

# OPUS2

Grenfell Tower Inquiry

Day 120

April 26, 2021

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Monday, 26 April 2021

1 (10.00 am)  
2 SIR MARTIN MOORE--BICK: Good morning, everyone. Welcome to  
3 today's hearing. Today we're going to hear evidence  
4 from some additional employees of the TMO.

5 So, Mr Gadd, who is our first witness?

6 MR GADD: Good morning, Mr Chairman. Good morning, members  
7 of the panel. Can I call Siobhan Rumble.

8 SIR MARTIN MOORE--BICK: Good, thank you.

9 MS SIOBHAN RUMBLE (sworn)

10 SIR MARTIN MOORE--BICK: Thank you very much. Now, sit down  
11 and make yourself comfortable.

12 Right, yes, Mr Gadd.

13 Questions from COUNSEL TO THE INQUIRY

14 MR GADD: Good morning, Ms Rumble.

15 Can I start by thanking you very much for attending  
16 at this public inquiry to give your evidence. We're  
17 very grateful to you.

18 If you have any difficulty understanding any of the  
19 questions I'm going to ask you, please say and I'll ask  
20 them again or put them in a different way.

21 If you feel you need a break at any time, please let  
22 us know. We will aim to break once in the morning at  
23 least, but if you need a break at any other point, just  
24 signal and we'll aim to break then.  
25

1

1 The other thing I would ask you to do is please try  
2 to keep your voice up, so that the transcriber, who is  
3 sitting to your right, can hear you very clearly and get  
4 down your evidence.

5 A. Yes.

6 Q. It also helps not to nod or shake in response to any  
7 questions, but to say audibly "yes" or "no".

8 You have made three statements to the Inquiry.  
9 Could I please take you to them. They're in a folder on  
10 your desk and they will appear on the screen.

11 The first statement is dated 8 February 2019. On  
12 {TMO00000891/15} there is a signature. Is that your  
13 signature?

14 A. Yes.

15 Q. Did you sign that statement on 8 February 2019?

16 A. Yes.

17 Q. I'm going to call that your first statement.

18 Can we go to the next statement, {TMO10050001}.

19 That is a statement dated 31 August 2019. Can we go to  
20 page 4, please. Again, do you recognise that signature?

21 A. Yes.

22 Q. Is it yours?

23 A. Yes.

24 Q. Did you sign that on 31 August 2019?

25 A. Yes.

2

1 Q. I'm going to call this your second witness statement.

2 Can we then go to {TMO00870943}. That should be  
3 a statement dated 12 May 2020. The signature is on  
4 page 5. Again, is that your signature?

5 A. Yes.

6 Q. You signed that on 12 May 2020?

7 A. Yes.

8 Q. Have you read those statements recently?

9 A. Yes.

10 Q. And can you confirm that the contents are true?

11 A. They are, but there's an error I noticed. I started in  
12 November 2011, not 2012, as my statement says.

13 Q. That's very helpful.

14 Aside from that, are the contents true?

15 A. Yes.

16 Q. Have you discussed your statements or your evidence with  
17 anyone else in advance of coming here today?

18 A. About a year ago, I did, because I wanted to clarify the  
19 spreadsheet, because that kept coming back in the  
20 witness statement, and I couldn't remember, and I needed  
21 to remember. So I did ask my colleague at the TMO,  
22 which just clarified for me.

23 Q. We may come on to that spreadsheet --

24 A. That's fine, yeah.

25 Q. -- in due course, so you can inform us of your knowledge

3

1 at that point.

2 A. Yeah.

3 Q. As you say, in your witness statement you referred to  
4 starting in November 2012, but we now know then it's  
5 November 2011.

6 A. 2011.

7 Q. Thank you.

8 I'm going to ask you some questions about your  
9 background and training.

10 You set out at paragraph 6 of your first witness  
11 statement {TMO00000891/1} that you began your career at  
12 the London Borough of Southwark, and then you moved to  
13 Sanctuary Housing Association and, over the page  
14 {TMO00000891/2}, Hyde Housing and Crawley Borough  
15 Council.

16 Now, in those roles, did you ever come across  
17 personal emergency evacuation plans, or PEEPs?

18 A. No.

19 Q. In any role at all? So you were at Southwark. Did you  
20 hear --

21 A. Never.

22 Q. -- of PEEPs at Southwark?

23 A. Never.

24 Q. Did you receive any training in any of those roles in  
25 relation to fire safety?

4

1 A. I'm sure I would have done, but I can't remember any  
 2 specific training.  
 3 Q. Can you remember any general topics that you would have  
 4 covered in that training?  
 5 A. In regards to fire safety?  
 6 Q. Mm—hm.  
 7 A. Not really.  
 8 Q. Would you have carried out any training in respect to  
 9 residents' fire safety in general needs housing?  
 10 A. Not really, no.  
 11 Q. You joined the TMO in 2011, and your title was area  
 12 housing manager for Lancaster West; is that correct?  
 13 A. Yes.  
 14 Q. Can you recall who interviewed you for that role?  
 15 A. Alasdair Manson, and it was the board, so Bob — I can't  
 16 remember his surname now, but Bob was the Chair of the  
 17 board.  
 18 Q. That's the TMO board?  
 19 A. Yes — no, the EMB board.  
 20 Q. The EMB board?  
 21 A. Yeah, I think it was just Alasdair and Bob.  
 22 Q. Did you know either of those two before you had your  
 23 interview?  
 24 A. No, I didn't, no.  
 25 Q. Did you have any formal qualifications that were

5

1 relevant to that role at TMO?  
 2 A. It was — I mean, my experience, I'd done the HNC in  
 3 housing, went to college for four years, but if I'm  
 4 honest, I don't remember too much about those  
 5 four years. But a lot of it is practical on—the—job  
 6 learning. You learn through experience.  
 7 Q. Just for clarity's sake —  
 8 A. Sorry.  
 9 Q. — when was it that you were at college prior to — how  
 10 long was it before you were at the TMO that you were at  
 11 college?  
 12 A. So I started my career in 1991. I think maybe 1997.  
 13 Q. So 15 years?  
 14 A. Yeah.  
 15 Q. Something like that.  
 16 Did you have any experience when you joined TMO,  
 17 recent experience, of resident engagement and  
 18 communications?  
 19 A. Well, yeah, because you're always getting involved,  
 20 whatever's going on on the estate, wherever you work,  
 21 there's always communications and resident engagement,  
 22 and previously where I worked we'd had a youth worker,  
 23 so you'd always be engaging with the residents on some  
 24 level.  
 25 Q. As part of the application process, either as part of

6

1 your written application for the role or during the  
 2 interview, were you asked about fire safety training  
 3 that you'd undertaken?  
 4 A. No.  
 5 Q. Never asked —  
 6 A. It wouldn't be part of — I've never been asked that in  
 7 any interview that I've had, no.  
 8 Q. Whether at TMO or prior to that?  
 9 A. No.  
 10 Q. Were you asked at any stage during the application  
 11 process about interaction or experience dealing with  
 12 vulnerable residents, or what might be termed vulnerable  
 13 residents?  
 14 A. I couldn't tell you what the questions were, if I'm  
 15 honest.  
 16 Q. Can we focus then on your role as area housing manager  
 17 and some of the detail of that role.  
 18 Again, turning to your first witness statement, you  
 19 say at paragraph 8 {TMO00000891/2} that you were based  
 20 at Lancaster West housing estate. You see that at  
 21 paragraph 8?  
 22 A. Yeah.  
 23 Q. At paragraph 9, your responsibilities included the  
 24 day-to-day running of the estate and ensuring that  
 25 antisocial behaviour was addressed.

7

1 A. Yep.  
 2 Q. Can you help us with, in terms of seniority, were you  
 3 the most senior person working for the TMO based at the  
 4 Lancaster West Estate?  
 5 A. Yes.  
 6 Q. Would you have been the main point of contact between  
 7 the goings on on the Lancaster West Estate and the TMO?  
 8 A. Yes.  
 9 Q. Was it your role to ensure any health and safety checks  
 10 that were carried out on the estate were carried out  
 11 properly, correctly?  
 12 A. In regards to the estate inspections, yes, because those  
 13 were responsible to me.  
 14 Q. Well, we'll come on to those in a moment.  
 15 If any health and safety issues arose on the estate,  
 16 or you were made aware of them, would it have been you  
 17 that was responsible for liaising with the TMO health  
 18 and safety team?  
 19 A. No.  
 20 Q. Who would have been responsible?  
 21 A. The caretakers — well, caretakers; the estate services  
 22 officers would do their inspections and they would ring  
 23 through to the repairs and raise those repairs, and it  
 24 was only if things weren't being done, they would come  
 25 to me and then I would escalate it.

8

1 Q. As well as being the area housing manager for  
2 Lancaster West, you were also, as I understand your  
3 statement, in charge of the income team across the TMO?  
4 A. Correct.  
5 Q. That's across all housing stock?  
6 A. Yes.  
7 Q. And the entire borough?  
8 A. Yes.  
9 Q. What did that role involve?  
10 A. Making sure people paid their rent, getting people the  
11 help and support they needed to pay their rent, and if  
12 they didn't, then escalating it to the courts to get  
13 orders to make sure they paid their rent.  
14 Q. Can you help us with the amount of time that you spent  
15 working in that role as income team leader compared to  
16 your role as area manager for Lancaster West? Could you  
17 help us with the division of labour?  
18 A. Oh, I mean, most of my time — I mean, I was always at  
19 Lancaster West, so that is where I worked and all my  
20 work was around Lancaster West and dealing with  
21 antisocial behaviour of youths. I'd be out and about —  
22 I wasn't a manager that just sat in the office, so  
23 I would be out and about and getting my hands dirty.  
24 That's just how we were down there. We all worked  
25 together.

9

1 Q. Did you feel that your role as income team leader  
2 impinged in any way on your ability to carry out your  
3 role on Lancaster West Estate?  
4 A. Not at all, no.  
5 Q. Can we look at training that you did with the TMO, and  
6 you talk about this in your second witness statement, if  
7 we could please pull that up, paragraph 3,  
8 {TMO10050001/1}.  
9 You say in that — I don't know if you just want to  
10 refresh your memory — that you don't recall receiving  
11 any health and safety training while at the TMO.  
12 (Pause)  
13 Just to restate that, then, is your recollection  
14 that you don't recall any training in the four years  
15 that you were at TMO?  
16 A. I don't. To be honest, I can just about remember like  
17 last week, but even where I currently work, I know I've  
18 done a load of training, but if someone asks me, "What  
19 training have you done?", I'd have to really sit and  
20 think, "What training have I done?", even though I know  
21 I've done a lot. So I'm not saying I didn't have any,  
22 but I really can't remember what training I had.  
23 Q. Does that apply to fire safety training specifically as  
24 well? You may have had it but you can't recall?  
25 A. I really don't know, I can't remember.

10

1 Q. Can I ask you whether you recall having any training on  
2 the TMO's fire safety strategy?  
3 A. That, definitely no.  
4 Q. The TMO's health and safety policy?  
5 A. I can't remember, no.  
6 Q. Can you recall ever requesting training on either of  
7 those things, on fire safety or health and safety?  
8 A. No, I remember — I can't remember for what reason, but  
9 I know I asked for some refresher training for the  
10 estate services officers, Paul and Rob, and I think that  
11 might have been when we had the issue with the  
12 fire extinguisher, and I think there was some refresher  
13 training. I do kind of semi-recall that, but not for  
14 myself, no.  
15 Q. You didn't go on that training?  
16 A. No.  
17 Q. Can we look at your first witness statement again,  
18 paragraph 29 {TMO00000891/6}.  
19 You say that before the refurbishment you were aware  
20 that Grenfell Tower had fire alarms, fire extinguishers,  
21 a ventilation system, communal fire doors, lifts and  
22 emergency lighting.  
23 A. Yeah.  
24 Q. You were also aware that there was a Fire Brigade  
25 drop key which could be used by the ESAs or the

11

1 Fire Brigade to open the lift doors.  
2 A. Yes.  
3 Q. When you were recruited by the TMO, were you given any  
4 specific briefing on these various fire safety measures?  
5 A. No.  
6 Q. Did you know anything about them other than the fact of  
7 their existence?  
8 A. Just that they exist. And the guys had worked there  
9 a long time so they knew the estate very well.  
10 Q. The Fire Brigade drop key, who told you about that? Who  
11 informed you about it?  
12 A. I think just Paul and Rob, when they done their checks.  
13 Q. Were you told what it was for, how it was to be used,  
14 who it was for?  
15 A. Not in any detail, no, but I think it was to check that  
16 it was working.  
17 Q. Right. Is that something that you gleaned or did  
18 someone come and specifically tell you that this is what  
19 it's for?  
20 A. I don't remember anyone coming to specifically tell me  
21 that.  
22 Q. You mentioned previously about the checklists and the  
23 estate services assistants — is that the correct name  
24 for them?  
25 A. Yes, ESAs.

12

1 Q. Now, I'm going to ask you some questions about ESAs.  
 2 Part of your role involved supervising them; is that  
 3 correct?  
 4 A. Yes.  
 5 Q. So Paul Steadman and Robert Regan?  
 6 A. Yes.  
 7 Q. Can I ask you first about your supervising role in  
 8 relation to the inspections.  
 9 Do you recall the ESAs being trained to conduct the  
 10 inspections that they carried out at any stage?  
 11 A. They may have done. They was already in post when  
 12 I came to the role.  
 13 Q. So you're not aware if they were trained prior to that  
 14 or not; is that fair?  
 15 A. No.  
 16 Q. And you wouldn't then have been involved in any training  
 17 for them?  
 18 A. Not that I'm aware.  
 19 Q. Do you recall whether they were given any written  
 20 guidance about those checks and inspections?  
 21 A. They had a check sheet to follow, so anyone could really  
 22 come in and follow that check sheet, it wasn't kind of  
 23 rocket science.  
 24 Q. You don't remember any kind of guidance document about  
 25 what you should look for in those checks specifically?

