

GRENFELL TOWER INQUIRY

WITNESS STATEMENT OF GRAHAM WEBB

I, GRAHAM WEBB, WILL SAY AS FOLLOWS:-

1. I make this statement voluntarily to assist the Grenfell Tower Inquiry. I understand that I may be called to give evidence to the Grenfell Tower Public Inquiry in relation to the information requested in the Inquiry's letter of 4 July 2019. I am committed to supporting the Inquiry team in any way I can.
2. I was the Managing Director of Repairs Direct Ltd from January 2016 until November 2017. Repairs Direct Ltd was a wholly owned subsidiary of the Royal Borough of Kensington and Chelsea Tenant Management Organisations ("TMO").
3. This is my fourth statement to the Inquiry and should be read in conjunction with the earlier statements, in particular the statement I provided the Inquiry dated 14 February 2019, in which I provide background information in relation to Repairs Direct.
4. The core services provided by Repairs Direct were responsive repairs to primarily in home faults, such as plumbing, carpentry and electrical services, with plastering, painting and decorating services also being provided. I would estimate that approximately 70% of the repair requests we received were delivered by our own staff. The remaining 30% of repairs were delivered by specialist sub-contractors, who we instructed for more complex or lower volume repairs, such as drainage, roofing, scaffolding, asbestos removal.
5. The work of Repairs Direct was to repair and replace like for like and was entirely reactive to reports or requests for repair raised by residents in residential housing managed by the TMO or by the Health and Safety Team following a fire risk

assessment. Repairs Direct did not carry out routine preventative maintenance or inspections.

6. In preparing this statement I was asked to provide information on how the Capita system was used by TMO staff. I cannot recall the detail of the application of each system, but I do recall that the TMO used the Capita system, as well as a Customer Relationship Management (CRM) system and an asset system known as Keystone. All of these systems are widely used in social housing management. Within Repairs Direct, we primarily used a system known as DRS, a widely used social housing repairs and maintenance software package, which linked with the TMO's systems to pass data and for relevant repairs information to be available to the viewer.
7. I am unable to provide screen shots of each step in the data entry process for DRS as I no longer work for Repairs Direct and therefore I have no access to the DRS database. I have nevertheless endeavoured to provide an explanation below as to how information in relation to a repair job was collated by Repairs Direct. Because I no longer work for Repairs Direct, I do not know whether this system has been updated or altered in any way since I left.
8. A person wishing to report a defect for repair in their property could do so by contacting the TMO on the Freephone number. This call would be answered by a call handler in the Customer Service Centre. A request would be raised on the system used by the Customer Service Centre with its own job identification number, which interfaced with Repairs Direct scheduling system, DRS. DRS is used only by Repairs Direct. I cannot recall which of the TMO's systems was used to record repairs information by the Customer Service Centre.
9. I have never personally used the TMO's Customer Service Centre repair request system, although I had observed it in use. My understanding is that the call handler would have to identify the customer and then click a button to raise a repair request. This was a standard pop up window within the system that had a diagnostic tool which would allow the call handler to describe the issue by clicking various boxes.
10. The purpose of this diagnostic tool was to code the particular request correctly so that the programme would know exactly what skill set was required for a fault, how

urgent that job was and how long it would take to complete a job. While it was all recorded on the TMO's system, it would be automatically transferred to the Repair Direct's DRS system so that it could check the availability of the appropriately skilled operative.

11. This coded information would then be used by the DRS system to optimise the scheduling of Repairs Direct staff and to ensure that the right skillset, tools and spare parts were arriving at the location to enable a first time fix, as often as possible. Repairs Direct had a database of operatives whose diaries were logged on DRS. Each operative would have a defined skillset which was coded so that it could be matched to the fault. Once the two systems had matched the fault with the operative, the resident would be offered a slot and the job would then be formalised.
12. Repairs Direct operatives had handheld devices through which they would be deployed on jobs. The DRS system would dynamically reschedule jobs, such as if an operative finished a job early or if a job ran over. Operatives would log on their device when a job was complete and this would be communicated to the TMO's system, so that the Customer Service Centre call handlers had access to that information. The TMO system and DRS were primarily communicating "as-live" with one another. Updates were passed frequently between the two systems. I cannot recall the specific frequency but it was something like every two or three minutes.
13. Repairs Direct did not use a paper-based system. All information about repair jobs was held as data in electronic forms. The information which was recorded was the type of repair, all of the operatives who worked on the repair, the amount of time spent, any parts used, when the repair was carried out and the operative's notes. My understanding is that CRM held identical information however it also recorded if there had been a complaint in relation to the repair, which would not have been recorded on DRS.
14. However, this detailed information about a repair job would not be input into DRS until a job was complete. This was because the specific Repairs Direct operative who would ultimately carry out a job could change in advance of the work, depending on availability and scheduling.

15. While Repairs Direct had no involvement in design or upgrade which were matters for the Asset and Regeneration Team within TMO, at the end of each year Repairs Direct would update the Keystone system used by the TMO's Asset Management Team with the updated information relating to a property's repairs history and any parts installed at that property. The purpose of this was to ensure the TMO's asset database was up to date.
16. In preparing this statement, I have been asked about whether Repairs Direct used the W2 system. W2 was not used by Repairs Direct at all. As far as I can recall, this system was used by the TMO prior to CRM and managed process flow and complaints management.
17. As stated earlier, while most of repair jobs were raised by residents calling the Customer Service Centre, some jobs that we received by Repairs Direct came through the TMO's fire risk assessment programme. Specifically, Janice Wray would allocate some actions arising from the fire risk assessment programme to us. My understanding is that she was able to do this via the CRM system. These jobs tended to be minor repair actions, such as correcting the way a fire door was hanging or closing, known as an "ease and adjust."
18. Finally, I have been asked whether I have any knowledge of work carried out at Grenfell Tower by Summit Property Maintenance, May Construction Mgmt Ltd, GONI Property Services and Doorway Maintenance. I am aware that GONI was one of the sub-contractors used by Repairs Direct in relation to void properties and the door closer programme undertaken in the Borough, however I cannot recall if I ever worked with the other companies.

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: _____

20 August 2019

