same positions as we are, where those
23 part—time casual staff come in and undertake a shift and
24 that's the end of their process. They then go back home
25 and conduct their daily business until their next shift,

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1 until they elect to undertake a next shift.
2 Wherever you make anything compulsory for somebody
3 to do, that is really, really difficult to impose in
4 such a short period of time.
5 Q. You might likely, Mr Harding, have said there's going to
6 be a grace period, but within 50 days of this
7 announcement everyone will need to have done the
8 refresher training, it's that important, you're keeping
9 people safe, and we'll check. You could have said that,
10 couldn't you?
11 A. I could have done, but coming back to the default point,
12 an individual working as an SIA person who gets their
13 licence — and there are thousands and thousands of
14 these individuals — can by default just go and start
15 work and never receive any further training in addition
16 to that. We've already imposed additional training on
17 our staff and, yes, we could have asked them to do it
18 again —
19 Q. Yes.
20 A. — and impose that on them. We're already at a higher
21 standard than the majority of the industry
22 (overspeaking) so you're now asking me to go to a next
23 level up and I think, as an organisation, we have
24 a responsibility, but also our staff work 11 hours
25 a week.

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1 Q. You keep saying that. Many of your staff work many more
2 hours about that, but I'm not going to quibble with you
3 about that. You keep referring to the SIA, but I'm
4 talking about your stewards as well.
5 A. Yes. Again, my position, as I've explained, is that
6 a steward at a football ground or an usher or a cinema
7 usher, anybody working as a voluntary steward, if they
8 were undertaking a qualification — and many don't —
9 I think in theatres and cinemas, which are still crowded
10 places, people don't undertake qualifications, but in
11 sports grounds, some of the stewards do undertake
12 qualifications, they have 12 months to receive any
13 training on counter—terrorism. So again, by default,
14 we are in a better position by imposing the
15 predetermined requirement to undertake counter—terrorism
16 training.
17 Q. I have given you the opportunity to answer and you've
18 given your answer very fully. Thank you.
19 I would like to move to give you an opportunity to
20 respond, as you have done in writing, to the criticisms
21 that are levelled by the security experts so that you
22 can deal with those —
23 A. Sure.
24 Q. — bearing in mind that the chairman will hear from
25 those experts in due course.

19

1 I hope that we can do this shortly. I'm not trying
2 to stop you saying anything you don't (sic) want to, but
3 let's see how we get on.
4 The first criticism I would like you to provide your
5 response to is the security experts say, and I'm
6 paraphrasing here, that your training course, your
7 counter—terrorism training course, was not sufficiently
8 adapted to security staff as opposed to police officers.
9 Do you agree or disagree with that statement?
10 A. Could you repeat that, please?
11 Q. That it is not sufficiently adapted to security staff as
12 opposed to police officers. That is a criticism
13 levelled by the inquiry —
14 A. I really don't understand that. Are you saying that our
15 staff are less trained? Are they saying — do you
16 interpret that as them saying that our staff are less
17 trained than police officers? If that's so, that's
18 correct.
19 SIR JOHN SAUNDERS: No, I don't think it's saying that.
20 It's saying that the training appears to be geared or
21 would be suitable for police officers and is not
22 particularly suitable to security staff. That's how
23 I understand it.
24 A. No, I don't agree with that.
25 SIR JOHN SAUNDERS: You don't agree with that?

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1 A. No. I think in terms of where we source the training
 2 from, which was one of the NaCTSO guidance documents, we
 3 obtained that and our training department worked hard to
 4 contextualise that document into what was pertinent to
 5 our staff. So I think I allude in there where, if you
 6 look at page -- chapter 13 of one of the documents talks
 7 about suicide bombers. It's a single-page document on
 8 suicide bombers --
 9 SIR JOHN SAUNDERS: Again, that is the NaCTSO training to do
 10 with clubs, I think (overspeaking).
 11 A. Correct, and also stadia and arena. It's just
 12 a different chapter. It's replicated in the stadia and
 13 arena one as well, it just utilises a different chapter.
 14 So what we did was contextualise that and adapted it to
 15 the environments in which we work.
 16 MR DE LA POER: The next criticism for you to provide your
 17 response to: the security experts say that the safety
 18 and security procedure content within the
 19 counter-terrorism training is mainly aimed at managers,
 20 not operational staff. Do you agree with that or
 21 disagree with that?
 22 A. In this training?
 23 Q. Yes.
 24 A. Absolutely not.
 25 Q. Next, they say that there is insufficient interaction as

1 part of the training because it's all online.
 2 A. I think there's a few things here. When we started
 3 developing the training, the online training, we tried
 4 to gather and harness as much knowledge and information
 5 from the company that we possibly could in order to
 6 create an e-learning platform.
 7 The e-learning platform contains hundreds of
 8 references, a whole library of documents, references to
 9 legislation, case studies -- it's not just a case of
 10 creating and imparting singular information on
 11 a singular model, it is created as a learning platform.
 12 So I do believe that we created that as a foundation for
 13 our staff to go on to that platform whenever they want
 14 and learn. And I think that the course itself has
 15 harnessed the information from and produced the
 16 information in a good way for the learner to understand.
 17 SIR JOHN SAUNDERS: Okay. Sorry, can I just focus what
 18 I understand the criticism as being, which happens with
 19 any e-learning course, and there are lots of them
 20 around, that unless you have some interaction between
 21 someone actually talking to someone, you'll never
 22 actually know whether the e-learning's gone in or not.
 23 A. I think that's a fair comment, sir, but the learning
 24 process is not just from the e-learning.
 25 So if I can give you some examples. Within that

1 e-learning process, it tells you that we use scanners or
 2 it tells you about ticketing. But when an individual --
 3 or it tells you an evacuation processes or emergency
 4 processes. But when an individual turns up to a venue,
 5 they have to understand what the specific ticketing
 6 system or the evacuation code, all of the new
 7 policies -- it's not just the one source of learning.
 8 That's the foundation of learning, but when an
 9 individual actually gets to a point of work, they have
 10 to enhance the learning which they've had from that
 11 system.
 12 And again, secondly, what I would say is if we could
 13 look at the quality of the training which is out there
 14 now -- so ACT, for instance, now has -- is a really good
 15 product, it's developed in recent times where software
 16 has become enhanced, where training has become enhanced
 17 and it's much more interactive.
 18 Contrast that to the previous NaCTSO videos which
 19 were produced, Eyes Wide Open, Fairway, CONTEST, there
 20 is no interaction with those videos. So things do move
 21 on and retrospectively, of course you can be critical
 22 that there wasn't sufficient interaction, but you could
 23 be critical of the NaCTSO videos in the same light --
 24 SIR JOHN SAUNDERS: Can I try and summarise what you're
 25 saying? The e-learning, as far as you're concerned, is

1 supplemented by learning on the job.
 2 A. Correct, sir.
 3 SIR JOHN SAUNDERS: And insofar as the training could be
 4 criticised at that time, it has now been greatly
 5 improved?
 6 A. It has.
 7 SIR JOHN SAUNDERS: Thank you.
 8 MR DE LA POER: Thank you, sir.
 9 The experts say that a disproportionate amount of
 10 time is given to the CBR attacks. Do you agree or
 11 disagree?
 12 A. I think that's the experts' opinion. I think only
 13 4 weeks ago there was a CBR attack in some commercial
 14 outlets in London. So I think people can make their own
 15 judgements on whether a disproportionate amount of time
 16 is done there.
 17 In terms of CBR if you look at the proportionality
 18 that is spent on the NaCTSO document on CBR look at the
 19 proportionality of time that they have spent on suicide
 20 bombing in CBR -- in the NaCTSO guidance, so you
 21 contrast the time spent or the wording spent within the
 22 NaCTSO documents, the proportionality of time on CBR is
 23 far more than it is on suicide bombing. So we followed
 24 the -- we broadly followed the process of NaCTSO and the
 25 proportionality of that.

1 Q. The penultimate criticism levelled is the experts say
 2 that although identifying suspicious behaviour, and the
 3 Eyes Wide Open video is referred to, they say this:
 4 "This is not the online module staff actually had to
 5 do."
 6 And I think I've understood what they are saying
 7 here, but we'll just have a look. If we go to
 8 page 184 -- forgive me, Ms Newman, if we look at
 9 {INQ012105/184}. It may be that I've misunderstood what
 10 they're saying. If we can go right to the bottom of
 11 that, please, before it goes on the screen, please.
 12 I just want to have the very bottom with no
 13 photographs on it.
 14 The very bottom only, please, of 184. If we can
 15 remove the photograph.
 16 This is, as I understand it, what a person will see
 17 within the training materials. It's a blue link with --
 18 A. No.
 19 Q. No? That is not how --
 20 A. This is a transcript. Inside the training material they
 21 would receive a wide box with the start of the video and
 22 a play button.
 23 Q. I understand.
 24 A. This is just for the purpose of the transcript.
 25 Q. So we need to be careful when looking at this --

1 A. I think so. I think part of the problem is this
 2 training material doesn't become live or active when
 3 you're looking at Word documents. It's much more
 4 interactive and it's much more direct. So what would
 5 happen in this case is there would be -- simply like
 6 a YouTube screen, when you log on to a YouTube link,
 7 there would be a screen with an individual -- and a
 8 start button alongside and it would be the start of the
 9 Eyes Wide Open video.
 10 Q. But no text accompanying it describing what it's going
 11 to show or why it's important that they watch it or what
 12 they might take away from it?
 13 A. Sorry, I'm not sure what's stated and I don't want to
 14 move above, but I think -- I can't comment on that. But
 15 it is a video for them to watch. And this is the second
 16 video, the Eyes Wide Open is supplementary to the two
 17 Operation Fairway ones.
 18 Q. We will come to that in a moment. I just want to put
 19 one last (inaudible: distorted) for your comment,
 20 please. The experts say that some important content
 21 from the NaCTSO guidance is omitted in the module and
 22 they identify managing risks guidance and effective
 23 planning guidance. Do you accept that criticism?
 24 A. Isn't that just contrary to what they've said? They
 25 said it was aimed at management level and what we have

1 done is taken the management elements out to
 2 contextualise it for our staff. I'm sorry, I don't
 3 agree with that criticism if you --
 4 Q. You don't?
 5 A. No.
 6 Q. The final topic as part of the CT training that I'm
 7 going to deal with is just the training spreadsheet that
 8 was provided very recently. We'll bring it up, please.
 9 {INQ037084/1}.
 10 This is a spreadsheet that has a number of tabs
 11 at the bottom?
 12 A. It does.
 13 Q. For different members of staff?
 14 A. Yes.
 15 Q. Can we just establish -- we'll look at the detail of it
 16 in a moment, but can we just establish a baseline
 17 in relation to this information? Is this right, that
 18 at the time, ie up to and including 22 May 2017, ShowSec
 19 did not monitor whether or not its staff were completing
 20 the modules or spending the recommended period of time
 21 undertaking them?
 22 A. It got a completion report from our service provider to
 23 say that they had completed that module. We did not
 24 monitor the time which they spent on each of those
 25 modules, largely because I didn't think we knew it had

1 the capacity and, secondly, I think we were fully
 2 reliant on what was a system obtained from a university
 3 and I think it's not unreasonable for our training
 4 department or our training staff, which is a minority of
 5 four people, to rely on a university's platform.
 6 Q. If I've understood you correctly, it comes down to
 7 resources in terms of monitoring?
 8 A. I think it's a couple of things, Mr de la Poer. I think
 9 it probably would have come down to much more intrinsic
 10 knowledge of the system, our understanding of it, and
 11 probably we were trying to harness and furnish all of
 12 the information and create a learning platform without
 13 looking at the technicalities of what -- understanding
 14 the technicalities of what the system did.
 15 Q. This is training which is being undertaken
 16 predominantly, if not exclusively, by people in their
 17 free time; is that right?
 18 A. Sometimes. Sometimes in paid time.
 19 Q. And for those who are doing it in their free time, as
 20 you've just indicated, that means that they're not being
 21 paid for spending the time to do this training?
 22 A. Yes. The majority of the -- the initial testing, the
 23 initial training in order to start work is done prior to
 24 starting work. So what we -- as part of the robust
 25 interview process, the right to work check process --

1 Q. I'm sorry to cut across you, Mr Harding. I think
 2 we have a good understanding of that.
 3 It's a simple question. They weren't going to get
 4 paid, many of the staff, for doing this and that's
 5 something that ShowSec knew?
 6 A. Prior to starting work, yes, absolutely.
 7 SIR JOHN SAUNDERS: Whether they're being paid or not, as
 8 we have already established, I think, one of the
 9 problems of e-learning, particularly if they're not
 10 being tested at the end of it, is how much of it has
 11 been actually looked at and how much of it has gone in.
 12 A. Yes.
 13 SIR JOHN SAUNDERS: Okay. So you now have a system whereby
 14 you can tell how long has been spent on a particular
 15 piece of training?
 16 A. No.
 17 SIR JOHN SAUNDERS: Okay.
 18 A. We have a system which --- you're nearly right, sir.
 19 It's (overspeaking).
 20 SIR JOHN SAUNDERS: Well, put me completely right.
 21 A. We now have a system which can tell you when you started
 22 a piece of work. It controls the pace an individual
 23 spends on each page and then measures the time when it
 24 finishes. So if there are 20 pages, it has a start time
 25 and a finish time. It doesn't tell you how much time

1 was spent on each page, but it gives you a cumulative
 2 total ---
 3 SIR JOHN SAUNDERS: Or how much they are concentrating,
 4 whether they're watching television at the same time?
 5 A. Same as in a classroom where you can look at your phone
 6 and ---
 7 SIR JOHN SAUNDERS: So there is clearly a limitation on it?
 8 A. Correct.
 9 SIR JOHN SAUNDERS: But what you have discovered is there
 10 are better ways of trying to ensure the people are doing
 11 the e-learning than you had in place in 2017?
 12 A. 100%, sir. Software has developed, we've become more
 13 aware, and suppliers show us different software systems
 14 that we could utilise and we have chosen to change that
 15 and are transferring those courses on to that ---
 16 SIR JOHN SAUNDERS: So software developed --- when people ask
 17 for a software development, you're not saying this sort
 18 of software couldn't have been done in 2017?
 19 A. What I'm saying is we are a relatively small company
 20 with a relatively small budget and our knowledge of
 21 systems is constrained to the resources that we have ---
 22 SIR JOHN SAUNDERS: And you are relying on the university?
 23 A. We are relying on the university.
 24 SIR JOHN SAUNDERS: Presumably you could go a university and
 25 say: look, could you do some system whereby we could

1 actually check whether this learning is being done?
 2 A. We could have done had we thought about that, yes.
 3 SIR JOHN SAUNDERS: Thank you.
 4 MR DE LA POER: Do you agree that's something you should
 5 have thought about pre--22 May 2017?
 6 A. I think it's very difficult. I think --- like I said, we
 7 are a very small company and our intention was to
 8 impart --- I mean, the sophistication of the content of
 9 the e-learning platform is second to none. It's
 10 probably the best in the industry. I can't think of how
 11 any other organisation would, (1), harness the knowledge
 12 and then, secondly, impart it.
 13 As for the technicalities of the system, of course
 14 we could have enhanced our --- and retrospectively we
 15 should have looked at that ---
 16 SIR JOHN SAUNDERS: I think the point being made is you can
 17 have the best system in the world, you can have the best
 18 information in the world, but if actually people are not
 19 doing it properly, then it's useless?
 20 A. I think so, sir, but I think that's the same with
 21 classroom-based training. You can attend a classroom
 22 and daydream, so there are criticisms of both elements
 23 and I accept that.
 24 SIR JOHN SAUNDERS: You can do, but if you're daydreaming
 25 the teacher may notice and they may test you, too, as

1 you are going along?
 2 A. Of course.
 3 MR DE LA POER: We are just going to understand the
 4 limitations of this document and as we do so, we need to
 5 bring to mind that these limitations were not mentioned
 6 and we'll come to the reasons why when we looked at the
 7 training record for Mohammed Agha when he gave evidence,
 8 so we'll have that in mind as we consider this.
 9 If we can look at the top of the sheet that we're
 10 looking at which is the training records as they relate
 11 to Mohammed Agha, we'll just see what it says at the top
 12 of column F. So can we scroll to the very top, please,
 13 of this particular sheet, Ms Newman?
 14 It says "completed date" there. You've made
 15 enquiries, have you not, of Marked Improvement, who host
 16 this e-learning platform, and have they told you this
 17 about that column F, that that is the date and time when
 18 it was last accessed by the learner?
 19 A. Correct. That was stimulated by Mr Agha's declaration
 20 that he didn't spend very much time on these and we
 21 contacted Marked Improvement to try and find out how
 22 much time he did spend on these. We didn't know whether
 23 they could or not and then they produced this document
 24 for us.
 25 Q. So what that means is that, to take a crude example,

1 a person may spend all day on a particular module, and
 2 if at the end of that they go back and they click
 3 through each element again in quick succession, what
 4 this spreadsheet will indicate is only those last times
 5 that it was accessed, not the entire day that they had
 6 spent looking at it?
 7 A. That's correct, or if they come to the test at the end
 8 of a session and they can't answer the questions, they
 9 can go back to the beginning of the session and click
 10 through to find the answer to then answer the question
 11 and their times are erased and it's only the last times
 12 they clicked on to those — each of those pages that is
 13 recorded.
 14 Q. That scenario obviously applying when there is a test at
 15 the end?
 16 A. Correct.
 17 Q. Although, as we know, the counter—terrorism module did
 18 not have that test for any of these learners.
 19 A. You can still go back and find a reference, yes.
 20 Q. So we do need to take care when interpreting this
 21 information; is that what it comes to?
 22 A. I think so, sir. I think that's — and we've only just
 23 found out this information ourselves, so yes, you are
 24 right.
 25 Q. So we've just — in fairness to Mohammed Agha what I'll

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1 do, and I'm not seeking an answer from you, but I have
 2 been asked to recap this by his counsel. The effect of
 3 his evidence, and again I'm not seeking an answer from
 4 you, as I understand, is that he said he had no
 5 recollection of having done this initial training, he
 6 said that he had not skipped through the modules, he
 7 said he had not cheated, but he did accept he should
 8 have been more attentive to his studies. That's what he
 9 said when he was shown this, but at that time what was
 10 not being spoken about publicly and what he had not been
 11 notified about and what the inquiry had not been
 12 notified about is what exactly that column means.
 13 A. Correct.
 14 Q. Have I understood you correctly that ShowSec has only
 15 just learned of the limitation of that final column?
 16 A. Me personally, I've only just; I can't speak for any
 17 past training managers or — so I am really sorry —
 18 Q. Because you produced, didn't you, to one of your
 19 statements, Mohammed Agha's learning record that was
 20 used to question him?
 21 A. That was as a response of his statement to say that
 22 he hadn't spent much time on that. But if I can just
 23 come back to the default position here: Mohammed Agha
 24 was in possession of an SIA licence. Any of this
 25 training is supplementary to his entitlement to work

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1 with an SIA licence.
 2 Q. We are just focusing now on what training ShowSec was
 3 providing and I was just asking you whether you produced
 4 Mohammed Agha's training records.
 5 A. Marked Improvement produced it, yes.
 6 Q. It was attached to your statement and at the time you
 7 produced it, you didn't at that time enquire into what
 8 this spreadsheet meant and how it could be interpreted?
 9 A. Correct, I just acquired Agha's training record.
 10 Q. Let's have a look at what we can see. If we go, please,
 11 to Mr Bailey. That's a tab at the bottom. Mr Bailey is
 12 the most senior of those people that we're concerned
 13 with. Can we please go down to row 64? I'm not
 14 proposing to do this by any means with everyone. So can
 15 we go to row 64, please?
 16 Here we can see the "Introduction to
 17 Counter—terrorism", we then see the Fairway video, "Law
 18 and liability". I hope, you having looked at this,
 19 you'll be able to take it from me, because we'll be here
 20 a long time, but if you do need to check, please say so.
 21 We can see he starts at 20.05 on 11 July of 2012.
 22 He marks it as completed at 20.52.54. So he takes
 23 52 minutes and 49 seconds, on the face of this, between
 24 the first click and the last click.
 25 A. 20.00 hours, is it, it starts at?

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1 Q. 20.00 and 5 seconds and 20:52.
 2 A. Yes.
 3 Q. So very much in the time period that you would expect
 4 for a person doing this diligently to take?
 5 A. Yes. If they're doing it all at once, through one
 6 session, at one time, and they've completed this course
 7 and gone through it in a diligent way, that's the
 8 approximate time, yes.
 9 Q. Next we can see the second entry is the Fairway video
 10 entry. That is marked as — the last access click is at
 11 20.00.41.
 12 A. Sorry, what row are you looking at?
 13 Q. It's row 65. So it's the one underneath the
 14 introduction.
 15 A. Yes.
 16 Q. We can see that that is clicked for the last time at
 17 20.00.41, and the next item, "Law and liability", is
 18 clicked 20.26.34, so that's 25 minutes and 53 seconds
 19 later. We know, don't we, that the Operation Fairway
 20 video consists of two parts, total time 22 minutes
 21 27 seconds. So again it appears on the face of this
 22 document that what Mr Bailey has done is he has clicked
 23 that, he has watched those videos for the period that it
 24 had take, all the way through to the end, and then moved
 25 on?

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1 A. Yes, perhaps indicative of what's happened.
 2 Q. And again, Eyes Wide Open, which is row 74. We can see
 3 that he clicks that at 20.40.08 hours and 12 minutes and
 4 46 seconds later he marks the course complete. We know,
 5 don't we, that Eyes Wide Open takes 12 minutes and
 6 16 seconds, so the time he takes between that click, the
 7 first click and the second click, when last accessed, is
 8 the duration of Eyes Wide Open?
 9 A. Correct.
 10 Q. Let's do one more example and hopefully we can deal with
 11 things in headline.
 12 If we go to Jordan Beak, please, so that's the tab
 13 at the bottom, and we're going to go to row 136, please.
 14 We can see there the start time for the last access
 15 is 13.30.53.
 16 A. Yes.
 17 Q. And if we go down to row 148, we can see the end time,
 18 14.23.54, that's when it is marked as complete,
 19 53 minutes and 1 second, so very close to the time that
 20 Mr Bailey took over it?
 21 A. Yes.
 22 Q. Again, just doing the same exercise, we can see when we
 23 look at the Operation Fairway video, that that is last
 24 accessed at 13.31.06, which is line 137, the second one
 25 down.

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1 A. Yes.
 2 Q. And the next module is marked as last accessed at
 3 13.55.36, giving a total of 24 minutes 30 seconds,
 4 a comfortable period of time to watch that just over
 5 22-minute video?
 6 A. Yes.
 7 Q. Lastly, we will do exactly the same task with Eyes Wide
 8 Open. At line 147, Mr Beak (inaudible: distorted)
 9 14.11.11 is when that is last accessed/clicked and
 10 marked as concluded at 14.23.54, so 12 minutes
 11 43 seconds, again more than sufficient time to watch the
 12 12:16 video.
 13 That's what the records for those two people show.
 14 Can we see that they are — the records are consistent
 15 with them firstly having spent an appropriate amount of
 16 time doing the whole module? Do you agree with that?
 17 A. It looks as though they've done this module in one
 18 session. That's how I would interpret those figures.
 19 Q. And secondly, that each of them, on the face of it,
 20 appear to have spent sufficient time between accessing
 21 the two videos and the next task to have watched it
 22 through to conclusion?
 23 A. Yes.
 24 Q. Although plainly you can't say because this doesn't
 25 reveal whether they were making a cup of tea or not.

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1 I'm not suggesting they were, but the point is this: so
 2 far as the records take us, there seems to be a good
 3 basis that they at least set that video playing?
 4 A. Yes.
 5 Q. If we contrast that with four of the other people within
 6 this spreadsheet — I'm just going to give you the
 7 headline figures. We can have a look at each of them if
 8 you need to, but I'm sure, as a diligent
 9 managing director, you've looked carefully at this.
 10 Mr Agha, 8 minutes and 23 seconds from start to
 11 finish on the module on the last access time.
 12 A. Yes.
 13 Q. Mr Lawler, 6 minutes 31 seconds on the last access,
 14 start to finish.
 15 A. Yes.
 16 Q. Mr Perry, 1 minute and 13 seconds.
 17 A. Yes.
 18 Q. And Mr Atkinson, 3 minutes and 38 seconds.
 19 A. Yes.
 20 Q. You have raised the possibility that they may have come
 21 back to it, so let's just have a look and see what the
 22 context of each of those conclusions is.
 23 If we go to Mohammed Agha's, please. We can see,
 24 can't we, if we go to line 94, the start of the
 25 counter-terrorism course, 15.49. But we can see that

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1 the preceding course, customer service communications,
 2 is marked as complete at 15.37.
 3 A. Yes.
 4 Q. So if he has gone back —
 5 A. Yes.
 6 Q. — either he did so in the relatively short period of
 7 time from completing the preceding course or he's gone
 8 back to the start of the preceding course as well?
 9 A. He could possibly well have done, yes.
 10 Q. And just to click through?
 11 A. He possibly could have completed the courses before and
 12 then refreshed his ... That's all I can say to you.
 13 Q. Daniel Perry, please. We need to look, please, at
 14 line 108. If we just move the cursor up two lines so
 15 we can see the context of the start of the
 16 counter-terrorism.
 17 If we skip a line before this, we can see that the
 18 customer service module was being undertaken at line 105
 19 at 10.01.59. Then at 10.02.06, it's marked as complete.
 20 We skip a line, because that's a different date, but
 21 we can then see that, almost immediately, the last
 22 access for Mr Perry 10.02.19 from the preceding module.
 23 A. Correct.
 24 Q. Again, if he has accessed this for a second time, having
 25 done the module responsibly and taking the requisite

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1 time over it, he's also gone back and clicked through
 2 not only the counter—terrorism but, it would seem, the
 3 customer service one as well?
 4 A. I think so, and I think the point that you're trying to
 5 make is really well understood, that people can cheat
 6 the system if they choose to cheat. I think it's
 7 incumbent upon the individual as well as the employer to
 8 undertake the intended training as well. So if people
 9 have cheated and bypassed the system, then potentially
 10 some of our systems haven't worked and the individual
 11 themselves has an individual responsibility to undertake
 12 that. However, the caveat is that no one can tell what
 13 actually happened on the system.
 14 SIR JOHN SAUNDERS: They can, the people themselves.
 15 A. Yes.
 16 SIR JOHN SAUNDERS: They can tell us whether they cheated or
 17 not. Have you made enquiries of these other people?
 18 A. Not yet, sir. And again, I think Lavery has —
 19 SIR JOHN SAUNDERS: I'm not trying to get them into trouble.
 20 MR DE LA POER: Can I make this clear? This is not —
 21 they're not here to answer these. I am here focused
 22 upon the governance of ShowSec —
 23 A. Sure.
 24 Q. — and what the records — if ShowSec had informed
 25 themselves of what it seems was available, what

1 conclusions may have been available, requiring
 2 investigation, at the time, to make sure that
 3 individuals have in fact done it properly, bearing in
 4 mind that there was no knowledge test. That's what I'm
 5 driving at.
 6 Your point is well made, sir, in terms of the
 7 individuals.
 8 I don't propose to go to it unless you require me
 9 to, can we complete the picture? Mr Lawler, will you
 10 take it from me, ended the previous module 11 seconds
 11 before the counter—terrorism module?
 12 A. I accept what you're saying and I come back to the
 13 default position that both Lawler and Agha and other
 14 people in here had an SIA licence and were able to
 15 operate under an SIA licence without any of these
 16 additional trainings.
 17 SIR JOHN SAUNDERS: It doesn't include Mr Atkinson,
 18 actually.
 19 MR DE LA POER: It doesn't. The preceding module is marked
 20 as complete 25 seconds before the last access of the
 21 counter—terrorism.
 22 A. Only Mr Atkinson can say whether he...
 23 SIR JOHN SAUNDERS: I understand that Agha and Lawler had
 24 SIA licences. What I don't think I know from memory is
 25 when they actually got them.