13

1 A. No.  
 2 Q. Specifically dealing with fire extinguishers, do you  
 3 recall whether there was any guidance for checking  
 4 those?  
 5 A. No, I don't.  
 6 Q. Or any training or guidance in relation to fire alarm  
 7 tests, testing fire alarm systems?  
 8 A. No, it was just making sure they worked, and I think the  
 9 fire extinguishers were part of the RGE contract, if  
 10 I remember rightly.  
 11 Q. What was the consequence of that, were they --  
 12 A. They were our -- I think they were the electrical  
 13 engineers. They used to be based in the office where we  
 14 then got put.  
 15 Q. And that's on Lancaster West?  
 16 A. Yes.  
 17 Q. Right.  
 18 Can we go back to your first witness statement,  
 19 paragraph 38, please, operator {TMO00000891/18}.  
 20 You provide there some examples of what was included  
 21 on the inspection sheets used by ESAs. If you look at  
 22 example (e), you refer to the communal fire doors and  
 23 chute room.  
 24 A. Mm--hm.  
 25 Q. Can we then go to your second witness statement at

14

1 paragraph 9 {TMO10050001/2}. Just have a quick look at  
 2 that.  
 3 (Pause)  
 4 A. Yes.  
 5 Q. So the second sentence:  
 6 "The Estate Services Assistants would inspect the  
 7 communal doors ..."  
 8 Do you know or do you recall whether the ESAs were  
 9 trained in how to check whether the fire doors were  
 10 functioning correctly in any way?  
 11 A. Not specifically, but I'm sure they had had training.  
 12 The reason I say that is because I knew that they would  
 13 tell me -- because sometimes the fire door closer was  
 14 either not going back quick enough, it was too stiff or  
 15 too loose. How would you know that if you hadn't had  
 16 any training?  
 17 Q. The example you give in your witness statement is too  
 18 slow, and you have also then given us a couple of other  
 19 issues that arose. Would those issues, being too slow,  
 20 too stiff, arise frequently on Lancaster West?  
 21 A. I think sometimes they did, yes.  
 22 Q. Can you give us an idea of how often?  
 23 A. Not really. It's hard to say. But I know that when  
 24 they done the block inspections, that's one thing I do  
 25 remember. Not a lot I do remember coming out of the

15

1 block inspections, but I do know about those communal  
 2 doors and they had to raise several repairs.  
 3 Q. You say if they observed an issue with a flat entrance  
 4 door they would report it; who would they report it to?  
 5 A. To the repairs desk at the hub.  
 6 Q. Who staffed that repairs desk?  
 7 A. I can't remember who staffed it. It had a team, a team  
 8 of people down at the hub who managed --  
 9 Q. Were they TMO employees --  
 10 A. Yes, they were.  
 11 Q. -- or an external organisation?  
 12 A. Yes.  
 13 Q. TMO?  
 14 A. Yes.  
 15 Q. Having raised that as an issue, do you know if they ever  
 16 followed it up?  
 17 A. Well, it was part of their job to follow it up, so when  
 18 they would do their next inspections, they would be  
 19 checking that the stuff they raised previously had been  
 20 actioned, and that's where sometimes I might get  
 21 involved if weeks had gone past and something wasn't  
 22 resolved.  
 23 Q. You would get involved how?  
 24 A. To then contact whoever at the hub to say that  
 25 a repair's been ordered, it's been several weeks, why

16

1 hasn't it been done, because the estate inspectors knew  
 2 that they had to follow up. You don't just raise  
 3 a repair and then walk away from it; you then have to  
 4 follow up to make sure it's done.  
 5 Q. May I summarise my understanding?  
 6 A. Yeah.  
 7 Q. The check is made, let's say the self-closer is too  
 8 slow. The repair is requested through the repairs desk.  
 9 The estate inspector then checks again a couple of weeks  
 10 later. If it hasn't been done, they then raise it with  
 11 you. You then contact the repairs centre.  
 12 A. Yeah, not exactly, it might be they might have gone back  
 13 to the repairs desk again, or they might come to me or  
 14 they might come to me the second time, third time,  
 15 you know, because they're going back to check, and if  
 16 something's not done, then ...  
 17 Q. If you hadn't had any success with getting it repaired,  
 18 either quickly or at all, what would you do? Who would  
 19 you raise that with?  
 20 A. I mean, I know I could have gone to Janice Wray, being  
 21 the health and safety officer, but I don't think we ever  
 22 did, because I think once you chase something up, it  
 23 gets — however it's stuck in the system or whatever, it  
 24 would end up getting done.  
 25 SIR MARTIN MOORE-BICK: Can I just ask, do you know whether

17

1 there was any time within which ESAs had to go back and  
 2 check whether a repair had actually been done?  
 3 A. No, they were doing weekly inspections anyway, because  
 4 where we was situated, we was literally in the heart of  
 5 the estate, so they was always out and about and in and  
 6 out of the blocks all the time.  
 7 SIR MARTIN MOORE-BICK: So they would check up as and when  
 8 it was convenient?  
 9 A. Yeah, but they would do their regular inspection weekly.  
 10 SIR MARTIN MOORE-BICK: Thank you.  
 11 MR GADD: Thank you, Mr Chairman.  
 12 Just on a slightly different topic, in terms of flat  
 13 doors, so the flat door entrance and closers on it, was  
 14 there ever any discussion as far as you can recall for  
 15 a routine inspection of flat entrance doors?  
 16 A. No, they never formed part of the ESAs' inspections,  
 17 front entrance doors.  
 18 Q. Do you recall it ever being discussed not with ESAs but,  
 19 say, higher up the TMO or with Janice Wray?  
 20 A. No.  
 21 Q. Can we go back to your second witness statement at  
 22 paragraph 10 {TMO10050001/3}. Again, if we can zoom in  
 23 on paragraph 10, thank you. Just have a quick read of  
 24 paragraph 10, please.  
 25 (Pause)

18

1 What you say there is you can't recall.  
 2 Now, would it be the case that if they had been  
 3 carrying those checks out, would you have known about  
 4 them? Would you have known that they were carrying  
 5 those checks out?  
 6 A. Yes, I remember the ones for the finger blocks more  
 7 specifically because they often got stuck open, so we  
 8 had some issues trying to get them ones closed, but  
 9 I can't remember Grenfell.  
 10 Q. Can I just ask you to pause there.  
 11 A. Sorry.  
 12 Q. What was stuck open in the finger blocks?  
 13 A. The vents. If a smoke alarm goes off, it's almost like  
 14 a conservatory roof and it just opens.  
 15 Q. That was in the finger blocks —  
 16 A. I remember the finger blocks one but I can't recall the  
 17 Grenfell one.  
 18 Q. Right.  
 19 Can we look at a document {MET00065673}, if you  
 20 could pull that up on the screen, please, operator.  
 21 Could you just have a look at that document.  
 22 (Pause)  
 23 A. Yeah.  
 24 Q. Thank you.  
 25 Now, you may have picked up from the

19

1 Metropolitan Police Service tag in that, but it's  
 2 a document provided by Paul Steadman to the police  
 3 labelled "Picture diagrams with explanations of the  
 4 checks I did". It's dated 16 November 2016, so that  
 5 obviously postdates your appointment at the TMO.  
 6 A. Yes.  
 7 Q. Do you remember seeing either that document or something  
 8 similar to it in your time at TMO?  
 9 A. No, not at all.  
 10 Q. Anything even remotely similar to it?  
 11 A. No.  
 12 Q. Nothing at all?  
 13 A. No, sorry.  
 14 Q. Now, I'm going to come on to the checklists that you  
 15 touched upon earlier.  
 16 So, again, you mentioned a correction or that you  
 17 had discussed these with someone else, but when we're  
 18 going through these questions, if you just tell again  
 19 the Inquiry anything that you think they ought to know.  
 20 A. Mm—hm.  
 21 Q. Would you accompany ESAs on any inspections to ensure  
 22 that they were being conducted appropriately?  
 23 A. No.  
 24 Q. Never?  
 25 A. No.

20

1 Q. Would you have known if they were being conducted  
2 appropriately or not?  
3 A. Well, yes, because they had to fill out a sheet, and  
4 I can -- they would come back and it would be in  
5 a folder, before they got the PDAs, so I could inspect  
6 them any time I wanted, but like I say, we was in the  
7 middle of the estate, and I could see Paul leave to go  
8 to Grenfell, or I could see Robert leave to go and do  
9 the other blocks, so I didn't have any concerns that  
10 they weren't doing their block inspections.  
11 Q. You trusted that they were doing them?  
12 A. Yes, I did, yeah.  
13 Q. Do you recall if Paul Steadman or Rob Regan ever raised  
14 a concern with you that they were overloaded with work,  
15 they had too much to do, they didn't have time to  
16 conduct their checks?  
17 A. No, I think that came a bit later on, not long before  
18 I left. I think where some caretakers had left in the  
19 north and south of the borough, they was asked to take  
20 on extra work, I think, but not generally just when we  
21 was at Lancaster West, when they had their own blocks.  
22 Q. Right. Can you help us with the time that that  
23 occurred, that issue with covering other blocks?  
24 A. It must have been maybe the last year I was there, so  
25 2015.

21

1 Q. So 2015 into 2016?  
2 A. 2014, 2015, maybe, yeah.  
3 Q. And the issue was they were effectively asked to cover  
4 other blocks within --  
5 A. Yeah, I'm sure -- I mean, again, I couldn't say 100%,  
6 but I know that when people were leaving, they were  
7 asked to go and cover other blocks.  
8 Q. Right.  
9 In terms of their inspections in each estate, was  
10 there any time limit set for how long they had to  
11 conduct them?  
12 A. No.  
13 Q. Do you recall if they were given, say, 10 minutes,  
14 20 minutes, 30 minutes, none at all?  
15 A. Not from when they reported in to me, no. As I say, we  
16 was on the estate and I wouldn't give them a time limit,  
17 you do it until you've finished doing your block  
18 inspection properly, rather than say, "You need to be  
19 done in 15 minutes" and they're racing around and don't  
20 do what they're supposed to do.  
21 Q. It took the time it took; is that effectively your  
22 answer?  
23 A. Yes, yes.  
24 Q. And you had no concerns that they were either rushing it  
25 or --

22

1 A. No, I didn't, no.  
2 Q. Did you ever have any concerns about whether the  
3 inspections were carried out properly or not?  
4 A. I honestly didn't, no.  
5 Q. Can we go to paragraph 38 of your first witness  
6 statement, please {TMO00000891/8}.  
7 You say there that the results of weekly health and  
8 safety checks were recorded manually on inspection  
9 sheets until the handheld devices were issued.  
10 A. Yes.  
11 Q. Do you see that?  
12 Can you recall when the PDA, the handheld -- if I  
13 refer to them as PDAs --  
14 A. Yes.  
15 Q. -- when they were issued to the ESAs?  
16 A. I can't, but I'm making the assumption it must have been  
17 maybe six months before I left, because I didn't really  
18 have a lot to do with those and checking any of those.  
19 Q. Prior to the PDAs being issued, the hard copy  
20 checklists, where would they have been --  
21 A. They were kept in their office, because they used to  
22 have an office that was next to Baseline Studios, and  
23 then when we went into the tower, they then came in and  
24 we was all together, but they had loads of files.  
25 Q. Do you know, were they stored for a particularly long

23

1 period or how long they were stored for?  
2 A. Yeah, I think so. I know Rob definitely kept  
3 everything.  
4 Q. You say at paragraph 40, if we can scroll down in your  
5 witness statement, please, that ESAs would carry out  
6 monthly health and safety checks.  
7 Now, in terms of these monthly checks, were they  
8 recorded in the same way, the information from them?  
9 A. To my knowledge, they were.  
10 Q. So was that in hard copy prior to the PDAs and then on  
11 the PDAs?  
12 A. I'm sure, yeah.  
13 Q. Can we go to your second witness statement at  
14 paragraph 5 {TMO10050001/1}. Thank you. Just have  
15 a quick look at paragraph 5, please.  
16 (Pause)  
17 You refer there to minor issues arising from the  
18 inspections. Do you recall saying that?  
19 A. Yeah.  
20 Q. Can you recall any particular minor issues being raised  
21 by the ESAs in relation to fire safety specifically?  
22 A. It would probably -- I mean, this is not 100%, but in  
23 the work we do, it was probably someone's bike being  
24 left on the landing or someone putting plant pots  
25 outside on the landing, which obviously you're not

24

1 allowed.

2 Q. So just help us with the process of resolving that as  
3 an issue, how would that be resolved?

4 A. Then they would report that back, and Janice Jones was  
5 the area housing manager, so she would then write to  
6 them to say, "You need to remove your bike or your plant  
7 pots", and then we'd go and check that they've removed  
8 them.

9 Q. You say occasionally bigger issues emerged which  
10 required you to liaise with Janice Wray. If you could  
11 help us, please, with the dividing line between a minor  
12 issue and a major issue that would require escalation to  
13 Janice Wray.

14 A. The only one I can really think of is when there was  
15 large amounts of rubbish dumped, and I'm not sure  
16 whether that was — there was one particular one where  
17 it's at the side of I think it was Camelford, and we —  
18 I'm sure it was Janice that I liaised with, and we had  
19 to look at a plan of how we could design out that area  
20 because there was just — it was almost like a fly tip,  
21 just dumped, and people add to it, people set fire to  
22 it. But I couldn't say 100% whether it was Janice I had  
23 that conversation with, it may have been, but we ended  
24 up putting big, like, flower beds in that area so people  
25 couldn't dump their rubbish there anymore.

25

1 Q. The determination of whether to refer something to the  
2 health and safety team, that was down to you, was it?

3 A. Yeah, because my guys would come to me.

4 Q. Right.

5 A. And if it was something we couldn't resolve — I mean,  
6 nine times out of ten we could, because a lot of it is  
7 common sense stuff — then obviously I always knew  
8 Janice was there, and she was really helpful,  
9 approachable, I could always go to Janice, so ...

10 Q. Were you ever given any guidance or direction from  
11 Janice or anyone within TMO about issues that could be  
12 dealt with by you and your team and issues that should  
13 be escalated?

14 A. No, not specifically.

15 Q. Can I ask you about the process of reporting issues to  
16 Repairs Direct.

17 A. Mm—hm.

18 Q. The Repairs Direct came in in 2013; is that right? You  
19 would have been in the TMO.

20 A. I don't know, but I guess so, yeah, I do know  
21 Repairs Direct.

22 Q. You were familiar with the process of reporting to  
23 Repairs Direct in any event?

24 A. Yes.

25 Q. How would an issue, a repair issue, be reported to

26

1 Repairs Direct?

2 A. Generally people would call Repairs Direct themselves.  
3 We didn't really get involved in the repairs. It's only  
4 if things weren't being done, or we might have  
5 a resident come into the office and complain that their  
6 heating's been out for four days, no one's been in  
7 contact, so we would then ring up and try and find  
8 out — just to be helpful to the resident, ring the  
9 repairs desk and say, "What's happening, we've got  
10 a resident in front of us", you know, and try and get it  
11 resolved that way.

12 Q. How would Repairs Direct respond to you or your team?

13 A. Well, obviously, by just telling us, "Yes, this is  
14 noted, this is the job number, it's on a five-day  
15 turnaround", whatever it was, but at least we then knew  
16 because we could then say to the tenant, "Well, you  
17 reported it two days ago, unfortunately they're not  
18 going to come out, you've got an appointment for  
19 Friday", or — you know, just to give them that  
20 information.

21 Q. So would you monitor then the request at all?

22 A. No.

23 Q. Would you only be aware if it hadn't happened when the  
24 estate service assistants checked and noted that it  
25 hadn't happened or a resident said it hadn't happened

27

1 yet; is that correct?

2 A. Yeah, because repairs wasn't, like, under my management,  
3 so ...

4 Q. So you would become involved at that point, then?

5 A. Yeah, I would just literally get involved to be the  
6 liaison and try and get things resolved.

7 Q. Would anyone from your team or within TMO, as far as  
8 you're aware, check — if Repairs Direct said they had  
9 carried out a repair, for example, to a door-closer,  
10 self-closer on a door, would anyone check the work that  
11 they'd done?

12 A. They would check, obviously, on the next inspection that  
13 it had been done.

14 Q. So if Repairs Direct had, for example, removed  
15 a door-closer as opposed to fixed it, would that be  
16 picked up by anyone, as far as you're aware?

17 A. Yeah.

18 Q. Who would —

19 A. So if it was Grenfell, it would have been Paul. If it  
20 was on any of the other doors, it would have been Rob.

21 Q. So, again, if I may, if it occurred, as an example, to  
22 a flat entrance door, would that only be picked up if  
23 Paul Steadman checked that flat entrance door on the  
24 next occasion?

