

GRENFELL TOWER INQUIRY

SUPPLEMENTARY WITNESS STATEMENT OF GRAHAM WEBB

I, GRAHAM WEBB, WILL SAY AS FOLLOWS:-

1. I make this supplementary statement to assist the Grenfell Tower Inquiry. I understand that I may be called to give evidence at the Inquiry in relation the information requested in the Inquiry's letter of 4 September 2019. This statement is to be read in conjunction with my earlier statements to the Inquiry.

Oversight of Repairs Direct

2. I was the Managing Director of Kensington & Chelsea TMO Repairs Direct Ltd ("Repairs Direct") from January 2016 until November 2017. Repairs Direct was a wholly owned subsidiary of the Royal Borough of Kensington and Chelsea Tenant Management Organisations ("TMO").
3. I have been asked to explain, in relation to paragraph 5 of my statement dated 24 October 2018, what mechanisms there were for oversight of Repairs Direct. Repairs Direct was reviewed on a quarterly basis by both its own Board and by the TMO Board. The Repairs Direct Board review always occurred several weeks in advance of the TMO Board review to allow its minutes to be distributed at the TMO Board review. While the Repairs Direct Board had delegated authority to make decisions in relation to many of its day-to-day functions, TMO Board approval was required in relation to setting the Company's financial targets and its annual budget.
4. Repairs Direct also had a Management Review Group, comprised of Barbara Matthews (Executive Director of Finance), Sacha Jevans (Executive Director of Operations), Rupa Bohla (Assistant Director of Finance), Hirren Thakkar (Principal Accountant), Sam Hart (Commercial Director, Repairs Direct) and myself. The Management Review Group met monthly to monitor and discuss Repairs Direct

KPIs and financial statements, in addition to any other matters that required consideration. During these meetings we would discuss broadly what had occurred in the business over the last month and what was coming up. We also used these meetings as an opportunity to discuss any matters, such as investment needs, that required the approval of the Repairs Direct Board or the TMO Board.

5. In advance of this meeting, I would produce and circulate a Managing Director's Report, which contained KPI data and financial performance information from the last month. This Report also contained information about business health and safety performance, along with information on other matters, such as project progress updates.
6. I have been asked whether KPIs were ever set for Repairs Direct. Repairs Direct had annual targets KPIs that I drafted for discussion and approval by the Management Review Group, the Repairs Direct Board and the TMO Board. These KPIs covered many areas of the business, including completions against target and average duration, the quality of repairs, the proportion of appointments where staff were unable to gain access to the property, customer service measures and business health and safety performance, and were audited by the RBKC's Internal Audit Team each year.
7. I have been asked to detail any regular review meetings that were scheduled between Repairs Direct and representatives of TMO. As discussed earlier, the Management Review Group included Sacha Jevans and Barbara Matthews, who were both TMO Directors, and Repairs Direct was reviewed on a quarterly basis by the TMO Board. In addition to these formal meetings, I met with Rupa Bohla from the TMO's Financial Team every week and had monthly one-to-one meetings with Sacha Jevans. I also had regular meetings with Barbara Mathews and ad hoc meetings with Yvonne Birch and Robert Black.
8. I have also been asked whether any RBKC Committee provided an oversight function in relation to Repairs Direct. The RBKC appointed members to the TMO Board and therefore their nominees were represented at TMO Board level. Further to this, overall TMO performance was reviewed with RBKC Councillors at a Scrutiny Committee; as part of which data on Repairs Direct was shared with the

Councillors. I do not believe I ever attended any RBKC Scrutiny Committee meetings as Repairs Direct was performing well and therefore there was no need. Sacha Jevans attended RBKC Committee meetings and would report back to me if there was any information I needed to be aware of. I did liaise with councillors on an ad hoc basis, typically when they were new to the RBKC and wanted to meet so that they could understand how Repairs Direct worked or if they were raising matters on behalf of their constituents. I met with RBKC senior staff on an ad hoc basis, usually in relation to a specific project or query.

9. I have been asked to describe my relationship with Sacha Jevans. I would describe our relationship as professional, constructive, supportive and very effective. Sacha had a lot of confidence in me and allowed me to manage Repairs Direct, however if I needed support she would always provide it. Sacha challenged me on target setting, project delivery and to raise business performance, as I would entirely expect.

Interaction with residents

10. I have been asked to detail my recollection of any concerns raised by residents at the resident meetings that they invited me to attend. I would typically make a speech during these meetings about Repairs Direct performance and strategy and then open the floor to questions. The concerns I recall being raised were usually in relation to the time it took for repairs to be completed. Residents commonly and understandably confused repairs with capital investment. For example, residents might ask when we were going to rebuild the playground, which is not a matter of repair. They would also take the opportunity to raise individual personal repair requests or queries. I usually took another Repairs Direct employee along to these meeting so that they could record inquiries such as this for action or investigation by my team, or for referral to the correct TMO team.
11. I have been asked whether any concerns were raised by Grenfell Tower residents specifically during the residents meetings I attended. I do not recall ever attending a Grenfell Tower specific meeting, although I did attend Lancaster West Estate residents meeting, I do not recall any specific Grenfell Tower concerns being raised at these meetings.