1 A. I think Mr Agha got his in —
 2 SIR JOHN SAUNDERS: It was his first time in 2017 —
 3 A. — February 2017. And I think Lawler got his in
 4 April 2017, I think. I think.
 5 SIR JOHN SAUNDERS: So after these —
 6 A. Yes. Absolutely.
 7 MR DE LA POER: These individuals have been chosen because
 8 they are key and significant individuals on the night
 9 that we're concerned about. Of course at the time they
 10 were doing this training, you accept, don't you, that
 11 having apparently done it, because the complete
 12 certificate was issued, they were then permitted to
 13 undertake a role that included a counter—terrorism
 14 element by ShowSec as a steward at numerous events?
 15 A. Correct.
 16 Q. So it's really just — what I'm trying to examine here,
 17 and I hope it's clear to you, is ShowSec's attitude
 18 towards the importance of this training.
 19 A. I think our attitude towards the importance of training
 20 shows the massive investment which we put in this entire
 21 system and the information we've imparted on it and
 22 there'll be nobody inside this industry who won't tell
 23 you how much ShowSec has invested in training.
 24 In terms of the working — if you look at line 138,
 25 the working in front of the stage and pit barrier,

1 ShowSec actually created the module and the training
 2 content for the entire nation for that with Highfields
 3 and in conjunction with that. So that shows our
 4 commitment to training.
 5 If we have failed on the measurement of some of this
 6 training, I fully accept that the software which we
 7 could have had at the time, but weren't aware of, and we
 8 could have monitored it more stringently, I accept that
 9 as well. It doesn't — the evidence inside here doesn't
 10 always tell the true picture of the entire training.
 11 Q. You've pointed to the personal responsibilities of
 12 individuals not to cheat and I'm not suggesting for
 13 a moment that age is an excuse for cheating, but
 14 of course the people who are undertaking this training
 15 include minors. Mr Lawler, let's take him as an
 16 example, at the time he did this training he was
 17 17 years old.
 18 A. Yes.
 19 Q. So we have a 17—year—old person, not being paid, not
 20 being tested. There is a very considerable
 21 responsibility, isn't there, on ShowSec to make sure
 22 that that individual with all the temptations and
 23 potential irresponsibility that might come with youth,
 24 needs to be checked?
 25 A. Are you really suggesting that 16 to 17—year—olds who

1 are in education have a mentality — I think that's
2 offensive to 16 and 17-year-olds. If somebody at the
3 time who was really a young person, who's much more
4 accustomed probably at the time to have access to IT
5 systems, understand IT systems, utilising IT systems in
6 education, in their growing-up education, I think it's
7 not unreasonable for them to expect to actually be one
8 of the better candidates in order to undertake that
9 training.

10 We did employ 16 to 17-year-olds. On 22 May we had
11 12, in the entire country, 16 to 17-year-olds working
12 for us. We can't discriminate on the grounds of age,
13 sex, creed, colour, race and we don't do that. We don't
14 even ask for people's dates of birth on their
15 application forms. So I think as an organisation, we
16 actively encouraged everybody to come and work for us,
17 and I think utilising — using somebody's age on their
18 integrity is unfounded, is not right.

19 SIR JOHN SAUNDERS: I don't think that's being said, with
20 respect. I think what he's saying is that perhaps they
21 get more mature with age.

22 A. I think the youth... They do get mature, but it doesn't
23 mean they're less integral (sic), does it? In fact, it
24 probably... I think I'll hold it there, sir.

25 MR DE LA POER: Sir, you're absolutely right, that's not

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1 what I was suggesting and I regret it's thought that
2 I was, but there we are.

3 I have no further questions for you, Mr Harding.

4 Can I invite Mr O'Connor on behalf of SMG?

5 Questions from MR O'CONNOR

6 MR O'CONNOR: Mr Harding, I just have a few questions for
7 you on three topics. The first topic is the question of
8 whether ShowSec representatives at a venue might attend
9 meetings held between the people running that venue and
10 CTSA's. Do you understand?

11 A. Yes.

12 Q. You've mentioned during the course of your evidence,
13 of course we know, that ShowSec provide their services
14 to a very large number of venues; I think on Thursday
15 you mentioned the number 450.

16 A. Around about, yes.

17 Q. Is that a number that's relevant to 2017 or now or has
18 it not changed?

19 A. Again, it's really difficult because clients have
20 a large number of venues or a small number of venues,
21 but sometimes we work for one annually and then move on
22 to another. But round about a figure of 450.

23 Q. That's fine. We don't need exact numbers for these
24 purposes.

25 Can you help us with this, Mr Harding? Again I'm

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1 sure a sort of rough number will suffice for these
2 purposes. I assume that some of those venues were of
3 a sufficient prominence or significance that they had
4 their own CTSA and a relationship with a CTSA. Is that
5 right?

6 A. I think so, and individual festivals may well have
7 had — do they call them SECOs? — attached to them,
8 a counter-terrorism specialist attached to an individual
9 event as well.

10 Q. Can you give us some idea of the number within that
11 number, the larger number of 450, some idea of the
12 number of those venues that would have had their own
13 relationship with a CTSA?

14 A. I would say very few would have had a personal
15 relationship with a CTSA. Less than 50 maybe, less than
16 100. It is probably best asking the operational staff
17 their knowledge of that.

18 Q. I'm asking you this, Mr Harding, because, as
19 I understood it, you might be the witness who can help
20 us with the overall position regarding all of the
21 ShowSec venues. I only have a few more questions and if
22 you can't help then maybe we can take it up with other
23 witnesses.

24 I think what I understand from what you're saying —
25 it's obviously not just the arena, is it?

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1 A. No, it's not the arena, but very, very few CTSA's — as
2 far as I'm aware, I think there are 43 police
3 authorities. CTSA's, I think, are attached to those
4 police authorities. And at the 450 venues that we
5 operate at, we can just be providing supplementary
6 services, a handful of people, two people. It could be
7 much more comprehensive, it could be 20, 30, 40.
8 There's a varying degree of services which we supply
9 across those. So we wouldn't intrinsically know whether
10 CTSA's were attached to those venues. But certainly not
11 many.

12 Q. All right. Let me just move on a little bit.

13 Can I suggest to you, and tell me if you agree with
14 this, that at least before the attack in 2017, it was
15 not common practice for ShowSec, whatever its
16 relationship with these different venues, to attend
17 meetings with CTSA's?

18 A. 100% it wasn't. It wasn't common practice.

19 Q. Do you in fact know whether it happened at all at any of
20 the venues you had a relationship with?

21 A. I'm afraid I can't comment on that, but it would have
22 been indicative — it would have been raised at
23 management meetings or would have been brought up
24 through a series of communications. Other directors may
25 have become involved in it or regional managers. So

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1 I really don't know. But very, very few.
 2 Q. Your understanding is that it wasn't common practice?
 3 A. Absolutely.
 4 Q. Has that position changed since the attack?
 5 A. We have... Since the introduction of ACT, which we have
 6 now implemented in conjunction with our enhanced
 7 counter-terrorism training, so we have counter-terrorism
 8 training and ACT, there is ACT Operational. Our staff
 9 now have been -- managers have tasked to approach CTSAs
 10 in order to try and acquire operational ACT training and
 11 what that involves. So, yes, we have changed our
 12 attitude towards engagement with CTSAs, but again,
 13 primarily, the CTSAs are really targeted with large
 14 numbers of people, large volumes of people, and large
 15 businesses.
 16 Q. I understand that, Mr Harding. I just want to be clear
 17 about that. What you've just described is
 18 a relationship where ShowSec go to CTSAs seeking, say,
 19 ACT training?
 20 A. Yes.
 21 Q. That may or may not be the same thing as actually
 22 attending regular CTSA meetings with a venue?
 23 A. We will only be able to attend a CTSA meeting if we are
 24 invited.
 25 Q. Well, do ShowSec as a matter of policy seek to attend

1 those meetings?
 2 A. You'd have to ask the operational person. I really
 3 don't know.
 4 Q. Would it be fair to say that you're aware of no such
 5 policy?
 6 A. I'm not aware of any such policy. It's about the local
 7 service which is provided to the client and the client
 8 can decide on whether we should attend CTSA meetings or
 9 not. I can't say whether the individual manager has
 10 asked to attend those meetings.
 11 Q. All right. Let me move on and come to --
 12 SIR JOHN SAUNDERS: Do you mind if I explore that a bit
 13 more? ShowSec didn't attend the CTSA meetings that SMG
 14 had with CTSAs. Would you think it would have been
 15 a good idea if they had?
 16 A. Yes, yes.
 17 SIR JOHN SAUNDERS: So you were aware, presumably in your
 18 position, of the fact that CTSA meetings did happen. If
 19 the CTSAs were with big venues like the arena, you'd be
 20 aware those meetings would take place?
 21 A. I would think so. If the client informed us that they
 22 were taking place, yes, I'd think so.
 23 SIR JOHN SAUNDERS: I just wonder whether -- you've
 24 explained to us the concern that ShowSec do have for
 25 safety and things like that. These meetings with SMG

1 were concerned with counter-terrorism, safety. You, as
 2 ShowSec, were delivering that to some extent within it.
 3 So it seems to me, or, sorry, I'll hear the evidence
 4 first, but it may be, as we say in these hearings, that
 5 it might occur to someone to think it was plainly
 6 obvious that you should have been there.
 7 A. It could have been. It could have been obvious that we
 8 could have requested -- I don't know whether we did
 9 request or didn't request to go to those meetings.
 10 SIR JOHN SAUNDERS: Assuming you didn't request, why hadn't
 11 it occurred to someone to request it?
 12 A. I don't understand the question, sir, sorry.
 13 SIR JOHN SAUNDERS: If it may appear obvious that it would
 14 have been a good idea that someone from ShowSec locally
 15 attended the meetings with SMG with CTSAs, why didn't
 16 somebody think about that at the time and approach SMG
 17 with that request?
 18 A. Our clients determine what we can do in their venues.
 19 We provide a service for them and they determine the
 20 parameters under which we operate. Some clients are
 21 really inclusive and SMG are one of those professional
 22 clients who we have worked a long time with, but
 23 we weren't invited to those meetings.
 24 SIR JOHN SAUNDERS: What we've heard of the relationship
 25 between SMG and ShowSec is it's very close.

1 A. It's long-standing, yes, very much so.
 2 SIR JOHN SAUNDERS: And very close?
 3 A. I think in ... What do you mean by very close, sir?
 4 SIR JOHN SAUNDERS: Well, you get on well together, you work
 5 the operation together?
 6 A. Yes.
 7 SIR JOHN SAUNDERS: You collaborate in how you're looking
 8 after the safety of the public?
 9 A. Yes, absolutely.
 10 SIR JOHN SAUNDERS: So you wouldn't have been reticent of
 11 asking SMG whether you could attend, would you?
 12 A. No, I don't think so.
 13 SIR JOHN SAUNDERS: So why didn't you?
 14 A. I don't know whether we did. I really can't comment.
 15 SIR JOHN SAUNDERS: Okay. Thank you, Mr O'Connor. Do you
 16 want to ask any more about that?
 17 MR O'CONNOR: No, I don't, sir.
 18 I'm going to move on to another issue, Mr Harding.
 19 It relates to pre-egress checks at the arena, which
 20 obviously we've all heard a lot about. I don't want to
 21 ask you about the detail of those matters because you
 22 didn't work at the arena, but I would like to ask you
 23 just about matters of approach, company approach, that
 24 may be relevant to those points.
 25 You've mentioned on a number of occasions during

1 your evidence the question of grey spaces; yes? And
 2 I think you'll agree that one of the problems that can
 3 be associated with grey spaces and safety in grey spaces
 4 is a lack of understanding about, putting it bluntly,
 5 who's supposed to be doing what. Do you agree?
 6 A. It can be, yes, yes.
 7 Q. You've also emphasised as part of your evidence the
 8 contractual nature of the relationship between ShowSec
 9 and SMG; do you agree?
 10 A. Yes.
 11 Q. I want to take you to a couple of passages in your
 12 second witness statement, just to see if you agree with
 13 these points still. If we could go, please, to
 14 {INQ034720/3} first of all. If we could look at the
 15 bottom half of the page, please, the last sentence of
 16 paragraph 14 of your statement. You say:
 17 "We conduct agreed activities on behalf of the
 18 client who pays a commercial rate for those services."
 19 That's your evidence?
 20 (Pause)
 21 SIR JOHN SAUNDERS: There doesn't seem to be anything
 22 particularly revolutionary in that paragraph.
 23 A. No, fine.
 24 MR O'CONNOR: This is part of the context in which you
 25 describe your responsibilities, as we can see from the

1 subtitle above, for the City Room, Mr Harding; is that
 2 right?
 3 A. Yes, amongst the entire -- yes, it is. It's contained
 4 within the City Room, yes.
 5 Q. If we can go to the next page {INQ034720/4}, please, and
 6 just look at paragraph 17. You say:
 7 "As a service organisation we would rely on our
 8 clients to determine the area of jurisdiction."
 9 A. Across all our portfolio of venues we would rely on
 10 that, yes.
 11 Q. So simply as a matter of approach, I don't want to get
 12 with you into the detail of the forms or any of that,
 13 but as a matter of approach, bearing those points in
 14 mind, it would be fair, wouldn't it, that if ShowSec
 15 staff are provided with a written instruction to conduct
 16 searches within a grey space such as the City Room, you
 17 would expect them simply to carry out the searches as
 18 they are written on the form; is that fair?
 19 A. Yes, I think if a client asks us to conduct a search in
 20 a public area, we would follow that instruction and
 21 would carry out that search for them. Our ability to
 22 undertake anything within that grey space is a separate
 23 issue.
 24 Q. It is a separate issue and I don't want to get into that
 25 with you, Mr Harding, thank you.

1 The final topic I want to ask you about is just on
 2 the question of bag checks. For these purposes, can we
 3 go back, please, to your witness statement. It may be
 4 your third witness statement. {INQ035987/1}. It's the
 5 emails that are exhibited to this witness statement, so
 6 may we start by going right to the end, {INQ035987/48},
 7 of this document.
 8 I think you were shown this. If not, you're
 9 obviously familiar with it because it's exhibited to
 10 your statement and you'll recall it. This was the email
 11 on 15 July 2013 from Miriam Stone. Do you remember this
 12 email?
 13 A. I do, yes.
 14 Q. It raised certain questions about the approach to bag
 15 checking and bag searching that we've all become
 16 familiar with in the last few weeks. Do you agree?
 17 A. Yes.
 18 Q. It's right, isn't it, if we go back up through the email
 19 chain -- and I'm not going to go through it line by
 20 line -- what had started as a request from Miriam Stone
 21 to ShowSec becomes an internal debate within ShowSec; is
 22 that right?
 23 A. It's not an internal debate, it's sent to the section
 24 who can provide the answer to the client and that was
 25 at the time our training department, who then contacted

1 the SIA.
 2 Q. All I meant by that was that when we look at the
 3 subsequent emails, SMG isn't copied in on them, is it?
 4 A. Oh, no, no. We were trying to find out --
 5 SIR JOHN SAUNDERS: Mr O'Connor, just to clarify for my
 6 benefit, it doesn't appear this whole issue and the
 7 email train starts from a conversation between
 8 Mr Wilcock and Miriam Stone.
 9 MR O'CONNOR: Yes.
 10 SIR JOHN SAUNDERS: Who initiated that, I don't think we
 11 know and I don't think we've heard. How the whole issue
 12 arose whether it was ShowSec raising it or SMG raising
 13 it, we simply don't know.
 14 MR O'CONNOR: I agree with that, sir, and it was 2013.
 15 SIR JOHN SAUNDERS: A long time ago.
 16 MR O'CONNOR: Yes.
 17 With that in mind, Mr Harding, I want to go back to
 18 the very last two or three emails in the chain.
 19 {INQ035987/45}, please.
 20 We see that Miriam Stone's initial email was on
 21 15 July 2013. If we look -- the third email down, it's
 22 the email on -- we can see within a couple of weeks,
 23 Roy Wise is emailing Mr Wallace and Mr Wilcock but
 24 copying in Mr Logan and yourself, Mr Harding.
 25 A. Yes.

1 Q. Can you see this is 26 July?
 2 A. Yes.
 3 Q. Saying he's just had a meeting with Mr Holyland, they
 4 have clarified -- well, ascertained the position and he
 5 is:
 6 "... going to get the SIA legal team to draft a
 7 letter than we can pass on to the client."
 8 No doubt that was SMG and Miriam Stone; yes?
 9 A. Yes.
 10 Q. If we scroll up we see a month or so passes and on
 11 2 September, Alan Wallace is emailing Roy Wise asking
 12 whether the letter had been obtained, presumably from
 13 Mr Holyland or the legal department at SIA.
 14 A. Yes.
 15 Q. And then another month or so passes and in fact now
 16 Roy Wise chases you and says:
 17 "Did you get any response from Mr Holyland as
 18 I really need to respond to Alan Wallace?"
 19 A. I think I recall this in which the whole of the process
 20 went through. Roy Wise was frustrated because he
 21 couldn't get the letter from the SIA and incidentally,
 22 I was making either a visit or connectivity with the SIA
 23 and he asked me whether I would remind Tony Holyland to
 24 undertake that.
 25 Q. In your witness statement, the main body of this witness

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1 statement, Mr Harding, which I don't want to go to
 2 unless we have to, but just for the note it's
 3 paragraph 39 {INQ035987/10} of your statement, you say:
 4 "We have been unable to find the letter mentioned
 5 in the emails."
 6 Just to be clear, there's no evidence that letter
 7 ever existed, is there?
 8 A. Correct.
 9 Q. And no evidence that anyone from ShowSec ever went back
 10 to Miriam Stone on this issue?
 11 A. No evidence that?
 12 Q. No evidence that anyone from ShowSec ever responded to
 13 the first email from Miriam Stone that we saw a minute
 14 or two ago.
 15 A. I think that's an issue -- it's a clear indication that
 16 Roy Wise has informed both the regional manager and the
 17 area manager, who are operative on that site, about the
 18 decision. You would have to ask those two people
 19 whether they went back. Roy Wise undertook the
 20 responsibility. What he was supposed to do was to
 21 investigate the technicalities of that and pass that
 22 technical information on to the operations managers.
 23 The conversations which then followed between Miriam and
 24 Alan and Mark, if they did or not, is conjecture.
 25 Q. So just to be clear, are you saying that your

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1 evidence -- you know that Mr Wise went back to SMG or
 2 you're saying --
 3 A. No, Mr Wise went back to Mr Wallace and Mr Wilcock with
 4 the information.
 5 Q. That's right.
 6 A. The operational managers.
 7 Q. Are you then say you know that Mr Wallace or Mr Wilcock
 8 went back to SMG?
 9 A. What I am saying is I don't know. That would be
 10 a conversation between -- that would be the -- only
 11 three people can evidence that and that's Miriam Stone,
 12 Alan Wallace and Mark Wilcock.
 13 Q. Just to summarise as I understand your evidence on
 14 where, if anything, this email chain led to, Mr Harding,
 15 you're agreeing that the letter that was being looked
 16 for never seems to have happened?
 17 A. That's correct. I have no evidence of that letter ever
 18 being produced. I don't think Mr Holyland in his
 19 evidence suggested that he would issue one either,
 20 I think is the (overspeaking) --
 21 Q. I am sorry to interrupt -- yes, you're right, that was
 22 the effect of Mr Holyland's evidence. But as far as any
 23 other communication between anyone else at ShowSec and
 24 SMG, you can't help one way or the other?
 25 A. I'm really sorry, I'm 135 miles away in Leicester.

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1 I can't help with any of the conversations that took
 2 place on an operational site.
 3 MR O'CONNOR: Thank you very much. Those are my questions.
 4 A. Could I just add -- sorry, I'll leave it, thank you.
 5 SIR JOHN SAUNDERS: Do if you want to.
 6 A. I think I've talked enough today, sir.
 7 SIR JOHN SAUNDERS: If there's something you really want to
 8 add, feel free to do so, even if you talk too much. I'm
 9 not saying you do.
 10 A. No, thank you.
 11 MR DE LA POER: Next, a representative of Mohammed Agha.
 12 Can I enquire whether Mr Williams has any questions?
 13 MR WILLIAMS: I have no questions, thank you very much,
 14 Mr de la Poer.
 15 MR DE LA POER: Thank you.
 16 Next, Mr Gibbs, Queen's Counsel, on behalf of
 17 British Transport Police. Can I enquire whether he has
 18 any questions?
 19 MR GIBBS: I have none, thank you.
 20 MR DE LA POER: Thank you very much indeed, Mr Gibbs.
 21 Sir, next I'm going to ask Mr Atkinson on behalf of
 22 the bereaved families to ask questions, but I note that
 23 we've been going for just short of an hour and a half
 24 and I wonder whether this would be a convenient moment
 25 for a 15-minute break.

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1 SIR JOHN SAUNDERS: Okay, a quarter of an hour break.
 2 (11.00 am)
 3 (A short break)
 4 (11.15 am)
 5 Questions from MR ATKINSON
 6 MR ATKINSON: Mr Harding, eight topics, but don't be
 7 alarmed, some of them are quite short.
 8 ShowSec is a crowd management and security company?
 9 A. Event security company, yes.
 10 Q. And the security provider at the Manchester Arena since
 11 July 1995?
 12 A. Since its inception.
 13 Q. The dedicated security provider?
 14 A. Event security provider. There's a difference because
 15 there's the building security, which we're generally not
 16 involved with.
 17 Q. I was quoting -- Ms Newman, {INQ012054/1}. This is the
 18 January 2015 iteration of the ShowSec service delivery
 19 management document for the arena; all right?
 20 A. Yes.
 21 Q. {INQ012054/3}, please. Second paragraph:
 22 "The venue has been operating since July 1995 and
 23 ShowSec have been the security provider [no offence] for
 24 17 years. ShowSec became the dedicated security
 25 provider [no offence] after a stringent tender

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1 process ... "
 2 A. Yes, event security. In order to qualify that, we
 3 wouldn't be doing cash runs, we wouldn't be undertaking
 4 the merchandise security, we wouldn't be undertaking
 5 personal security of the artist inside the venue, but
 6 we'll be providing event security to SMG.
 7 Q. Which would include measures to prevent terrorism?
 8 A. In conjunction -- yes, with SMG, yes.
 9 Q. So when they were looking to you for security, event
 10 security, they were looking to you for counter-terrorism
 11 security, weren't they?
 12 A. That would be part of the entire operation, which
 13 we would undertake, yes.
 14 Q. And they were, on the basis of the relationship between
 15 SMG and ShowSec, entitled to look to you for
 16 counter-terrorism security?
 17 A. They were entitled to look to us for advice. They would
 18 decide on the level of counter-terrorism operations
 19 which they would want to implement on their venue. They
 20 would be entitled to look to us for advice as part of
 21 that service.
 22 Q. So you agree that they were, SMG were, entitled to look
 23 to ShowSec for counter-terrorism advice?
 24 A. Yes, correct, but not as a specialist organisation. We
 25 do not provide specialist counter-terrorism advice. We

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1 can bring information and guidance and practice which is
 2 happening inside the industry, but we are not
 3 counter-terrorism specialists.
 4 Q. By way of example of that, {INQ034698/1}.
 5 This is an email that you were shown last Thursday,
 6 that you were copied into, from Mr Logan, your fellow
 7 director.
 8 A. Yes.
 9 Q. In November 2015, so after the Bataclan attack. It says
 10 in the second paragraph:
 11 "Please take time over the coming days to organise
 12 through area managers and operations
 13 executive/supervisors planned meetings with clients to
 14 bring about assurance and review of critical protocols
 15 and emergency responses."
 16 So this was your fellow director saying to
 17 management at various venues that they should be going
 18 to the clients to bring about assurance and review of
 19 critical protocols and emergency responses as part of
 20 your role as the event security provider at, for
 21 example, the arena?
 22 A. Yes. This is an indication to go out and visit and
 23 engage with all of the clients and review the security
 24 protocols which they have in place.
 25 Q. Because SMG were entitled to look to you for advice

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1 in relation to counter-terrorism?
 2 A. It doesn't say we were taking the lead in this. All it
 3 says is to review them in conjunction with our clients.
 4 If a client meets with, I don't know, the CTSA and
 5 implements protocols at a venue and we operate those
 6 protocols, we are going in to review those protocols
 7 with the client to ask, to say whether those protocols
 8 are now appropriate, do they want to review them and do
 9 they want to review the services which we provide to
 10 them. And we would add any knowledge that we had into
 11 that meeting. But it's ultimately for the client to
 12 decide on the level of protocols that they have in
 13 place.
 14 Q. Before we come back to my question, just unpicking what
 15 you've just said, you would be going to -- this can come
 16 down, thank you, Ms Newman.
 17 You would be going to a client, let's say the
 18 Manchester Arena, to review, to suggest that you and
 19 they should together review their protocols in the light
 20 of Bataclan --
 21 A. Correct.
 22 Q. -- at the arena, not knowing what advice they had had
 23 from a CTSA in relation to their existing protocols?
 24 A. And that wouldn't be unusual. So if we provided
 25 a service at Manchester City where we are not engaged in

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1 their day-to-day running but provide a service of 200
 2 staff to Manchester City, we would follow their
 3 protocols. So we would go to Manchester City and say,
 4 "Are you reviewing your protocols", "Yes we're reviewing
 5 our protocols, this is what we want you to undertake",
 6 so it's not an unusual position.
 7 Q. So just so I understand, you go into a client and
 8 reviewing protocols would be to say to them: are you
 9 going to review your protocols --
 10 A. Correct.
 11 Q. -- and they say either yes or no?
 12 A. (Overspeaking).
 13 Q. I'm so sorry to cut across you, but would that be
 14 the extent of it?
 15 A. No, not necessarily. But again, what we'd be wanting to
 16 do, the main instigation to this is to review the
 17 450 clients and to understand whether they would require
 18 any additional services as well. So what additional
 19 resources they would require. So this is part of a full
 20 review process.
 21 Q. But it's going to them and saying, "Have you reviewed
 22 your protocols", rather than you going to them, saying,
 23 "We would like to review your protocols with you and
 24 these are the things we would like to suggest you do"?
 25 A. Yes. And it can be both. If a client -- for instance,

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1 if a client was so low on their counter-terrorism
 2 approach, and there are many, many, many, many small
 3 venues across there who have very limited
 4 counter-terrorism approach, we would go and talk to
 5 them, following this instigation, saying, "Do you want
 6 to review your security protocol?" Perhaps for the
 7 artist coming into the backstage venue, perhaps for the
 8 audience to come into the venue and we could offer
 9 advice to them on what protocols they may or may not
 10 want to take and they may just say they don't want to
 11 change their protocol, which happened across many of
 12 these sites post-Bataclan. People said, "We're not
 13 changing and adjusting our security protocols".
 14 Q. We entirely understand, Mr Harding, that ShowSec deal
 15 with a whole range of venues from a small nightclub in
 16 Leicester to one of the largest arenas in Europe. Did
 17 you see any difference in how much you needed to involve
 18 yourselves in their security protocols post-Bataclan
 19 varying between the two? Would you spend more time
 20 trying to revisit protocols for the largest arena in
 21 Europe than a small nightclub in Leicester?
 22 A. Every venue is as important and the managers went out to
 23 talk to their respective clients about their
 24 individual -- so each of our clients (inaudible:
 25 distorted) at their venue (inaudible: distorted).