25 A. He wouldn't be — to my knowledge, he wouldn't be

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1 checking front entrance doors, and I wouldn't be aware  
 2 whether the door-closer was working, not working,  
 3 whether they had one or whether they didn't have one.  
 4 I had no involvement in the front entrance doors  
 5 whatsoever.  
 6 Q. On this issue of reporting matters, what was the  
 7 procedure if a tenant reported an issue with  
 8 a fire safety measure or any fire safety advice? What  
 9 was the process in that circumstance?  
 10 A. Well, quite often the issues around fire safety were  
 11 through complaints from a particular resident when  
 12 residents -- residents were allowed to bring large bulky  
 13 items down to the ground floor level, put outside, and  
 14 we had our contractors, OCS, that would clear it every  
 15 three days, or sometimes Rob or Paul might pick it up  
 16 and bring it over to Baseline Studios. So we had a big  
 17 room where we would put all the bulk rubbish and, once  
 18 it was full, the lorry would come, fill it up and then  
 19 take it away.  
 20 Residents should not have been dumping rubbish in  
 21 the communal entrance, and I'd written to people to say,  
 22 you know, that's the fire hazard, and quite often it  
 23 would either be from a particular resident saying that  
 24 it's fire safety and we haven't done anything. Every  
 25 day -- almost every day there was rubbish dumped in the

29

1 communal entrance, and we had to clear it, but we were  
 2 doing it three times a week. But even if we were there  
 3 every day -- you could have someone literally every day  
 4 and there'd still be something there. So you could  
 5 never have it free from rubbish because people were  
 6 continually adding to it, which was frustrating.  
 7 Q. I understand.  
 8 Thinking of our example again, or generally  
 9 speaking, was there ever any requirement to report  
 10 issues with fire safety measures to the health and  
 11 safety team within TMO?  
 12 A. Erm --  
 13 Q. Any automatic requirement to report something to them?  
 14 A. Not unless -- I mean, a lot of it was around rubbish,  
 15 and then we would clear it so we didn't have to report  
 16 it back. But, as I say, when there was that big issue,  
 17 I think it was near Camelford, that's when I think --  
 18 I'm sure I did speak to Janice, but that's when we come  
 19 up with: we need to plan how to stop this happening.  
 20 Q. Okay.  
 21 Can I ask you now about actions that arose from the  
 22 fire risk assessments that were carried out on  
 23 Lancaster West, and you talk about fire risk assessments  
 24 in your witness statement, which we'll come on to.  
 25 Your first witness statement at paragraph 31

30

1 {TMO00000891/6}, please, operator.  
 2 Do you see paragraph 31, Ms Rumble?  
 3 A. Yes.  
 4 Q. Just have a quick look at that.  
 5 SIR MARTIN MOORE-BICK: I think we'll have it expanded so  
 6 you can read it more easily.  
 7 A. That's okay, I can see it.  
 8 SIR MARTIN MOORE-BICK: There we are.  
 9 MR GADD: Thank you.  
 10 (Pause)  
 11 A. Yes.  
 12 Q. You're aware that the fire assessor was called  
 13 Carl Stokes. You rarely spoke to him.  
 14 A. Yes.  
 15 Q. Over the course of your time working for the TMO, could  
 16 you tell us how often you did speak to him or how many  
 17 times you did speak to him?  
 18 A. I don't think I did speak to him.  
 19 Q. You didn't at all?  
 20 A. I don't think so.  
 21 Q. Right. So it would follow you didn't ever raise any  
 22 concerns about fire safety with him?  
 23 A. No.  
 24 Q. Were you ever provided with the assessments that  
 25 Mr Stokes carried out for Lancaster West or

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1 Grenfell Tower?  
 2 A. Not that he done, but when we saw him on the estate we  
 3 knew that a spreadsheet would be coming from  
 4 Janice Wray, because whenever he went round, then we'd  
 5 get this big spreadsheet from Janice, colour-coded what  
 6 was urgent, and then I would cut and paste the bits what  
 7 related to Paul and the bits that related to Rob and  
 8 say, "Right, you need to do these", because Janice used  
 9 to report back, I believe, to the corporate health and  
 10 safety group, and we didn't want her not being able to  
 11 report back to say that things had been completed.  
 12 Q. So you would never have actually seen the fire risk  
 13 assessments, just Janice Wray's categorisation of --  
 14 A. Yes.  
 15 Q. -- actions arising from them?  
 16 A. Yes.  
 17 Q. If you didn't ever see the fire risk assessments, could  
 18 you have known about the range of fire safety measures  
 19 that were present and necessary on Lancaster West and in  
 20 Grenfell Tower? Would you have ever known that?  
 21 A. No.  
 22 Q. Was consideration of the fire risk assessments  
 23 an important part of your role for TMO at all?  
 24 A. Well, yes.  
 25 Q. And that's in the context of having actions from them --

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1 A. Yes.  
 2 Q. -- completed by Rob and Paul?  
 3 A. Yes, and to my knowledge it would go up the line. So  
 4 I didn't want anyone coming back to us saying that we  
 5 wasn't doing our job, so we would make sure they were  
 6 done. But quite often, because Carl would pick up on  
 7 really little things, which obviously was good, but  
 8 quite often the guys would go round and stuff would  
 9 already have been removed. So it might be black bag  
 10 outside such and such an address and fridge outside  
 11 here, and when the guys went round, they'd already been  
 12 cleared. So he would pick up on, yeah, everything,  
 13 which was good.  
 14 Q. You've talked a little bit about the actions that arose.  
 15 So paragraph 31 again of your witness statement, which  
 16 is up, the last sentence says Janice Wray would generate  
 17 spreadsheets, which is I think what you told us about.  
 18 How soon after seeing Carl Stokes on the estate would  
 19 you receive these spreadsheets?  
 20 A. I couldn't say, because we wouldn't always see him  
 21 around, but when we did, we knew that we'd be getting  
 22 spreadsheets following his visit. So I don't think it  
 23 was too long after.  
 24 Q. Can you help us with hours, days, weeks, months?  
 25 A. Probably be unfair if I did, but it wouldn't be hours,

1 it wouldn't be months, so I guess it would be within  
 2 weeks, because like I say, when we'd see him, we  
 3 thought: oh, here comes a load of work from Janice, and  
 4 that's just ...  
 5 Q. So you said weeks there, is that --  
 6 A. I think so, I think that's fair to say, but I couldn't  
 7 say with 100% accuracy.  
 8 Q. Right.  
 9 A. Obviously you would have to know from when he done his  
 10 inspection to when Janice emailed those over.  
 11 Q. Right.  
 12 I think you told us those spreadsheets were  
 13 colour-coded.  
 14 A. Yes.  
 15 Q. Can you remember the colour-coding?  
 16 A. Yeah, the amber -- red, amber and green.  
 17 Q. Three colours?  
 18 A. Yes.  
 19 Q. And what was the timeframe for each, can you recall?  
 20 A. So red was -- well, straight away, red. Amber you had  
 21 a bit more -- I couldn't tell you the times, but we  
 22 looked at them all the same. Whatever was on those  
 23 lists, again, because we was so centrally based, it was  
 24 like: just get out, do the job, so we can send it back  
 25 to Janice saying, "All completed".

1 Q. You said red straight away, can you --  
 2 A. Yeah.  
 3 Q. -- give us a little bit more detail on what straight  
 4 away meant?  
 5 A. Well, I would say the same day, but that's just me from  
 6 my looking at it. If I got something like that, red  
 7 means it's urgent, and we're all on the estate, there's  
 8 no reason why Paul couldn't go and do it that same day,  
 9 and likewise with Rob, and I don't think there was ever  
 10 an issue with them doing that.  
 11 Q. So may I again summarise what I understand you to be  
 12 saying.  
 13 A. Mm-hm.  
 14 Q. Spreadsheet would come in from Janice Wray. You look at  
 15 the red actions, Paul or Rob maybe sitting in the office  
 16 with you --  
 17 A. Yeah.  
 18 Q. -- and you would say, "Can you go and complete those  
 19 actions".  
 20 A. Yeah, yeah.  
 21 Q. How would you monitor that they'd been completed?  
 22 A. Because they had to report back to me, because I then  
 23 had to complete -- put the information into the  
 24 spreadsheet and I was the one responsible for sending it  
 25 back to Janice.

1 Q. So it would depend on them telling you; you didn't go  
 2 and check yourself, for example?  
 3 A. No, because otherwise I would have been doing those  
 4 inspections.  
 5 Q. Did you ever, in an appraisal exercise, check that  
 6 they'd done what they said they'd done or did you just  
 7 trust them?  
 8 A. No, but I walked round the estate myself as well  
 9 sometimes, so --  
 10 Q. On those occasions -- sorry, I interrupted you.  
 11 A. No. So no, but not that I sat back in the office and  
 12 just believed everything they told me. I knew they was  
 13 out there. Carl -- I don't know how often he done his  
 14 visits, but he would be back. If something wasn't done  
 15 then it would come to light some way, or a resident  
 16 would complain.  
 17 Q. You said you would have walked round the estate --  
 18 A. No, I often walked round the estate, yeah.  
 19 Q. Would you ever have done so with the spreadsheet of FRA  
 20 actions to check that they'd been done?  
 21 A. Can't say I did, no.  
 22 Q. So you would have assigned that work to them, they would  
 23 have come back and said, "Yeah, it's done", you would  
 24 have checked that off and sent that information off to  
 25 Janice Wray.

1 A. Yes.  
 2 Q. Again, how would you have done that? In an email,  
 3 spreadsheet?  
 4 A. On the actual spreadsheet that she sent. So there was  
 5 a box where you could put your information in, save it  
 6 and then send it back.  
 7 Q. Right.  
 8 Did residents ever complain about the length of time  
 9 it would take for the TMO to resolve any issues  
 10 identified in the fire risk assessments?  
 11 A. Not to my knowledge, no.  
 12 Q. You don't recall?  
 13 A. I don't think they knew that we'd done the fire risk  
 14 assessments.  
 15 Q. Can we move now to the minutes of the health and safety  
 16 operational meeting on 23 February 2015. The document  
 17 reference is {TMO00869479}.  
 18 Could you just look at that document. Now, to be  
 19 clear, you're not listed as being in attendance at this  
 20 meeting.  
 21 (Pause)  
 22 You weren't at the meeting?  
 23 A. No.  
 24 Q. Would you ever have attended these meetings, the health  
 25 and safety operational committee meetings?

1 A. I don't think so.  
 2 Q. Would you ever have attended any health and safety  
 3 committee? There were a number of health and safety  
 4 committees at the TMO during the course of your  
 5 employment, would you ever have attended any of them?  
 6 A. I don't recall, unless I'm on any minutes of any, but  
 7 I don't recall, no, I was really -- anything to do with  
 8 Lancaster West was -- we got on and done our own stuff  
 9 at Lancaster West. The TMO had meetings I wasn't  
 10 involved in.  
 11 Q. Would you have been sent the minutes of health and  
 12 safety committee meetings?  
 13 A. I doubt it.  
 14 Q. If you had been sent them, do you ever recall reading  
 15 any minutes?  
 16 A. Well, if I had them, I'm sure I would have read them,  
 17 but I don't ever recall being -- it's not the same  
 18 structure that -- how I kind of work in now, you know,  
 19 if there is meetings, you get minutes, people keep you  
 20 involved. It wasn't like that at the TMO.  
 21 Lancaster West was pretty much on its own.  
 22 Q. Okay.  
 23 Can we look at these minutes at the bottom of the  
 24 page, under the heading "FRA stats". You see what's  
 25 recorded there:

1 "JW confirmed that there had been an improvement in  
 2 the number of outstanding FRAs. AB had a contractor who  
 3 was undertaking the FRAs in each. After a recent review  
 4 Lancaster West has now become a priority and JW and  
 5 Siobhan Rumble are in discussions about this."  
 6 Do you see that?  
 7 A. Yeah.  
 8 Q. Do you remember that, that 2015 --  
 9 A. I don't, no.  
 10 Q. You don't remember any discussion with Janice Wray about  
 11 outstanding FRA actions on Lancaster West?  
 12 A. No. Not saying it didn't happen, but I don't remember  
 13 it, yeah.  
 14 Q. Do you recall why Lancaster West may have become  
 15 a priority at that stage?  
 16 A. No, I don't.  
 17 Q. Carl Stokes carried out a fire risk assessment on  
 18 17 October 2014 on Grenfell Tower. Do you recall  
 19 whether there were a lot of actions arising from that  
 20 that were a priority?  
 21 A. My recollection is whenever we received those  
 22 spreadsheets from Janice, I would send Paul and Rob to  
 23 go and check the stuff that was on there. As I say, it  
 24 wasn't major stuff on there, to my knowledge, and then  
 25 we would send it back.

1 Q. You don't recall any specific incident or issue arising  
 2 in 2015, no?  
 3 A. No. The only one from the FRA I really remember was the  
 4 Camelford, they had like little cages in -- next to the  
 5 houses, it was like a communal entrance, and they was  
 6 all blocked up with people's belongings, and that was  
 7 raised by Carl, and I remember speaking to Janice about  
 8 that, because I think several years earlier, Janice had  
 9 done a letter saying what you can and can't keep in  
 10 these cages, and then -- so I remember her giving me the  
 11 detail of that letter and we then wrote to people. We  
 12 had to go and follow it up and make sure they cleared  
 13 all those cages.  
 14 Q. Can I ask you again about these self-closing devices on  
 15 doors briefly.  
 16 Can we look at {TMO00859693}, and that should be  
 17 an email from Janice Wray to you. Thank you. That  
 18 email, she sends it to you on 17 December. Just have  
 19 a look at that. It says:  
 20 "Hi Siobhan  
 21 "Our fire risk assessor has raised his concern that  
 22 in conversation with a few of the tenants at  
 23 Grenfell Tower they have advised that Seamus had  
 24 disconnected the self-closers on their flat entrance  
 25 door -- in at least one of these cases this was said to

1 be due to the tenant perpetually locking himself out of  
 2 his flat."

3 (Pause)

4 Do you recall that email?

5 A. No.

6 Q. Can we scroll up to your response, which is at the top  
 7 of the chain.

8 SIR MARTIN MOORE—BICK: Before we do, can you just remind us  
 9 who Seamus was?

10 A. Yeah, Seamus was our handyman.

11 SIR MARTIN MOORE—BICK: Thank you very much.

12 Yes, Mr Gadd, sorry.

13 MR GADD: Thank you, Mr Chairman.

14 So that's Seamus Dunlea; is that correct?

15 A. Yes.

16 Q. You say in this email you told him.

17 A. Yeah.

18 Q. Now, do you remember a conversation with Mr Dunlea where  
 19 you discussed removing self-closers?

20 A. Yeah, I actually don't, and when I saw this email,  
 21 I thought obviously me and Janice must have had  
 22 a conversation, and from Janice's email she's saying  
 23 that they've found out he's removing them, please tell  
 24 him to stop doing it, and so obviously I must have had  
 25 a conversation with him because my response was "Told

41

1 him". This is where I actually rang a colleague,  
 2 because I was thinking, I don't remember this, because  
 3 we didn't really touch front doors, and I said, "Do you  
 4 remember this, and why would he have taken those off?"  
 5 And he said that the doors were really stiff and  
 6 sometimes old people found it really hard to get in  
 7 their properties or open the door to get out, and he  
 8 removed some of the door-closers. But I didn't know  
 9 that at the time.

10 Q. Right. Your evidence is that you don't recollect this  
 11 discussion?

12 A. No, I didn't. This is why I clarified with a colleague.

13 Q. You may not recollect then whether you checked he'd  
 14 stopped doing it.

15 A. Well, if I've responded to Janice to say, "Told him",  
 16 then I've 100% had a conversation with Seamus.

17 Q. Do you recall if you checked whether he was doing it at  
 18 any stage after this email correspondence between you  
 19 and —

20 A. No, and to be honest, I wouldn't have known the  
 21 implications of taking that closer off a front entrance  
 22 door.

23 Q. You wouldn't have known the implications?

24 A. No. Maybe I should have done, but no, I don't.

25 Q. Well, yes.

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1 Did you take any action in relation to the  
 2 door-closers that Mr Dunlea had removed?

3 A. No, because, like I say, I wouldn't have known that they  
 4 were part of the fire regs on their front entrance door.