12. I have been asked whether any concerns were raised in relation to the performance of Repairs Direct. As stated above, residents sometimes complained about how long it would take to complete a repair. For this reason, one of the KPIs I monitored was the number of days between the report of a repair and its completion. As far as I can recall, this went from around fifteen days when I joined Repairs Direct to around ten days when I left. The quality of a specific repair might also occasionally be raised by a resident, following which we might send a supervisor or surveyor to that flat to assess whether the repair was up to standard. If it was not, a second request would be raised.
13. I have been asked what other mechanisms there were for residents to raise concerns about the performance of Repairs Direct. Residents could raise a complaint by calling, emailing or writing to the Customer Service Centre, by going to their local TMO office, by talking to Neighbourhood Officers or Estate Service Assistants, or by speaking to me in a residents meeting.
14. I have been asked to detail any provisions that were in place to assist those with language or other special needs to raise complaints. I am aware that residents could call the Customer Service Centre and request for copies of TMO literature, which was produced in several different languages or in braille. I was aware that further translation support was also sometimes provided via the Contact Centre or Estate Teams. This translation support would also have been available for those residents wishing to raise complaints.
15. I have been asked to detail any interaction I had with residents' groups including the Grenfell Action Group and the Grenfell Tower Leaseholders' Association. I do not recall having any direct interaction with either of those groups, however as stated earlier, I did attend at least one Lancaster West Estate Residents Association meeting, when invited. I would attend Resident Association meetings across the borough, if invited and the Repairs Direct management team, including myself, would attend the regional meetings of Resident Association Chairs once each year. I also attended the borough wide meeting of all Resident Association Chairs, which was held once each year.

16. I have been asked, in relation to paragraph 31 of my statement, to detail the nature of concerns that residents raised with me about health and safety. I do not recall residents ever raising health and safety concerns with me specifically, in respect of Grenfell Tower refurbishment. I was aware that concerns had been highlighted, because it was mentioned in a TMO Senior Management Team Meeting, that residents had raised concerns in advance of the refurbishment project at Grenfell Tower. I do not recall the specific nature of these concerns, however neither do I recall that they were in respect of the technical construction method or fire safety matters.

Fire Safety

17. I have been asked, in relation to paragraphs 27 to 30 of my statement, whether I recall any specific examples of jobs raised that related to fire safety issues. The jobs raised with Repairs Direct as a result of the Fire Risk Assessment programme were typically in relation to adjusting communal fire doors to ensure they were closing properly, a process known as 'ease and adjust'.
18. I have been asked whether there were any mechanism for reporting fire safety issues back to TMO when a repair job was complete. I am unsure specifically what this question means, however I can confirm that Janice Wray monitored the progress of repairs and was able to see on the system if a request was incomplete. If a repair was overdue, she would raise this with the Repairs Direct Health and Safety Manager, Shannon MacInnes.
19. I have been asked to describe the relationship I had with Janice Wray and whether the relationship was effective. Our relationship was very effective, however as stated above, Shannon MacInnes would liaise with Janice more frequently than I would. Janice was very resident-focussed, professional and informed. Shannon and I attended monthly Healthy and Safety meetings with the TMO's Health and Safety team and chaired by Barbara Matthews. In addition to this, Janice was always available to discuss any ad hoc matters that arose across our work. On the rare occasion that my team were slow in delivering anything from the Fire Risk Assessment programme, Janice would chase us until the matter was resolved, liaising with Shannon.

20. I have been asked to detail any work undertaken by Repairs Direct arising out of Fire Risk Assessment programme at Grenfell Tower. I am unable to recall every specific job that took place at Grenfell, although I understand that the Inquiry has been provided with an Excel spreadsheet outlining all of the jobs that took place at Grenfell Tower by Repairs Direct. All jobs arising from the Fire Risk Assessment programme would normally have been marked with the precursor "FRA". As stated above, the jobs arising from this programme were typically ease and adjustments and primarily occurred in communal areas.
21. Nobody from Repairs Direct had any direct interaction with representatives of LFB. However, I was always aware that Janice Wray had a strong, consultative relationship with the LFB and would pass on anything important that they had communicated to her in a timely manner and thorough manner.
22. I have been asked in relation to paragraph 30 of my witness statement, whether Repairs Direct won the tender for the programme of retrofitting self-closing devices across the Borough. By way of background, before I joined the TMO, there was a small fire at Adair Tower after which the TMO initiated a pilot programme of retrofitting self-closing devices to flat entrance doors at Adair and Hazelwood Towers, under agreement with RBKC. Repairs Direct carried out this pilot programme. At the conclusion of this pilot, the TMO put together a proposal to the RBKC for a programme of retrofitting self-closing devices across the remainder of the Borough. RBKC asked for a programme of work to take place over three years.
23. I have been asked to detail any involvement Repairs Direct had in work on flat entrance doors at Grenfell Tower, including in relation to self-closing mechanisms. The work carried out by Repairs Direct on flat entrance doors at Grenfell Tower would have been in relation to requests made by residents individually or via the Fire Risk Assessment programme. Repairs Direct had no involvement in any planned preventative maintenance programme of work in relation to the flat entrance doors at Grenfell Tower, in so far as I can recall.
24. I have been asked to detail any involvement Repairs Direct had in handling complaints raised by residents in relation to power surges that took place at Grenfell Tower. I joined the TMO in January 2016 and I had no involvement in these power

surges or their aftermath. However, Repairs Direct would not deal with the communal electrical supplies to a block as they are of a higher voltage and would therefore be dealt with by the framework provider who was managed by the TMO's asset department.

I confirm this statement to be true to the best of my knowledge and belief.

I confirm that I am willing for this statement to form part of the evidence before the Inquiry and published on the Inquiry's website.

Signed: _____

Dated: _____

25 September 2019