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1 SIR JOHN SAUNDERS: I don't think anyone is suggesting that
 2 each client isn't just as important as everyone else,
 3 but some of may require more time to be spent on them
 4 because they are a bigger organisation.
 5 A. Absolutely. And that would be the case if the client
 6 wanted to engage in understanding protocols, we would
 7 engage with them for whatever period of time they wanted
 8 to.
 9 MR ATKINSON: {INQ035986/8}, please.
 10 This, Mr Harding, is a seminar attended, amongst
 11 others, by Ms Stone, by your co-directors, Mr Logan and
 12 Mr Battersby, on behalf of ShowSec. And would you agree
 13 that if Mr Logan and Mr Battersby are delivering
 14 a seminar with the ShowSec logo on it, your fellow
 15 directors of the company, they are speaking for ShowSec?
 16 A. I would say so, yes. I think they're representing the
 17 company.
 18 Q. So, "The role of event security [that would be you] in
 19 a CT environment".
 20 If we can go over the page {INQ035986/9}. Just to
 21 explain this to you, Mr Harding, if you haven't seen
 22 this recently, the rectangle at the top of the page will
 23 have been a slide in the presentation. The writing
 24 underneath the rectangle is Mr Battersby's notes of what
 25 he and/or Mr Logan said. Do you follow?

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1 A. Yes, those are the prompts for them to deliver.
 2 Q. I'm sure that's a much better way of putting it, yes.
 3 So this is a presentation they were giving, amongst
 4 others, to SMG -- Ms Stone was there -- explaining what
 5 ShowSec could do as an event security company or what
 6 they were doing as an event security company.
 7 A. Yes.
 8 Q. So:
 9 "To explore the part that private security has to
 10 play in the deterrent and disruption of terrorism.
 11 "Whether in-house or as a contractual company -- the
 12 aim should always be to create as coordinated an
 13 approach as is possible and deliver the strategic aims
 14 of the venue."
 15 Next:
 16 "Whether private security can fulfil any remit
 17 that's traditionally held by security services."
 18 And:
 19 "Is it a correct assertion to mitigate risk of
 20 terrorism through a third party security contractor or
 21 is the security contractor just another piece in the
 22 puzzle?"
 23 Do you not think that those who would be listening
 24 to a presentation such as this would think that ShowSec
 25 were speaking with a degree of authority on the role of

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1 event security in countering terrorism?
 2 A. No, I think in the environment in which this was
 3 delivered, which was an invitation, I think, if
 4 I remember rightly, by the National Arenas Association.
 5 I think all of the attendees would have been aware of
 6 the threshold of our (inaudible: distorted).
 7 SIR JOHN SAUNDERS: It depends rather what they said about
 8 those topics.
 9 A. Yes.
 10 MR ATKINSON: {INQ035986/11}, please.
 11 SIR JOHN SAUNDERS: Do you have a date? I'm sure I should
 12 know.
 13 MR ATKINSON: I don't off the top of my head.
 14 SIR JOHN SAUNDERS: We'll find out.
 15 UNKNOWN SPEAKER: We could also get Mr (inaudible)
 16 (inaudible: distorted) and he may be a slightly better
 17 witness.
 18 SIR JOHN SAUNDERS: Will you bear that in mind, Mr Atkinson?
 19 MR ATKINSON: I will. I am, as ever, grateful.
 20 I have lost track of what In was going to ask you
 21 about, I am so sorry.
 22 This is your fellow directors, one of whom we're
 23 going to hear from about this document, talking about
 24 the global threat from terrorism. Again, did you not
 25 think that those listening would think that ShowSec was

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1 putting itself forward as having some expertise in
 2 relation to counter—terrorism?
 3 A. I think this is very base level counter—terrorism
 4 discussions. Really and truthfully, no, I don't.
 5 Q. I shall certainly tell Mr Logan you said that.
 6 A. Okay. It's for a general discussion and opening at the
 7 national — I think it was at the National Arenas
 8 Association, and prior to this, or post this, there was
 9 a counter—terrorism, a CTSA —
 10 SIR JOHN SAUNDERS: Okay, we're going to leave Mr Logan to
 11 deal with this. He knows more about it, unless there's
 12 something burning you want to say about it.
 13 A. No, that's fine.
 14 MR ATKINSON: Moving on to topic 2 —
 15 SIR JOHN SAUNDERS: Just before you do that.
 16 You obviously owe a duty to your staff to maintain
 17 their safety.
 18 A. Yes.
 19 SIR JOHN SAUNDERS: If, after these series of attacks or
 20 even before, you came to the view that the provision of
 21 security against terrorism attacks was simply
 22 inadequate, I'm not suggesting it was, but at somewhere
 23 like the arena, you'd pull your company out, wouldn't
 24 you?
 25 A. We would go and talk to the client if we believed —

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1 SIR JOHN SAUNDERS: You'd talk to the client and the client
 2 says, thank you very much, grateful for the advice, but
 3 we're not doing anything different, so we're carrying on
 4 as before, you'd pull your company out?
 5 A. Ultimately, we could do that, but that would be the
 6 final straw.
 7 SIR JOHN SAUNDERS: Thank you.
 8 MR ATKINSON: {INQ012126/1}. This is the stewarding
 9 services agreement. Mr de la Poer took you to this last
 10 Thursday. I won't seek to — this is a document that
 11 was signed by you, wasn't it?
 12 A. Yes, it was.
 13 Q. And Mr Logan, as we'll hear, describes you as the
 14 company's chief contract negotiator. Had you negotiated
 15 this contract?
 16 A. Yes.
 17 Q. If we go to {INQ012126/11}, please, and enlarge the
 18 bottom half of the page.
 19 The requirements under the contract included at
 20 4.3(a):
 21 "The preparation and provision of a generic method
 22 statement and risk assessment specific to each type of
 23 event."
 24 This was a process that was to be undertaken in
 25 consultation, as we understand it, between your company

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1 on the one hand and SMG on the other?
 2 A. (Pause). Yes.
 3 Q. So do we understand that there was to be a collaborative
 4 approach in relation to the preparation of generic
 5 method statements and risk assessments?
 6 A. Yes, of all of the events, yes.
 7 Q. Did that extend to reviewing risk assessments for
 8 specific events? Would you see theirs and they see
 9 yours?
 10 A. I'm sorry, I wouldn't be able to tell you how this
 11 was — you are better asking Mr Bailey and Mr Logan how
 12 this was used.
 13 Q. I'm trying to get your idea, because it's your document
 14 in that you negotiated the contract, as to what you
 15 envisaged was going to happen. We'll ask them whether
 16 it did or not; all right?
 17 A. Sure.
 18 Q. Did you envisage that there would be a collaboration
 19 between SMG and ShowSec over method statements and risk
 20 assessments?
 21 A. I envisaged that there would be a collaboration on how
 22 best to run an event and organise an event. What that
 23 involved, whether that involved risk assessments,
 24 whether that involved operation statements, method
 25 statements, staffing lists and so on and so forth, was

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1 to be dealt with operationally on that side between our
 2 representative and SMG's representative. I think
 3 it would have been made good sense to exchange risk
 4 assessments.
 5 Q. Because every event was going to need a risk assessment,
 6 wasn't it, that's common sense?
 7 A. Correct, I think so.
 8 Q. So when you were settling this contract it was your
 9 envisaged position that there was going to be
 10 a collaboration in relation to risk assessments for
 11 events?
 12 A. I think that there would be an exchange of the
 13 information from those risk assessments and it would
 14 have been prudent for us to have had a copy of the risk
 15 assessment for each event from the client if they were
 16 willing to give it to us.
 17 Q. And part of the purpose of going through a risk
 18 assessment process, as we understand your evidence, was
 19 to identify for SMG what level of staffing they were
 20 going to need for an event?
 21 A. Part of it was. They had been operating the building
 22 for 25 years and I think that the knowledge that they
 23 had and the knowledge that we had, they were very aware
 24 of the requirements in terms of the safety capacity, but
 25 then also in terms of the customer care level which they

1 wanted to layer on top of that. So they were very
 2 capable of determining it themselves. Very rarely did
 3 we disagree on figures.
 4 Q. Going back to something you've just said, the knowledge
 5 they had and the knowledge you had.
 6 A. Yes.
 7 Q. You envisaged that this again was going to be ultimately
 8 their decision but a collaborative process to identify
 9 what level of staffing was going to be required?
 10 A. Absolutely. We could bring additional information. So
 11 if an artist came from America or had attracted
 12 particular attention and we had knowledge of that,
 13 we would bring that to the attention of -- or if there
 14 was knowledge of local activity, we would bring that
 15 knowledge as well if we had it.
 16 Q. {INQ012126/14}, please, the top half of the page.
 17 Your requirements under the contract were to,
 18 amongst other things, allocate sufficient resources. So
 19 whatever SMG asked for in terms of staffing levels, you
 20 were required to provide?
 21 A. Correct.
 22 Q. Is that a fairly standard term across the contracts that
 23 you have negotiated on behalf of your company?
 24 A. I wouldn't know.
 25 Q. You wouldn't know?

1 A. (Inaudible: distorted) including this contract.
 2 Q. So sorry, were you only the chief contract negotiator
 3 on this contract or did you do other contracts --
 4 A. I did some of the contracts but so did the other
 5 directors.
 6 Q. Would you see the ones they'd done?
 7 A. Probably not read through -- they're quite capable of
 8 undertaking this responsibility themselves, so as
 9 a board of directors we all have responsibilities of
 10 signing contracts, but I'm fine with the statement.
 11 Q. And the other contracts you negotiated, did they have
 12 a similar term that you, ShowSec, would provide the
 13 resources identified by the client in terms of people?
 14 A. And services.
 15 Q. And services?
 16 A. Not just people.
 17 Q. So if a venue required a particular type or
 18 qualification of person under their agreement with you,
 19 then a term like this would require you to provide that
 20 qualification or type of person?
 21 A. We could or we could say to them, "We don't have that
 22 qualification", so for instance if you talk about the
 23 services such as canine services, we don't have that
 24 capability to deliver canine services, so we don't have
 25 an operative who's capable of delivering that service.

1 Q. That presumably would become clear to a client before
 2 you started working for them?
 3 A. Not necessarily.
 4 Q. Well, they might say, after you have (inaudible),
 5 do you have any dogs, and you would say no?
 6 A. They could, yes.
 7 Q. But if they said, do you have any SIA-licensed people,
 8 you'd presumably be able to say yes to that?
 9 A. Yes, absolutely.
 10 Q. And they'd be able to say how many of those they wanted?
 11 A. They would.
 12 Q. 4.5, if we can slightly enlarge that to help Mr Harding,
 13 please:
 14 "... SMG retain overall control of operations and
 15 responsibility ..."
 16 The point that you have been making a number of
 17 times, ultimately it is the client that decides?
 18 A. And that's not just about SMG, that's across all our
 19 venues.
 20 Q. So that is a common term?
 21 A. I think so.
 22 Q. In terms of what you were providing, {INQ012126/50}.
 23 Event stewarding -- you were taken to this by
 24 Mr de la Poer -- and event security. Is there, as we
 25 understand it from you, a difference between the two in

1 terms of the personnel who can do them?
 2 A. Yes. A licensed operative can carry out some security
 3 functions -- sorry, a licensed supervisor -- there's
 4 a difference between the two licences. A licensed door
 5 supervisor can carry out some functions which a steward
 6 cannot.
 7 Q. If we move up the page a bit, please. Is this one of
 8 the places that is reflected, the limitations to who can
 9 carry out searches?
 10 A. This is one of the places -- and it's endemic across all
 11 our training as well which people can conduct searches.
 12 Q. We'll come back to that in a little while, but
 13 thank you.
 14 {INQ012126/55}, please. Service level agreement.
 15 Performance meetings to take place monthly. Did those
 16 happen?
 17 A. I don't know. It was dealt with at an operational
 18 level.
 19 Q. Who'll be able to help us on that?
 20 A. Mr Logan or Mr Bailey. Probably Mr Bailey.
 21 Q. Three down:
 22 "Agreed staffing levels are met."
 23 Going back to what we've been talking about.
 24 Ultimately, SMG's decision?
 25 A. Yes.

1 Q. Would it be part of your role as ShowSec to suggest to
 2 them that they were understaffing?
 3 A. It could be.
 4 Q. Did that happen?
 5 A. You'll have to ask the operational personnel, sorry.
 6 Q. Were you aware of it having happened?
 7 A. No, I wasn't aware.
 8 Q. If we go down the page, please. Four bullets up from
 9 the bottom, just to help us on this:
 10 "Stewarding staff will be trained to a minimum of
 11 NCDS unit 1, 'Security roles and responsibilities'."
 12 A. Yes.
 13 Q. What's that?
 14 A. Okay, an SIA person undertakes an entire five-day course
 15 and is issued a certificate. One of the units inside
 16 that is the national certificate for door supervision.
 17 So that's the first unit. You'll see that that first
 18 unit is incorporated into the stewarding online
 19 training.
 20 Q. So which part of the stewarding online training is that?
 21 Is it the steward induction training or is it more than
 22 that?
 23 A. It's the steward induction training, yes.
 24 Q. Over the page, please. Reference to uniforms. Uniforms
 25 presumably were provided?

1 A. We provided the uniforms, yes.
 2 Q. What happened if someone stopped working for you? Did
 3 they have to give it back?
 4 A. Well, we took a deposit -- this is a really difficult
 5 process and we have to --
 6 SIR JOHN SAUNDERS: Is it relevant?
 7 MR ATKINSON: Potentially, if uniforms were becoming
 8 available.
 9 SIR JOHN SAUNDERS: I'll take your word for it, yes.
 10 MR ATKINSON: I was hoping it would be quite a short point.
 11 SIR JOHN SAUNDERS: Let's hope so.
 12 A. In order to ensure the integrity of the use of the
 13 uniform, we took deposits from individuals, so we
 14 allocated them a uniform and took a deposit from them.
 15 On the return of that uniform when they left the
 16 company, we returned their deposit. As they turn up for
 17 work they have to bring a ShowSec ID card, a second form
 18 of identification, such as a passport or a -- and
 19 I think it is outlined in some of the access control
 20 issues in the NaCTSO document and we follow those
 21 procedures.
 22 MR ATKINSON: Moving down the page... About halfway down
 23 the page now, Mr Harding:
 24 "ShowSec will complete all pre-event and post event
 25 check sheets."

1 A. Yes.
 2 Q. We'll come back to this a little bit later. What level
 3 of monitoring of such check sheets was there? Was it
 4 a check that they had been completed or as to their
 5 content?
 6 A. From the interpretation of this, the check sheets are
 7 supplied to us, we complete them and fill them, and
 8 return them in the time frame which is requested by the
 9 client. I don't think there are check sheets. They're
 10 not our check sheets.
 11 SIR JOHN SAUNDERS: It's because you're looking at
 12 Mr Atkinson, but we had a bit of difficulty hearing
 13 that.
 14 A. Just to repeat the issue, I think these are check sheets
 15 constructed by the client, who advises us when and how
 16 they want those checks doing and we return them at the
 17 appropriate time they instill upon us.
 18 MR ATKINSON: Again, would ShowSec have a role working with
 19 the client as to the content of those check sheets or
 20 would they just accept them?
 21 A. They could do.
 22 Q. Are you aware of them having done so?
 23 A. I am sorry, you'd have to ask -- I really wouldn't get
 24 involved in the construction of a check sheet at
 25 a single venue.

1 Q. Moving on, third topic, staffing levels. We know there
2 were terrorist incidents in Paris at the beginning of
3 2015, Charlie Hebdo and, at the end, Bataclan.
4 A. Yes.
5 Q. Were you aware of an increase or request for an increase
6 of staff for your company following Charlie Hebdo?
7 A. At the SMG or across the portfolio?
8 Q. At SMG.
9 A. I wasn't personally aware. Again, that's a question for
10 local resourcing.
11 Q. Were you aware of such a request for an increase
12 post-Bataclan?
13 A. Again, that's a request that you would have to -- for
14 individual venues I wouldn't be able to answer that, I'm
15 sorry.
16 Q. Conversely, were you aware of SMG at least investigating
17 a reduction in staffing levels?
18 A. No.
19 Q. Presumably, and this is in no way critical, so far as
20 ShowSec is concerned, the more staff that SMG wanted to
21 hire from you, the better?
22 A. Not necessarily. There would be commercial benefit, or
23 probable commercial benefit, in supplying more staff to
24 a client, but I wouldn't say it was better, I'd just say
25 there was commercial benefit for it.

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1 Q. You don't see commercial benefit as being better?
2 A. It could be. It's not necessarily ... If we had...
3 There are peak days of operations and if we have
4 a finite amount of resources, an unrequired number of
5 staff on a particular site doesn't bring us any benefits
6 because it impinges on our ability to deliver services
7 to other clients. So that's the explanation to it.
8 There are a finite amount of resources. So it may well
9 be benefit in the short term but not on every occasion.
10 Q. So there could be a situation where a client wanted so
11 many of your staff that it would actually -- you
12 wouldn't be able to provide them without draining every
13 other venue?
14 A. And we would have to go out to subcontract.
15 Q. If we could have, please, {INQ015801/1}.
16 This is a Manchester Arena security review, the
17 notes from May 2016. We can see that the overall aim of
18 the review was to investigate cost-effectiveness in
19 security operations delivery. Were you aware --
20 SIR JOHN SAUNDERS: Can you tell us whose document this is?
21 Sorry. I'm sure I should know. Is it an SMG document?
22 MR ATKINSON: It is, I think, yes.
23 SIR JOHN SAUNDERS: I think it may be quite important for
24 the witness to know that. We think this is an SMG
25 document. Were you aware of it or the general content

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1 of it?
2 A. No.
3 MR ATKINSON: Were you aware that such a review was
4 happening in May 2016?
5 A. No.
6 Q. From the ShowSec side of the table who would have been
7 involved, do you think?
8 A. I would think that this would be... I'm sorry, without
9 a wider scope of the document... Is it contained
10 in the --
11 Q. I'm told that this is a document that was produced to
12 the inquiry by ShowSec, so I may have been excessively
13 generous to the witness in saying it was SMG. But I'm
14 sure Mr Laidlaw will clarify.
15 A. This looks like a document which Mr Logan was involved
16 in.
17 Q. As his fellow director, was he telling you that
18 Manchester Arena was seeking to undertake a cost benefit
19 analysis in relation to staffing levels in May 2016?
20 A. No, but it wouldn't be unusual, and a cost-benefit
21 analysis doesn't necessarily mean a reduction, it means
22 an assessment, and if the assessment would produce an
23 upward variation, then that cost-benefit analysis would
24 reflect an upward variation as well as a downward
25 variation. We wouldn't simply continue to accede to any

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1 request to reduce numbers, but it's also prudent and
2 commercially viable for a company to try and reduce
3 their costs. The building changes, the entrances
4 change, the access routes change. There then may be
5 places in which you can become more efficient, but there
6 may also be additions to that of the building.
7 SIR JOHN SAUNDERS: Just looking at paragraph 1, and this
8 may be a very simplistic understanding of it, there are
9 various predominant criteria: counter-terrorism,
10 commercial security, customer service, safety. Then
11 underneath that:
12 "Drive out a cost benefit analysis using the above."
13 And then:
14 "What do you want to lose?"
15 I'm sorry if you were coming to that, but it does
16 look to me rather as if they were looking to reduce
17 something somewhere.
18 A. It does look as though they were trying to become more
19 efficient. That wouldn't necessarily mean that the
20 outcome of the discussions would be a reduction.
21 MR ATKINSON: But echoing what the chair has just said, the
22 wording of the document does tend to suggest cuts rather
23 than increases, doesn't it?
24 A. I think I've answered that question. Yes, it does, but
25 the outcome of this may well have been an increase, and

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1 our managers would have represented that as well. So if
 2 we could drive out costs, cut costs or become more
 3 efficient, clearly we would advise the client that we
 4 could. But by the same token, if there were also an
 5 additional resources requirements that would come out in
 6 this process as well.
 7 Q. This is May 2016. The minimum wage for those over the
 8 age of 25 had increased a month before. That,
 9 presumably, meant that you were having to pay your
 10 stewards more?
 11 A. Yes.
 12 Q. And were you seeking to pass that increased cost on to
 13 the clients?
 14 A. We always have a negotiation on an annual basis about
 15 the — the client would have known about any increases
 16 way back in October or November 2015.
 17 Q. So in October/November 2015, had you sought to pass on
 18 the increase brought about by the change in the minimum
 19 wage on to your clients?
 20 A. No, the negotiations wouldn't have started until after
 21 that time.
 22 Q. So when the minimum wage increased in April of 2016 did
 23 you seek to renegotiate contracts at that stage so as to
 24 pass on the increase to you in paying your stewards on
 25 to your clients?

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1 A. No, each contract is different, but we would negotiate
 2 prior, in advance, because we would also be aware in
 3 October or November that the national minimum wage would
 4 increase. But clients — the review date for clients'
 5 payments is variable. So even if there's an increase in
 6 April, we may well get an increase in February
 7 negotiated from that, taking into account a holistic
 8 calculation, or we may get one in July. The increase
 9 doesn't automatically happen at the time a pay rate
 10 increase happens.
 11 Q. Mr Harding, a little while ago you told us that you
 12 hadn't sought in October/November 2015 to pass the cost
 13 that was coming, the increase of the minimum wage, on to
 14 the clients, there was no negotiation at that time.
 15 A. Yes.
 16 Q. You've now just told us that you did know it was coming
 17 and were negotiating your contract then. Let's try
 18 again: were you seeking to pass the increase to you
 19 brought about by the increase in the minimum wage on to
 20 your clients?
 21 A. 100%, trying to negotiate with them, yes.
 22 Q. Did you try with the arena in October/November 2015 to
 23 increase what you were getting from them to reflect the
 24 fact that the minimum wage was going to be going up?
 25 A. Not in October and November, we didn't.

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1 Q. Even though you knew it was coming?
 2 A. Absolutely. There was a negotiation point within the
 3 contract where we discuss increases and I think if you
 4 look back in costs, I think the discussions start from
 5 1 January and take place and are supposed to be
 6 completed by April. Forgive me, I'm trying to remember
 7 the content of the contract.
 8 Q. Just focusing on the concept first and if we need to
 9 look at dates, we'll look at dates in a moment. Knowing
 10 the minimum wage was going to go up, did you seek to
 11 pass that additional cost on to your clients?
 12 A. Of course.
 13 Q. Did you do that with the Manchester Arena?
 14 A. We negotiated a commercial increase with them.
 15 Q. Had that happened by the time of this review in May of
 16 2016? So that would be a month after the change had
 17 happened to the minimum wage?
 18 A. It did, but they would have had knowledge of their
 19 increased costs or their potential increased costs in
 20 October 2015, when the — sorry, in October or
 21 November 2015 when the minimum wage rates are announced
 22 by the government. So they would have been aware of
 23 their increased costs or potential increased costs in
 24 October or November 2015 when the government made the
 25 announcement of the increased rates.

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1 Q. So do we understand that those increased costs, first to
 2 you, to pay your staff, and then to SMG to pay you,
 3 would have come into effect before this review in
 4 May 2016?
 5 A. That's correct, yes.
 6 Q. So by the time of this review in May 2016 they were
 7 having to pay you more because of the minimum wage
 8 change?
 9 A. Yes, and they would have anticipated that from 6 months
 10 previously.
 11 SIR JOHN SAUNDERS: I don't know if we are concerned about
 12 that. The history is: October announcement, negotiation
 13 January to April, this review in May?
 14 A. Correct.
 15 MR ATKINSON: And did you understand, if you understood at
 16 all, did you understand that that was one of the drivers
 17 behind SMG's position at the time that this review took
 18 place?
 19 A. Not at all; this is just prudent business.
 20 Q. The fact that their costs have gone up and here they're
 21 looking to get them down again?
 22 A. As a good business, would you not try to do that?
 23 SIR JOHN SAUNDERS: Right. Were you actually aware of this
 24 going on?
 25 A. No, sir.

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1 SIR JOHN SAUNDERS: Okay.
 2 MR ATKINSON: {INQ015827/1}, please.
 3 We'll come back to the email in just a moment.
 4 {INQ015827/2}, please.
 5 I feel on fairly strong ground saying this is
 6 a ShowSec document. It's dated October 2016 and it's
 7 Mr Battersby's stewarding audit. We're not going to be
 8 able to ask Mr Battersby about it. Are you able to help
 9 us? Were you involved in this at all?
 10 A. I wasn't involved in this at all.
 11 Q. Are you able to help us, and if you're not you'll say
 12 so, as to what prompted this? If we're better asking
 13 Mr Logan --
 14 A. You're better asking Mr Logan.
 15 Q. We will save that then and I will move effortlessly on
 16 to my next topic --
 17 SIR JOHN SAUNDERS: Which topic am I on now?
 18 MR ATKINSON: Four.
 19 SIR JOHN SAUNDERS: Out of?
 20 MR ATKINSON: Eight. Some of the short ones were the ones
 21 we've just done.
 22 Do we understand from what you said to us on
 23 Thursday that ShowSec staff would provide cover in
 24 control rooms on dark days?
 25 A. Correct, not full services, but they would provide cover

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1 there.
 2 Q. And if we could go to {INQ025127/1}, please.
 3 This is an SMG document. This is SMG's induction
 4 training for Whiskey Control.
 5 A. Yes.
 6 Q. If we could go down the page a bit, please. It
 7 indicates in that series of bullet points there the kind
 8 of things that those working in that control room needed
 9 to be able to do.
 10 A. Is this for their staff?
 11 Q. This is for their staff.
 12 A. Yes, okay.
 13 Q. Amongst other things:
 14 "Operating and monitoring the CCTV in Whiskey
 15 Control Room."
 16 Do we understand from what you told us last week
 17 that your staff, if they were covering Whiskey Control,
 18 would not be monitoring the CCTV?
 19 A. I think it is Mr Bailey you're best asking to undertake
 20 what responsibilities they individually took in that
 21 control room. I can't do that. Mr Bailey is much more
 22 adept to give you that advice.
 23 Q. Because really, the other area so far as that is
 24 concerned, and I thought you had told us that last week,
 25 is patrolling.