5 Q. Do you know if anyone replaced the door-closers that  
 6 Mr Dunlea had removed?

7 A. I don't know.

8 Q. Do you know if Mr Dunlea did that?

9 A. I don't know. I doubt it, if he took them off.

10 Q. Did you ever ask or check whether any other TMO staff  
 11 were or may have been removing door-closers?

12 A. I doubt it. Seamus was the handyman, so if he was —  
 13 you know, Rob and Paul wouldn't be doing stuff like  
 14 that, not to my knowledge.

15 Q. What about external contractors engaged by TMO?

16 A. Then I wouldn't know, because if they've got any  
 17 contract with the front entrance doors — because, like  
 18 I say, they weren't part of our inspections, it was only  
 19 the communal doors, not front entrance doors.

20 Q. Right, and you wouldn't have checked after they'd been  
 21 to look at a door?

22 A. No.

23 Q. Would anyone have checked?

24 A. I don't know.

25 Q. Can we look next then at some email correspondence which

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1 is about the stay put advice given, so that email is at  
 2 {TMO10001677}.

3 The first email in the chain, if we can scroll down,  
 4 is on the third page of that {TMO10001677/3}, if we can  
 5 scroll down to the bottom, please, operator. There is  
 6 an email from you to Janice Wray on 9 October 2012. You  
 7 say:

8 "Good afternoon Janice,  
 9 "I have been going through our security document  
 10 with the manager at Axis and there were 2 things he  
 11 asked me that I wasn't sure about and was hoping you  
 12 could help me?  
 13 "He wanted to know who our Fire Marshalls were?  
 14 "He asked if we have an evacuation procedure for  
 15 Grenfell Tower in the event of a fire?"  
 16 Again, do you remember this email exchange?

17 A. No. It's a long time, no.

18 Q. Can you remember who Axis were?

19 A. Other than contractors, no.

20 Q. Can you remember why the manager of Axis wanted to know  
 21 about the evacuation procedure?

22 A. I really don't, sorry.

23 Q. What type of contractors were they?

24 A. I don't know.

25 Q. In terms of an evacuation procedure, did you know before

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1 you emailed Janice Wray if there was one in place at  
 2 Grenfell Tower?  
 3 A. No, I know that it was a stay-put policy, like many,  
 4 many blocks are, and I think there's lots of  
 5 documentation that was out there to say it was -- saying  
 6 it was stay put. I think there was leaflets near the  
 7 lift or I know that it was put in our newsletters, and  
 8 that's ... yeah.  
 9 Q. Can we look, then, at Janice Wray's response. She  
 10 responds the same day {TMO10001677/2}:  
 11 "Hi Siobhan  
 12 "According to our last list the fire marshals for  
 13 Grenfell were Victoria and Adelola. I realise Adelola  
 14 relocated and Victoria off just now but we do train the  
 15 estate officers and the estate inspectors annually in  
 16 fire safety training so any of them should be able to  
 17 act in this capacity."  
 18 That's as a fire marshal at Grenfell Tower.  
 19 Were you aware of that, that there was  
 20 an expectation that they would act in the stead of  
 21 Victoria and Adelola, prior to this email?  
 22 A. I can't recall, no.  
 23 Q. Did you ever discuss acting as a fire marshal with any  
 24 estate inspectors?  
 25 A. No.

1 Q. You told us a moment ago about the stay-put policy. Did  
 2 you know any of the detail of the stay-put policy?  
 3 A. No, only that obviously if the fire was in your flat,  
 4 then you get out, it's common sense, but other than  
 5 that, stay in your flat. It was a concrete building, so  
 6 it would never have spread, and if it was a flat, the  
 7 Fire Brigade would come and put the fire out that was in  
 8 that flat and then people would be okay.  
 9 Q. Did you ever ask Janice Wray for assistance with how  
 10 someone would evacuate if the fire was in their flat,  
 11 for example?  
 12 A. I don't remember, no.  
 13 Q. You were aware that there were residents of  
 14 Grenfell Tower who could be described as having mobility  
 15 issues or vulnerabilities; is that correct?  
 16 A. Yes.  
 17 Q. Did you ever discuss with Janice Wray what to do in the  
 18 event of a fire for those residents?  
 19 A. No.  
 20 Q. Did you ever question anyone in TMO about what --  
 21 A. No.  
 22 Q. -- those residents would do or should do in the event of  
 23 a fire?  
 24 A. No, because, again, my understanding is there's  
 25 a stay-put policy, the Fire Brigade will come and

1 they'll deal with the situation.  
 2 Q. Ms Wray in that email goes on to say in the final  
 3 paragraph:  
 4 "On a related can you please advise who carries out  
 5 the weekly test on the Grenfell fire alarm. If there is  
 6 a training need which is preventing this from being  
 7 tested then please let me know and I will ask Ricki to  
 8 sort."  
 9 Your response, which should come above that email,  
 10 if we can scroll up to that, please, operator,  
 11 {TMO10001677/1}, you see your response there:  
 12 "Ok great.  
 13 "Yes there is a training issue, would be grateful if  
 14 you could arrange for us to have this."  
 15 Now, what has happened is Janice Wray has asked you  
 16 whether there is a training need. You haven't gone  
 17 directly to Janice. It's a reactive as opposed to what  
 18 might be described as proactive; is that correct?  
 19 A. In this instance, yeah.  
 20 Q. Were there any other occasions where something similar  
 21 happened, there was a reactive request for training as  
 22 opposed to, say, a proactive request?  
 23 A. Not that I can remember.  
 24 Q. So would any training have been done on a reactive basis  
 25 then?

1 A. Not to my knowledge, other than -- I think it was when  
 2 it was reported one of the fire extinguishers was  
 3 condemned, and then I put -- I think -- I can't remember  
 4 100%, but I think that's when I might have asked for  
 5 some refresher training for Rob and Paul.  
 6 Q. Right.  
 7 Can we look next, please, at email correspondence  
 8 from October 2014. The reference is {IWS00001948}. If  
 9 we could zoom in on that chain, please, operator.  
 10 If we scroll down to the bottom {IWS00001948/2},  
 11 please, it's from Beverley Coleman to you,  
 12 3 October 2014, and what Ms Coleman says is:  
 13 "Following our conversation, above resident called  
 14 regarding the Walk Way of Grenfell Tower stairs, has  
 15 been blocked off, not in use since last night. Resident  
 16 was very annoyed due health & safety, in case of a fire.  
 17 Also said she called both RLO, for Rydon, Maxine is on  
 18 holiday, and Christina mobile went straight to  
 19 voicemail."  
 20 Your response, if we can scroll up to it, please,  
 21 I'd like you to look at the second paragraph there, do  
 22 you see:  
 23 "In the event of a fire ..."  
 24 Do you see that?  
 25 A. Yes.

1 Q. "... as we know there is a stay put policy and  
 2 evacuation would be via the lift not the stairwell , any  
 3 how the barrier would be moved in this case."  
 4 So we see there what appears to be your knowledge of  
 5 there may be circumstances where evacuation is necessary  
 6 with a stay-put policy; is that correct?  
 7 A. Yes, but even reading that now, I know you shouldn't get  
 8 in a lift if there's a fire , so -- but it says what it  
 9 says, yeah.  
 10 Q. With that, can you recall why you said that at the time?  
 11 A. No, because obviously there was only two ways out,  
 12 either the stairs or the lift , and they had I can't  
 13 remember how many floors in Grenfell Tower.  
 14 Q. Can I ask you to think about that response. Can you  
 15 recall whether you referred to use of the lift because  
 16 you had been told to say that or because you assumed  
 17 that was how evacuation should be conducted?  
 18 A. I really don't know. But I don't think -- well, I don't  
 19 know.  
 20 Q. Can I move on now to asking you some questions about  
 21 responding to deficiency notices.  
 22 Now, are you aware of what a deficiency notice from  
 23 the London Fire Brigade is? Have you ever heard that  
 24 term before?  
 25 A. I think I have, but I don't know in relation to what.

1 Q. Perhaps we can look. Can we go, please, to an email  
 2 sent on 27 March 2014, {TMO00856923/3}. We should have  
 3 an email from Janice Wray. You see that at the bottom  
 4 of the page? Thank you, operator. Just have a look at  
 5 that, please.  
 6 (Pause)  
 7 Do you recall that email?  
 8 A. Not specifically , no.  
 9 Q. Can we look at the deficiency notice itself . So that is  
 10 at {TMO10005646}.  
 11 Now, looking at that, does that document ring any  
 12 bells with you? Do you recall seeing that?  
 13 A. Just looking at it , no, I don't.  
 14 Q. Could we scroll to the third page of that  
 15 {TMO10005646/3}, which is the schedule. I'll just point  
 16 out to you, then, this is the schedule, including areas  
 17 of concern that the LFB had noted.  
 18 Does this ring any bells or cause you to recall --  
 19 A. It really doesn't, no. But I know I'm copied in on the  
 20 email, but no.  
 21 Q. Can you help us with whether you would have opened the  
 22 document up and looked at it?  
 23 A. I'm sure I would have done, if it was sent to me to ask  
 24 for me to comment, but I'm just wondering if it was  
 25 something -- because where Alex was copied in, I can't

1 remember his job title, whether it was something he done  
 2 and I was copied in, I don't know. But this is not  
 3 something I'd look at and say, "Oh, I remember those".  
 4 Q. Can you recall whether you took any action in respect of  
 5 this deficiency notice?  
 6 A. I can't recall , because I don't even remember this  
 7 notice.  
 8 Q. Can you recall whether anyone else did?  
 9 A. No.  
 10 Q. Would you have known if anyone else had taken action in  
 11 respect of it?  
 12 I'm going to move on to a slightly different topic,  
 13 we touched on it a moment ago, this issue of residents  
 14 with restricted mobility or vulnerable residents in  
 15 Grenfell Tower.  
 16 Whose responsibility was it to collect information  
 17 on residents with disabilities or mobility issues or  
 18 vulnerabilities in Grenfell Tower?  
 19 A. I don't think it was anyone's responsibility to go  
 20 collecting it . When people were on the register for  
 21 housing, then that information should have been given to  
 22 RBKC as part of their request for housing. Then that  
 23 would have been looked at by the people who done the  
 24 allocations , and if they thought that they were fit and  
 25 it met their need, then they would be housed.

1 After that, if they had any mobility issues, then  
 2 they would speak to Janice, the housing officer , who  
 3 would liaise with RBKC and get them whatever support  
 4 they needed. Because sometimes -- oh, sorry.  
 5 Q. No, no, carry on.  
 6 A. Sometimes when people -- they might have been okay when  
 7 they moved in, but then have issues later on and have to  
 8 move out. So what would happen is they would speak to  
 9 Janice, she would take the details , she would liaise  
 10 with -- they had two support workers at RBKC, and they  
 11 would then speak to them, they might have to contact the  
 12 doctor to get medical advice and support their  
 13 application for a move. That's how it would work.  
 14 Q. Right. Can I just ask you to clarify , the Janice you're  
 15 talking to is ...?  
 16 A. Janice Jones, my housing officer, yeah.  
 17 Q. Were you ever told that you were responsible for  
 18 collecting information about vulnerabilities in TMO  
 19 premises?  
 20 A. Not directly like that, but sometimes -- we done lots of  
 21 exercises where we would do tenancy audits, not that  
 22 that was -- that wasn't part of collecting that  
 23 information, but there might be where we'd have to -- we  
 24 filled in lots of questionnaires and forms when we were  
 25 doing the regeneration and, to my knowledge, I think we

1 were then looking at people who --- to move out. So  
 2 I think you're constantly looking at stuff like that.  
 3 Q. Right.  
 4 You told us very helpfully that there were lots of  
 5 ways in which --- lots of questionnaires and things. Can  
 6 you help us in a little more detail what kind of  
 7 questionnaires or the names of those questionnaires or  
 8 exercises were? You referred to tenancy audits. Were  
 9 there any others?  
 10 A. I mean, the tenancy audit we done was literally --- it  
 11 was primarily to see if people were subletting, so it  
 12 was a pretty straightforward form, but then a new form  
 13 was introduced by Teresa Brown what was about kind of  
 14 50 pages long, from what I remember, so that would have  
 15 collected loads and loads of data. But there would be  
 16 other forms. I mean, some obviously --- I've listened to  
 17 the Inquiry, but some we knew --- you know, we would  
 18 knock --- how do people want to be consulted, because,  
 19 you know, we would do evening meetings and we'd be  
 20 sitting there, there might be two people turn up. So  
 21 we'd do afternoons, mornings. So you'd gather  
 22 information and ask them about the works and what they  
 23 liked or didn't like, so there was lots of  
 24 communications going on.  
 25 Q. I understand.

1 Can I ask you to look again at your first witness  
 2 statement, paragraph 37, please, operator  
 3 {TMO00000891/7}. You see that?  
 4 A. Yes.  
 5 Q. So what I'm going to ask you about is this spreadsheet  
 6 recording information about vulnerable residents.  
 7 Now, can I ask you to look at document  
 8 {TMO00880587}, please. Do you recognise that document?  
 9 A. Not 100%, but I think that looks like what I'd asked  
 10 for, the information for the vulnerable list or elderly  
 11 list I wanted for Seamus. It was for some extra work  
 12 for Seamus to do. But I think it's kind of got a bit  
 13 blown up in my witness statement because I couldn't  
 14 remember exactly first whether we held a spreadsheet,  
 15 whether we updated it, and then I remember David Noble,  
 16 he was kind of like the go-to person for information,  
 17 and the only reason I'd asked for this information was  
 18 because sometimes Seamus, he was a handyman and he had  
 19 some time on his hands, he cared about the people on the  
 20 estate, so what I done, I thought if I get a list of  
 21 all --- and I can't remember whether I actually said  
 22 vulnerable people or elderly people in Grenfell Tower,  
 23 so I had asked David for that list, and then I set  
 24 Seamus a target of try and do six courtesy calls a week,  
 25 and that was just to fill his downtime, and that was

1 literally just to do a door-knock and say, "Is there  
 2 anything I can help you with?"  
 3 So it might have been --- you might have had  
 4 an elderly or a vulnerable person sitting in the dark  
 5 because they couldn't change a light bulb, and that was  
 6 obviously not part of our job, but Seamus could do that.  
 7 So he would fix people's doors or change washers on  
 8 taps, and that's why I had that spreadsheet, and he  
 9 would work his way through that spreadsheet.  
 10 Q. Right. Can I just go back a couple of steps from what  
 11 you've said.  
 12 This spreadsheet, does it look similar ---  
 13 A. It does look similar because it was just a list of names  
 14 and addresses.  
 15 Q. And the way you'd obtain such a spreadsheet is by asking  
 16 someone to provide it to you?  
 17 A. Yes.  
 18 Q. Right.  
 19 The information that was inputted that made up that  
 20 spreadsheet, do you know where it came from?  
 21 A. Sign-ups, the information from sign-ups, stuff that we  
 22 gathered on the estate, because, as I say, people ---  
 23 like, the team knew people on the estate very well and  
 24 got on with them very well, they'd worked there for  
 25 years, so you might have someone who's just come out of

1 hospital or having an operation and is quite unwell, so  
 2 they would feed that back to David Noble, if it was  
 3 something that was going to be maybe long-term, so we  
 4 would just --- I guess they would just email David  
 5 through.  
 6 Q. Would that process, that helpful example of someone  
 7 who's just come out of hospital, would that information  
 8 then be fed through on a --- was it required to be fed  
 9 through or was it just on an ad hoc basis?  
 10 A. Yeah, on an ad hoc basis, I believe.  
 11 Q. Right.  
 12 This information, then, was in existence or these  
 13 lists were in existence before you started working for  
 14 the TMO?  
 15 A. I don't think they were lists. I think they're all in  
 16 the system. So you could say to David, "Could you give  
 17 me a list of all the maybe Portuguese speaking people",  
 18 whatever it was, I think he could take that data out of  
 19 the system.  
 20 Q. Right, and you would then give the list to  
 21 Seamus Dunlea, and ask him to go and pay courtesy calls?  
 22 A. I did. That was a one-off exercise I wanted to do with  
 23 Seamus to fill some downtime, but also to help the  
 24 residents on the estate.  
 25 Q. I understand, and the criteria for that exercise was, do

1 you say, elderly or vulnerable?  
 2 A. You know what, I honestly can't remember whether  
 3 I said -- because as I'm reading this, I'm going: did  
 4 I say vulnerable or did I say elderly? I suspect it  
 5 might have been whoever was on the vulnerable list,  
 6 because it's to help whoever you can help.  
 7 Q. As part of that help, was there any consideration given  
 8 by you or anyone to asking residents about needs in the  
 9 event of a fire --  
 10 A. No.  
 11 Q. -- evacuation --  
 12 A. No.  
 13 Q. -- anything like that?  
 14 Was it clear to you that there may have been such  
 15 people living in Grenfell?  
 16 A. That?  
 17 Q. Would have had difficulty in the event of a fire .  
 18 A. I don't doubt, yes. But like I said, I believed that  
 19 it's a stay-put policy, the Fire Brigade would turn up  
 20 and they will then help those people to safety. That  
 21 was my understanding.  
 22 Q. We may come back to that issue in a moment, but sticking  
 23 with these sheets, were these spreadsheets, as far as  
 24 you're aware, spreadsheets that were retained as  
 25 a spreadsheet on the system or were they always

1 generated depending on the requests that were made?  
 2 A. Yeah, my understanding is that he generated this one for  
 3 me, sent it to me in an Excel spreadsheet, which is what  
 4 I kept and then gave to Seamus, probably emailed it to  
 5 Seamus saying, "This is the list , start at the top and  
 6 work your way through and try and do" -- I believe  
 7 I gave him a target of six a week.  
 8 Q. Can we look at your first witness statement,  
 9 paragraph 37 {TMO00000891/7}, please, operator. Last  
 10 sentence, Ms Rumble.  
 11 A. Yeah.  
 12 Q. "Janice Jones or Deon Wilkes would add residents to this  
 13 list if needed."  
 14 A. Yes.  
 15 Q. Now --  
 16 A. I don't think -- yeah, I think I've mixed that up. When  
 17 I say I believe the list was in -- already in existence,  
 18 I mean the information was already in existence, and, as  
 19 I say, I couldn't remember whether they updated it or  
 20 not, but I now know that they didn't, and I think even  
 21 when I watched David, it clarified for me, listening to  
 22 David, exactly how that information was updated.  
 23 I couldn't --  
 24 Q. Is it possible that Janice Jones and Deon Wilkes may  
 25 have contacted David Noble with information about --

1 A. I'm sure they did. I'm sure they did.  
 2 Q. And again, that would have been on an ad hoc basis; is  
 3 that right?  
 4 A. Yes, it would, and it would be just via an email.  
 5 Q. Can we look at your third witness statement at  
 6 paragraph 13 {TMO00870943/2}. It's about the Capita  
 7 system, paragraph 13. You say you can't recall using  
 8 it .  
 9 A. No.  
 10 Q. Would others have used that system, the Capita system?  
 11 A. I'm sure -- I mean, I've worked in different places and  
 12 there's always different names for different systems, so  
 13 I really can't remember this one, and quite often, when  
 14 you're managing a team, they're the ones who are using  
 15 the system, you don't usually have to use the system,  
 16 you're managing them to use it. But CRM wasn't there,  
 17 I think that was introduced after I left . Well, I think  
 18 I know it was introduced after I left .  
 19 Q. You have told us that the information was inputted on  
 20 an ad hoc basis. Would you accept that, as  
 21 a consequence of that, there may have been residents who  
 22 did have vulnerabilities or issues that may have been  
 23 missed from this list or this --  
 24 A. I'm sure, but unless a resident comes forward and tells  
 25 you that they need support or help, you're not going to

1 know, unless you're visiting them for another reason and  
 2 it comes out in conversation, you wouldn't know that,  
 3 you just wouldn't know that.  
 4 Q. There is no system or process or audit in place to  
 5 ensure that the information was accurate? No one ever  
 6 checked it?  
 7 A. Checked what, sorry?  
 8 Q. The information contained on the system held by the --  
 9 that David Noble could access? No --  
 10 A. I guess it would have been put in at the time, and  
 11 accurate at the time. Whether that was reviewed,  
 12 I can't tell you that. But we wouldn't have been the  
 13 ones to review that.  
 14 Q. Was there any guidance given of what exactly constituted  
 15 a vulnerability or someone whose information should be  
 16 added to --  
 17 A. Yeah, I don't think at that time specifically , but  
 18 vulnerable was -- it could be anybody, anybody who  
 19 needed extra help. So whether it was, you know, some  
 20 mental health issues, it could -- as I say, someone  
 21 could have broken their leg, they're in a cast for  
 22 eight weeks. It really does depend, yeah, whoever  
 23 needed support and help.  
 24 Q. Would you ever have considered whether ability to  
 25 evacuate in the event of a fire was something that



1 should be investigated or information collected on that  
 2 issue? Would that ever have been --  
 3 A. Well, it sounds absolutely necessary now, but at the  
 4 time, no, because like I say, unfortunately it was --  
 5 it's is a stay-put policy, unless the fire's in your  
 6 flat you stay there, and the Fire Brigade will come and  
 7 they will assist the people who need assisting. And  
 8 even having looked at this now and obviously with  
 9 everything that's going on with the PEEPs, and where  
 10 I currently work, it's like: well, what exactly could we  
 11 do if we had the PEEPs? Do you know what I mean? I'm  
 12 asking myself that question now, what could I do, and  
 13 I think the only thing we can do is literally check  
 14 these people, and whoever couldn't get out in a fire  
 15 needs to be rehoused. That's --  
 16 SIR MARTIN MOORE-BICK: Well, it's possible, do you think,  
 17 that someone who had mobility difficulties might need  
 18 some assistance in evacuating the building because of  
 19 a fire in his or her own flat, or maybe in the communal  
 20 area? I mean, the concept of evacuation, even in the  
 21 context of an overall stay-put policy, was still there,  
 22 wasn't it?  
 23 A. Yeah. But who would do that, I'm not sure.  
 24 SIR MARTIN MOORE-BICK: Well, that's the question.  
 25 A. Yeah, who would do that, I'm not sure.

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1 SIR MARTIN MOORE-BICK: Yes.  
 2 MR GADD: One more question on this issue, Mr Chairman, if  
 3 I may.  
 4 SIR MARTIN MOORE-BICK: Of course.  
 5 MR GADD: The sheet that we looked at, who could access it?  
 6 Was it only David Noble or could anyone generate that  
 7 sheet?  
 8 A. Like I said in the statement, at the beginning, I was  
 9 thinking I'm sure we could all access it, because I had  
 10 the Excel spreadsheet. But, no, the data that went via  
 11 David in his system, I don't believe we had access to  
 12 that.  
 13 Q. Was the only way of accessing that --  
 14 A. Asking.  
 15 Q. -- through Mr Noble?  
 16 A. Yes, and there was no issue, because if we needed  
 17 something then David would give us what we needed,  
 18 providing it was -- we was allowed to have it.  
 19 Q. And if I may, in the context of an emergency, if you'd  
 20 needed a list of that information, you would have had to  
 21 have gone to Mr Noble; you couldn't have generated it or  
 22 found that information in another way yourself?  
 23 A. I don't believe so.  
 24 MR GADD: Mr Chairman, those are the questions on that  
 25 issue. Would it be an appropriate time to break?

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1 SIR MARTIN MOORE-BICK: Yes. Are you moving on to something  
 2 else?  
 3 MR GADD: Yes.  
 4 SIR MARTIN MOORE-BICK: Well, it probably would be a good  
 5 time, then, wouldn't it? Yes, all right, thank you.  
 6 As I think we said, Ms Rumble, we have a break  
 7 during the morning. You probably know that anyway. So  
 8 we will take it at this point, and we will come back at  
 9 11.35, please.  
 10 I have to ask you, as I've asked all other  
 11 witnesses: please don't talk about your evidence to  
 12 anyone while you're out of the room.  
 13 THE WITNESS: No worries, thank you.  
 14 SIR MARTIN MOORE-BICK: Thank you very much. Would you like  
 15 to go with the usher, then, please.  
 16 (Pause)  
 17 Good, thank you, Mr Gadd.  
 18 Just for my own interest, how are we going along?  
 19 Are we roughly in line with expectations?  
 20 MR GADD: I would hesitate to say, I think we might be  
 21 slightly ahead of expectations, Mr Chairman, sir.  
 22 SIR MARTIN MOORE-BICK: That's not a message we often get.  
 23 All right, thank you very much.  
 24 MR GADD: I shouldn't have said it.  
 25 SIR MARTIN MOORE-BICK: We'll see.

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1 11.35, please. Thank you.  
 2 (11.18 am)  
 3 (A short break)  
 4 (11.35 am)  
 5 SIR MARTIN MOORE-BICK: All right, Ms Rumble, ready to carry  
 6 on?  
 7 THE WITNESS: Yes, thank you.  
 8 SIR MARTIN MOORE-BICK: Good, thank you very much.  
 9 Yes, Mr Gadd.  
 10 MR GADD: Thank you, Mr Chairman.  
 11 Ms Rumble, in the break I've discussed the  
 12 transcript feed which comes through with the  
 13 transcriber, and one issue is that if you or I talk over  
 14 each other, it gets missed in the transcript. I will  
 15 try my best to make sure I don't talk over you, and  
 16 would you mind --  
 17 A. I'll do the same, sorry.  
 18 Q. Not at all, it's one thing that happens with these.  
 19 I'm going to ask you first of all about some  
 20 evidence that you gave us earlier this morning, and  
 21 I will ask you to look at the transcript.  
 22 Operator, could you go to the [draft] transcript  
 23 from this morning, page 13, please. It's line 10. Do  
 24 you see that, Ms Rumble? I asked a question  
 25 {Day120/11:24}:

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1 "You were also aware that there was a Fire Brigade  
 2 drop key which could be used by the ESAs or the  
 3 Fire Brigade to ..."  
 4 And there is an example of ---  
 5 A. Yes.  
 6 Q. --- talk over.  
 7 On down the transcript, at the bottom of page 13  
 8 {Day120/12:10}, I asked the question:  
 9 "Question: The Fire Brigade drop key, who told you  
 10 about that? Who informed you about it?  
 11 "Answer: I think just Paul and Rob, when they done  
 12 their checks."  
 13 Now, can I just ask you about that again: what were  
 14 the checks that you were referring to there?  
 15 A. I think that it was to make sure the doors opened.  
 16 I think the drop key was at the top of the lift and it  
 17 was like a T key, from memory.  
 18 Q. So the drop key was kept by the lift?  
 19 A. No, I don't think it was kept by the lift, I think it  
 20 must have been in their office with all the keys.  
 21 Q. Right, sorry.  
 22 A. They used to go round like jailers with loads of keys.  
 23 Sorry.  
 24 Q. The T that you were referring to, that's a box into  
 25 which the key was inserted; is that correct?

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1 A. I think it was like --- you know, like an FB1 key,  
 2 they're like --- it's like a T shape, and I remember  
 3 there's like a little hole at the top of the lift, and  
 4 this is just from memory, I might be wrong, but I think  
 5 they'd put the key in and turn it and I think it opens  
 6 the doors, and it was just to check that was working.  
 7 Q. And that key --- sorry.  
 8 A. If I've got that right.  
 9 Q. That key, as far as you recall, was kept in the office  
 10 or on their ---  
 11 A. I believe so, or it could have been on --- I mean, they  
 12 had honestly lots and lots of keys because they was  
 13 always about the estate, so ...  
 14 Q. The checks that were carried out, they were done by Paul  
 15 and/or Rob.  
 16 A. Yes.  
 17 Q. Did the Fire Brigade ever come and carry out checks?  
 18 A. I'm sure they did, because there's lots of reference to  
 19 the Fire Brigade coming and conversations between the  
 20 Fire Brigade and Janice, but I wasn't involved in  
 21 arranging any of those, so I didn't meet them.  
 22 Q. Would you have been involved in any way? Would they  
 23 have come into the office, for example, beforehand and  
 24 asked for the key or anything?  
 25 A. Not to my knowledge, no.

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1 Q. Can I then return to the thread of the questions that we  
 2 were dealing with before the break. I'm going to ask  
 3 you next again about the fire risk assessments.  
 4 Can I ask you to look, please, at {CST00003084}.  
 5 Now, just have a quick look at that.  
 6 (Pause)  
 7 A. Yeah.  
 8 Q. Do you recognise it?  
 9 A. I don't, no.  
 10 Q. Do you recall if you would have provided any information  
 11 to Mr Stokes to assist him in the preparation of this  
 12 fire risk assessment?  
 13 A. Not at all. I never --- I don't ever remember having  
 14 a conversation with Carl Stokes. He would primarily  
 15 just be walking around the estate, picking up issues and  
 16 then reporting back to Janice Wray, and we got that  
 17 information via the fire risk assessments sent through  
 18 from Janice.  
 19 Q. Right.  
 20 Can we look at page 20 in that document  
 21 {CST00003084/20}. Do you see there there's a title,  
 22 "13. Disabled people"?  
 23 A. Yes.  
 24 Q. Do you see that? You see then underneath that it says:  
 25 "It is considered that the building is provided with

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1 reasonable arrangements for means of escape for disabled  
 2 people?"  
 3 The box is ticked "Yes". Do you see that?  
 4 A. Yes.  
 5 Q. Would you ever have seen that aspect of that report?  
 6 A. Not that I recall, not at all.  
 7 Q. Were you aware of what the reasonable arrangements for  
 8 means of escape were for disabled people?  
 9 A. No.  
 10 Q. In the comments box, Mr Stokes has written:  
 11 "At the time of the risk assessment there was no  
 12 evidence of any resident within the premises who suffers  
 13 from sensory impairment to such a level that would  
 14 prevent them from hearing a shouted warning of fire or  
 15 a loud knocking on their entrance door to warn them."  
 16 This is perhaps a year after you joined TMO, but  
 17 what Mr Stokes has said in that assessment, does that  
 18 accord with your recollection of the residents in  
 19 Grenfell in November 2012?  
 20 A. It doesn't, but my question would be where he got this  
 21 information, because how would he know that?  
 22 Q. Do you know where he got the information?  
 23 A. No, I don't, no.  
 24 Q. He never asked ---  
 25 A. But he would have to speak to someone to get that

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1 information unless he door-knocked people, which I don't  
 2 think he would have done.  
 3 Q. The next paragraph is:  
 4 "TMO have recently introduced a comprehensive  
 5 programme to gathering information about tenants  
 6 including any disabilities and their physical ability  
 7 and mobility to respond to any emergency situations.  
 8 This information will be imputed on a 'TP Tracker  
 9 system' and held centrally."  
 10 Were you aware of a comprehensive programme other  
 11 than that which we discussed before the break?  
 12 A. I wasn't, no.  
 13 Q. Would you have been aware of it if it had existed, do  
 14 you think, if --  
 15 A. Not always, because the TMO done lots of things and  
 16 I wasn't -- we wasn't always made aware, because  
 17 obviously it wasn't just Lancaster West, there was the  
 18 north and south of the borough, so we wasn't always  
 19 involved in everything they did.  
 20 Q. There was reference there to a TP tracker system. Did  
 21 you ever know of it or have access to such a system?  
 22 A. No, the first time I heard that was when I was listening  
 23 to David's evidence.  
 24 Q. Right.  
 25 Inasmuch as Mr Stokes says that there is