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1 A. If they were asked to patrol they would have undertaken
 2 patrols.
 3 Q. So if your staff were covering Whiskey Control Room,
 4 they would either be monitoring the CCTV or they'd be
 5 patrolling?
 6 A. No, not necessarily. They could be providing support on
 7 a busy event night where there are hundreds and hundreds
 8 of attendees who come through the back gate and register
 9 for work and they could be providing, issuing passes --
 10 Q. So sorry to interrupt you (overspeaking) --
 11 SIR JOHN SAUNDERS: We're talking about dark days.
 12 MR ATKINSON: We were talking about dark days and that's
 13 what you told us were the occasions on which ShowSec
 14 staff would provide cover in control rooms. So parking
 15 all that you've just said, because that's not actually
 16 relevant, with respect, focusing on dark days.
 17 On dark days, if they were in the control room they
 18 would either be monitoring the CCTV or they'd be
 19 carrying out patrols.
 20 A. I think, again, you'd have to ask what function of
 21 support they gave inside that with Mr Bailey. But
 22 again, when you are talking about dark days, there are
 23 loading days for events and load out days for events, so
 24 the public are not in the building but the entire
 25 production company comes into the venue, builds and then

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1 loads out, and they could be carrying out significant
 2 functions in that area. But please, Mr Atkinson, you
 3 really are best asking Mr Bailey.
 4 Q. We will do that, but just one final question on this
 5 topic. Did it come to your attention, Mr Harding, that
 6 they were being required to undertake patrols on dark
 7 days?
 8 A. No, no knowledge of that.
 9 Q. But it did come to your attention that they were
 10 covering the control rooms?
 11 A. Yes.
 12 Q. Because you were the one who told us about this last
 13 week, so presumably you did know about it?
 14 A. Yes.
 15 Q. Because if they were carrying out patrols, particularly
 16 if they were carrying out Deister patrols, they'd have
 17 been going up on to the mezzanine in the City Room?
 18 A. That's a possibility.
 19 Q. If they were doing those patrols --
 20 A. If they were doing those patrols.
 21 Q. -- it's an inevitability.
 22 Were you ever aware of there being a concern on the
 23 part of ShowSec that they might have misunderstood what
 24 their role was in the City Room after they had started
 25 doing patrols there when they were covering a control

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1 room?
 2 A. Sorry, I don't really understand that question.
 3 UNKNOWN SPEAKER: This proceeds on (inaudible), none of
 4 which the witness can assist the tribunal with at all.
 5 SIR JOHN SAUNDERS: Can I just ask this? We seem to have
 6 reached the position where two major companies, ShowSec
 7 and SMG, who have apparently reached an agreement about
 8 who should be patrolling that mezzanine area, if at all,
 9 on event nights, and they have completely managed to
 10 misunderstand each other over what may be a number of
 11 years. How does that come about?
 12 A. I think it's through -- as I alluded to previously,
 13 I think it's through just historical information in
 14 which that mezzanine was occupied by McDonald's and that
 15 there was a lack of clarity in the patrolling element of
 16 a grey area of a public space.
 17 MR ATKINSON: Just sticking with that, if we may,
 18 {INQ012047/1}.
 19 At the time that you were negotiating the contract
 20 with SMG, did you gain from them a detailed
 21 understanding of exactly where and what they expected
 22 your staff to do?
 23 A. No, that wouldn't be my role. My role would be the
 24 elements of the contract and signing the commercial
 25 terms and conditions. The operational element is

1 discharged throughout the UK to the regional operational
 2 managers and the area operational managers.
 3 Q. This is a module that we understand came about as
 4 a result of collaboration between ShowSec and SMG;
 5 is that correct?
 6 A. I'm sorry, I don't know the source of this document.
 7 I didn't --
 8 Q. It is a training document --
 9 A. Yes.
 10 Q. -- so I thought that was an area that we could ask you
 11 questions about.
 12 A. Well, you can, but individual areas, if they required
 13 a module to be uploaded to the training website, they
 14 could create it themselves and submit it and say,
 15 "We would like this to be submitted". So I'm not
 16 particularly -- I wasn't aware of this document.
 17 I don't know how this manifested itself.
 18 Q. {INQ012047/20}, please. This is a page of the document
 19 that deals with the City Room and doesn't, as I think
 20 has already been pointed out, spell out any of the grey
 21 space issues relating to that room.
 22 A. It doesn't spell out any grey space issues around the
 23 entire arena.
 24 Q. You told us a number of times on Thursday that grey
 25 spaces are not something that were unique to

1 Manchester Arena, they are something that you encounter
 2 at any number of venues at which your company works.
 3 A. I think that's correct, yes.
 4 Q. What, generally speaking, does ShowSec do to identify
 5 what those grey spaces are and what their client expects
 6 them to do with them?
 7 A. I think the client tells us what to do in those grey
 8 spaces.
 9 Q. But do you not go to a venue, look at it, identify
 10 ambiguous areas, and go back to the client and say,
 11 "What are we doing here"?
 12 A. We could do. It depends on the level of service we're
 13 providing. We definitely could do.
 14 Q. You could do many things, but did you go back to clients
 15 and say to them, "We're is it not clear where we stand
 16 in relation to this area, what are we doing"?
 17 A. I think that would be one of the discussions which
 18 managers had to look at the level of demise. So for
 19 instance, in an urban nightclub in one of the many
 20 O2 Academies in which we work, some of them, the front
 21 doorstep is the clear demise of the building, and the
 22 pathways in front of the roads -- some of them have
 23 a wider area outside. We help disperse people in those
 24 wider areas, but have no responsibility or no
 25 jurisdiction in public spaces.

1 Q. But focusing then on the arena, was it any part of your
 2 contract negotiations to identify these grey spaces and
 3 (inaudible: distorted) them?
 4 A. No, not inside the contract.
 5 Q. Did it ever come to your attention as managing director
 6 of ShowSec during the relevant period that there was
 7 identified by your staff on sites a problem in relation
 8 to grey spaces at the arena?
 9 A. Grey spaces has been a problem right from the
 10 Olympic Games.
 11 SIR JOHN SAUNDERS: Sorry, I think you're being asked
 12 a specific question, if you don't mind, which is: at the
 13 arena did any of your staff come back and say to you or
 14 someone in management that you got to know about, "There
 15 is a problem with grey spaces here"?
 16 A. No.
 17 MR ATKINSON: This is the information that would be given to
 18 your staff before they started working at the arena as
 19 we understand it --
 20 A. Yes.
 21 Q. -- which doesn't actually address the status of the
 22 City Room in terms of it being a grey space and the
 23 issues that you've helpfully set out for us that can
 24 arise in relation to a grey space. How does that help
 25 your staff in knowing what to do there?

1 A. I'm not sure it does.
 2 Q. Because we've heard from a series of your employees who
 3 had one view of the City Room, where they could go, what
 4 its status was, and we've heard from SMG another. Was
 5 it not the role of management at ShowSec to bridge that
 6 gap?
 7 A. I think it's the responsibility of both parties.
 8 Q. Of SMG and ShowSec?
 9 A. And ShowSec, yes.
 10 Q. To bridge the gap to make sure everybody is on the same
 11 page, be it of this or of any other instruction that the
 12 staff on the ground were given?
 13 A. Correct.
 14 A client comes to you and says, "We want you to
 15 undertake this process", and our staff need to find an
 16 understanding of what that entire process ...
 17 Q. But the people on the ground would get their information
 18 about their role, where they go and what they do there,
 19 from you, from ShowSec?
 20 A. And we would get it from SMG.
 21 Q. But the people on the ground would get it from you?
 22 A. Correct.
 23 Q. Allied to that, in relation to searching, and you've
 24 been shown the documents and I'm not going to take you
 25 through them all again because with you know what we're

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1 talking about, your position is that bag searches and
 2 bag checks are an SIA business; is that right?
 3 A. Yes, I think so.
 4 Q. In fairness to you, {INQ012105/4}. This is the
 5 induction training that your staff would get?
 6 A. Yes.
 7 Q. Do you see halfway down the page we have "Roles and
 8 responsibilities" and a copy of an SIA card?
 9 A. Yes.
 10 Q. This section deals with what people who have an SIA
 11 licence are able to do?
 12 A. Yes.
 13 Q. It includes at number 2, searching. Are you with me?
 14 A. I'm following you, yes. I didn't realise you wanted
 15 a response from me. Yes.
 16 Q. The point you were making, as I understood you were
 17 making earlier, is that your position, ShowSec's
 18 position, was that non-SIA licensed people should not be
 19 doing bag checks?
 20 A. That's my position, yes.
 21 Q. And that was what you were communicating in your
 22 training?
 23 A. All the way through the training here, and in fairness
 24 to you, it's mentioned several times throughout the
 25 entire training.

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1 Q. Can you, against that background, help us as to how it
 2 was that your staff on the ground at the arena thought
 3 the opposite?
 4 A. I think I answered that question on Thursday, but I will
 5 re-answer it again: our management systems didn't pick
 6 that process up.
 7 Q. I'm so sorry. I interrupted you and I hope you'll
 8 forgive me.
 9 Management systems in terms of picking up that it
 10 was happening, is that what you mean?
 11 A. I think the management responsibility at the arena
 12 should have picked up the fact that stewards were
 13 searching.
 14 Q. But in terms of the stewards understanding what they
 15 could or could not do, that would have come from
 16 ShowSec, wouldn't it?
 17 A. The instructions would have come -- on each particular
 18 shift or on each particular duty which an individual
 19 would take, would come from ShowSec, would come from the
 20 supervisory briefing.
 21 Q. So it must follow, must it not, that those on the ground
 22 doing this were being told by their managers that they
 23 should?
 24 A. I think we've gone over this many, many times.
 25 Q. We have but the reality is --

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1 A. Yes.
 2 SIR JOHN SAUNDERS: You knew for certain in 2013 that they
 3 shouldn't be doing it, even if there was any ambiguity
 4 before that, and in 2017, they're still doing it, their
 5 supervisors are presumably allowing people to do bag
 6 checks --
 7 A. Yes.
 8 SIR JOHN SAUNDERS: -- who had not got a licence.
 9 A. Yes, and I think that's an error on our part.
 10 SIR JOHN SAUNDERS: It's not an error, it's: how can that
 11 possibly be, particularly given that you never did it
 12 apparently at any other venue?
 13 A. And again -- I don't know, sir, I can't answer that.
 14 MR ATKINSON: Did it get reported to management that people
 15 who had been working at the arena were checking bags
 16 when they went to another premises saying, "What on
 17 earth are they telling them at the arena?" All these
 18 people who used to work at the arena are now working
 19 somewhere else and are trying to check bags and saying
 20 that's what they normally do.
 21 A. I can't comment on that.
 22 SIR JOHN SAUNDERS: And I think I have got that point,
 23 thank you.
 24 A. Coming back to this issue, and again --
 25 SIR JOHN SAUNDERS: Are you sure you want to?

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1 A. I think I do, sir, if that's okay --
 2 SIR JOHN SAUNDERS: No, you carry on.
 3 A. Coming back to this issue, again, the deterrent in this
 4 case is the overtness of an individual on the doors and
 5 they are intrinsically the deterrent. We completely
 6 broke this process, we shouldn't have followed this
 7 process. I'm not so sure whether the addition of a blue
 8 badge on an individual's arm would have had any effect
 9 on the ability to search those persons coming through --
 10 SIR JOHN SAUNDERS: That is not the point. The point
 11 is that a failure to follow the rules may indicate a lax
 12 attitude towards following the rules generally.
 13 A. I understand that, sir.
 14 SIR JOHN SAUNDERS: Okay, thank you.
 15 MR ATKINSON: Moving on to topic 7, which I'm sure will give
 16 everyone a while to live.
 17 Training. Much that I was going to ask you about
 18 this has been dealt with and I'm grateful to
 19 Mr de la Poer for doing it, so this is much shorter than
 20 it was going to be.
 21 The training that you provided to your stewards
 22 could be the only training that they would get?
 23 A. Yes, it could be.
 24 Q. They could go on to get their SIA licences and in that
 25 case they would get training from the SIA as well?

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1 A. Yes.
 2 Q. But in terms of people on the ground, their only
 3 training could be yours?
 4 A. Could be.
 5 Q. A choice was made by ShowSec to provide that training
 6 yourselves rather than to get a third party agency to
 7 provide it for you?
 8 A. Yes.
 9 Q. Presumably, on the one hand, that means you have more
 10 control over it as to what the training is?
 11 A. Yes, I think that's really important, yes.
 12 Q. But also it means you can control how much it costs?
 13 A. Yes, we can.
 14 Q. And so, for example, you can make the decision that it
 15 should be online rather than in a classroom?
 16 A. Absolutely.
 17 Q. And that it should be in your staff's own time rather
 18 than yours?
 19 A. Only in the provisional testing or recruitment of an
 20 individual. Post that, if we make it compulsory for
 21 individuals, we have to pay them. So for instance,
 22 if we undertook a supervisor's course and sent
 23 supervisors on a two-day residential course, which is
 24 part of their training, we would pay them for that
 25 process and pay for the trainer and pay for all of those

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1 elements associated with that, including certification.
 2 Q. And would that also apply to Operation Griffin training?
 3 Would you have to pay for them to get that?
 4 A. Not necessarily.
 5 Q. Because that was in person and classroom-based --
 6 A. Yes.
 7 Q. -- rather than online, wasn't it?
 8 A. Sure. We could invite people to come to
 9 Project Griffin.
 10 Q. Is this right, that so far as the arena staff are
 11 concerned, it was the management level of staff from
 12 ShowSec there that would have had that training rather
 13 than the steward level?
 14 A. No, not necessarily.
 15 Q. For example, on the day of the attack, by reference to
 16 your records, only 13 of your staff in the entire
 17 building had had Operation Griffin training.
 18 A. Correct.
 19 Q. Which would be about 6% of the total workforce.
 20 A. Absolutely.
 21 Q. Would that be normal?
 22 A. Yes. Across the entire industry that would be normal.
 23 Q. Certainly across your company?
 24 A. Across our company.
 25 Q. And of your staff who had undertaken that, they

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1 described that as the most helpful training that they
 2 had had; would you agree with that?
 3 A. I think so, yes.
 4 Q. Did you not think you ought to give it to more of your
 5 staff?
 6 A. It's really interesting. This is a really good point to
 7 make. In terms of proportionality of counter-terrorism,
 8 and I've said this before, inside the 500 pages of the
 9 slides, the proportionality of counter-terrorism which
 10 the SIA afford is a reasonable proportion. The element
 11 of the counter-terrorism and stewards is even less,
 12 there is a less proportionality in terms of the steward
 13 training.
 14 We've selected NaCTS0 because NaCTS0 -- the NaCTS0
 15 training module seemed most pertinent to us and the most
 16 flexible one to introduce. Now, if you are asking would
 17 my staff have benefited or would our staff have
 18 benefited from a day's training in Griffin, absolutely.
 19 They would have also benefited in terms of a day's
 20 training in fire safety, in evacuation, in medical
 21 provision, a whole range of processes. But of course
 22 they would have benefited from that. But there is
 23 a limitation to what we can provide and the standards
 24 have been set for us and we follow those standards.
 25 Q. But in terms of the training that a steward would have

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1 had before they first started working for you, that
 2 training they'd have done online and in their own time,
 3 because this is before they've started working for you?
 4 A. Yes.
 5 Q. And not paid for doing it?
 6 A. That's correct. And they would have come to a
 7 classroom-based and then they would have done additional
 8 training. And then as they come to the arena we teach
 9 them -- we educate them about the actual processes.
 10 As I alluded to before, we can talk about
 11 understanding on how to operate a ticket scanner: here's
 12 a ticket scanner, it scans a ticket. But there are 30
 13 to 40 different types of ticket. There are tens and
 14 tens of different types of scanner. So people do
 15 ongoing learning on the job as well as just the course
 16 content. It is not just the sole place.
 17 Q. But in terms of their training in relation to, for
 18 example, their approach to ingress and egress, and their
 19 training, for example, in relation to counter-terrorism,
 20 that is part of the training they'd have had, do
 21 I understand, before they started?
 22 A. Correct.
 23 Q. On their own time?
 24 A. Correct.
 25 Q. Unpaid?

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1 A. Correct.
 2 Q. And with no checks being done by your company as to how
 3 much attention they had paid to any of it?
 4 A. At that time, that's correct, yes.
 5 Q. And that, would you agree, is wholly unsatisfactory?
 6 A. No, I don't think so.
 7 Q. Really?
 8 A. I think the difficulty is in terms of recruitment that
 9 we could have spent thousands and thousands and
 10 thousands and thousands of pounds recruiting and
 11 training individuals who then never worked for us. So
 12 we have to find a reasonable solution in order to
 13 facilitate this. The online training is an audited,
 14 probably an audited process of where they're compelled
 15 under the, I think, having now looked at Marked
 16 Improvement, they're compelled to visit every page, they
 17 can't bypass those pages. So that gave us some
 18 assurance that they were undertaking the training. But
 19 no, I don't think it's holistically unsatisfactory.
 20 Q. In relation to the counter-terrorism element of it, you
 21 made the point that the document you were being shown by
 22 Mr de la Poer is a script, effectively, for your
 23 training rather than what someone doing your training
 24 would have seen.
 25 A. Yes.

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1 Q. So to help you, let's look at what they would have seen.
 2 {INQ001536/1}.
 3 This is more like what they'd have seen, isn't it?
 4 A. Sure, and where the click to enable Adobe Flash player,
 5 the London bombers, there would have been a picture
 6 inside there.
 7 Q. And the "click" and the "next" at the bottom would be
 8 for them to click on to the next page?
 9 A. Yes.
 10 Q. And it was up to them whether they read it before they
 11 clicked it?
 12 A. Yes. It's an information page.
 13 Q. We can see the topics going down the left there.
 14 If we could go, please, to {INQ001534/1}. That's
 15 the Operation Fairway page.
 16 A. Yes.
 17 Q. As we understand it, they could have clicked on the two
 18 videos on that page, the two parts of Operation Fairway?
 19 A. Yes, there would have been a picture there behind that
 20 point screen there. So it's the start of the video.
 21 Q. So one of the points made by the experts in relation to
 22 this is that although this video had information about
 23 recognising suspicious people and hostile
 24 reconnaissance, you weren't putting any text on the page
 25 or a page to go with it to fortify someone or to draw

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1 their attention to the things that happened from that
 2 video. Do you understand that's a criticism being made?
 3 A. I understand that's a criticism being made.
 4 Q. It's a fair point, isn't it?
 5 A. No, I don't think, no. I think contextually there are
 6 many ways of imparting information and in this
 7 circumstance a 20-minute video with pretty good -- from
 8 their perspective, they believed that this was an
 9 adequate way of imparting information and we also -- of
 10 course it would have benefited from additional training
 11 on top of that, but I believe this was sufficient.
 12 Q. If they watched it?
 13 A. Correct.
 14 Q. {INQ001531/1}.
 15 Effective planning. We can see halfway down the
 16 page, a series of bullet points:
 17 "These are certain aspects within an event that may
 18 help reduce the chance of a terrorist attack and
 19 restrict the chance of a trespasser gaining access.
 20 These are: access control, security passes, screening
 21 and patrolling."
 22 And so on.
 23 A. Yes.
 24 Q. A point made by the experts in relation to that is the
 25 NaCTSO guidance, from which this comes, spelt out in

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1 more detail what each of those things meant. So rather
 2 than it just being a bullet point, "Screening and
 3 patrolling", there was a set of text in relation to that
 4 and indeed the other bullet points on this page.
 5 A. Again, we could have reproduced the document and just
 6 left it as it was and put it up online, but what we
 7 tried to do was contextualise it and put it into
 8 a process where staff could understand it. That was our
 9 decision to undertake that. If that's their belief,
 10 then that's fine.
 11 Q. {INQ001528/1}.
 12 As we can see, this gets as many pages of your
 13 instruction as effective planning or searching or
 14 evacuation or suicide attacks. Does this come from
 15 Wikipedia, Mr Harding?
 16 A. I don't know. It probably does. I can't say.
 17 Q. What was it that you hoped your staff would get from
 18 this?
 19 MR DE LA POER: I'm so sorry to interrupt. Could we take
 20 that slide down? Thank you very much.
 21 A. A few things. (1), it talks about poisoning in
 22 controlled areas and contrived areas of building or
 23 travel. Secondly, we also undertook, at the end of very
 24 large scale concerts in London, in Twickenham, at
 25 Lovebox, and in various other concerts, at the end of

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1 the night we dealt with the queues on the Tube system,
 2 where hundreds of thousands of people over the course of
 3 an event would congregate in order to travel home, so it
 4 does have pertinence to the industry.
 5 MR ATKINSON: Does it come to this, that your training was
 6 only as good as the notice that was taken of it?
 7 A. Yes, it's only as good as how much somebody absorbs and
 8 understands and comprehends and then delivers on the
 9 ground. It's not just about having the knowledge, it's
 10 then whether you...
 11 SIR JOHN SAUNDERS: Put it into practice?
 12 A. Put it into practice, yes, sir.
 13 MR ATKINSON: Because if you spend 1 minute and 13 seconds
 14 on your counter-terrorism module, you're unlikely to get
 15 anything out of it?
 16 A. I think that would be true, yes.
 17 Q. If you spend 3 minutes on your "First approach to an
 18 emergency" training, all 14 modules of it, you're not
 19 going to get much out of it?
 20 A. Correct.
 21 SIR JOHN SAUNDERS: Okay. Point taken.
 22 MR ATKINSON: Do you accept more should have been done to
 23 monitor performance of training in relation to your
 24 staff?
 25 A. I think in retrospect, yes, we could have monitored what

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1 individuals were undertaking, yes.
 2 Q. You were taken to the e-shot, the post-Bataclan e-shot,
 3 earlier, and just so we understand the evolution of
 4 that, {INQ001483/1}. If we can go down, please, I think
 5 possibly on to {INQ001483/2}.
 6 This is the email from Mr Sharkey at SMG asking
 7 for -- spelling out what had happened and asking for
 8 a review of existing plans. Do you see that?
 9 "I know you are already vigilant with our
 10 buildings ..."
 11 Ten lines down.
 12 A. Yes.
 13 Q. "I know you are already vigilant with our buildings and
 14 have liaison with local police forces ..."
 15 At the end of the line:
 16 "Can I ask you to review your existing plans and
 17 also make sure that you have an up-to-date position on
 18 the threat level with your contacts?"
 19 A. Yes.
 20 Q. If we then go back up the page, please. We can see,
 21 towards the bottom of what is now on our screens, an
 22 email from you saying that you were going to mail all
 23 the staff, advising them to be vigilant in carrying out
 24 their duties.
 25 A. Yes.

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1 Q. So was that your response to Mr Sharkey in terms of what
 2 you did?
 3 A. It looks like it. I think also if you go back to the
 4 document, it also talks about a training scenario which
 5 happened, I think, "last night's training scenario". So
 6 I do think there's been action at the arena as well. Is
 7 there? Is that, I think, paragraph 4 or 5? Anyway,
 8 coming back to this, yes, this is what we said we would
 9 do.
 10 Q. And that's what led to the e-shot?
 11 A. It's one of the issues that led to the e-shot, not just
 12 Mr Sharkey's response, but we undertook the e-shot on an
 13 entire company process, not just on behalf of SMG's
 14 instigation.
 15 Q. {INQ034689/1}, please.
 16 As a result, the email goes out to 3,800-odd members
 17 of your staff.
 18 A. Yes.
 19 Q. Over 1,000 of whom don't open it?
 20 A. In that 24-hour period.
 21 Q. And only 139 of whom actually clicked on the training?
 22 A. No, they clicked on the direct link to the training;
 23 there's a massive difference.
 24 Q. But you didn't make it compulsory?
 25 A. No, we didn't make it compulsory.

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1 Q. And refresher training, did you make that compulsory?
 2 A. No, we didn't make refresher training compulsory, no.
 3 Q. Do you think you should have done?
 4 A. It would have been really helpful, and again refresher
 5 training on a whole wide variety of our entire portfolio
 6 of training would be helpful, but the portfolio of
 7 training is completely open to staff to revisit at any
 8 given time if they so choose.
 9 Q. But would you not want to encourage them to revisit
 10 areas of their training that changed all the time?
 11 A. Didn't you think this did?
 12 Q. See the way it works is I ask, you answer, Mr Harding.
 13 A. I think this did.
 14 Q. But by making it compulsory for them if they were to
 15 carry on working for you, that they had to and you had
 16 evidence that they had, that would be better, wouldn't
 17 it?
 18 A. I think it would. But again, individuals work for us,
 19 operationally on site and learning is continuously
 20 undertaken on site. Again, I think I've alluded to in
 21 one of the statements inside there that there were --
 22 that these individuals had worked 18,000 times at the
 23 Manchester Arena and 54,000 times overall. So they'd
 24 have received 18,000 briefings and 18,000 debriefings
 25 at the Manchester Arena alone, at which additional

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1 training is undertaken during the course of those events
 2 as well.
 3 Q. Depending on what's in the briefings.
 4 A. Oh, absolutely. And I think what we alluded to earlier
 5 is there were weekly topics where it became the issue
 6 for that week. So for instance they might deal with
 7 customer service one week, they meet deal with emergency
 8 evacuation processes, they might deal with fire safety
 9 another week, and they were prevalent for that
 10 individual. So it did happen on site too.
 11 Q. But as to the content of those, we'll need to speak to
 12 the people on the ground, presumably.
 13 A. I think so, yes.
 14 MR ATKINSON: Thank you.
 15 A. Thank you, Mr Atkinson.
 16 MR DE LA POER: Sir, I have an indication the Mr Cooper has
 17 some questions. I don't say this to put any pressure on
 18 him, and I know he is not a person who would view it
 19 this way, but we're about 8 minutes out from the hour
 20 and a half we usually try to keep to. I hope he doesn't
 21 take that the wrong way.
 22 SIR JOHN SAUNDERS: I believe it is one of your clients who
 23 is coming next who would not like to be kept waiting too
 24 long.
 25 MR COOPER: And the pressure mounts!

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1 SIR JOHN SAUNDERS: Am I right, Mrs Murray?
 2 (Pause)
 3 Questions from MR COOPER
 4 MR COOPER: {INQ032151/2}, please. This is a document from
 5 Mr Lavery to you, is it not?
 6 A. It is, post event, yes.
 7 Q. Yes, post event in relation to his observations. As
 8 a result of reading that, what did you do?
 9 A. I can't recall.
 10 Q. You can't recall?
 11 A. No.
 12 Q. Well, try.
 13 A. If you give me time to read the document.
 14 Q. By all means.
 15 SIR JOHN SAUNDERS: I'm sorry if you haven't seen it
 16 beforehand.
 17 Let him read it.
 18 (Pause)
 19 A. Yes, I think I referenced this straight up to the
 20 management team and the director who was dealing with
 21 Manchester Arena at the time.
 22 MR COOPER: When you say you "referenced it up", what do you
 23 mean?
 24 A. I sent it on.
 25 Q. Sent it on to who?

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1 A. I think it went to Mark Logan and... I'm trying to
 2 recall, but you're asking me from 3/4 years ago.
 3 I think it went to Mark Logan. That's my belief.
 4 Q. So effectively, you're a postbox, as far as this is
 5 concerned? Mr Lavery sends it to you and you forwarded
 6 it on to somebody else?
 7 A. It's difficult for me to take any action on an
 8 operational site for which the management team are
 9 responsible.
 10 Q. Did you make any recommendations?
 11 A. I can't recall.
 12 Q. You can't recall. Let's have a look at {INQ032151/1},
 13 please, because this document is attached to it. What
 14 is that? It's title is:
 15 "Email from Lavery, 23 May, regarding suspicious
 16 male."
 17 Is that a document which is attached to what is sent
 18 to you?
 19 A. No.
 20 Q. No? Do you recognise that document?
 21 A. No.
 22 MR DE LA POER: That's the police cover sheet that they
 23 apply so that -- you can see in the top right corner the
 24 HOLMES reference --
 25 MR COOPER: Thank you.

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1 MR DE LA POER: So I would have thought that this would not
 2 be a document that this witness would have --
 3 MR COOPER: I shall move on. I'm grateful.
 4 So you can't really help us any more with that
 5 document? It was not(?) this document I showed you a
 6 moment ago. You simply forwarded it to Mr Logan and it
 7 was left to him to do whatever was required?
 8 A. I forwarded it to Mr Logan, who I knew would take the
 9 appropriate action on it, yes.
 10 Q. To take the appropriate action on it?
 11 A. Yes.
 12 Q. All right, that's the end of that question.
 13 You've been asked a number of questions, and I'm not
 14 going to repeat them, in relation to the training and
 15 you reference proportionality of training on subjects.
 16 You've gone all over that.
 17 A similar question is this: does that
 18 proportionality -- or can it change given the
 19 circumstances that a country is in? So for instance, if
 20 a counter-terrorism training took normally one block of
 21 time, if we were in a situation of severe warning, could
 22 that be upped in terms of the attention it would be
 23 given in training? Was there flexibility?
 24 A. I think there was, along with all of the other issues
 25 which arose --

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1 Q. I'm not asking about the other issues (overspeaking).
 2 A. (overspeaking) it's really important --
 3 Q. I am asking you and I am trying to focus --
 4 SIR JOHN SAUNDERS: Hang on. Sorry, stop for a minute.
 5 Somebody is actually trying to write this down and there
 6 will now be a block which says "overspeaking".
 7 MR COOPER: Let me focus --
 8 SIR JOHN SAUNDERS: You limit your answer, please, to the
 9 questions that are being asked.
 10 A. Yes, sir.
 11 SIR JOHN SAUNDERS: Would you like to ask the question
 12 again?
 13 MR COOPER: I will again.
 14 Proportionality of training. If for instance we
 15 live in a time of severe warning as far as the terrorist
 16 alert is concerned, would counter-terrorism be put up
 17 the list in terms of proportionality?
 18 A. It could, and the email which went out to our staff took
 19 that up the list.
 20 Q. So one could expect, could they, that around about
 21 22 May 2017, counter-terrorism training was right at the
 22 top of the agenda for ShowSec?
 23 A. I think it was at the top of the agenda for everybody.
 24 Q. If I'm allowed to ask you the question again: right on
 25 the top of the agenda for ShowSec?