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1 a comprehensive programme of information-gathering, is  
 2 that incorrect as far as you're concerned?  
 3 A. No, maybe -- it was probably correct, but that was  
 4 something the TMO done and maybe held and not  
 5 necessarily shared with us at Lancaster West.  
 6 Q. Probably correct but you didn't know about it?  
 7 A. No.  
 8 Q. Then I think it's over the page {CST00003084/21}, if we  
 9 could go over the page, please, operator, Mr Stokes  
 10 says:  
 11 "The additional information will be used to assess  
 12 if residents may require additional devices to provide  
 13 them with early warning of smoke/fire in their home  
 14 and/or development of [PEEPs] ..."  
 15 Now, again, you mentioned PEEPs before the break.  
 16 You're familiar with it now?  
 17 A. Now I am, yeah.  
 18 Q. When did you become familiar with it, first?  
 19 A. When all this -- when I was being asked to give  
 20 evidence, and I saw PEEPs, and I was thinking --  
 21 you know, I looked into it and I thought: well, we've --  
 22 I've never done any personal evacuation plans.  
 23 Q. Have you ever heard of it before?  
 24 A. I don't recall that I had, no.  
 25 Q. You don't recall ever hearing discussion of personal

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1 emergency evacuation plans or PEEPs at TMO?  
 2 A. No, I don't.  
 3 Q. What about your previous roles? I think you --  
 4 A. No, because they were different roles. I was a head of  
 5 income, so that didn't have any bearing on this, and  
 6 then previous roles before that were like housing  
 7 officer roles, so I wouldn't have been aware.  
 8 Q. Do I take it that it follows, then, that you never  
 9 referred any resident to --  
 10 A. Definitely not.  
 11 Q. -- for a PEEP?  
 12 Would you have known who to refer such a resident  
 13 to?  
 14 A. Yes, if I'd have known about PEEPs, then my go-to person  
 15 would have been Janice.  
 16 Q. Looking back now, do you consider that, during the time  
 17 of your employment with TMO, there may have been  
 18 residents in Grenfell Tower who you may have referred  
 19 for a PEEP had you known about them at the time?  
 20 A. 100%, there would have been people definitely that we  
 21 would do PEEPs with, but I didn't know that at the time.  
 22 Q. Can we move two years ahead. Mr Stokes produces another  
 23 fire risk assessment in October 2014. That's at  
 24 {CST00000092}. I hope I've got that right.  
 25 Now, that's a similar document to previously. The

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1 date has changed, obviously, 17 October 2014. It's  
 2 during the time of your currency at the TMO.  
 3 Do you remember seeing that document?  
 4 A. I don't. I can only assume that these maybe were what  
 5 Carl filled in and sent to Janice, just looking at them,  
 6 but I know I wouldn't have seen anything like this.  
 7 Q. You wouldn't have seen this?  
 8 A. I don't believe so.  
 9 Q. Can we look at page 21 {CST00000092/21}.  
 10 Now, we looked at this in the 2012 FRA. In this one  
 11 two years later, the wording appears to be the same; do  
 12 you agree?  
 13 A. Yes.  
 14 Q. And what Mr Stokes says is, again, a recently introduced  
 15 system. So:  
 16 "TMO have recently introduced a comprehensive  
 17 programme to [gather] information ..."  
 18 That appears to be the same language.  
 19 A. I believe so.  
 20 Q. You say you didn't see this FRA.  
 21 In October 2014, was there or were you aware of  
 22 a recently introduced system to gather information about  
 23 vulnerabilities or disabilities?  
 24 A. No, not that I can remember.  
 25 Q. Is the answer the same as before: there may have been

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1 one, you just weren't aware of it?  
 2 A. Yes.  
 3 Q. In 2014 — sorry, I won't ask you that question.  
 4 Can we look next at a document, which is the fire  
 5 safety strategy. Please go to {TMO00830598}.  
 6 This document is the TMO fire safety strategy. Have  
 7 you seen this document before?  
 8 A. Not that I recall.  
 9 Q. You don't recall reading it, then?  
 10 A. No, and I don't know — yeah. No.  
 11 Q. Did you know such a document or do you recall such  
 12 a document being in existence?  
 13 A. I don't, no. Again, not saying there wasn't one, but  
 14 not that I can remember.  
 15 Q. Forgive me.  
 16 (Pause)  
 17 Can we look at Janice Wray's witness statement, or  
 18 one of her witness statements to the Inquiry, please.  
 19 The reference for that is {TMO00847305/35}, please,  
 20 operator, paragraphs 114 and 115. Could you just have  
 21 a read of those two paragraphs, please.  
 22 (Pause)  
 23 A. Yeah.  
 24 Q. Having seen what Janice Wray says about PEEPs, can you  
 25 recall being advised of any system whereby you could

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1 advise the health and safety team of a vulnerable  
 2 resident who may require a PEEP?  
 3 A. No.  
 4 Q. You were never aware of this as a —  
 5 A. I wasn't, no. I mean, my colleagues would see  
 6 vulnerable people and speak to them about their needs,  
 7 but not in relation to having a home fire safety visit.  
 8 Maybe they did, but I can't recall that. I know that  
 9 the Fire Brigade did go round when, I think —  
 10 whether — to do with the smoke alarms, but I'm not sure  
 11 who arranged those visits.  
 12 Q. In the years that you worked as a manager in  
 13 Lancaster West, was there any circumstance or time at  
 14 which you considered or were asked to consider the  
 15 evacuation of vulnerable residents?  
 16 A. No, never.  
 17 Q. It was never something that came up, as far as you  
 18 recall?  
 19 A. Never, no.  
 20 Q. Can I ask you some questions now about communications  
 21 you had with some residents.  
 22 Throughout the project, the refurbishment project,  
 23 you attended resident meetings; is that correct?  
 24 A. Yes.  
 25 Q. Can we look at your second witness statement, please, at

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1 paragraph 7 {TMO10050001/2}. You tell us there about  
 2 opinions that you offered during the meetings.  
 3 Can you give us any more detail about the subject  
 4 matter of your opinions or what kind of things you would  
 5 have given an opinion on?  
 6 A. I'm not too sure at the ... I mean, I know I attended  
 7 the meetings, but I was more of a liaison between Rydons  
 8 and the TMO, but ...  
 9 Q. I think you give us an indication of that in your first  
 10 witness statement. Perhaps we can just look at that,  
 11 {TMO00000891/5}, paragraph 22, please. Thank you. If  
 12 you don't mind refreshing your memory there, you say:  
 13 "Essentially I was there as a familiar face for the  
 14 residents and to be the liaison between the residents  
 15 and those directly involved in the refurbishment."  
 16 A. Yes.  
 17 Q. Can you recall at this stage what the general consensus  
 18 or opinion was of residents in respect of the  
 19 refurbishment? Were they in support of it or were they  
 20 against it?  
 21 A. I think initially the majority of residents were quite  
 22 happy that there was going to be a lot of money spent on  
 23 the tower, it was well needed, but unfortunately there  
 24 was just literally a handful of residents that had  
 25 an issue from before my time who, no matter what you

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1 done, they would just — you couldn't have an evening  
 2 meeting, there would be shouting and screaming in the  
 3 meetings, we'd have to stop the meetings, they would  
 4 discourage people from coming to the — like to  
 5 consultation meetings. And it was just really  
 6 difficult, because I think most people were happy that  
 7 they were getting new windows and new heating systems,  
 8 you know.  
 9 Q. Do you recall any concerns that were raised? Can you  
 10 give us some detail about particular concerns that may  
 11 have been raised by residents with regard to the —  
 12 A. There was a few. I mean, I remember when — they was  
 13 originally told the HIU unit was going in their kitchen,  
 14 and then when the work started, we then found out that  
 15 some people were saying they're being told it's going in  
 16 the hallway and they wasn't happy, and I remember being  
 17 at a meeting at the TMO and in that meeting said,  
 18 you know, "Is this true, are they being put in the  
 19 hallway, because people are not happy". It was true,  
 20 and I just — I said, "Well, I'm not being funny, if  
 21 I thought in my house it was going in the kitchen and  
 22 then someone tried to put it in the hallway, I wouldn't  
 23 be very happy either". So I remember kind of sticking  
 24 up for the residents then. But then it became such an  
 25 issue, I think that's when Mr Daffarn was telling people

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1 to put all notices on their door and stop people doing  
 2 any works, that I think that was overturned in the end  
 3 and people could then have it in the kitchen.  
 4 Q. Right.  
 5 You mentioned Mr Daffarn. Can I ask you about  
 6 specific correspondence between you and Mr Daffarn.  
 7 It's an email that you were sent on 15 June 2012. The  
 8 reference is {TMO10037666}.  
 9 So the second email on that page, do you see it's  
 10 the email from Mr Daffarn sent at 9.39 on 15 June. It  
 11 starts :  
 12 "Dear Siobhan,  
 13 "Please would be kind enough to email me and let me  
 14 know ..."  
 15 Just have a read of that, please.  
 16 (Pause)  
 17 So he's asking about consultation with architects  
 18 and to influence the designs.  
 19 The next email at the top of the page, you say:  
 20 "Good morning Eddie  
 21 "Mark emailed me yesterday to say he was busy but  
 22 would call last night, I am guessing he was still busy  
 23 as he didn't call .  
 24 "I am about 10 minutes from the hub so will pop into  
 25 his office and have a word with him if he is in."

1 Do you recall discussing Mr Daffarn's request with  
 2 Mark Anderson?  
 3 A. I probably discussed lots of Mr Daffarn's emails with  
 4 Mark Anderson. Yeah, I mean, without being  
 5 disrespectful , Mr Daffarn was very challenging  
 6 sometimes, and even if he got an answer to an email,  
 7 an email would come back with a different question, and  
 8 you could never actually get to answer his question. We  
 9 would always want to -- I mean, nobody wants to deal  
 10 with complaints that go on forever and ever, you want to  
 11 just deal with the complaint, leave them satisfied and  
 12 you're satisfied . No matter what you said, Eddie would  
 13 not accept the answer, and the communications were --  
 14 they had to come outside of the complaints process in  
 15 the end, because they were copied in to hundreds of  
 16 people, all different requests, and all mixed up with  
 17 other requests, and you could never get to literally  
 18 what is the complaint.  
 19 There was lots of consultation, and I have heard  
 20 following the Inquiry that, "Oh, we wasn't consulted and  
 21 we wasn't asked". I was there, and I can say people  
 22 were consulted, people chose either not to come out or  
 23 listen to Mr Daffarn, or berated us in those blogs, and  
 24 it was very difficult , and very unpleasant at times.  
 25 Q. You mention that you had many conversations with

1 Mark Anderson.  
 2 A. Yes.  
 3 Q. I appreciate it's a difficult question to answer now,  
 4 but can you recall your discussion about this issue,  
 5 consultation with architects?  
 6 A. I can't, there was too many.  
 7 Q. Can we look at what you say in relation to evening  
 8 meetings in your first witness statement.  
 9 A. Yeah.  
 10 Q. That's at {TMO00000891/11}, paragraph 52, if we could  
 11 pull that up, please, operator. You see the final  
 12 sentence:  
 13 "At some of these meetings Rydon produced samples of  
 14 cladding materials, design options for the windows and  
 15 information on the proposed heating system ..."  
 16 Do you see that?  
 17 A. Yes.  
 18 Q. Do you recall being present when physical samples of  
 19 cladding were shown to residents?  
 20 A. Yes, I do.  
 21 Q. Can you --  
 22 A. I think it was only one, in all fairness , it was one,  
 23 because I remember it being a champagne colour and then  
 24 there was an issue with the colour with the planners,  
 25 but that's all I recall from that. But, yes, there was

1 samples, and the same with windows.  
 2 Q. Now, this won't have been picked up in the transcript,  
 3 but as you answered that question you gave us some  
 4 shapes with your hands. Can you give us an idea, using  
 5 perhaps something that would help us get an idea, of the  
 6 size of the samples?  
 7 A. From memory, I'm sure it was a -- like a square about  
 8 this big (indicated). It's like a champagne colour.  
 9 Q. I appreciate that you said, "It was this big" and used  
 10 your hands.  
 11 A. Oh --  
 12 Q. Could you please -- a TV screen, something like that?  
 13 A. Maybe -- I'm just thinking of a tile now --  
 14 600 metres(sic) square tile . Maybe not as big as that.  
 15 Q. About a 600--millimetre square tile?  
 16 A. Yeah, tile . I think it was probably a bit smaller than  
 17 that, because I remember seeing the -- and I thought it  
 18 was really nice, I think it was like a champagne colour  
 19 and then there was an issue with the colour with the  
 20 planners, I believe, but I wasn't that involved in that  
 21 part. As I say, I attended the meetings to be  
 22 a familiar face, yeah, and that was it.  
 23 Q. You said champagne colour; was it just one sample?  
 24 A. Yes, I think there was, yeah.  
 25 Q. Can you help us, was it just the cladding panel, was it

1 mounted on anything, or was it just simply a panel that  
 2 was about 600 millimetres square?  
 3 A. You know what, I'm not sure. I think it was like  
 4 a panel — I don't think it was just a thin piece of  
 5 material, so I think it must have been an actual piece  
 6 of the cladding.  
 7 Q. Mounted on a wall or —  
 8 A. No, just on the floor.  
 9 Q. On the floor.  
 10 Can you recall what residents were told about the  
 11 cladding at this meeting?  
 12 A. Not too much, I mean, it was so long ago, but I'm just  
 13 trying to remember when we was there, it was like, "This  
 14 is the cladding, you can come and have a look, ask any  
 15 questions". It was that kind of — it was just an open  
 16 meeting for them to ask any questions. I'm not sure if  
 17 they had something with other colours. I know there was  
 18 an issue they didn't want it to be exactly the same as  
 19 the school. But that's probably all I can remember, if  
 20 I'm honest.  
 21 Q. When you say "they", who do you mean?  
 22 A. Residents.  
 23 Q. Residents didn't want it to be the same colour as the  
 24 school?  
 25 A. Yeah.