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1 A. No, it was very important, it wasn't right at the top of
 2 the agenda.
 3 Q. All right. Another question before I get on to a more
 4 detailed topic. In answers to the questions posed by
 5 Mr Atkinson, you are insistent on emphasising that
 6 ShowSec did not give specialist counter-terrorism
 7 advice?
 8 A. That's correct.
 9 Q. And one of the expressions you used is that you gave
 10 base level counter-terrorism advice.
 11 A. No, I said what we reached our threshold of knowledge.
 12 I don't know -- it's certainly not expertise. We are
 13 not experts in counter-terrorism.
 14 Q. Your expression was base level criticism.
 15 A. Okay.
 16 Q. Thank you.
 17 A. Was that to staff or to --
 18 Q. That was in answer to a question from Mr Atkinson.
 19 A. Okay.
 20 Q. My question is this: did you make it clear to SMG, or
 21 indeed any other client, that you only gave base level
 22 counter-terrorism advice? Was it made clear to them?
 23 A. In terms of the qualifications and the standards which
 24 are set by the industry, we deliver those standards and
 25 qualifications, yes.

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1 Q. I ask again: when you spoke to clients, including SMG,
 2 did you tell them in terms, we only give base level
 3 advice on counter-terrorism, we're certainly not
 4 specialists? Did you say that to them in terms or put
 5 it in writing?
 6 A. I did not say that and I did not put it in writing.
 7 Q. Do ShowSec put it in writing to clients: we do not give
 8 specialist counter-terrorism advice?
 9 A. No. Unless a client asks us for specialist
 10 counter-terrorism advice in which we would say we do not
 11 give specialist counter-terrorism advice.
 12 Q. There is room for confusion, would you accept, then,
 13 in relation to some clients, that they might assume you
 14 give counter-terrorism advice?
 15 A. No, I don't think there's any confusion. I think in the
 16 terms of the negotiations, when we speak with clients,
 17 they understand our capabilities and what we will
 18 deliver.
 19 Q. Would it perhaps be at least one small lesson to learn
 20 that ShowSec, given that you're insistent on the matter,
 21 should make it clear in their documentation with clients
 22 and potential clients that they should not be taken as
 23 giving specialist counter-terrorism advice?
 24 A. We could do, along with all the other non-specialist
 25 advice which we also give.

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1 Q. Thank you.
 2 SIR JOHN SAUNDERS: What you could do is, if you have, at
 3 somewhere like the arena, which is difficult in security
 4 terms, you could actually say to a client, this place is
 5 really difficult in terms of security, we are not
 6 counter-terrorism experts, we would advise you to get
 7 some expert advice?
 8 A. And a large — you're right, sir, and a large venue
 9 would attract a CTSA, and that's where we would expect
 10 the advice to come from.
 11 SIR JOHN SAUNDERS: Okay. So you say it's down to the CTSA?
 12 A. I'm saying it's down to the venue to source the advice
 13 they need. If they come to us and ask for
 14 counter-terrorism advice we will tell them the limits of
 15 our capabilities.
 16 SIR JOHN SAUNDERS: Thank you. Mr Cooper.
 17 MR COOPER: Thank you.
 18 Can I take you, please, to {INQ015804/1}. Do you
 19 recognise this document?
 20 A. No.
 21 Q. Is it not your document?
 22 A. It isn't.
 23 Q. Do you recognise it as a ShowSec presentation following
 24 the Manchester Arena incident, which is undated?
 25 A. I don't recognise this document at all.

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1 SIR JOHN SAUNDERS: Have you seen it before?
 2 A. I don't think so, sir.
 3 MR COOPER: Right. This is —
 4 A. Sorry, you don't know who it's been presented by?
 5 Q. I was going to ask you that question. It's a ShowSec
 6 presentation document. Let's scroll down to see if
 7 there's anything that may attract your attention. It's
 8 five pages, as I recall.
 9 (Pause)
 10 A. I don't think this is a ShowSec document. I can find
 11 out, but I don't think this is a ShowSec document. It's
 12 not produced on any of our headed presentations.
 13 SIR JOHN SAUNDERS: Mr Cooper, we need to know where it has
 14 come from before this particular witness is asked
 15 questions about it.
 16 MR COOPER: Of course, sir. It's listed, unless I've
 17 completely misread it, as a ShowSec presentation
 18 following the arena incident, undated.
 19 SIR JOHN SAUNDERS: Okay, thank you. Anyway, is it anything
 20 you're aware of?
 21 A. It is isn't, sir, I'm sorry.
 22 MR COOPER: Would you bear with me? I'll just speak to
 23 Mr Atkinson.
 24 (Pause)
 25 I'm grateful to Mr Atkinson.

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1 Right in the bottom corner, the bottom left—hand
 2 corner, we have a ShowSec mark. Do you see it?
 3 A. Yes, I can see that. I still don't recognise it as
 4 a ShowSec document.
 5 Q. I see. Well, you'll be able to clarify that, maybe,
 6 in the short adjournment we have, because I want to,
 7 once it's clarified, ask you particular questions about
 8 the first page.
 9 SIR JOHN SAUNDERS: Can we go back to the first page then?
 10 MR COOPER: Yes, please.
 11 I would want to ask you in due course whether that's
 12 an approach that you approve of, on behalf of ShowSec.
 13 A. I have not seen this document.
 14 Q. No, I know, and you'll have a chance of refreshing your
 15 memory. It seems to be a ShowSec document and it seems
 16 to be covering matters that you have given evidence on.
 17 And in due course, I'm going to be asking you whether
 18 you agree with that ShowSec document as to its analysis.
 19 For instance:
 20 "The attack did not happen in the arena and it's not
 21 an entertainment story", it says.
 22 SIR JOHN SAUNDERS: You read it to yourself and if you're
 23 going to be asked questions, you can be.
 24 MR COOPER: Shall I pause a moment, sir, while that's done
 25 now?

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1 SIR JOHN SAUNDERS: You read it. Hopefully you can have
 2 a chance over the adjournment. Don't try and answer
 3 questions if you really don't know about it.
 4 A. Sorry, I really don't know the source of this document.
 5 I think we need to find out where the source of this
 6 document is.
 7 MR COOPER: Let's leave it this way until we find out the
 8 source of the document because if you're the appropriate
 9 witness, I'd like to put it to you, or if Mr Logan is,
 10 we'll find out. I'll ask you this for the time being:
 11 looking at what appears on that page now, do you agree
 12 with that approach?
 13 SIR JOHN SAUNDERS: I have no idea what the noise is, but
 14 I think we're safe to remain at the moment.
 15 (Pause)
 16 A. Yes, I don't think that's unreasonable.
 17 MR COOPER: Then let me ask you, if I may, about it. You
 18 don't think that's unreasonable. This is a document
 19 which purports to be a ShowSec presentation following
 20 the arena incident. I'm going to put to you first that
 21 it is nothing more than a list of excuses.
 22 A. I don't think this is a ShowSec document. If I remember
 23 rightly, this may well have come from our sister company
 24 in Holland, and this is one of their presentations which
 25 they did. But please forgive me, I'm really unsure.

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1 Q. You've read it and you say you don't think it's
2 unreasonable so let me ask you.
3 A. No, I don't think it's unreasonable.
4 Q. And it has a ShowSec mark on it. On the basis that you
5 don't think it's unreasonable and it has a ShowSec mark
6 on it, I'm putting to you that that is no more than
7 a list of excuses, isn't it?
8 A. No, I don't think so.
9 Q. Let's look at it:
10 "Attack did not happen in arena. Not an
11 entertainment story."
12 A. It happened outside the arena.
13 Q. Let me try and short circuit. One would expect,
14 I suggest to you, just after the atrocity's been
15 committed, there would be a list of proposals as to how
16 young people can be made safe, not item 1, "It didn't
17 happen in the arena, it's not an entertainment story".
18 A. I can't tell for what purpose this presentation --
19 Q. Priorities is what I'm putting to you.
20 SIR JOHN SAUNDERS: Okay, stop. You don't know what the
21 purpose of it was, right.
22 MR COOPER: Well, I'm going to ask you, by looking at this
23 document, it's a -- this is as far as I can, and
24 if I have to take it further later, subject to the
25 chair, I will. A matter for the inquiry.

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1 But I'm going to suggest to you, subject to what the
2 purpose of this presentation was, that the whole tenor
3 of this presentation is to make excuses for what
4 happened and to avoid responsibility as far as ShowSec
5 is concerned.
6 A. No, I think it depends on the context of who this is
7 being presented to and for what purpose. Significantly
8 around the time, many people thought, and still do even
9 at this time, that the incident happened inside the
10 arena. There are still people out there who do not
11 understand that the IED was activated outside the arena
12 and that the individual didn't penetrate inside the
13 arena.
14 SIR JOHN SAUNDERS: What has that got to do with it, with
15 respect?
16 A. I think at the time, this is important to get -- I don't
17 know who the editor of this is. This is trying to give
18 information to the audience about the incident itself
19 without specifically speaking about it.
20 SIR JOHN SAUNDERS: Okay. SMG have accepted that they had
21 responsibility for their clients coming through the
22 City Room.
23 A. Yes.
24 SIR JOHN SAUNDERS: And they employed you to assist with
25 carrying out that duty?

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1 A. Yes.
2 SIR JOHN SAUNDERS: So what difference does it make whether
3 the attack occurred in the arena rather than outside
4 in the City Room?
5 A. It makes a significant difference in that the incident
6 didn't happen inside the arena, that it didn't penetrate
7 the demise of the building, it happened in an external
8 grey space area. And I think that is really important.
9 MR COOPER: As I suggested to you a moment ago, it's a list
10 of excuses and that's the number one excuse at the top,
11 isn't it?
12 A. No.
13 Q. ShowSec aren't interested, I suggest to you, in the
14 immediate aftermath of this attack with what happened to
15 these young people. I suggest to you, and your answer
16 is the evidence, that all ShowSec were interested in is
17 making excuses and keeping themselves out of the blame.
18 A. I think that's a really unfair thing to say.
19 SIR JOHN SAUNDERS: And I'm not going to have it said again,
20 thank you very much. We can certainly argue about
21 whether they did enough, we can certainly argue about
22 whether they did enough in response. But I think to
23 suggest that somebody or people had no concern at all
24 for the deaths of those people may be something for
25 which there is no evidential basis. It's certainly not

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1 part of my inquiry.
2 MR COOPER: I shall move on, sir, until we've got more
3 clarification of this document.
4 {INQ015838/1}.
5 This is email traffic from Mark Logan to you.
6 I would just like your explanation for it. It's just
7 after the atrocity and Mark Logan communicates with you
8 on 29 May:
9 "In relation to the email below over the coming
10 period, I aim to qualify the language below after
11 further talks with the operation management. I can't at
12 this time put a fix on when this may be concluded as
13 some of the pertinent ops management have not yet
14 returned to work following the incident. It should be
15 underlined that the below was drawn from staff directly
16 following their extraction from the incident scene
17 in the early hours of Tuesday, 23 May."
18 And the email that Mr Logan is referring to is an
19 email he sent to you on Tuesday, 23 May 2017 at
20 3 o'clock in the morning.
21 A. Yes.
22 Q. "Mark, quick initial notes. Bag search on all public
23 entry doors. Main focus: F&B [food and beverage],
24 prohibited items. Access control staff on doors,
25 targeting profiling. Normal staffing numbers on

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1 City Room entry (point of incident) for this type show.
 2 Talent area, as tour rider advised."
 3 And it goes on to give other details there about
 4 that:
 5 "Incident search protocol areas during egress. Show
 6 down, house lights up. City Room area busy with parents
 7 waiting on kids leaving the venue. No particular line
 8 of sight on assumed instigator."
 9 The question is this: when Mr Logan was
 10 communicating with you at 12.15 on 29 May, saying he
 11 aims to qualify the language below, did you respond to
 12 him or ask him to explain himself?
 13 A. No.
 14 Q. Do you know why and what language he was meaning to
 15 qualify?
 16 A. I don't, but if you look at the timings of this, this
 17 looks like 23 May at 3 o'clock in the morning, shortly
 18 after the incident had happened. There's confusion
 19 around the arena, Mr Logan is not on site, he's trying
 20 to get preliminary information from the incident.
 21 That's what his first mail comes from, from his
 22 connectivity with operational staff on site. So in the
 23 immediate aftermath of the incident he produces this
 24 email and gives an overview, a short overview, in the
 25 early hours of the 23rd.

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1 SIR JOHN SAUNDERS: Okay, I understand that. We can ask
 2 Mr Logan more about what he meant by all of that. But
 3 it is sent to you.
 4 A. Yes.
 5 SIR JOHN SAUNDERS: What did you understand by the email of
 6 29 May? What qualification was there going to be?
 7 A. An extension of an understanding of the entire process
 8 and the entire operations which were in place at that
 9 time, which Mr Logan was unable to obtain, one, at the
 10 time, and then secondly subsequent, because the staff
 11 had not returned to work.
 12 SIR JOHN SAUNDERS: That sounds to me that you've had
 13 a discussion with him as a result of this email.
 14 A. I think we had many, many discussions about many things,
 15 but I'm not sure we spoke about this individual thing.
 16 It would have been part of a whole series of discussions
 17 at the time. Clearly, the company had to change its
 18 whole approach to business following this, and it had
 19 a severe impact on the company as well as everybody
 20 else.
 21 MR COOPER: I'm conscious of the time and I've nearly
 22 finished, but I just want to follow up on that.
 23 Was there any communication by you with Mr Logan
 24 between these two emails, by email, for instance?
 25 A. About this individual --

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1 Q. About the language that Mr Logan uses. Did you ask him
 2 to qualify his language?
 3 A. Not about this individual incident.
 4 Q. Did you ask Mr Logan to qualify his language?
 5 A. No.
 6 Q. Last question. You gave evidence about ShowSec being
 7 a relatively small company when Mr Atkinson or certainly
 8 counsel was asking you questions today.
 9 A. Correct.
 10 Q. As you have done, let me just put that into context.
 11 It's referenced to your fourth statement.
 12 {INQ037041/3}, paragraph 10. Just so we can put that
 13 into context, the turnover for ShowSec in 2017 was
 14 £25 million, £25,561,682. Is that correct?
 15 A. That's correct.
 16 Q. And after directors' dividends and payments had been
 17 made and all other expenses had been adhered to, so
 18 after directors had been paid and other expenses, the
 19 profit pretax for ShowSec in 2017 was approximately
 20 £1.2 million. That's £1,202,394; is that correct?
 21 A. That's correct.
 22 MR COOPER: I simply ask you those questions to put in
 23 context the questions Mr Atkinson was asking you about
 24 minimum wage and other payments.
 25 Thank you, sir.

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1 SIR JOHN SAUNDERS: Thank you very much.
 2 MR DE LA POER: Sir, I think there is just Mr Laidlaw yet to
 3 come. I seek your guidance, and whether there's any
 4 submissions on this, whether Mr Harding ought to see if
 5 we can get to the bottom of that document that he was
 6 shown by Mr Cooper.
 7 SIR JOHN SAUNDERS: I think we can do that at a later stage.
 8 MR DE LA POER: So it's just Mr Laidlaw.
 9 MR COOPER: I'm grateful to my learned junior. The document
 10 I referred to was disclosed by ShowSec to the inquiry
 11 and then it was disclosed onwards to the parties in
 12 November 2019.
 13 SIR JOHN SAUNDERS: Okay, thank you.
 14 MR LAIDLAW: Shall I just deal with Figen Murray's position,
 15 whether it is more convenient for her or to the inquiry
 16 for her to go at 2 o'clock and then we can resume
 17 afterwards? I am entirely in your hands. I am sure
 18 that Mr Harding --
 19 SIR JOHN SAUNDERS: I can see Figen Murray shaking her head.
 20 I think she is happy to wait until the evidence --
 21 MR COOPER: If I can indicate to my learned friend, the
 22 matter was discussed between myself and Mr Greaney and
 23 we'd prefer, subject of course to your assessment, sir,
 24 for Ms Murray to be dealt with at the correct time of
 25 her evidence.

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1 SIR JOHN SAUNDERS: Right. So the idea is to break now?
 2 MR DE LA POER: Certainly that's what I would propose, sir,
 3 in light of the time and how long we've been going.
 4 SIR JOHN SAUNDERS: Back at 2 o'clock.
 5 I'm sorry it's taking longer than anticipated. It's
 6 not unusual.
 7 (1.01 pm)
 8 (The lunch adjournment)
 9 (2.00 pm)
 10 SIR JOHN SAUNDERS: Mr Laidlaw.
 11 Questions from MR LAIDLAW
 12 MR LAIDLAW: Just some qualification in respect of that
 13 document that Mr Cooper showed you just before we broke.
 14 Do you remember?
 15 A. Yes.
 16 Q. It's the four of five pages with a light blue font and
 17 it had a rather different logo in the bottom left. Let
 18 me just give you the information that I've received so
 19 we can share it more broadly. It is thought to be the
 20 notes of the Dutch director, so he's the chair of the
 21 Dutch entity which owns ShowSec. These are thought to
 22 be in English his notes, and as far as we can tell,
 23 those were sent to the English-based ShowSec directors
 24 but do not form the basis of any sort of presentation or
 25 publicity of any sort. I simply don't know whether that

1 helps you or not. We haven't spoken over the break.
 2 A. No, it's not a document that I recognise.
 3 Q. That's the information, so the other CPs can understand
 4 what I'm told is our position. And that plainly fell
 5 within the terms of the request for disclosure, which
 6 was made by Sir John when he was the coroner and now as
 7 chair of the public inquiry.
 8 Right. My first topic is ShowSec as CT experts.
 9 Mr de la Poer, understandably, I hasten to add, dealt
 10 briefly with your career, the detail of which is set out
 11 in the appendix to your first witness statement. The
 12 reference, we don't need to turn it up, is
 13 {INQ032857/9}.
 14 As the chair will have noted, because he'll have
 15 read all this material, you have, if I may say so,
 16 a huge amount of experience in crowd management and
 17 event security. That, as you accept, both for stewards
 18 and licence staff, and you said this on Thursday,
 19 involved an important element of security. In other
 20 words, my words now, a component of which was keeping
 21 the crowd safe?
 22 A. Yes.
 23 Q. And that involved guarding, insofar as was possible, the
 24 crowd against a terrorist attack?
 25 A. It did.

1 Q. Mr de la Poer read a passage from your second statement,
 2 which was in these terms, and I quote from it:
 3 "ShowSec does not provide specialist CT advice and
 4 does not hold itself out as an expert in the field."
 5 Now to a question. Has the company ever advertised
 6 itself as offering specialist CT advice to clients?
 7 A. Not that I'm aware and certainly not on our website and
 8 the advertising of our services which we provide.
 9 Q. Let's look, please, at the agreement between yourselves
 10 and SMG. This is, please, Ms Newman, {INQ012126/1}.
 11 This is the stewarding services agreement and it's
 12 schedule 2, as we all now remember, which deals with the
 13 services. It defines the services that ShowSec had
 14 agreed to provide to SMG.
 15 Can we begin, please, with {INQ012126/50} of this
 16 exhibit?
 17 If we just glance through "Event stewarding" first
 18 of all. So:
 19 "Trained and experienced personnel to undertake:
 20 access and egress control; management of the queues;
 21 supporting the work of the venue staff in areas such as
 22 reporting and identifying maintenance issues, toilet
 23 checks, reporting on levels of cleanliness within the
 24 venue and reporting of health and safety issues."
 25 Then:

1 "Developing service rules and regulations relating
 2 to the services and ensuring staff were operating to
 3 those standards."
 4 And that may include a handbook. And the aim is:
 5 "A consistent delivery of messages, service
 6 information", and the like.
 7 You're also to ensure an audit process, which is to
 8 be fed back on a quarterly process.
 9 Event security now, please. Could we bring
 10 paragraph 2 up?
 11 "In relation to all events, control of access to
 12 restricted areas, ejection of customers, undertaking pit
 13 work, carrying out various levels of customer searches."
 14 And then:
 15 "In relation to events where ShowSec is the sole
 16 provider of any and all security services, ensuring the
 17 backstage area is kept secure and operates a security
 18 pass system."
 19 Can we go to the next page {INQ012126/51}, please?
 20 We can probably deal with this a little more quickly
 21 now. There's that clause at the top, which is designed,
 22 I think, to ask for your assistance if specialist
 23 security services are required, and then 3 is:
 24 "Evacuation and emergency planning."
 25 4 is:

1 "Customer services."
 2 5:
 3 "Crowd management advice and staff training."
 4 6:
 5 "Contract management."
 6 And then {INQ012126/52}, please:
 7 "Personnel, training and development."
 8 {INQ012126/53} with the whole page on the screen.
 9 So external work is the eighth of the paragraphs within
 10 schedule 2, and then to {INQ012126/54}, please, which
 11 brings the thing to an end.
 12 As we can all see, and the chair has already made
 13 the point, counter-terrorism was not a service that
 14 ShowSec was asked to provide; do you agree?
 15 A. I agree, sir.
 16 Q. The threat of terrorism has obviously grown as the years
 17 have passed and the manner in which terrorists carry out
 18 their attacks has, as we have tragically seen, evolved,
 19 and that increasing threat and the evolution in tactics
 20 has also occurred post this agreement in 2012. So
 21 dealing with the period between the signing of this
 22 agreement in 2012 and before May 2017, are you aware at
 23 any stage of SMG asking ShowSec to provide any services
 24 beyond those set out in schedule 2?
 25 A. I think this is probably a question for the operational

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1 staff, but I would suggest that there would be -- would
 2 have been canine services carrying out backstage
 3 searches as one example. Beyond that, I'm sorry, I'm
 4 uncertain, I can't tell you.
 5 Q. Were you, who were signing this contract on ShowSec's
 6 behalf, ever asked in this period, 2012 to 2017, to
 7 extend the provision of services into counter-terrorism?
 8 A. No.
 9 Q. Had you been asked by SMG whether you could provide such
 10 a service, what would your answer have been?
 11 A. We couldn't provide specialist counter-terrorism advice.
 12 Q. Again, from experience, or from your knowledge of the
 13 arena, where would an operator of an arena of this sort
 14 take its specialist CT advice from?
 15 A. I think it would probably go to, at this level, CTsAs,
 16 SECOs, or government organisations. But they also have
 17 industry governing bodies or an overarching governing
 18 body for which all of the promoters or the arenas are
 19 members or can be members of, so they would also
 20 generate a knowledge base or a source base to help each
 21 other.
 22 Q. And if you'd heard SMG saying before the tragic events
 23 of 22 May 2017 that you were the providers of specialist
 24 CT advice to them, would you have had anything to say
 25 about that?

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1 A. Absolutely. Just in terms of looking at our risk
 2 position and whether we were actually covered by our
 3 insurance policy to cover those services, we would have
 4 investigated that probability, but in the first instance
 5 we would have rejected it because we don't have the
 6 counter-terrorism specialist knowledge.
 7 Q. We all know what happened after the attack at the arena
 8 in terms of SMG seeking advice from a specialist US firm
 9 and then appointing their own in-house adviser. As far
 10 as you know, did they come back to you post the events
 11 to seek any advice of this specialist nature from
 12 ShowSec?
 13 A. They asked us whether we were capable of undertaking
 14 this specialist task and we said we weren't.
 15 Q. The point was being made to you, both by the chairman
 16 and indeed by counsel representing the families, that
 17 you could have told SMG what you were not contracted to
 18 provide for. Do you recall this point being raised with
 19 you?
 20 A. Yes.
 21 Q. In the commercial world, and absent a specific request,
 22 are you in the habit of going about telling people about
 23 the services you do not provide?
 24 A. No.
 25 SIR JOHN SAUNDERS: Okay, let me elaborate the question

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1 a bit to see if we can --
 2 MR LAIDLAW: Sorry, I hope I haven't done a disservice,
 3 forgive me.
 4 SIR JOHN SAUNDERS: Not at all, not at all.
 5 SMG and ShowSec, as we have heard from both sides,
 6 worked closely.
 7 A. They did.
 8 SIR JOHN SAUNDERS: You were providing access control into
 9 the arena?
 10 A. Yes.
 11 SIR JOHN SAUNDERS: Part of which would involve preventing
 12 terrorists from getting in?
 13 A. Yes.
 14 SIR JOHN SAUNDERS: Isn't it inevitable that along the line
 15 with two companies working quite closely, there would
 16 actually have been informal discussions about what
 17 needed to be done about counter-terrorism when the level
 18 of risk was increased?
 19 A. Absolutely.
 20 SIR JOHN SAUNDERS: You see, we've got another situation
 21 where there is a difference between two companies, both
 22 big in the worlds that they are in, with apparently
 23 a misunderstanding in that Miriam Stone said, "I relied
 24 on advice from ShowSec", and you saying, "Well, she's
 25 not entitled to do that, we don't give the advice".

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1 A. Correct.
 2 SIR JOHN SAUNDERS: So if, as inevitably you said, there is
 3 a risk of this sort of joint operation developing
 4 together and therefore an input coming from ShowSec,
 5 within that context is it not advisable for ShowSec to
 6 be saying, "No, okay, we're doing our best to help about
 7 this and what can be done, but actually you need some
 8 specialist advice and we don't give that"?

9 A. Yes, I think that's not unreasonable.

10 SIR JOHN SAUNDERS: Okay, thank you.

11 MR LAIDLAW: Can I just --

12 SIR JOHN SAUNDERS: Please do take it up.

13 MR LAIDLAW: I'm not going to take it up because
 14 I deliberately can't ask this witness for evidence on
 15 this issue. All I was going to say, without
 16 anticipating what the evidence will be, is I think the
 17 next ShowSec witness, Mr Bailey, will be able to deal
 18 with discussions of the sort that you have sensibly
 19 raised with this witness. He will be able to give you
 20 his evidence about that. That's why I have not gone
 21 further than that.

22 Just one other aspect about the stewarding services
 23 agreement, and this touches upon staffing levels. It
 24 goes back again to the point that the chair has just
 25 been discussing with you, which, I hasten to add, is

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1 a perfectly fair one. It was a very close relationship
 2 at arena level. There would have been discussion,
 3 I think, and it's catered for in the agreement, about
 4 staffing levels, but ultimately who was it, if there
 5 were any disagreement, and I don't suspect there were,
 6 ultimately who was responsible for imposing staffing
 7 levels if it came to that?

8 A. The client always is.

9 Q. Mr Cowley's evidence. You were taken to that by my
 10 learned friend Mr de la Poer on Thursday and you told
 11 him that you were unaware of the facilities management
 12 agreement.

13 A. Correct.

14 Q. Which, as we all understand, does include an undertaking
 15 that SMG would carry out patrols throughout the year on
 16 dark days and those were by way of what are called
 17 Deister patrols, using the electronic equipment which
 18 bears that proprietary name.

19 Just on that issue, if you'd been asked to take up
 20 Deister patrols would you have expected a discussion of
 21 that sort to have been raised, either before or at the
 22 time the contract was negotiated?

23 A. Yes.

24 Q. And was there ever such a discussion?

25 A. No.

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1 Q. Training next, please. Mr de la Poer, and again for
 2 reasons we will all understand because of the pressures
 3 of time, said he would examine you on just three aspects
 4 of training and he was as good as his word. He dealt
 5 with the syllabus, that specific to the arena, and then
 6 also the CT element.

7 I want, if I may, and I'll try and do this as
 8 quickly as I can, publicly, to draw attention to other
 9 aspects of training. Do you have your second witness
 10 statement available to you, {INQ034720/4}.

11 You begin with training at the bottom, paragraph 20.
 12 You describe there, and I won't deal with the detail,
 13 but you describe there the head of training, Roy Wise.
 14 As you say, he was one of the industry leaders in
 15 training, and indeed he continues, I think, to the day,
 16 is that right --

17 A. He does, yes.

18 Q. -- to operate in this area?

19 You set out his credentials, both academic and
 20 practical ones, which go down to the bottom of
 21 {INQ034720/4}. And then if we go over to the top of
 22 {INQ034720/5} we can see those set out. Do I summarise
 23 this accurately by suggesting that he is hugely
 24 experienced in this area?

25 A. And respected.

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1 Q. Presumably he's not the only expert, but is he one of
 2 the few experts that can operate at this sort of level?

3 A. Yes. Few, I think, is too narrow, but he's one of the
 4 key personnel inside the industry, and hence -- I mean,
 5 there are things inside here. The Dutch FA asked him to
 6 help them with their qualifications. The immense
 7 experience that he has is -- was at the time, I believe,
 8 really high profile.

9 Q. Right. Just in terms of the scale of the task, you gave
 10 us the figures, or you gave Mr de la Poer the figures.
 11 You're training, is it 2,000 workers a year?

12 A. Yes.

13 Q. Out of 20,000 applicants?

14 A. Correct.

15 Q. So 1 in 10 have been selected for the training?

16 A. Yes.

17 Q. Then this point, which I think you regard as important,
 18 whether others do is not really for you and I ask to
 19 discuss. You regard the variety of the work that the
 20 staff have to undertake and the variety of the venues to
 21 which you have to provide crowd management and event
 22 security as being important. Would you just speak,
 23 albeit briefly, to that and how that bears upon the
 24 training and the way in which the architecture for the
 25 training is designed?

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1 A. It's really important to give people the base training
 2 of carrying out the functions in which -- and I was
 3 thinking a little bit further over lunchtime of giving
 4 an explanation of a steward who is working on an aisle
 5 way and the importance of keeping that aisle way clear.
 6 In a block of 400 people, there will be at least 4,000
 7 journeys by the public up and down that aisle way. We
 8 can't put that information into the training programme
 9 but we can teach it on site and the importance of
 10 reporting spillages and so on from health and safety.
 11 From a company's perspective, we're trying to impart
 12 as much knowledge as we possibly can to get individuals
 13 up to a working standard and that is extremely
 14 difficult. In terms of the number of people that
 15 we have to train each year, we have to do part online
 16 with the e-learning, but much more in terms of when they
 17 arrive at site and undertaking their actual operational
 18 duties. There's a combination of both factors.
 19 The advantage -- one of the advantages of having
 20 multiple venues to work from is the staff gain so much
 21 more experience from the varying environments in which
 22 they are working.
 23 Q. Thank you. If we go over to paragraph 24. This is at
 24 {INQ034720/6} of the same document. Again, without
 25 taking too much time, in 24 you deal there with the

1 nature of the training. As you have said, it's a blend
 2 of different things, isn't it? It's
 3 counter-terrorism -- sorry, it's interview, the
 4 mandatory course which involves counter-terrorism, and
 5 then classroom, a day of classroom teaching?
 6 A. Yes.
 7 Q. And if you're going to work at the arena, you've got to
 8 do the familiarisation visit as well.
 9 A. Yes.
 10 Q. In 25 you draw a comparison or seek to draw a comparison
 11 between what you are offering to your staff and that
 12 offered by other organisations. You've come, if I may
 13 say so, in for a degree of criticism, so now is not the
 14 time to be modest, please, about where ShowSec stands as
 15 against others who offer crowd management. Does anybody
 16 offer the sort of training and in-depth training that
 17 you can offer?
 18 A. There are very few companies with the industry knowledge
 19 to offer those. That's emphasised in terms of inside
 20 the contracts here we've to provide qualified pit staff.
 21 There was no qualification for front of stage pit staff.
 22 The company went out to Highfields and approached them
 23 and asked them whether they would help us create
 24 a qualification. Not just for the company's benefit but
 25 for national benefit, so everybody could use it inside

1 the industry.
 2 There's a 360-degree turnaround from our operational
 3 staff who continuously feed into those training
 4 programmes and the numbers of training programmes which
 5 exist on the e-learning platform are 60 or 70 with
 6 a library of information and a bank of information, and
 7 I don't believe that anywhere else in the industry that
 8 exists.
 9 Q. If we look at 26, you deal there with the way in which
 10 training is complemented by communication, direct mail,
 11 e-newsletters, and also forms of closed communication,
 12 just involving your personnel. To that, we ought also
 13 to add the education of your management figures and your
 14 part in the development of degree courses in crowd
 15 management and the like. Again, just two or three
 16 sentences on that, please.
 17 A. In 2002, the industry went to the university and asked
 18 whether they could create a crowd management degree. We
 19 provided the majority of the information for that crowd
 20 management degree for the industry, despite the
 21 commercial challenges that that would release. In 2008,
 22 that module, that degree, hadn't developed in the way
 23 that we would like it, so we went out to tender and
 24 commissioned a new qualification and were able to
 25 continuously update and refresh that management

1 development programme. That degree now, 57 -- I think
 2 57 people have completed the crowd management degree.
 3 Q. Mr Atkinson, and I sincerely hope I don't misunderstand
 4 the subtext of his questions about training and cost,
 5 appeared to be suggesting that your choice to educate
 6 your own people in the fashion that you have decided
 7 upon was a cheaper option for ShowSec. I had understood
 8 you to say, but please correct me if I'm wrong, that
 9 there is funding available that you could take advantage
 10 of to train your staff, which you have not done.
 11 Is that government funding?
 12 A. I think there are two issues here. One, we were under
 13 no obligation to give our SIA staff any further training
 14 because that's a starting point, that's the baseline
 15 starting point. Secondly, there are pots of money
 16 created either through European funding or local
 17 funding, which can become available to organisations if
 18 they train their staff in particular qualifications or
 19 particular ... We have nearly always chosen not to
 20 pursue that line because the content and the delivery of
 21 those modules doesn't fit in with what we want to
 22 deliver to our staff.
 23 Q. And in terms of the cost to the company of this
 24 training, it represents, I think, about 8% of your
 25 costs; is that right?

1 A. It's 8% of our indirect costs. We spend nearly half
 2 a million pounds a year of the £6 million, after all the
 3 direct costs have been taken on training. It is
 4 a phenomenal investment.
 5 Q. Right.
 6 Subcontracting. I think that is --
 7 SIR JOHN SAUNDERS: Do you mind if I pursue this?
 8 MR LAIDLAW: Of course not.
 9 SIR JOHN SAUNDERS: You've told us in detail about what the
 10 training was, what it is now, and how much you relied on
 11 it. Looking at the events which happened in May 2017,
 12 it may be a conclusion that someone could come to that
 13 part of what happened may have been contributed or it
 14 may have been prevented had some of your stewards acted
 15 in a different way.
 16 A. Correct.
 17 SIR JOHN SAUNDERS: So we can assume from that, I think,
 18 that, in some way, either the training was deficient or
 19 they weren't carrying out the training. In at least
 20 the -- probably in the case of both of them, if both of
 21 what they say is right, the training was deficient. One
 22 of them hadn't done the training course, he didn't seem
 23 to know what to do in the sort of emergency he was
 24 placed in and the other one didn't know how to override
 25 on the radio that he was given to contact people. So

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1 should I draw this conclusion from it? That your
 2 training was as good as it gets and actually there's no
 3 way of avoiding these things happening by training? Or
 4 do I assume that actually there are improvements which
 5 could be made in the training which might avoid this
 6 sort of incident, this attack taking place?
 7 A. In the experts' report early on, they state that because
 8 both personnel were SIA licensed, they should have known
 9 to upward report. That's contained in the report by the
 10 experts. However, sir, without any question, extension
 11 of all training in every aspect of training is always
 12 beneficial. I absolutely 100% agree.
 13 SIR JOHN SAUNDERS: We'll hear from the experts, but with
 14 respect from the experts, if we're talking about what
 15 Mr Agha said, he was in doubt or believed what he had
 16 been told is he couldn't leave the door. We're now
 17 being told actually by SMG that really that wasn't very
 18 necessary at all. So he wouldn't get that on the SIA
 19 training, would he?
 20 A. I think in isolation, people can make an individual
 21 statement like that, which gives them a cause not to
 22 leave that, but individuals ... Not leaving your
 23 position is across lots and lots of positions around the
 24 arena. So if an individual is at the base of a stairway
 25 and there are people coming down the base of the

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1 stairway, if they leave that position, people can
 2 overload the floor. There is a backstage position,
 3 stage left and stage right, where if they leave those
 4 positions the people can gain access to the stage.
 5 There are artist positions, a whole number of positions
 6 where people are told: you cannot leave your position
 7 unless it's an emergency or that there are incidents
 8 that happen or if you feel ill. There's a whole series
 9 of processes why people can leave.
 10 So that role in itself or that position in itself is
 11 not just the sole position of why people cannot leave
 12 that position. So I do believe that there was
 13 sufficient training and I do believe that there was
 14 sufficient knowledge for people to upward report.
 15 SIR JOHN SAUNDERS: Okay. So as far as you're concerned,
 16 lack of training has nothing to do with what happened?
 17 I know you're saying all training can help, I understand
 18 that.
 19 A. I think there are enough references, and I think
 20 I highlighted in one of my statements that there are
 21 17 references in the first 100 or so pages about upward
 22 reporting. Not necessarily about counter-terrorism but
 23 always upward reporting. It is clear --
 24 SIR JOHN SAUNDERS: Sorry to cut you off. I'm well aware of
 25 that: this is how to do the report if you're at a place

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1 where you're told not to move and you don't have
 2 a radio.
 3 A. In terms of a place like that, if an individual
 4 encountered a medical problem, if they felt they were
 5 ill, if somebody had collapsed in front of them, if
 6 they'd seen something left unattended. There is a whole
 7 series of reasons why an individual can reasonably leave
 8 their position.
 9 SIR JOHN SAUNDERS: Thank you. Sorry to interrupt you.
 10 MR LAIDLAW: Not at all.
 11 Can I pick up that passage of questions from the
 12 chairman. Just stripping this right the way back to the
 13 basics, so focusing now on seeking to meet what might be
 14 a terrorist threat and ignoring the courses, the detail,
 15 et cetera, ignoring opinions expressed by experts. What
 16 is it that you expect of stewards or licensed staff in
 17 the context of a possible threat to the crowd? What
 18 would you expect them to do?
 19 A. To gather the information and upward report.
 20 Q. Are you in any doubt that -- we'll take them separately
 21 or together -- that either man didn't understand that?
 22 A. No.
 23 Q. Again, just to complete this aspect of training in the
 24 context of CT and what you'd expect if a member of the
 25 public, as they were, were expressing very real concerns

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1 about an individual close to the crowd. You've got the
 2 training they've had and you've made the point, you
 3 don't need to make it again, about SIA training, which
 4 both men had undertaken in addition to ShowSec's
 5 training. But one shouldn't consider that just on its
 6 own. What else should you add to the opportunities both
 7 men have had to gain an understanding of what it is they
 8 should be doing?
 9 A. I can't speak for the conversation that the individuals
 10 encountered either between each other or the previous
 11 witness, but it would be really important to grasp
 12 a sense of urgency and to understand and make
 13 a judgement on whether there was any immediate danger.
 14 In terms of that, in terms of once that's been
 15 recognised, I would expect that to be upward reported
 16 irrespective of -- if there wasn't a serious nature of
 17 it, the report should have gone up. Irrespective of how
 18 immediate or how urgent it was, the information should
 19 have gone up.
 20 I'm sorry if I'm just digressing slightly. In terms
 21 of radio holders, they received transmissions for
 22 5.5 hours, really importantly gaining knowledge of the
 23 operations, of when things should be reported, when
 24 things shouldn't be reported, how the egress check
 25 started, ejections. They are listening to a

1 transmission for 5 hours at a time so they are picking
 2 up all sorts of additional information about the
 3 operation.
 4 Any radio holder would have been aware over a short
 5 period of time how important the reporting, the upward
 6 reporting is.
 7 Q. Thank you.
 8 The online training or the SIA training that you've
 9 received if you are a licensed operative is but part of
 10 the picture, as you've been describing, because you need
 11 to look also at what else in terms of the instruction
 12 that your staff have received on the ground? Just fill
 13 that in briefly, would you, please?
 14 A. Sorry, could you repeat that question? I lost the
 15 thread.
 16 Q. It was my fault, no doubt. We dealt with the
 17 instruction that all your staff receive, whether SIA
 18 licensed or not, which includes the module, which
 19 includes CT, which includes the importance of upward
 20 reporting. So that's one aspect of the way you try and
 21 fashion how people will react to incidents on the ground
 22 when they're at work. But I think the point you've been
 23 making is you shouldn't just look at that aspect of the
 24 training in isolation.
 25 A. No.

1 Q. There are other things to have in mind?
 2 A. Absolutely.
 3 Q. Just speak to that briefly, not at too much length, but
 4 just draw it all together, please, in this context.
 5 A. Yes. An individual -- when I looked through the
 6 training module I try to look objectively at it and
 7 looked at the number of learning points which an
 8 individual SIA person or an individual steward has to
 9 go -- and the extent of the knowledge which they are
 10 required to absorb and understand in taking their
 11 qualifications is just phenomenal, and the
 12 responsibilities which they have.
 13 The training modules provide an insight into that.
 14 Now, we can always --
 15 Q. Would you forgive me? I'm being rude now and cutting
 16 across you. What I'm interested in is for your
 17 evidence. What else, apart from the online training
 18 modules, would you expect members of staff to take
 19 advantage of in terms of their reaction to events of
 20 this sort?
 21 A. I'm sorry, I'm not understanding the question.
 22 Q. It's my fault I'm sure. I had understood you this
 23 morning to be saying you can't look at the online
 24 training in isolation, you need also to have regard to
 25 other factors.

1 A. Yes.
 2 Q. And you spoke, for example, about the number of shifts
 3 that individuals had done.
 4 A. Yes.
 5 Q. Would there be training and teaching or instruction
 6 which would be delivered?
 7 A. I think I alluded to that earlier.
 8 Q. You did. I wanted you to draw the whole of this
 9 together, though, please.
 10 A. Sure. So again, in conjunction with the online training
 11 and the knowledgeable training and specific briefings
 12 for large events, so if somebody went to a Lovebox or
 13 a Download event, which is a festival, we would create
 14 an e-briefing for that specific event so they would gain
 15 so much knowledge from working at various events and
 16 apply that to the environment in which they're working.
 17 If you look at the staffing levels on the evening,
 18 we had four managers who had degrees and 29 other
 19 supervisors out of the 160 -- that's a ratio of 1 to 5
 20 in simplistic terms. One member of staff -- five
 21 members of staff to one supervisor.
 22 Those supervisors were put there because we wanted
 23 to utilise them and to increase the knowledge of the
 24 staff on that site, without a formal process, but it
 25 brings that additional experience. I think SMG, the

1 client , was asking for 17 supervisors and we provided
 2 33 supervisors.
 3 Q. Because one of the issues, and the chair has touched
 4 precisely on this point, is the decision he must make
 5 about where, if there are failings , responsibility for
 6 those failings lies . That's not for you or I to make
 7 submissions about or to ask questions about at present.
 8 But can I ask you this: if an individual at work at
 9 a fairly lowly level , so a steward or a relatively
 10 junior SIA—licensed operative, was performing badly or
 11 was demonstrating a lack of understanding of basic stuff
 12 which had been taught, what would you expect of the
 13 supervisor or perhaps the head of security to do?
 14 A. I would expect the supervisor to help develop the
 15 individual and continuously develop the individual. But
 16 if they were unable to carry out the functions, there is
 17 a process for them to report that the individual is not
 18 suitable to work in our environment. We probably
 19 release — and I'm broadly guessing at figures here —
 20 probably 5% of the staff over a period of time who
 21 do not meet the standards or cannot carry out the
 22 function. So they can go through the learning process
 23 but despite being demonstrated what functions they're
 24 supposed to take, they don't meet the criteria . And
 25 some people find it really unsuitable, they don't like

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1 to undertake that process, and leave.
 2 Q. Two more issues before we leave training. This morning,
 3 you were asked initially in the context of the Paris
 4 attacks, you were asked about refresher training . In
 5 other words, what happened after Charlie Hebdo or
 6 Bataclan. I am not sure whether you gave your answer
 7 that there was no refresher training , whether that was
 8 confined to post—Paris, or you were also including post
 9 the attack in Manchester.
 10 A. Yes.
 11 Q. Can we deal with these separately now please, just to
 12 make absolutely clear what the position is? Post—Paris,
 13 did you or did anybody at a senior level require staff
 14 to undergo refresher training or further CT training
 15 post—Paris, first of all?
 16 A. No, the e—shot was given out. It was in another
 17 European country close by, but could affect the
 18 industry. I don't think there was a change in threat
 19 level and we gave people — we advised not only our
 20 staff but the clients as well and reviewed their
 21 circumstances and offered them the opportunity to
 22 undertake additional training .
 23 Q. I understand. Now, post—Manchester, post the attack on
 24 22 May 2017, what was the instruction in terms of
 25 whether there should be refresher training , CT refresher

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1 training?
 2 A. Instructions for everybody to undertake that training.
 3 Q. Right. You've dealt elsewhere, we needn't go to it,
 4 with improvements in that, which you have tried to bring
 5 in and also the ACT Awareness course as well, which
 6 people have been trained to. The last topic is
 7 really —
 8 SIR JOHN SAUNDERS: Sorry, I'm just going to ask. Could you
 9 just explain why you didn't require refresher training
 10 for Paris but you did require it for Manchester?
 11 A. It wasn't... It was... There are many terrorist
 12 attacks outside the UK and the proximity of the attack
 13 didn't seem to warrant an increase in training or
 14 refreshment of training . The threat level in the UK,
 15 I don't think, had changed after 2015.
 16 SIR JOHN SAUNDERS: It remained at severe, as I understand
 17 it from the evidence we've heard.
 18 A. Yes.
 19 SIR JOHN SAUNDERS: Just understanding that for a moment, it
 20 was in a different country?
 21 A. Sure.
 22 SIR JOHN SAUNDERS: But everyone within the business seemed
 23 to have regarded Paris and Bataclan as being pretty
 24 relevant?
 25 A. And I think we did as well. I think by notifying our

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1 staff and advising our staff , and then our managers
 2 would have also given additional briefings and we would
 3 have transferred it through that way. But it wasn't
 4 deemed sufficient enough for everybody to undertake
 5 their CT training again.
 6 SIR JOHN SAUNDERS: Thank you.
 7 MR LAIDLAW: The last reference, really, is a reference for
 8 the chair rather than you, Mr Harding. You have drawn
 9 the chair's attention — this is paragraph 54 of your
 10 final statement, so the reference is {INQ037041/1}.
 11 This is, I think, intended to be helpful to the chair
 12 rather than evidence which is necessarily bearing upon
 13 the factual issues which fall to be resolved.
 14 Here you have made a point between 54 and 64
 15 {INQ037041/12} about one of the challenges that faces an
 16 organisation such as yours in trying to deal with CT
 17 material and, from that, to distil training programmes
 18 for crowd management and event security companies.
 19 I just pause there and if the chair wants to remind
 20 himself or wants to ask you questions about your
 21 thoughts, that can take place; it falls neatly into this
 22 chapter.
 23 I think the point you're making is that there was
 24 a lot of information but in a number of different places
 25 and bringing it together is something of a challenge and

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1 so you've drawn that to the chair's attention --
 2 A. Yes.
 3 Q. -- if he wishes to, in due course, address that.
 4 16 and 17--year--olds, Mr Harding. You've dealt with,
 5 in percentage terms, the very small percentage within
 6 the workforce and I think you have -- is it just over
 7 a dozen or so?
 8 A. At the time, the records showed we had 12 under--18s.
 9 Q. Out of a workforce which was available to you of?
 10 A. About 3,900(?).
 11 Q. You, if I may say so, appeared to rail somewhat at the
 12 idea that you should be denying 16 and 17--year--olds
 13 work. I just want you to speak to that, please, if
 14 you're able to do so.
 15 A. Sure. I really think everybody should be encouraged to
 16 work. If young people with an attitude who want to come
 17 out to work and opt and choose to come into our
 18 industry, we'd really encourage them to do so. What I'm
 19 really pleased to say, and I looked at this evidence, is
 20 two of those 12, who were in employment with us at that
 21 time are still working for us, so they've had over
 22 4 years of experience and income from being engaged at
 23 a young age.
 24 Q. Bag checks and bag searches --
 25 SIR JOHN SAUNDERS: Sorry, just on that, there is,

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1 of course, an age limit for SIA. You have to be 18 or
 2 over?
 3 A. That's correct.
 4 SIR JOHN SAUNDERS: Do you agree with that or not?
 5 A. Yes. There's an age limit on voting, there's an age
 6 limit of drinking, an age limit on SIA.
 7 SIR JOHN SAUNDERS: We're not being ageist when we say that?
 8 A. No, sir. 18 is probably reasonable.
 9 SIR JOHN SAUNDERS: Okay.
 10 MR LAIDLAW: Bag checks and bag searching. We remind
 11 ourselves, it was you, I think, or ShowSec who revealed
 12 the 2013 exchanges. This comes down to a failing of the
 13 companies, does it not?
 14 A. It does.
 15 Q. It's not SMG's fault?
 16 A. No.
 17 Q. They were entitled to have the situation, I use one of
 18 those terrible words, cascaded back down to them, and
 19 that didn't happen.
 20 A. I think we should have brought it to SMG's attention and
 21 whether we did or not, I can't answer that. But it's
 22 ultimately our responsibility that we placed our staff
 23 to undertake bag searches.
 24 Q. Cost-cutting next, please, because I'll deal with this
 25 shortly. Can we go to your last statement, please.

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1 This was the statement made for the purposes of giving
 2 evidence, so picking up some of the themes and issues
 3 which had been raised during the course of the early
 4 days of this hearing.
 5 Cost-cutting, issues of that sort, you deal with
 6 between paragraphs 6 and 10 in this witness statement.
 7 If we look at paragraph 7, first of all. The notion
 8 which has been floated that you prioritised revenue
 9 collection or profit over safety. How do you react,
 10 Mr Harding, to assertions of that sort?
 11 A. From my personal integrity, I really am offended by that
 12 process. I think in terms of -- I think Mr Cooper quite
 13 rightly says we made £1.2 million worth of profit here.
 14 That works out about 35p/40p an hour per person, per
 15 steward, over a period of 52 weeks. So the margins
 16 inside the industry are extremely low. We work under
 17 difficult financial pressures, as do most companies.
 18 It's our choice to be in this environment, but
 19 I believe we spend a significant proportion of our money
 20 on investment and in training as well.
 21 Q. You make a point, please, at paragraph 7, which has
 22 perhaps been overlooked by some of those members of the
 23 bar who have been raising these questions with you, that
 24 if you're cost-cutting it's not just the public you're
 25 putting at risk, it's your own people.

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1 A. Correct. 55% of our recruitment is undertaken by word
 2 of mouth, so 55% of the people who continue to work for
 3 us are recruited indirectly by other people who say,
 4 "Why do you not come to work for ShowSec?" I'm sure
 5 there's convenience, there's family relationships, there
 6 are many, many people inside here who I have known from
 7 Manchester: Akeel Butt, Roma Madden, who I have known
 8 for 25 years. Truthfully, right through this process
 9 we would ever never endanger or potentially endanger the
 10 well-being of our staff.
 11 SIR JOHN SAUNDERS: Can I just say, I understand you
 12 bridle at those sorts of comments. The fact of the
 13 matter is, in reality, unlimited amounts of money could
 14 be spent on safety, couldn't they?
 15 A. They could.
 16 SIR JOHN SAUNDERS: So you have to draw the line somewhere
 17 and you're drawing it on a commercial basis?
 18 A. We are, along with all the other potential elements
 19 which we could also increase and look at, not just
 20 counter-terrorism, but health and safety, evacuation
 21 training, welfare, disability. There are whole strands
 22 of training which we could undertake.
 23 SIR JOHN SAUNDERS: Right. Where you're looking in
 24 somewhere like the arena, and we see this particularly
 25 by looking at the premises licence for there, the

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1 requirements for fire safety go on for --- I'll
 2 exaggerate --- page after page after page. But they're
 3 very detailed, an expert company, Arup, has brought in
 4 to decide what should be done for fire safety. Is it
 5 fair to say that the requirements which are made for CT
 6 safety just actually don't measure up to the sort of
 7 requirements which are being made --- this is not by your
 8 company but generally by the authorities --- for CT
 9 matters?
 10 A. Could I offer you an opinion?
 11 SIR JOHN SAUNDERS: I'm asking you for an opinion, yes,
 12 thank you.
 13 A. I think over the period of time since we've been
 14 operating in the business, counter-terrorism has not
 15 been a high-profile subject ever since I can remember
 16 coming into the industry. And there has been a gradual
 17 increase in counter-terrorism responsibility with that
 18 responsibility, trying to be educated and, to some
 19 degrees, discharged over to the private sector. So in
 20 my view, probably training has not kept up with the pace
 21 of required change. And that's across the industry.
 22 SIR JOHN SAUNDERS: Okay. Unfortunately, it may take some
 23 event like this to actually lead to action being taken?
 24 A. Yes.
 25 SIR JOHN SAUNDERS: A particular tragedy for those who have

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1 suffered from it.
 2 A. It really is.
 3 MR LAIDLAW: Just two or three short topics now to deal
 4 with. You were taken this morning to what Mr de la Poer
 5 described as his summary of the criticisms made of
 6 ShowSec by the security experts, the majority of which
 7 you simply rejected, although there were some occasions,
 8 as we'll remember, where you gave some ground.
 9 As far as you know, have the experts been able to
 10 identify for you any comparable systems elsewhere in
 11 other companies operating your services against which
 12 they can say you fell short?
 13 A. No, and again, one of the issues which they referred to
 14 in their initial report was that we weren't operating to
 15 the industry standards, and we asked which industry
 16 standards because if there had been industry standards,
 17 we'd have operated to them.
 18 Q. Right. That too will need to wait until another day.
 19 But in terms of areas of change, and this was
 20 something you dealt with on Thursday afternoon, and
 21 that's to be found in two of your witness statements,
 22 particularly {INQ032857/1}. So hostile reconnaissance,
 23 you've attempted to improve the system there, I think,
 24 Mr Harding.
 25 A. We've completely rewritten the counter-terrorism module

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1 and it includes every major --- the majority of the
 2 videos which originally were Eyes Wide Open and
 3 Stay Safe and so on and so forth. We've significantly
 4 updated that module. We've also adopted ACT as
 5 a compulsory --- as standard and I think it's really
 6 helpful that when you look at the array of information
 7 which is available from all sorts of sources, this has
 8 now come to a central resource where firms and providers
 9 of services can source the standard which is supposed to
 10 be taught in the industry. It's a really useful
 11 product.
 12 Q. So ACT Awareness is the new course which is being rolled
 13 out and ---
 14 A. On top of that, on top of our revised CT module, yes.
 15 Q. It adds to and complements that.
 16 There's one question I wanted to ask you about the
 17 ACT Awareness course and it was the comparison exercise
 18 which you carried out between the course which is
 19 current today in 2020 and will go forward, presumably
 20 with improvements in due course. It's the comparison
 21 between that course in 2020 and what you were teaching
 22 in terms of CT awareness in 2017.
 23 A. Yes.
 24 Q. Do the two compare?
 25 A. The content is very comparable, but the professionalism

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1 and the advances that the ACT product now has, with
 2 better facilities, with more testing facilities, and the
 3 products which they produced, is of a much higher
 4 calibre than we could possibly hope to produce.
 5 Q. You dealt on Thursday with radio communications and
 6 looking again at that training.
 7 A. Yes.
 8 Q. And then also staff welfare, and as I think everybody
 9 knows, that's a real issue for ShowSec, the welfare of
 10 their staff ---
 11 A. It is.
 12 Q. --- after an event of this sort.
 13 Then just two other issues in terms of further areas
 14 of improvement, which certainly, as far as you are
 15 concerned, and to borrow a phrase, you're offering your
 16 opinion to the chair of this inquiry.
 17 As far as the SIA's Approved Contractor Scheme, you
 18 would welcome that to be made mandatory for all
 19 companies offering the services that you offer?
 20 A. I think it's one of the ways of improving standards
 21 in the entire industry.
 22 Q. And Martyn's Law, to which the next witness is going to
 23 speak, is again something that you wholeheartedly
 24 welcome?
 25 A. Yes.