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1 Q. Do you recall any discussion about whether actually the  
 2 residents had any input on the decisions, whether it  
 3 might be the planners who in fact would decide? Was  
 4 there that kind of —  
 5 A. I don't know ultimately, but I know there was lots of  
 6 opportunity for residents to be involved, lots of  
 7 questionnaires, how do you want to be involved,  
 8 meetings, drop-in sessions, because obviously one size  
 9 doesn't fit all, we would stay and have late evening  
 10 meetings, we would do stuff in the middle of the day, we  
 11 would do drop-ins in the morning, we would do  
 12 one-to-ones going to people's flats and speaking to them  
 13 individually, because I do remember some residents not  
 14 wanting to come to the meetings, because it was just  
 15 a screaming match. I mean, nobody wanted to be there.  
 16 Q. Can we move forward to early 2014.  
 17 Now, you will recall presumably Claire Williams who  
 18 worked at the TMO and was the project manager for the  
 19 refurbishment?  
 20 A. Yeah.  
 21 Q. She came to give evidence to the Inquiry in the autumn  
 22 of last year, and she told us in her evidence when it  
 23 came to finding residents to assist in scoring tenders  
 24 for the project — if we could pull up that evidence,  
 25 {Day54/162:1}. Do you see at the top of that page,

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1 Ms Rumble, the A is her answer, she says:  
 2 "I think we'd been looking for a while, but I was  
 3 still comparatively new so I was finding out who people  
 4 were. So I think I'd looked — I think I'd asked  
 5 housing management if they had anybody who they could  
 6 identify, because it would take people's time, and when  
 7 I did ask, I think I'm aware that I'd asked 12 people  
 8 for the 7 March interviews, and I think those people  
 9 were referred by housing management to me as being  
 10 people who possibly may be available."  
 11 Housing management that Claire Williams refers to  
 12 there, would that have been you?  
 13 A. Would have been us, yeah.  
 14 Q. Do you recall being asked by Claire Williams for a list  
 15 of residents who could assist with scoring tenders?  
 16 A. It's very familiar, I couldn't say 100%, but I think it  
 17 does kind of ring a bell, because sometimes they would  
 18 say, "Can you recommend any residents?" You would know  
 19 the residents who wanted to get involved and the ones  
 20 who didn't, so we might say, "Oh, yes, X number,  
 21 you know, this one, they'll probably be willing to get  
 22 involved". So I would say that's probably true.  
 23 Q. So did you give her a physical list or just tell her?  
 24 A. I couldn't tell you. No doubt we might have sat there  
 25 between us in the office just giving her names and

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1 addresses.  
 2 Q. And the determination of those names and addresses would  
 3 be down to you in the office?  
 4 A. Yeah, who we thought — because you'd want to get people  
 5 involved, and quite often, it doesn't matter what  
 6 organisation you work for, people don't tend to want to  
 7 get involved, so it's quite difficult sometimes.  
 8 Q. So you were thinking of people who would —  
 9 A. Who would get involved, yeah.  
 10 Q. Was one of those people Mr Daffarn? We know he's been  
 11 involved up to that point. Was he considered?  
 12 A. I have no idea, but I'm sure that if we'd have asked  
 13 him, because he wanted to be involved, he would have  
 14 probably then said he's not coming to the meeting. It's  
 15 kind of how it worked, it was quite difficult.  
 16 Q. Well, let me take a step back. Did you consider asking  
 17 him? Did you discuss Mr Daffarn as a potential person?  
 18 A. I couldn't tell you 100% whether we did or not.  
 19 Q. Did you consider asking any members of the Leaseholders'  
 20 Association at Grenfell Tower, the GTLA —  
 21 A. I mean —  
 22 Q. — or putting them forward? Sorry, I overspoke.  
 23 A. That's okay. I think is it — there's four people that  
 24 make up the Grenfell Tower Leaseholders' Association,  
 25 I believe, and I'm not sure — one of those didn't live

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1 in the flat . Whether we asked the others -- I'm sure --  
 2 we wouldn't have excluded them, but then I suppose  
 3 you're just trying to just give names of who would get  
 4 involved, and if Eddie was one of those who was going to  
 5 get involved and be constructive, 100% we would have  
 6 wanted him on board.  
 7 Q. Right. So you wouldn't have excluded Mr Daffarn or any  
 8 of the members of --  
 9 A. Absolutely not, no.  
 10 Q. Going back to your first witness statement at  
 11 paragraph 12 {TMO00000891/3}, you say in that first  
 12 sentence:  
 13 "During my time at the TMO I would say that for the  
 14 most part I had a good relationship with the residents  
 15 of Lancaster West."  
 16 Do you accept that that wasn't necessarily the case  
 17 for every resident, or do you say that you had a good  
 18 relationship with every resident?  
 19 A. No, you're never going to have a good relationship with  
 20 every resident. Lancaster West was quite a close-knit  
 21 community and so was the staff in the office, and we had  
 22 a good relationship with the majority of the residents.  
 23 I would say -- I could probably pick three people on my  
 24 hand, Mr Daffarn being one of them, who it was  
 25 difficult. It was -- in his defence, my colleague said

1 that he was actually quite nice prior to the KALC  
 2 project starting. I didn't have that benefit. He was  
 3 just, yeah, very rude sometimes, and it was difficult,  
 4 because we were there to help people, and if maybe he'd  
 5 have dropped his guard a bit, we could have helped him  
 6 a lot more. But he would never let you in. They were  
 7 blogging about us, they were very rude, often  
 8 inaccurate, and it was really hard. But the majority of  
 9 people on the estate were lovely, and that's why we  
 10 still done our job, we were happy working at  
 11 Lancaster West, because the majority of people were  
 12 good, nice people.  
 13 Q. Can I ask you about communications with the -- we  
 14 touched on them a moment ago -- Grenfell Tower  
 15 Leaseholders' Association. You don't mention that  
 16 association or the GTLA in your witness statements.  
 17 Were you aware of them?  
 18 A. Yes, I was aware of them.  
 19 Q. Can you help us as to why you don't mention them in your  
 20 witness statements?  
 21 A. Because I think there was a lot of toing and froing of  
 22 who could be an association, and I can't remember  
 23 exactly now whether they were recognised as  
 24 an association, because there was a residents'  
 25 association, but they didn't want to be a part of it,

1 and I know there was a lot of work done with Janet, who  
 2 was the resident engagement manager. But I know it  
 3 consisted of -- I think it was four people, Eddie,  
 4 Mr Ahmed, Keith Mott, I believe, and one other, Tunde,  
 5 who didn't actually live in the tower. He had a tenant  
 6 in there. And, yeah, they were literally the group that  
 7 were doing these emails that were ... yeah.  
 8 Q. Well, let's -- sorry.  
 9 A. Sorry, yeah. The emails that you just couldn't answer  
 10 and ever resolve an issue because they were pages long,  
 11 they went to probably everybody in the borough, and  
 12 you'll be being chased for a response but they'd copied  
 13 in so many hundreds of other people, and it's who's  
 14 responding, and that's why often I'd speak to -- I'd go  
 15 to Mark or we'd speak to other people and say who's  
 16 going to respond to this, because there was so much  
 17 different issues in these emails, you couldn't just look  
 18 at it and answer it. Had to go round and speak to  
 19 everybody else.  
 20 Q. Can we look at one of those letters or emails. Please  
 21 look at {TMO00842290}. Thank you.  
 22 Now, that's a letter from Tunde Awoderu of the GTLA  
 23 addressed to Paul Dunkerton and also to you, dated  
 24 12 July 2012. You see the reference on that is  
 25 "Appointment of Studio E, Architects for Grenfell Tower

1 improvement not Maintenance".  
 2 Now, can we just skip down, please, operator, to the  
 3 final paragraph on the first page. Thank you. It says:  
 4 "We did not expect you to appoint an architect  
 5 without consulting us. Please find the forwarded emails  
 6 copied to Siobhan Rumble ... and hand delivered to her  
 7 dated 7th March 2012 in relation to building a better  
 8 relationship. We find it bewildering that you are not  
 9 aware of these emails as project manager when the area  
 10 manager of Lancaster West Estate Ms Siobhan Rumble is  
 11 very much aware of what is going on ..."  
 12 Do you remember this letter?  
 13 A. Not specifically, but there were many, many  
 14 communications like this.  
 15 Q. Had you been ignoring emails sent to you by the GTLA  
 16 about the project?  
 17 A. Not deliberately ignoring emails, no, but some emails  
 18 would come in and they'd be so loaded and asking stuff  
 19 that I wouldn't be involved in, so I would then either  
 20 speak to Janice or speak to Mark or speak to  
 21 Peter Maddison once Mark left, and we would try and get  
 22 a response together, because they would come at you in  
 23 all different angles, and some of this stuff was not --  
 24 I mean, I didn't appoint architects or do any of that  
 25 kind of work, but that's how they unfortunately --

1 I know it sounds a bit rude, but that's how they  
 2 operated. They just had us on the run constantly.  
 3 Q. You mentioned some individuals there, so  
 4 Mark Anderson --  
 5 A. Yes.  
 6 Q. -- Peter Maddison --  
 7 A. Yes.  
 8 Q. -- and Janice. Janice being --  
 9 A. Janice Wray.  
 10 Q. Janice Wray?  
 11 A. Yeah.  
 12 Q. Did you raise the concerns with Paul Dunkerton, who at  
 13 the time --  
 14 A. I'm sure I did at the time. Paul was good. I worked --  
 15 we worked well with Paul. But we'd always try, when you  
 16 get an email, to try and answer. We want to answer the  
 17 question so then you can send it back, it's answered and  
 18 it goes away.  
 19 Q. Can we look at an email sent by Keith Mott on  
 20 25 July 2012, it is at {RBK00045656/3}. So the email  
 21 from Mr Mott, if we look at the first paragraph:  
 22 "I tried to call you but no reply, I have hand  
 23 delivered the Letters to you dated 23rd July 2012; first  
 24 of all it is always very difficult for us the GTLA to  
 25 get the straightforward simple answer from the KCTMO."

1 Can you help us now with why the GTLA had not  
 2 received a response from the TMO to their letter that we  
 3 looked at a moment ago?  
 4 A. Well, that's dated -- he said the 23rd, so two days  
 5 before, on the Monday. It may well have been in the  
 6 system waiting for a response. It's only two days.  
 7 Q. Would you have spoken to Mark Anderson or Paul Dunkerton  
 8 following receipt of the letter?  
 9 A. Probably.  
 10 Q. The letter dated 12 June (inaudible).  
 11 A. Oh, 12 June, I beg your pardon. I'm not aware of --  
 12 I mean, we would deal with complaints and enquiries and  
 13 whatever you want to call them, but I think some of  
 14 these, and I've read some of the stuff that's in my  
 15 statements, and it says, like, "where Siobhan Rumble  
 16 didn't give us a response", and I clearly did give  
 17 a response but it wasn't what you wanted, so they will  
 18 come back again. So some of this stuff is, like, just  
 19 repetitive. But we wouldn't deliberately ignore  
 20 correspondence, not want to respond to correspondence,  
 21 that I know.  
 22 Q. Can we look at your response to this email. If we just  
 23 scroll up, please, operator. So the second paragraph in  
 24 particular beginning:  
 25 "I do not think these emails are very helpful and

1 I would suggest we meet as a group in person to discuss  
 2 any issues you may have."  
 3 What was the issue with the emails themselves?  
 4 A. Because they would come from I think it's Tunde, and  
 5 then you would respond to him and then you'd get told,  
 6 "Why are you responding to Tunde, it should have been to  
 7 the GLA", or you respond to GLA and it's, "Mr Mott wrote  
 8 you that, you should have responded to Mr Mott". It was  
 9 that kind of -- you know, I was there and I lived it,  
 10 and that's the -- I mean, my response says it all:  
 11 "As the letter was signed by yourself I emailed you  
 12 to acknowledge I had received it, as I remember the last  
 13 time you hand delivered to letter to me I was scolded  
 14 for responding to Mr Mott (the general email) and not  
 15 responding to you directly."  
 16 So it was a case of you're damned if you do and  
 17 you're damned if you don't.  
 18 Q. You mentioned a few moments ago in your evidence about  
 19 an issue with the residents' association and whether  
 20 GTLA were a residents' association.  
 21 Do you recall Mr Daffarn, who wasn't a member of  
 22 GTLA, applying to form a residents' association?  
 23 A. I do, but it kind of went back and forth and involved  
 24 lots of people. I know Janet was very good in trying to  
 25 get things set up, and it involved RBKC, but I know it

1 kind of went round in lots of circles, whether they  
 2 could, whether they couldn't, then I think they was  
 3 asked to join the actual residents' association and they  
 4 didn't want to. So I think at the time they was being  
 5 told it wouldn't be recognised, and then I think later  
 6 on down the line it was, I can't remember.  
 7 Q. You said later on down the line it was; is that your  
 8 evidence?  
 9 A. I think it was. I think we agreed to respond to them as  
 10 an organisation, I can't remember the detail, but there  
 11 was a lot around that time in regards to that.  
 12 Q. Were you involved in any of the decisions about that or  
 13 just in the correspondence about it?  
 14 A. No, probably just the correspondence, because  
 15 Janet Edwards, her name was, she was the resident  
 16 engagement manager and very good at trying to get people  
 17 together and get residents' associations up and running.  
 18 So I know she would have done a lot of work, but I would  
 19 have left that to Janet.  
 20 Q. You produced as one of the exhibits to one of your  
 21 witness statements a Grenfell Action Group blog. That  
 22 exhibit is at {TMO10017466}, please, operator. If we  
 23 could zoom in at the top of that, we see that's titled  
 24 "Fire Safety Scandal at Lancaster West", and it's dated  
 25 28 January 2013.



1 You exhibit that to your statement; did you read  
2 these blog posts regularly?  
3 A. No, not really. But it would be someone would say to  
4 me, "Oh, there's a blog and he's mentioned you again",  
5 so I would then go and look at it. And I think this  
6 one, where it shows there's correspondence where I did  
7 act on it and I think the Fire Brigade did come down and  
8 they said there was no — it wasn't a fire hazard where  
9 they were parked, and I think it was Mr O'Connor wasn't  
10 happy, and then he wasn't happy, he wanted me to invite  
11 him to a meeting with the fire guy, which I didn't  
12 arrange that meeting anyway. But it was things like  
13 this.  
14 I mean, this parking, I mean, it wasn't ideal  
15 because as you go further up the road there, it goes  
16 under into the car park, and people should not have been  
17 parking there. There was not a lot we could do because  
18 there was no — it was private land so it didn't come  
19 under the Kensington and Chelsea parking people who  
20 removed the cars. So what we done, we didn't have to,  
21 but where Eddie and they was — Francis O'Connor was  
22 always writing this, I thought, you know what, let's  
23 just try and stop people parking there. And it wasn't  
24 just contractors, it was residents as well. So we had  
25 some stickers made, "Do not park here otherwise your car

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1 will be removed", and we couldn't really remove it, but  
2 we thought we'd try, and then we stuck all this sticky  
3 stuff on the back and literally plastered them over all  
4 the windows, because I thought that might be  
5 a deterrent. Some people stopped parking there and  
6 other people didn't.  
7 So then obviously these blogs were always around, so  
8 I then spoke to — there was a guy who had a — I'm not  
9 sure, like a mechanic under the arches, and so me and  
10 Rob went to speak to him and I said, "How much would it  
11 cost to just tow the cars away?" So he told us. So  
12 I remember going to the main Kensington and Chelsea  
13 building asking if I could have a budget just to kind of  
14 make a stand, really. So we put the stickers on and  
15 said, "If your car's not removed in 24 hours, it will be  
16 removed".  
17 So some people — I called this guy and he hooked up  
18 the car and he would take it off the estate and then  
19 leave it somewhere, and then it would get picked up and  
20 ticketed and taken to the pound, and then we had someone  
21 complain and go to the TMO, and then I got called in by  
22 Teresa Brown and asked what I was doing, what I thought  
23 I was doing and who gave me the right to do that, and  
24 I remember saying, "It's the only way to remove the  
25 cars". So I was told to stop doing it, so I did.