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1 MR LAIDLAW: That's me done. Thank you.
 2 Questions from THE CHAIRMAN
 3 SIR JOHN SAUNDERS: The Approved Contractor Scheme, is it
 4 tough enough on those who are applying or is it a bit of
 5 self-evaluation?
 6 A. I think it's tough. I think -- and we've had many
 7 discussions with the SIA. One of the deficiencies --
 8 that's probably an unfair word -- is that it measures
 9 significant back of house... the functions which the
 10 back of house organisation carry out. It doesn't
 11 measure, in our view, sufficiently the front line
 12 services which are being delivered. And the SIA have
 13 taken this on board and are trying to strike a balance
 14 between providing assurance for clients that the members
 15 of the ACS are credible companies, but also there is
 16 a balance then to actually understand what service they
 17 deliver and the quality of the service they deliver. So
 18 there could be more focus on the front line delivery and
 19 measurement of the front line delivery.
 20 SIR JOHN SAUNDERS: Finally from me, on hostile
 21 reconnaissance. In a space like the City Room, a busy
 22 area with lots of people coming through it for various
 23 different reasons, how realistic is actually carrying
 24 out hostile reconnaissance to actually work? We bear in
 25 mind as well that one of the pieces of hostile

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1 reconnaissance by Salman Abedi was apparently looking at
 2 a queue going to the City Room. He was within a few
 3 feet of a man who everyone seems to accept was an
 4 extremely good supervisor and very good at his job.
 5 A. Yes.
 6 SIR JOHN SAUNDERS: I just wonder how realistic -- so this
 7 emphasise on hostile reconnaissance, can it ever work in
 8 an area like that?
 9 A. It's very difficult, sir. I think somebody's alluded to
 10 this before: there are many parents or relatives who
 11 bring friends or relatives to an event and will stand
 12 with them until they get to the door and then leave and
 13 walk away. That's not hostile reconnaissance in
 14 a normal interpretation. So there would have to be
 15 probably some unusual behaviours to stimulate hostile
 16 reconnaissance. But the quantity and number of
 17 individuals inside a room during a passing period -- and
 18 5,000 to 7,000 people pass through that area in
 19 a 2.5-hour period. To seriously undertake hostile
 20 reconnaissance duties in there would require
 21 significantly more resources and a different approach.
 22 SIR JOHN SAUNDERS: Okay. Which is another reason why
 23 having arenas, or somewhere like it, with a grey area
 24 like the City Room outside it is fraught with
 25 difficulty?

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1 A. It is, sir, but it's -- exactly. As the boundary's
 2 pushed further out, then the issue just becomes further
 3 out. If you set up the perimeters -- if the perimeters
 4 were set out on the railway station before anybody came
 5 to it, the queues would still occur on the railway
 6 station. So we're shifting the risk just further out
 7 from the doors into the City Room, out on to the arena.
 8 It is a really difficult problem to solve.
 9 SIR JOHN SAUNDERS: Thank you.
 10 Further questions from MR DE LA POER
 11 MR DE LA POER: Just one area, really, just to deal with
 12 a matter that I led you on, Mr Harding, and I shouldn't
 13 have done it, so I'd like to go back over it, as it has
 14 been drawn to my attention whilst other questioning was
 15 taking place.
 16 Can I please ask us to go to the document where
 17 I led you? {INQ012105/1}. This is the steward training
 18 course. Can I please invite us to go to
 19 {INQ012105/178}. This is within the body of the
 20 counter-terrorism part.
 21 We can see here the familiar Run, Hide, Tell are
 22 listed at the bottom. And there's a section, as we
 23 scroll down, which indicates suspicious behaviour and
 24 items and it goes on to deal with hostile
 25 reconnaissance, which is where I simply drew your

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1 attention but didn't linger over.
 2 So if we can go over the page, please.
 3 {INQ012105/179}. Do you remember we touched briefly on
 4 this?
 5 A. I do remember.
 6 Q. And I drew your attention that within the materials
 7 there was a part dealing with hostile reconnaissance.
 8 It's that that I just wish to address now.
 9 If we can take that down, I'm going to ask you to
 10 have a look at another document to see if you can help
 11 us. It's a training document. It's {INQ012048/1}.
 12 This is an extract the inquiry has received separately
 13 for the counter-terrorism module.
 14 A. Yes.
 15 Q. If we go down, please, to {INQ012048/10}. We can see
 16 at the bottom, if we just scroll down, the Run, Hide,
 17 and if we go over the page to {INQ012048/11}, Tell. And
 18 then following on from this, the next category is threat
 19 level. Do you see that?
 20 A. Yes.
 21 Q. So within these documents, it moves straight from the
 22 Run, Hide, Tell to threat level.
 23 A. Yes.
 24 Q. Which is the section which follows hostile
 25 reconnaissance in the first document that we looked at.

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1 A. Yes.

2 Q. So we'll just keep reviewing the documents here and then

3 I'll ask you a question about it.

4 {INQ001536/1}. These are screenshots which you were

5 taken to, I think by Mr Atkinson, about how the training

6 looked on the screen, so to speak. We can see a list of

7 headings and we can see on the left-hand side bar,

8 "Suicide attacks", which is where Run, Hide, Tell

9 appears, and it goes straight on to threat level .

10 So when Mr Allen took a series of screenshots, as

11 we can see at the top on 30 May 2017, this is how it

12 appeared at that time. What my question is -- and I'm

13 sure you can see where I'm going -- is whether or not

14 at the time that the individuals that we've been

15 particularly focused upon, whether hostile

16 reconnaissance was in fact part of their training or

17 not?

18 And before you answer that question, can I just take

19 you to one last document, which might help in the answer

20 of this. {INQ037084/1}.

21 That's the spreadsheet which we've looked at

22 previously, which I know is a harder document to manage.

23 If we can go to Mr Thomas Bailey, the tab along the

24 bottom furthest to the right. We can see, if we go to

25 line 350, the top line there, that hostile

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1 reconnaissance is a module that Mr Bailey does. But

2 if we look at the date, that is 5 June 2017. Do you see

3 that? So that is post the event.

4 A. Yes.

5 Q. So post-attack refresher training that he's done.

6 Whereas if we look at his original training, which

7 starts from line 64, what we can see is at line 71

8 we have "Suicide attacks" and at line 72 we have "Threat

9 levels"; do you see?

10 A. I do.

11 Q. I'm sure you'll take it from me that all of the other

12 individuals that we look at, when they did their

13 pre-attack training, that hostile reconnaissance module

14 was not included in that list .

15 A. So that's a later version?

16 Q. Exactly. What it comes to is this, so we understand

17 what the state of training was at 22 May 2017, that the

18 hostile reconnaissance module, am I right in

19 understanding, was not part of the CT training before

20 that date?

21 A. Do you mean the additional narrative? It looks as

22 though the additional narrative is an addition. We had

23 live access to updating the training modules at all

24 times so we could change any individual slide and we

25 could update that. So it looks as though there's been

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1 a series of updates here, one at 01.12.48 --

2 SIR JOHN SAUNDERS: I think the question may be: was there

3 a module on hostile reconnaissance back in May 2017 or

4 not?

5 A. No, there wasn't a narrative, but there were the two --

6 Fairway and the Eyes Wide Open.

7 MR DE LA POER: I understand, both of those videos we have

8 seen, but in terms -- and as I said, as I started off,

9 I am correcting where I led you because it was me who

10 fell into error when we reviewed that initially. I just

11 simply acknowledged its existence but in fact if we are

12 going to be precise about it, that part of that

13 particular 522-page document that ShowSec has produced,

14 that wasn't part of the CT training as at 22 May 2017?

15 A. The narrative wasn't, the videos were.

16 MR DE LA POER: Thank you. It was only that that I needed

17 to correct.

18 Sir, that was the only topic I needed to deal with

19 with Mr Harding.

20 SIR JOHN SAUNDERS: A quarter of an hour break.

21 Thank you very much for giving your evidence. It's

22 taken a long time, but I'm very grateful.

23 (3.10 pm)

24 (A short break)

25 (3.25 pm)

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1 MR GREANEY: Could Mrs Murray be sworn, please?

2 MRS FIGEN MURRAY (affirmed)

3 SIR JOHN SAUNDERS: Mrs Murray, before we start your

4 evidence, I think I can say that I speak for everyone

5 when I say we think it is wonderful that you are doing

6 so much to make something constructive come out of this

7 tragedy by campaigning to introduce Martyn's Law to save

8 others from suffering in the way you and the other

9 families have.

10 I also want to say that I know that other families

11 are also working to make positive outcomes for the

12 benefit of others as their response to the tragedy that

13 they have suffered, so I am certainly not forgetting

14 them as well, but we are considering in particular the

15 initiative that you have put forward because it is

16 actually relevant to the work of the inquiry, but I hope

17 it's not patronising if we congratulate you all on what

18 you are doing.

19 A. Thank you.

20 Questions from MR GREANEY

21 MR GREANEY: Would you begin by telling us your full name?

22 A. It is Figen Aisha Murray.

23 Q. As everyone knows, you are, of course, the mother of

24 Martyn Hett, who was killed in the Manchester Arena

25 attack.

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1 A. Yes, I am.
 2 Q. And you have come to give evidence today about two
 3 particular issues, which I'll just identify before we
 4 receive your evidence.
 5 First, about a meeting that you had with a man
 6 called John Sharkey on 8 December 2017.
 7 A. Yes.
 8 Q. And of course, the evidence reveals that, whichever
 9 exact company he worked for, he was the vice-president
 10 for SMG's European operation at the time of the attack.
 11 A. Yes, he was.
 12 Q. And second, as the chairman has indicated, you are going
 13 to give evidence about Martyn's Law, of which you are an
 14 architect.
 15 A. Yes.
 16 Q. So let's deal with those issues in that order, please.
 17 First of all, following the attack at the arena, did
 18 you write a series of letters to different people and
 19 organisations?
 20 A. Yes, I did.
 21 Q. In general terms, what was the purpose of the letters
 22 that you wrote at that stage?
 23 A. It was mainly to thank everybody for the support they
 24 had given us, both emotionally, but also practically,
 25 people like undertakers, people like the police family

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1 liaison officers, the council, and amongst them was SMG.
 2 Q. And I think you recall that the company that you wrote
 3 to was SMG Europe, as you put it in your statement?
 4 A. It was, yes.
 5 Q. And you did receive a response to that letter from SMG,
 6 did you not?
 7 A. I did, yes.
 8 Q. Which was dated 1 December 2017.
 9 A. It was.
 10 Q. At that stage, and I'm sure not only at that stage, but
 11 at that stage did you have a lot of questions to which
 12 you wanted answers?
 13 A. Obviously, yes, of course I did.
 14 Q. Obviously, yes. So did you want to meet with someone
 15 from SMG in order to see whether they could answer some
 16 of your questions at least?
 17 A. Yes, I did.
 18 Q. Did you ask for a meeting?
 19 A. I did.
 20 Q. And was that arranged by Andy Burnham, the Mayor of
 21 Greater Manchester?
 22 A. Yes. He invited me along to his offices to meet
 23 Mr Sharkey there.
 24 Q. So in a moment, when we turn to the meeting itself, I'm
 25 going to ask you some open questions about what was said

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1 and what your impression was, but these basic details
 2 about when the meeting was, where it took place and so
 3 on, I hope you'll excuse me if I lead these from you.
 4 Was that meeting to take place at 4.30 pm on, as
 5 I have indicated, 8 December?
 6 A. Yes, it was.
 7 Q. And was it your understanding that that meeting was to
 8 occur with the vice-president, John Sharkey?
 9 A. Yes.
 10 Q. So before you went to the meeting, had you known that
 11 he was the person you were going to meet?
 12 A. Yes, because I had a letter from him, yes.
 13 Q. As you have indicated, the meeting was to be held at the
 14 offices of Andy Burnham?
 15 A. Correct, yes.
 16 SIR JOHN SAUNDERS: Can everybody hear all right at the
 17 back?
 18 A. I don't speak very loud, sorry.
 19 SIR JOHN SAUNDERS: I think we can turn the amplification up
 20 maybe just a notch.
 21 (Pause)
 22 MR GREANEY: So far as you were concerned, was the principal
 23 purpose of the meeting to enable you to seek answers to
 24 questions about the security arrangements at the arena
 25 at the time of the attack?

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1 A. Yes, I was obviously quite curious about that in
 2 particular.
 3 Q. At that stage did you have any concerns about the
 4 security arrangements or were they just matters of
 5 curiosity for you?
 6 A. Well, I didn't know much about the attack until that
 7 time. I just needed to know, obviously, answers in
 8 terms of was there anybody watching people, was there
 9 any security. I didn't even know that.
 10 Q. So it wasn't a question of you going along with critical
 11 questions --
 12 A. No.
 13 Q. -- that you wanted to press Mr Sharkey about, it was
 14 really just to search for information about him?
 15 A. Yes, any information as a mother who lost her child,
 16 yes.
 17 Q. To seek an account from him of what the security
 18 arrangements had been?
 19 A. Yes.
 20 Q. And were you seeking information about the arrangements
 21 generally within the arena or specifically within the
 22 City Room?
 23 A. I didn't know it was called City Room, I just asked
 24 generally the question: what was the arrangement in
 25 terms of security there?

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1 Q. So we'll get to the discussion in one moment. But
 2 I believe that when you arrived at that meeting at 4.30
 3 pm on 8 December, Andy Burnham was already there?
 4 A. He was, yes.
 5 Q. He made the introductions between the two of you?
 6 A. Yes.
 7 Q. Although he remained in the room, he didn't thereafter
 8 participate in the discussion?
 9 A. Yes, he kept pretty much out of it.
 10 Q. Would it be fair to describe Mr Burnham as having been
 11 an observer?
 12 A. He was, because he was sat at the far end of the table,
 13 just not participating in the conversation.
 14 Q. Who was it then that did most of the talking during the
 15 course of the meeting?
 16 A. Mr Sharkey.
 17 Q. You've told us that, I think, you began the meeting by
 18 saying, "I would like to know what the security
 19 arrangements were"?
 20 A. Yes.
 21 Q. And I'm going to ask you just to tell us in your own
 22 words, doing the best that you can to recall now what
 23 Mr Sharkey said to you. We can all understand you won't
 24 remember word for word, but I know you will do your best
 25 to help us. So what did he say?

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1 A. So he basically explained that that particular area,
 2 which I now know is called the City Room, has nothing to
 3 do with SMG, that it's a sort of a no man's land, that
 4 it's used as a short cut, a thoroughfare for people to
 5 cut through town. He said it was an area that was used
 6 by NCP car park users as well as arena visitors and as
 7 well as railway passengers. He also mentioned that --
 8 he actually said, "And in fact we don't even own the
 9 building, we just lease it".
 10 Q. I'll just go back over some of the things you recalled.
 11 I should have asked, how long did the meeting last for?
 12 A. Probably about half an hour.
 13 Q. In fact, I'll probably best do this by remind you of
 14 what you have said in your witness statement, where you
 15 have said something materially identical. You were to
 16 say in your witness statement that Mr Sharkey had said
 17 to you that the City Room wasn't part of the arena.
 18 A. Mm--hm.
 19 Q. He said that, did he?
 20 A. Yes.
 21 Q. That it was outside the arena and had nothing to do with
 22 SMG?
 23 A. Yes.
 24 Q. You added, he said that in fact SMG don't even own the
 25 building, they only lease it?

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1 A. Yes.
 2 Q. "I can't remember his exact words", you said, "but
 3 Mr Sharkey described the area like a no man's land."
 4 A. Yes.
 5 Q. So when you use the phrase "no man's land" are you
 6 talking about the impression that he gave you or --
 7 A. No, he actually said that comment.
 8 Q. So whilst you're not suggesting that every single word
 9 in this paragraph that I'm reading out is accurate, you
 10 do have a distinct recollection that he described the
 11 City Room as being "like a no man's land"?
 12 A. Yes.
 13 Q. "He said", you added, "the area is used in different
 14 ways by different people."
 15 You told us about that in your evidence:
 16 "He said that the area is used by people who use the
 17 train station. He said it's also used by people who use
 18 the multi-storey car park, people coming to the arena
 19 and people using it as a thoroughfare."
 20 And then you said, finally, in relation to the
 21 conversation or what you can recall of it:
 22 "He said it doesn't really have anything to do with
 23 SMG."
 24 A. That's right.
 25 Q. Again, I'll ask you the same question in relation to

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1 that sentence in your statement:
 2 "He said it doesn't really have anything to do with
 3 SMG."
 4 Was that simply the impression you gained from what
 5 he said or were those the words that he used?
 6 A. That's the words he used.
 7 Q. So this meeting lasted for about half an hour, as you
 8 have told us.
 9 A. Yes.
 10 Q. When you left the meeting, and I should have said, was
 11 it just the three of you, you, Mr Sharkey, and
 12 Andy Burnham?
 13 A. Yes.
 14 Q. When you left the meeting, what was your frame of mind?
 15 By which I mean had he satisfied you with the
 16 information he gave or did you continue to have
 17 questions or even more questions?
 18 A. A lot more questions.
 19 Q. But at that stage, did you accept what Mr Sharkey had
 20 told you at face value?
 21 A. No, it was quite upsetting to hear, to be honest.
 22 Q. Why was it upsetting to hear?
 23 A. Well, because it just opened up more questions. I went
 24 there with a hope to have a little bit of an answer and
 25 it just raised more questions because I thought, well,

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1 it's not them, who do I speak to now? It was
 2 literally -- I didn't know where else to go then at that
 3 point.
 4 Q. You were saying to yourself, if it's not them, who do
 5 I go to next?
 6 A. Yes.
 7 Q. And by that do you mean you were asking yourself: if SMG
 8 weren't responsible for the security arrangements in the
 9 City Room, then who was?
 10 A. Yes.
 11 Q. That was the -- was that the principal question that you
 12 had in your mind?
 13 A. Yes, because, I mean, I didn't even know until the
 14 proceedings started that there is a company called
 15 ShowSec and that there are other sort of players
 16 involved, really. SMG was the only one I knew and
 17 I just literally didn't know where else to go at that
 18 point.
 19 Q. At that stage, did you have any reason to doubt what
 20 Mr Sharkey was saying when he said to you "it's not
 21 really anything to do with us"?
 22 A. No, obviously I had to take it at face value. He was
 23 the man in a very high position in a company, a man in
 24 a suit, I was just Martyn's mum, and it was really --
 25 I felt really small. When somebody in authority tells

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1 you something, you take it at face value.
 2 SIR JOHN SAUNDERS: I shouldn't worry about whether they're
 3 wearing a suit or not!
 4 MR GREANEY: I know that you have followed the proceedings
 5 in the inquiry very closely indeed.
 6 A. Yes.
 7 Q. Did you see or at least become aware of the unchallenged
 8 or largely unchallenged evidence given by Oliver Smith
 9 from Mansford LLP?
 10 A. Yes, I did, although I can't remember the details too
 11 much.
 12 Q. At any rate, I think you did become aware, you dealt
 13 with this in your statement, that Mansfords were saying
 14 that SMG did have responsibility for security within the
 15 City Room.
 16 A. Yes. I remember being in court and there was a document
 17 on the screen, stating that they are responsible for the
 18 security, including the City Room.
 19 Q. Were you actually in the courtroom or in Spinningfields
 20 at the time?
 21 A. I can't remember.
 22 Q. But you were watching the proceedings live one way or
 23 another?
 24 A. Yes.
 25 Q. And you saw a document on the screen; I think that was

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1 probably the facilities management agreement.
 2 A. Yes, I think it was.
 3 Q. I'm sure it was.
 4 A. Yes.
 5 Q. So you saw Mr Smith say, and saw documents to support
 6 him, that SMG had assumed responsibility for security
 7 in the complex generally, including within the
 8 City Room?
 9 A. Mm--hm, yes, I did.
 10 Q. Obviously, that contradicted what you'd understood
 11 John Sharkey had said?
 12 A. Yes.
 13 Q. As you now know, there's no dispute, what Mr Smith was
 14 saying about the areas of responsibility of SMG -- was
 15 when Oliver Smith said it, was that the first time you
 16 became aware of the accurate position?
 17 A. Yes.
 18 Q. How did that make you feel?
 19 A. Two things, really. I thought, well, either --
 20 I thought back to the conversation in December 2018
 21 (sic) and I thought, well, either Mr Sharkey lied to me
 22 or he didn't know at the time and didn't inform himself
 23 prior to meeting me. They're the only two feasible
 24 explanations really.
 25 Q. Either he knew the true position under the facilities

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1 management agreement and he told you a lie about it, or
 2 he didn't know about the position. But I think what
 3 you're suggesting is that if he didn't know then he
 4 should have known.
 5 A. He should have informed himself before speaking to
 6 a family member who lost somebody at the attack, I would
 7 have thought.
 8 MR COOPER: I'm sorry to interrupt, I think the witness
 9 said December 2018. It might have been a slip of the
 10 tongue.
 11 A. 2017, my apologies.
 12 MR GREANEY: Mr Cooper has rightly identified that I'm about
 13 to move on, but before I do so I want to make sure
 14 we haven't missed anything in relation to that
 15 8 December 2017 meeting.
 16 A. No.
 17 Q. The second issue, as I indicated, that we're going to
 18 deal with is Martyn's Law, as we all now know to
 19 describe it. I'll begin first with how the idea for
 20 Martyn's Law came about.
 21 Are you able to identify when abouts it was in time
 22 that the idea first came to you?
 23 A. Yes. My husband was given some concert tickets for
 24 a small music concert as a gift, and my husband and
 25 I then, in December 2018, went to this concert.

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1 I remember getting ready at home, taking my tiniest
 2 handbag to make the bag searches, that was my thought
 3 process, I'll make the bag search easy, I'll take
 4 a small bag with me.
 5 Q. Let's just run over that to make sure we haven't missed
 6 anything out. So you and your husband Stuart had two
 7 tickets for a concert for a singer I think that your
 8 husband likes?
 9 A. That's right, yes.
 10 Q. And they were for a concert in a Manchester theatre? We
 11 won't name it.
 12 A. Yes.
 13 Q. On 2 December of 2018?
 14 A. That's correct.
 15 Q. So we've moved on in time, almost exactly a year from
 16 the John Sharkey discussion. I believe it's the
 17 position that you hadn't been out and about since
 18 Martyn's death and this was the first time that you had
 19 ventured into Manchester and into city life for a long
 20 time?
 21 A. Yes.
 22 Q. You took with you, as you were getting ready, the
 23 smallest handbag you had so that the searching of your
 24 bag, which you anticipated would happen, wouldn't be
 25 complicated?

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1 A. That's right.
 2 Q. What in fact happened when you reached the theatre?
 3 A. We walked straight in, we were not searched, nobody even
 4 asked to see the tickets for the concert, and we just
 5 walked straight upstairs and found our place and we
 6 walked in and sat down.
 7 Q. I'll just be clear, although it probably is from the way
 8 in which I described the venue, we're obviously talking
 9 about somewhere that is not the Manchester Arena?
 10 A. Yes.
 11 Q. So you got to the theatre and you literally just walked
 12 straight in without any kind of check at all?
 13 A. Yes.
 14 Q. So you could have taken as big a handbag as you wanted
 15 at all?
 16 A. I could have taken anything, yes.
 17 Q. What you recalled when you gave your witness statement
 18 on this issue was that you walked past members of staff
 19 who were in conversation with each other?
 20 A. Yes.
 21 Q. Now, during the show, did you get to thinking about what
 22 had happened?
 23 A. Yes, I cried at one point, and my husband saw it, and
 24 said, "It's a sad song, isn't it?" I said, "I'm not
 25 crying because of the song, I'm crying because we just

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1 came straight up here and sat down without anyone
 2 checking us".
 3 Q. Had that been really of very considerable surprise that
 4 there had been no check?
 5 A. To be honest, I felt foolish having assumed — I used to
 6 say to my patients: to assume is not a good thing
 7 because it makes an ass of you and me. I had assumed
 8 since the arena attack that security in public areas was
 9 now a common thing and I was shocked that it wasn't.
 10 Q. So you assumed that things would have changed and
 11 changed for the better?
 12 A. Yes.
 13 Q. And yet here you were, just wandering into a concert?
 14 A. Yes.
 15 Q. So over the days and weeks that followed, did you begin
 16 to think about this issue more deeply?
 17 A. Yes. Obviously, Christmas came and went and January
 18 came and I was still brooding heavily on it. It was
 19 really preoccupying me and in the end I thought, I can't
 20 stand it any longer, I need to do something about it.
 21 However, I wanted the government supporting it, so
 22 rather than going down the change.org route, I went down
 23 the government petition route to get the government on
 24 board, and I launched a petition.
 25 Q. So the decision you came to was: I want to do something

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1 about this?
 2 A. Yes.
 3 Q. I'm going to launch a petition?
 4 A. Mm—hm.
 5 Q. And I could launch the petition on the website,
 6 change.org, that most will be familiar with, but I want
 7 to make sure the government know what's going on and
 8 provide support, hopefully?
 9 A. Yes.
 10 Q. So I'm going to go down the government petition route?
 11 A. Yes.
 12 Q. Did the petition last for the standard length of time,
 13 that being 6 months?
 14 A. It did, yes.
 15 Q. And in that period, it gained more than 23,000
 16 signatures?
 17 A. It did.
 18 Q. During that time you were contacted no doubt by many
 19 people, but was one person who contacted you the husband
 20 of the murdered MP, Jo Cox, namely Brendan Cox?
 21 A. He did, yes.
 22 Q. Did he tell you that he believed in your petition and
 23 what you were trying to achieve?
 24 A. Yes, he did.
 25 Q. And so offered to help you?

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1 A. Yes.
 2 Q. Did Brendan Cox then introduce you to someone who was to
 3 be of help to you in what you were seeking to achieve?
 4 A. He did, yes, he introduced me to Nick Aldworth.
 5 Q. And at that time he was a chief superintendent with the
 6 Metropolitan Police?
 7 A. He was.
 8 Q. And he held the role of counter—terrorism protective
 9 security lead for London?
 10 A. He did, yes.
 11 Q. Did the initial phone call take place on Wednesday,
 12 23 January 2019?
 13 A. Yes, it did.
 14 Q. Did you then meet with Nick Aldworth on
 15 14 February 2019?
 16 A. I did.
 17 Q. And did you discuss with him yet further how the two of
 18 you might together make a difference?
 19 A. Yes, we did. It was quite a lengthy meeting.
 20 Q. What was the next thing that happened? Were you invited
 21 somewhere in particular?
 22 A. Well, Nick Aldworth at the end of the conversation — as
 23 I said it was a long meeting — he said, "I'm doing
 24 a big conference, a police and security conference, in
 25 Farnborough, I would like you to do a talk and do an

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1 opening speech", and that's the first time I talked
 2 publicly about Martyn's Law.
 3 Q. I was going to ask you. By that stage, so
 4 14 February 2019, did you have the idea, even if in
 5 embryonic form, of what has become Martyn's Law?
 6 A. Not at that stage, I just knew I wanted change.
 7 Obviously I'm sort of — in terms of counter—terrorism
 8 at the time, I was completely unknowledgeable, so all
 9 I knew is change has to happen at that point.
 10 Q. And you then went to talk, as you've told us, at the
 11 security and policing event, which happened, according
 12 to your statement, on 7 March 2019?
 13 A. It did.
 14 Q. Was that conference attended by many security industry
 15 representatives?
 16 A. Yes, it was.
 17 Q. And members of ADS, which I think is an organisation
 18 that represents the aerospace, defence and security
 19 sectors?
 20 A. Yes.
 21 Q. Hence ADS?
 22 A. Yes.
 23 Q. What was the way in which what you had to say was
 24 responded to by those who were present?
 25 A. I think quite a few people were tearful because

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1 obviously I did a slide show with pictures of Martyn,
 2 told them what happened to us, how it affected us as
 3 a family, and that I want things to change, so I got
 4 quite a good, positive response afterwards.
 5 Q. Nick Aldworth, did he express a strong wish to be more
 6 involved with you in bringing Martyn's Law about?
 7 A. Yes, he did, although he couldn't do it until after his
 8 retirement.
 9 Q. Did he explain that he was due to retire in May of 2019?
 10 A. Yes, he did.
 11 Q. Following his retirement, was he as good as his word and
 12 worked together with you to prepare a document?
 13 A. Absolutely, yes, he produced the actual document,
 14 Martyn's Law.
 15 Q. And since then, I believe there have been many
 16 conversations between yourself, Nick Aldworth and
 17 Brendan Cox?
 18 A. Yes.
 19 Q. And that other people have also provided you with their
 20 support and assistance?
 21 A. Yes, they did.
 22 Q. And that culminated in you, together with Nick Aldworth,
 23 presenting Martyn's Law at various conferences up and
 24 down the country?
 25 A. Yes, and we still continue doing so.

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1 Q. And meeting with figures from the industry?
 2 A. Yes, definitely .
 3 Q. And also meeting with figures from government?
 4 A. Yes, we went to a meeting with Brandon Lewis and had
 5 a telephone meeting, like a Zoom meeting, with the
 6 current minister, security minister .
 7 Q. And you've also met with people such as Shaun Hipgrave,
 8 who is a senior civil servant in the Home Office —
 9 A. Yes.
 10 MR GREANEY: — from whom we expect to hear on Thursday?
 11 Next you're going to be asked about what
 12 Martyn's Law is. I know that the chairman wishes to ask
 13 you some questions himself about this.
 14 SIR JOHN SAUNDERS: I think the general parts of it are
 15 reasonably well—known, but just going over your
 16 statement, you want there to be freely available
 17 counter—terrorism training?
 18 A. Yes.
 19 SIR JOHN SAUNDERS: So people working at sites can have the
 20 training and the ACT course in particular is one that
 21 you're very interested in?
 22 A. Yes.
 23 SIR JOHN SAUNDERS: There that should be vulnerability
 24 assessments of the operating spaces?
 25 A. Yes.

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1 SIR JOHN SAUNDERS: And if risks are identified, that
2 measures should be put in place --
3 A. Yes.
4 SIR JOHN SAUNDERS: -- to mitigate those risks? But each
5 place should have a counter-terrorism action plan and
6 the local authorities need to plan for terrorism?
7 A. Yes.
8 SIR JOHN SAUNDERS: I think everyone agrees, they're all
9 very good ideas and I am certainly not wishing to do
10 anything which would interfere with what you are doing.
11 But what I am, however, keen to look at is whether this
12 should be incorporated into the powers already that
13 local authorities have under the Licensing Act 2003.
14 A. No. Absolutely not, no. They can't.
15 SIR JOHN SAUNDERS: Okay. Can I say, I understand what the
16 objection is, and the objection is that not every place
17 that you want to be covered by this are licensed
18 premises. I readily understand that. But the
19 Licensing Act requires the licensing authority to act to
20 promote the licensing objectives, which includes the
21 prevention of crime and disorder, which would include
22 terrorism --
23 A. Yes.
24 SIR JOHN SAUNDERS: -- and to promote public safety. So
25 once they are aware of this terrorism problem, which

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1 I think is probably right to say that has been
2 reasonably low down on their agendas so far --
3 A. Yes.
4 SIR JOHN SAUNDERS: -- they really have no alternative but
5 to incorporate it into their powers in the
6 Licensing Act. This is not a replacement for having an
7 Act of Parliament which brings in what you want and I do
8 understand what the Home Office are saying but the
9 reality is that quite a lot of the premises which you
10 would wish to be covered and should be covered do
11 actually have licences. The advantage of the
12 Licensing Act is and may be that under the Licensing Act
13 local authorities should look at what buildings look
14 like, so they look at the plans.
15 So I trust that now, if they had someone wishing to
16 open an arena with a grey space beside it, they would be
17 taking into account whether they are suitable premises
18 actually to have a licence at all --
19 A. Yes.
20 SIR JOHN SAUNDERS: -- which is not something which at the
21 moment Martyn's Law takes into account. So they're
22 bound to do that.
23 They could also incorporate into the mandatory
24 conditions on the Licensing Act the Martyn's Law
25 provisions. That can be done. It could only be done by

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1 it being included in the Act of Parliament, but the
2 advantages seem to me that while Martyn's Law requires
3 that within a limited time after people start operating
4 a certain percentage of their staff actually have the
5 training.
6 A. Yes.
7 SIR JOHN SAUNDERS: And that the plan, the risk assessment
8 plan, should be carried out again within a certain
9 amount of time after they become operational. Under the
10 Licensing Act they could actually be required to do
11 before they start operating, which might be preferable.
12 I've set out what the advantages are. There's also
13 an enforcement procedure which is there, which would
14 not, if it was made part of an Act of Parliament,
15 wouldn't necessarily be there. So tell me what the
16 disadvantages are.
17 A. Basically, there are over 650,000 crowded spaces and
18 a lot of them are not covered by the Licensing Act.
19 It's as simple as that. And it's places like street
20 markets, bus stations, those kind of things.
21 SIR JOHN SAUNDERS: Churches?
22 A. Yes, churches.
23 SIR JOHN SAUNDERS: Not that they're always crowded, but
24 churches as well. I'm not looking at this as an
25 alternative, I'm looking at it in addition. It seems to

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1 me the local authorities are bound to look at it and it
2 could be a part of Martyn's Law that these conditions
3 applied to all crowded spaces as you wish as an
4 addition. So they were actually made mandatory
5 conditions under the Licensing Act as well, so it's
6 in addition, it's not instead of.
7 A. Mm-hm.
8 SIR JOHN SAUNDERS: And I just at the moment don't see the
9 disadvantages. Manchester Council, for example, are
10 already looking at doing it.
11 A. That's right, yes, and they are involving me in that
12 process.
13 SIR JOHN SAUNDERS: We will go through the technicalities
14 with another witness, but the difficulty is that most of
15 these places have already got licences.
16 A. Yes.
17 SIR JOHN SAUNDERS: And it is therefore very difficult to
18 impose conditions after they've got the licence. It
19 could only really happen with your Act of Parliament
20 including making them mandatory conditions on the
21 licence.
22 Obviously, we're only exploring it but do you have
23 any actual objection, because I would hate to, in any
24 way, make things more difficult for what you want to
25 achieve?

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1 A. I just feel, you know — I would hate it to be called
 2 Martyn's Law because it's not about me being on an ego
 3 trip and having my son's name out there. It's not going
 4 to be called Martyn's Law anyway. For me it's such
 5 a big thing, security, that — and the effects if it's
 6 not carried out properly, it's so devastating, that I
 7 just feel it's so important that it's a standalone
 8 thing. As I said, it covers so many areas that are not
 9 necessarily coming under licensing. I hear what you're
 10 saying, totally, and I know that, for instance, there's
 11 an arena somewhere up in Scotland, and I cannot, I tried
 12 to remember, it's one of the major cities in Scotland —
 13 they have recently built a new arena and they're
 14 actually incorporating security and they put it very
 15 high on their agenda, so that's a good starting point.
 16 But yes, I just have this slight objection about it
 17 just coming — being mainly about licensing.
 18 SIR JOHN SAUNDERS: No one is intending to make it part of
 19 licensing.
 20 A. Yes.
 21 SIR JOHN SAUNDERS: They already have this, as the Scottish
 22 people are showing, they already have this
 23 responsibility, which Manchester in part has made them
 24 alert to, so they're going to have to fulfil their
 25 responsibilities somehow, and actually making your laws,

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1 as well as being a standalone Act of Parliament
 2 incorporating it as mandatory conditions, seems to me
 3 maybe to be a win/win so far as your campaign is
 4 concerned.
 5 A. I guess so. Yes, it is.
 6 SIR JOHN SAUNDERS: Would you like to think about it at some
 7 stage?
 8 A. If you put it that way, you're right, absolutely.
 9 SIR JOHN SAUNDERS: It just needs to be thought of and to be
 10 looked at. As I say, I certainly do not want to make
 11 anything more difficult for you and you say modestly
 12 about Martyn's Law and I understand that, but actually
 13 having names to laws does attract an enormous amount of
 14 attention and get a following, so from that point of
 15 view it's well worth people knowing where it comes from,
 16 what it means and why it's there.
 17 I am afraid I have done a lot of talking and haven't
 18 really left you a lot, but I just want to seek your
 19 reaction about at least exploring that possibility and,
 20 by all means, do come back to me.
 21 A. Yes.
 22 MR GREANEY: I'm sure you've understood the inquiry is keen
 23 and determined to achieve exactly what you want to
 24 achieve and are determined to achieve.
 25 Just to pick up on some of the points that the

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1 chairman has made, you, I think, have considered whether
 2 existing laws are good enough to achieve the outcome
 3 that you want to achieve. And indeed, within the
 4 Martyn's Law document itself, you expressly state —
 5 this is at page 6 of it:
 6 "Some in government have argued that we adapt
 7 existing legislation to fill the gaps. It is our view
 8 this won't work."
 9 A. Yes, there was very initially, at the very start of the
 10 discussions, it was mentioned that it could be tagged on
 11 to health and safety, and I'm going to refer to my
 12 notes, and in discussion with people I am working with,
 13 health and safety is always a predictable risk. You can
 14 do an assessment and deal with all of that. Security,
 15 on the other hand, certainly in terms of
 16 counter-terrorism, is an unpredictable risk. In
 17 particular, because of lone actors, that is a big issue,
 18 really. So there's an unpredictability about it.
 19 Q. And you also make the point in the document that the
 20 Health and Safety Executive just is not set up to deal
 21 with the kind of issues that it would need to deal with.
 22 A. No.
 23 Q. In the Martyn's Law document, you go through the various
 24 pieces of legislation that had been proposed as
 25 potentially dealing with what you want to deal with: the

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1 Crime and Disorder Act 1998, the Licensing Act 2003, the
 2 Health and Safety at Work Act 1974, and the Civil
 3 Contingencies Act 2004. You provide reasons why, either
 4 individually or collectively, they will not do the job,
 5 if I can put it that way.
 6 A. Yes.
 7 Q. I'm sure you've understood that what the chairman is
 8 suggesting is not that the Licensing Act deal with
 9 everything that you want to deal with —
 10 A. Yes.
 11 Q. — but it could be a useful addition that will achieve
 12 at least something in relation to some locations. But
 13 I'm sure that you would wish to say that the
 14 Licensing Act and its utility should not be an excuse
 15 not to have something that covers all crowded spaces and
 16 should not be an excuse for delay in achieving that.
 17 A. Yes.
 18 SIR JOHN SAUNDERS: That's my view entirely and I wouldn't
 19 let it — and I think government have accepted that
 20 actually no individual Act could cover it, so it does
 21 require a new Act. It's just what they put it in
 22 that is perhaps what matters.
 23 A. Yes.
 24 MR GREANEY: And that is obviously what we will press
 25 Shaun Hipgrave about on Thursday, when we expect to

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1 receive his evidence.
 2 There's one final aspect of Martyn's Law that I feel
 3 I ought out of fairness, both to you and the public, to
 4 ask you about. As the chairman has just said, the
 5 government appear to accept that there is a need for
 6 primary legislation that deals with the problem in all
 7 crowded spaces not just in some.
 8 A. Yes.
 9 Q. To pick up an example both you and the chairman used,
 10 the Licensing Act would not prevent, for example, the
 11 fatal attack on Finsbury Mosque later which occurred
 12 later in 2017 because that was unlicensed. And the
 13 government has announced that there will be a public
 14 consultation that was due to take place earlier this
 15 year --
 16 A. Yes.
 17 Q. -- but that has been delayed because of the COVID
 18 pandemic.
 19 A. Yes.
 20 Q. And I think you have a view that I'll invite you to
 21 express so that we can ask Mr Hipgrave about it, about
 22 what ought to happen now in relation to the consultation
 23 and when it should happen.
 24 A. Yes. So because the government has accepted that there
 25 is actually a gap in the risk management of places that

1 are crowded, and they have supported Martyn's Law, they
 2 have absolutely the intention to launch the consultation
 3 and COVID-19's got in the way. But the problem is with
 4 the attacks in Vienna and in France in the last few
 5 weeks, our risk level has now gone up to severe, which
 6 means an attack is highly likely. And I just feel that
 7 the stakes are just too high now and we can just not
 8 wait for COVID-19 to end and then do the consultation
 9 because we don't know how long COVID-19 is going to be
 10 with us. I suspect it's going to be for a long time.
 11 The added urgency for me is that something Neil Basu
 12 said in Parliament in the last -- about 4 weeks or so
 13 ago in a Select Committee, he pointed out and echoed
 14 what I'm feeling as well, that there is a lot of
 15 activity in online radicalisation because a lot of
 16 people spend time at home, and Neil Basu said in that
 17 meeting in Parliament that the impact of that is
 18 absolutely not understood yet because we don't know how
 19 many people are going to potentially be radicalised
 20 online during lockdowns and during COVID-19, during the
 21 pandemic. So that is an additional worry for me
 22 personally.
 23 I study counter-terrorism now, so I'm keeping
 24 really, really up to date with what's happening in
 25 counter-terrorism or in the terrorist world, not just

1 in the UK but abroad, worldwide as well, and that is
 2 something that's happening worldwide, so we don't know
 3 in 2 or 3 years' time what the impact of that will be,
 4 so we as a country need to be ready and we need to be
 5 well-equipped to deal with terrorist attacks, and that's
 6 why this is an urgency for me.
 7 Friday this week is the anniversary of the Bataclan
 8 attack. The families here know only too well what those
 9 families are going through on Friday because we have
 10 this awful feeling every anniversary of the attack and
 11 will do for forever, really.
 12 And for me, just to wait for the consultation to
 13 happen is just not feasible because if something
 14 happens, if we get an attack -- I want to almost say
 15 it's not if but when the next attack happens, and the
 16 government haven't acted, although they are saying
 17 they've accepted that there are gaps, if something
 18 happens and people are killed, the families of those
 19 people who die may actually ask the question, "Why has
 20 nothing been done", when it was pointed out and what
 21 more can I say to that, really?
 22 Q. The way in which you put in your witness statement at
 23 paragraph 22 is:
 24 "My question would be if there is an alternative way
 25 to do this [you're talking about the consultation]

1 should the pandemic carry on over several months,
 2 possibly years, is there a possibility to establish
 3 likely outcomes of a consultation of this kind through
 4 computer-generated models?"
 5 A. Yes.
 6 Q. Does that summarise your position?
 7 A. It does. However, that's changed slightly, because, as
 8 I said, I'm educating myself non-stop at the moment and
 9 actually I've spoken to people in the know and they have
 10 explained to me that, actually, a consultation has to be
 11 part of this legislative process to get legislation into
 12 place, so the consultation has to happen. It can't be
 13 computer-generated but (inaudible) would happen.
 14 Q. Just finally, as the chairman identified, Martyn's Law
 15 has five components, and I won't run through those
 16 again. In your statement, you say that Martyn's Law
 17 needs to be a mandatory requirement and not be optional.
 18 A. Absolutely, because if it's left as an optional -- you
 19 know, a lot of organisations are actually companies who
 20 at some point need to make a profit and I don't want
 21 security to be the first thing to go if money might be
 22 an issue, especially with the pandemic causing financial
 23 hardship, not just for individuals but for companies as
 24 well. So I think it has to be mandatory, otherwise
 25 complacency will set in.

1 Q. "I want to say, based on the evidence heard so far in
2 this inquiry, I hope much more emphasis will be given to
3 the training aspects..."
4 Which is part 1 of Martyn's Law.
5 A. Yes.
6 Q. "... and that this can be audited correctly."
7 A. Yes.
8 Q. "Training ought to also be proportionate to the type of
9 venue and/or event."
10 A. Yes.
11 Q. "My hope [you say] is that the general public can in the
12 future enjoy a night at the theatre, a concert, a gig,
13 a sports event, a big event of any kind, in the
14 knowledge that they and their loved ones are as safe as
15 possible from terrorist attacks. Whilst nothing will
16 ever stop all terrorist attacks, Martyn's Law will
17 positively contribute by ensuring that prohibited items
18 will no longer be brought into areas where large groups
19 of people gather. It will also act as a deterrent with
20 its visibility and will reassure the public that they
21 will be safe."
22 A. Yes.
23 Q. So that, in a paragraph, is what you are seeking to
24 achieve?
25 A. Yes. Although the proportionate isn't just about the

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1 training. I got criticised initially, when I first
2 launched it, before Brendan Cox and Nick Aldworth got on
3 board, I was fiercely criticised because the newspapers
4 obviously tried to make a story of it and the way some
5 of the headlines went was:
6 "Manchester Arena victim's mother wants airport
7 style security everywhere."
8 And I got really criticised, people were saying
9 you're going to make people bankrupt, nobody can afford
10 it, people will be forced to shut down, you don't know
11 what you're talking about, you're making a mistake
12 suggesting that everywhere.
13 That wasn't exactly what I meant, but the newspapers
14 made the headlines and it became counterproductive.
15 Security has to be proportionate. Obviously a big
16 café or a big restaurant that may come under
17 Martyn's Law -- I'm talking about security being
18 proportionate in terms of -- the risk assessment would
19 be to go round the building, check if there is a room
20 where you can take your staff and your customers in case
21 somebody comes and attacks you, and is the back door
22 lock working properly? You need a security light. It
23 can be as simple as that, simple measures. You're not
24 talking about X-ray machines and bag searches in
25 restaurants and theatres. I'm talking about the bigger

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1 the venue, the more security there has to be, but
2 smaller venues obviously don't cost the earth, security,
3 you don't need to pay loads of money.
4 In fact, I made a point when I did a press
5 conference with Andy Burnham and Brendan Cox in
6 Manchester and I actually made a point of buying
7 handheld metal detectors, I bought six of them, and they
8 cost me £130 for six, so just to make a point that
9 security isn't expensive.
10 SIR JOHN SAUNDERS: Did you resell them?
11 A. No, I'm going to donate them to schools when they
12 re--open, actually.
13 SIR JOHN SAUNDERS: A very good idea.
14 MR GREANEY: So the point you're making -- and these will be
15 my final questions, I hope -- is that really this all
16 starts with an appropriate assessment of the risk that
17 there is --
18 A. Yes.
19 Q. -- the risk of terrorism that there is? And once
20 you have accurately identified what that risk is, then
21 you will know what measures need to be taken to mitigate
22 against that risk?
23 A. Correct.
24 Q. Which may be expensive, but may not be expensive or
25 indeed cost anything?

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1 A. Yes.
2 Q. I don't want in any sense to shut you out from saying
3 anything that you think it's relevant for us to know
4 about Martyn's Law, but I have asked you all the
5 questions that I wish to ask.
6 A. Thank you.
7 MR GREANEY: What I'm going to ask next is whether any core
8 participants, apart from Mr Cooper, has any questions
9 that we wish to ask. No one does, so next I'll ask
10 Mr Cooper if he has questions.
11 SIR JOHN SAUNDERS: Just before Mr Cooper, you include in
12 your statement a quotation at paragraph 19 from
13 a well-known IS proselytiser. We haven't quoted it, we
14 won't, we know it perfectly well, but putting that
15 in the public domain might not assist at the end of the
16 day.
17 A. Yes. I had a discussion with Nick Aldworth about this
18 last week and I said, whilst I've given it, there's
19 a big part of me that thinks it's wrong to read it out.
20 SIR JOHN SAUNDERS: Okay. We have read it. It won't be put
21 on the website, so it won't be seen by people who may be
22 inspired by it.
23 Mr Cooper.
24 Questions from MR COOPER
25 MR COOPER: Just a few questions now.

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1 You've been asked the majority of them very
2 helpfully by Mr Greaney and the chair. This on the
3 subject of a balance to be struck so far as Martyn's Law
4 is concerned. I'm effectively going to Martyn's Law,
5 for those that have it, on the third page under
6 "Introduction".

7 At the bottom of that page do you say this:
8 "We recognise there is a balance to be struck. We
9 don't want terrorism to fundamentally change our society
10 or lead to a country that is less free or vibrant.
11 That's why Martyn's Law simply seeks to create clarity
12 of responsibility and encourage good, protective
13 security practice, be it something as simple as
14 searching bags on entry to premises or a more
15 sophisticated approach for larger crowded places. It
16 seeks to ensure that public bodies are prepared for
17 terrorism and able to deal with its aftermath. It
18 proposes that training and awareness are made available
19 and adopted so that people can protect themselves and
20 the communities in which they live. It will fill gaps
21 in existing legislation while also working hand-in-glove
22 with related areas of law, such as planning"?

23 Again, to emphasise that point, which you've raised,
24 this is not to put stringent and unreasonable
25 restrictions on people?

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1 A. No.
2 Q. Martyn's Law is a balance to protect people whilst
3 enabling us to live, so far as we can, free lives, as it
4 were?
5 A. Absolutely, yes.
6 Q. In the context of that, still looking at the
7 introduction, further up the page you say this:
8 "Martyn's Law should therefore be a key part of
9 delivering the UK's wider Counter-terrorism Strategy
10 2018 (CONTEST)."
11 And across the page you say this:
12 "Above all, Martyn's Law seeks to create parity in
13 coherence with all the other strands of CONTEST. This
14 will ensure that the safety net of protective security
15 and preparedness will be there when those who don't wish
16 to be deradicalised reject the support offered through
17 the Prevent duty or are not spotted by the security and
18 policing services operating under the Pursue strand of
19 CONTEST. In short, Martyn's Law will be the last piece
20 of the legislative jigsaw but will ensure that British
21 citizens at home and abroad can go about their lives
22 knowing that they are as safe as possible."
23 A. Yes.
24 Q. Perhaps you'd just briefly develop that position you
25 take on integrating with CONTEST.

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1 A. Well, CONTEST is a government document that is signed by
2 the Prime Minister, usually. It's updated fairly
3 periodically and it does contain the strands of Pursue,
4 Prevent, I may not get it in the right order, Protect
5 and... what's the last one?

6 Q. Don't worry about the right order.

7 A. Anyway, so it's four strands and those four strands all
8 dovetail with each other and they're essentially forming
9 a system that actually, if used hand-in-hand, actually
10 should go a long way to protect the public.

11 Q. So as you put it, it's a jigsaw, as you put it yourself?

12 A. Yes.

13 Q. Everything interlinking to produce a solid mass, as it
14 were?

15 A. Yes.

16 Q. Again, can I just take you to your foreword, please, on
17 the first page of Martyn's Law, which, can I suggest to
18 you, encapsulates what you have been saying here today.
19 It's the penultimate paragraph the foreword, again
20 putting Martyn's Law perhaps into some context. You say
21 this:

22 "That means putting in place basic security
23 procedures so that every venue and public space has
24 a plan. Of course, what this would look like will be
25 dependent on the venue and the circumstances.

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1 Martyn's Law does not advocate a one-size-fits-all
2 approach. It's about having a plan relevant to the
3 threat."

4 Then you say this:

5 "It seems absurd to me that we have legislation that
6 sets out how many toilets a venue must have and how food
7 must be prepared but nothing that holds those same
8 venues responsible for having basic security in place."

9 Is there anything you would like to add to that?

10 A. Precisely. Yes, so I — at lunchtime, for instance,
11 I can give you a direct example, a TV company tried to
12 interview me about coming here today and we were shoed
13 away from a path because we might cause an obstacle and
14 there was loads of space to walk round, so it wouldn't
15 have been an obstacle. But something like that seems
16 really, really important and yet security seems to be
17 always further down the line. There's so much
18 legislation about, like I said in that statement, food
19 in containers having to be a certain temperature, the
20 number of toilets per visitors has to be specified, yet
21 there was absolutely nothing mandatory — it's in the
22 CONTEST document, security, there's a recommendation
23 that venues ought to take responsibility for security,
24 but it's not mandatory, it is only a suggestion.

25 Q. Thank you.

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1 Just this: you had a number of meetings with
 2 a number of high-ranking individuals and they've been
 3 touched upon. In fact, you met recently with
 4 Priti Patel.
 5 A. Yes, I had a 25-minute phone call with her recently.
 6 Q. While obviously that's a matter between you and her, did
 7 she express support for Martyn's Law?
 8 A. She did, yes.
 9 Q. You have touched, perhaps somewhat modestly, that you're
 10 educating yourself on the subject. Tell the chair
 11 precisely what it is you're doing. You're taking
 12 a degree course; is that right?
 13 A. Yes, I'm doing a masters in counter-terrorism and the
 14 only reason I started doing that was until Martyn died
 15 I was one of those awfully ignorant people who would
 16 watch the news and see terrorist attacks and think, oh
 17 my gosh, look at those poor people, and then I'd quickly
 18 change the subject and cook tea or watch a show instead
 19 and forget about it, and then one day we became the news
 20 ourselves and up to that point I thought that sort of
 21 thing only happens on TV and in films but not to real
 22 people. And sadly, I had to realise then that I knew
 23 zero about the whole topic of terrorism.
 24 I had this really, really strong need to understand
 25 why people do what they do, I needed to understand the

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1 background of terrorism and, most importantly, how to
 2 prevent it.
 3 I'm nearly 60 in 4 months. If I was 10 years
 4 younger, I'd get a career in counter-terrorism. Now
 5 just to be part of the solution, really, but
 6 irrespective of whether I get a job or not in it, this
 7 is now my day job because I lost my other job.
 8 Q. Obviously, slightly out of scope, but I will ask you,
 9 subject to being chastised. It's right to say, isn't
 10 it, that radicalisation is a key concern of yours?
 11 A. Absolutely, yes. Yes, I go to secondary schools --
 12 well, not at the moment because of the pandemic. But
 13 I used to go to secondary schools to talk to young
 14 people about the dangers of online radicalisation in
 15 particular because that's a huge issue.
 16 Q. Last question --
 17 SIR JOHN SAUNDERS: I could have sworn that was three
 18 questions ago, the last one. Have another last
 19 question.
 20 MR COOPER: This is a question I've been particularly asked
 21 to ask. It's simply this: what do you want the
 22 government to do?
 23 A. As I said, the stakes are now pretty high with the
 24 terrorism level lifted up to severe. I would really
 25 like the government to get on with the consultation and

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1 not delay it any further. It is just too important to
 2 keep the nation safe because once we are out of
 3 COVID-19, we don't know what's going to happen. It's as
 4 simple as that, the stakes are too high.
 5 MR COOPER: I'm grateful.
 6 Thank you, sir.
 7 A. Thank you.
 8 MR GREANEY: I don't have any further questions, sir. Do
 9 you?
 10 SIR JOHN SAUNDERS: No, I don't.
 11 Thank you very much for coming. Let me make it
 12 absolutely clear. I haven't made up my mind about any
 13 recommendations. I'm just trying to think of things
 14 which actually could make these things much more
 15 effective, or more effective, and I think they should be
 16 at least looked at. But if you want to make any
 17 representations about it when you've thought about it
 18 and want to come back to us, then please feel entirely
 19 free to do so.
 20 A. Thank you. Can I apologise for my resistance earlier?
 21 I just go into panic mode when people try and ...
 22 SIR JOHN SAUNDERS: No, no. I am genuinely looking to see
 23 if there are any problems and if there are problems --
 24 I know Mr Hipgrave may feel the same, so we'll see what
 25 he's got to say.

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1 A. Okay.
 2 SIR JOHN SAUNDERS: I just think it has a certain degree of
 3 inevitability about it as of now, but we will see in due
 4 course.
 5 A. Thank you.
 6 MR GREANEY: This would be a convenient moment for break for
 7 the day, sir.
 8 SIR JOHN SAUNDERS: Yes. Thank you very much for coming to
 9 give your evidence.
 10 (4.27 pm)
 11 (The inquiry adjourned until 9.30 am
 12 on Tuesday, 10 November 2020)
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