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1 Q. Can we look at an email exchange from February 2013, the  
2 reference is {TMO10026451}, please.  
3 Now, the exchange includes Steven Cunningham of the  
4 LFB, Francis O'Connor and Councillor Blakeman. You're  
5 copied in to the exchange as well.  
6 Can I ask you to look at the email from Mr O'Connor  
7 to Councillor Blakeman, which is on the second to third  
8 page {TMO10026451/2}. Thank you.  
9 A. Yeah.  
10 Q. I'll just check for a moment. On the second to third  
11 page, if we could scroll down to the next page, and at  
12 the bottom of that page, do you see Ms Rumble the  
13 sentence that begins at the bottom of that page:  
14 "We were intending to simply expose these failings  
15 on our blog, rather than waste our time and effort ..."  
16 Do you see that?  
17 A. Yes.  
18 Q. Would you just read that:  
19 "... as we had previously, in non-productive email  
20 exchanges with Ms Rumble and Ms Wray, who appear, as far  
21 as we can judge, not even to have read the current  
22 assessment."  
23 He is referring to the fire risk assessment carried  
24 out by Mr Stokes.  
25 So is he correct? I think you told us earlier that

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1 you didn't recall them, you hadn't read them. Is that  
2 correct?  
3 A. No, but with regard to these cars, we — there was lots  
4 of correspondence and I know the Fire Brigade did go and  
5 check, and we'd done everything we could, but he wasn't  
6 happy, and I think on the previous bit it says he wasn't  
7 even happy with the guy from the Fire Brigade's  
8 response.  
9 Q. Having received this email, which makes a comment or  
10 a criticism of you for not reading the fire risk  
11 assessments, did you then go and read the fire risk  
12 assessments?  
13 A. No.  
14 Q. Councillor Blakeman responds to Mr O'Connor. She notes  
15 in her email, which is on the first page  
16 {TMO10026451/1}, if we can scroll back up to it, in the  
17 middle paragraph, the third sentence from the bottom,  
18 which is at the end of the line, begins:  
19 "What we are no longer prepared to address ..."  
20 Do you see that?  
21 A. Yes.  
22 Q. "... are complaints that are couched in tendentious,  
23 abusive, offensive or bullying terms. Neither will we  
24 tolerate visits to our surgery that are conducted in  
25 a similar fashion. I believe that Cllr. Coleridge has

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1 given out much the same message."  
 2 Did you feel that the Grenfell Action Group, the  
 3 blog, had been abusive or bullying?  
 4 A. Yes.  
 5 Q. Do you recall if you took any action in responding to  
 6 Mr O'Connor's complaint following receipt of his emails,  
 7 other than that which you've just told us about?  
 8 A. The blog, yes, there was one blog, and I think from  
 9 memory it was — there was "Rumbles of discontent" and  
 10 "Ms Rumble and her cronies", and I just thought: I'm not  
 11 going to tolerate that from Mr O'Connor. So I rang him  
 12 and said, "Stop writing about me in your blog otherwise  
 13 I'm going to seek legal advice" and get a legal letter  
 14 sent to him to tell him to stop it, because he was rude  
 15 and it was offensive and it was often inaccurate.  
 16 And then there's something in my witness statement  
 17 that he then comes back, "Further to your threatening  
 18 phone call", but underneath I said it wasn't  
 19 threatening, I merely — just being robust and practical  
 20 and just saying to him, "Stop it, because I won't  
 21 tolerate that". And then I think he kind of — he did  
 22 quieten down a bit.  
 23 Q. Can we look next at another complaint. The reference is  
 24 {IWS00001597/2} and it's an email on the second to third  
 25 page of that email chain. If we could go on to the

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1 third page {IWS00001597/3}, and the second paragraph, if  
 2 we could just zoom in on it. Just have a look at that,  
 3 please. It says:  
 4 "The area manager Ms Siobhan Rumble verbally told  
 5 the secretary of the GTLA Mr. Miguel Alves on  
 6 31st January 2014 that she and the council had got  
 7 better things to do but read emails from the GTLA."  
 8 Then:  
 9 "It proves conclusively how arrogant Ms Rumble is to  
 10 make such a comment on behalf of the councillors of  
 11 RBKC.  
 12 "We strongly believe somebody has to take  
 13 responsibility for this. She has lost our trust and  
 14 respect as a neighbourhood manager of Lancaster West.  
 15 She is not suitable and capable to be part of the team  
 16 to handle the £9.7m Grenfell Tower regeneration project.  
 17 It's important you restore that trust immediately as  
 18 a tenant led organisation."  
 19 Were you aware of the strength of feeling against  
 20 you personally from the GTLA?  
 21 A. It was, as I say, probably about four people, and  
 22 I don't believe this statement to be true, because  
 23 I would never have said — I know I can be outspoken,  
 24 but I would never have been that rude, but this is what  
 25 they would do, do letters and refer to you like that,

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1 and say this is — the same way Francis O'Connor said,  
 2 "Siobhan Rumble threatened me". No, if I'm just telling  
 3 you to stop doing something, that is not a threat. But  
 4 it's the same. I don't believe I'd have said, "We've  
 5 got better things to do". I don't talk like that, and  
 6 I'm more than capable of — I was more than capable of  
 7 doing my job down there, and I did and I enjoyed it at  
 8 the time I was there.  
 9 Q. Did anyone talk to you about this email within the TMO,  
 10 Robert Black or any other senior manager?  
 11 A. I don't think so. We was all used to seeing this kind  
 12 of correspondence.  
 13 MR GADD: Mr Chairman, I've come to the end of my prepared  
 14 questions.  
 15 SIR MARTIN MOORE—BICK: Right, thank you very much.  
 16 Well, Ms Rumble, as you hear, Mr Gadd thinks he has  
 17 exhausted his questions, but we always have a bit of  
 18 a break at this stage to enable him to take stock, and  
 19 also to enable others who are not here to suggest  
 20 further questions we might want to put to you.  
 21 So we will have a break now. I'm going to say  
 22 12.40, please. We will come back at 12.40, unless we're  
 23 told that further time is required. If we are, it might  
 24 be a little longer.  
 25 THE WITNESS: Sure.

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1 SIR MARTIN MOORE—BICK: And then we will see if there are  
 2 any more questions for you at that stage.  
 3 THE WITNESS: Thank you.  
 4 SIR MARTIN MOORE—BICK: All right? Thank you very much.  
 5 And again, please don't talk to anyone about your  
 6 evidence while you're out of the room. Thank you very  
 7 much.  
 8 THE WITNESS: Thank you.  
 9 (Pause)  
 10 SIR MARTIN MOORE—BICK: Right, Mr Gadd. Well, we will say  
 11 12.40. If you're told that more time is needed and if  
 12 a good reason is given for it, then of course we will  
 13 consider it sympathetically.  
 14 MR GADD: Thank you, Mr Chairman.  
 15 SIR MARTIN MOORE—BICK: Thank you.  
 16 (12.26 pm)  
 17 (A short break)  
 18 (12.55 pm)  
 19 SIR MARTIN MOORE—BICK: Well, Ms Rumble, I'm sorry we kept  
 20 you waiting longer than I —  
 21 THE WITNESS: That's okay.  
 22 SIR MARTIN MOORE—BICK: — indicated. Whether that means  
 23 there are a lot of questions or not very many questions,  
 24 I'm not sure. We'll find out.  
 25 Yes, Mr Gadd.

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1 MR GADD: Thank you, Mr Chairman.  
 2 Ms Rumble, you were giving us evidence this morning  
 3 about Seamus Dunlea and the removal of the self-closing  
 4 device on the door, do you recall that?  
 5 A. Yes.  
 6 Q. Can I take you to the [draft] transcript, please. It's  
 7 page 40, line 15. I asked you a question  
 8 {Day120/41:18}:  
 9 "Now, do you remember a conversation with Mr Dunlea  
 10 where you discussed removing self-closers?"  
 11 You said:  
 12 "Yeah, I actually don't, and when I saw this email,  
 13 I thought obviously me and Janice must have had  
 14 a conversation, and from Janice's email ... please tell  
 15 him to stop doing it, and so obviously I must have had  
 16 a conversation with him because my response was 'Told  
 17 him'. This is where I actually rang a colleague,  
 18 because I was thinking, I don't remember this, because  
 19 we didn't really touch front doors ..."  
 20 My question is: who is that colleague that you spoke  
 21 to?  
 22 A. My colleague was Rob Regan.  
 23 Q. And did you speak to Rob Regan at the time that Janice  
 24 sent the email or just --  
 25 A. No, no, no, no, recently. This was in -- because I was

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1 coming here, I was thinking I needed to know because  
 2 I didn't realise about these doors, and so I rang and  
 3 said, "Did you know Seamus took these off some doors?",  
 4 and he said, "Yeah", and I said, "Why did he do it?" and  
 5 he said because some of the people, some of the elderly  
 6 people, the doors were too stiff. So I said, "Oh,  
 7 right, okay", so I thought at least I know now, so --  
 8 but that's why I asked, because I wanted to know,  
 9 because I didn't know why he had taken them off.  
 10 Q. At the time that Janice Wray sent the email, did you  
 11 speak to any colleague about it, do you recall?  
 12 A. No.  
 13 Q. Can I ask you some questions about the evidence you gave  
 14 this morning about Janice Jones liaising with RBKC --  
 15 A. Yes.  
 16 Q. -- whenever someone would move in, and you also told us  
 17 about questionnaires that were sent to residents.  
 18 Would the information that was contained in the  
 19 questionnaires, for example on disabilities or  
 20 vulnerabilities, be passed to Janice Jones?  
 21 A. I --  
 22 Q. Or would she conduct the questionnaires?  
 23 A. No. Sometimes we might get asked -- there was  
 24 a door-knocking exercise and we would fill out sheets.  
 25 I can't remember the detail of all of them, but it was

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1 obviously to do with the works, the regeneration works.  
 2 So we might go round and door-knock people, but I can't  
 3 remember what was in the questionnaires, but I know  
 4 there was lots of different occasions we done that. It  
 5 wasn't just to collect disability stuff. I'm not aware  
 6 it was specifically for that.  
 7 But as I say, with regards to anything like that,  
 8 Janice -- if there had been like a drop-in session or  
 9 one of the Rydon RLOs had spoken to a tenant and found  
 10 out that they had some issues or concerns, they would  
 11 come back to Janice and us and just say, "Oh, such and  
 12 such needs some assistance on this, that and the other".  
 13 So then Janice would go, take all the details, and  
 14 should they need assistance or support, Janice would  
 15 then liaise with the support workers at RBKC and then  
 16 try and put in place some support.  
 17 And that was the same with hoarding. Hoarding was  
 18 a big issue. So Janice was very involved with helping  
 19 people -- and obviously because of the works, that was  
 20 a priority, to get some of those places emptied, because  
 21 obviously they couldn't get in to do the works, and  
 22 Janice was really good at dealing with the people who  
 23 were vulnerable like that, and just saying, you know,  
 24 "Put a few bits outside and we'll come and collect it".  
 25 She done that a lot. So it's things like that.

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1 Q. You mentioned the role that Janice Jones would play in  
 2 collection and collation of information such as that.  
 3 Would David Noble have had any role in that? Would he  
 4 have liaised, for example, with RBKC housing or social  
 5 services or occupational therapy, as far as you're  
 6 aware?  
 7 A. Not as far as I'm aware, but it was only really in  
 8 relation to our residents, and if they needed to move  
 9 for whatever reason or we had to engage them with some  
 10 mental health support, then Janice would be the one  
 11 leading on that, and that would be just us at  
 12 Lancaster West.  
 13 Q. Is it fair to say that there didn't appear to be any  
 14 comprehensive system for the collection and collation of  
 15 such information, vulnerable resident information for  
 16 Grenfell Tower?  
 17 A. There may well have been in David's role but, as I say,  
 18 that would never always come down to our level. For  
 19 whatever they were doing at the TMO and collecting their  
 20 data for other stuff, I do believe that that's what his  
 21 role was all around that kind of work.  
 22 Q. If there was such a system, you weren't aware of it --  
 23 A. No.  
 24 Q. -- is that fair?  
 25 A. No. Yes.

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1 Q. Now, if we can go to the [draft] transcript again,  
 2 page 79, line 20 {Day120/84:19}. The question was about  
 3 the Leaseholders' Association at Grenfell Tower putting  
 4 themselves forward for the tender exercise, and I think  
 5 you said that there were four people that make up the  
 6 Grenfell Tower Leaseholders' Association.  
 7 Can I ask you, then, to look at an email which is at  
 8 {TMO00842290}. Could we go to that, please, operator.  
 9 If we can scroll to the bottom of that email, you see  
 10 a list of names there, nine in total. It suggests,  
 11 wouldn't it, that there were at least nine members of  
 12 the Leaseholders' Association?  
 13 A. Maybe there was. I think there was 12 leasehold  
 14 properties, I believe, but the only people I was aware  
 15 of in regards to the Grenfell Leaseholders' Association  
 16 and all the correspondence was Tunde, Mr Daffarn,  
 17 Mr Mott and Mr Ahmed. They're the only ones that  
 18 I recall dealing with.  
 19 Q. Can I ask you to look at a couple of petitions that were  
 20 submitted by the Grenfell Tower Leaseholders'  
 21 Association, the first one in 2013, and that is  
 22 {RBK00002270/8}, the last page in this document. We see  
 23 there the 94th entry is Mr Daffarn.  
 24 Now, that's a petition submitted by the  
 25 Leaseholders' Association, isn't it?

1 A. I guess so.  
 2 Q. Do you accept that 94 signatories of that petition is  
 3 a significant number of the residents of Grenfell Tower?  
 4 A. It is, but I don't doubt that Eddie was out  
 5 door—knocking and saying, "Sign this document", because  
 6 if that was the case, that that many people were  
 7 unhappy, we would have known about it.  
 8 Q. This is a petition in relation to the power surges that  
 9 occurred in —  
 10 A. Yeah, and the power surges, from memory, it was like  
 11 a handful of people to start with. I don't know whether  
 12 other people — I don't know how many — because Janice  
 13 and I think Deon as well at the time literally went  
 14 out — there's a lot of correspondence back and forth,  
 15 what I've sent that's in the pack, and we went to take  
 16 a list of all the items. But originally it started off  
 17 just a couple of people, because the calls were coming  
 18 in, and we thought, "That's a bit odd", you know, "My  
 19 laptop's blown up" or "My fridge has blown up", and  
 20 then — so we sent people out to go and have a look, and  
 21 first we thought it was just a couple of properties, but  
 22 then I can't remember how many were on the list. It  
 23 certainly wasn't 94.  
 24 Q. Well, this document suggests that 94 people signed  
 25 a petition that was submitted by the GTLA. That would

1 at the very least suggest, wouldn't it, that 94 people  
 2 may have been concerned about power surges? The GTLA  
 3 were representing the concerns of those 94 people; is  
 4 that fair?  
 5 A. I guess so. But it's how that — I'm sorry, but it's  
 6 how that information came about, you know. Yeah.  
 7 Q. Can I ask you to look at the board meeting minutes of  
 8 the TMO dated 21 November 2013, and the reference for  
 9 that is {TMO10028444/7}.  
 10 You will see there that these are minutes of the  
 11 programme board meeting. Under "Grenfell Tower", the  
 12 last sentence of that paragraph is:  
 13 "It had been agreed to hold no more public meetings  
 14 because of the stand being made by the Grenfell Tower  
 15 leaseholder group."  
 16 Do you know what was being referred to there by "the  
 17 stand made by the Grenfell Tower leaseholder group"?  
 18 A. I'm not sure, but I am guessing it's in relation to —  
 19 we had a couple of evening meetings where Eddie and  
 20 another guy, I think it was Willie, had come in, and one  
 21 of Mr Daffarn's favourite sayings was, "This is a slum,  
 22 we're living in a slum, you're doing nothing", and we  
 23 were there actually holding a consultation meeting,  
 24 telling them how much money we were going to spend on  
 25 the tower, wanting their involvement. But he was just

1 screaming it was a slum. I remember Peter Maddison was  
 2 there, and I just said, "If that's how you're going to  
 3 behave, leave", you know, because it wasn't  
 4 constructive, and it made other people feel  
 5 uncomfortable. I mean, they wasn't well turned out, the  
 6 meetings, anyway, and I think it's because people knew  
 7 that it would just turn into a circus, and I think after  
 8 that — and I'm not sure if that was the same meeting,  
 9 because there's some reference to Councillor Blakeman  
 10 being at a meeting, who witnessed this kind of  
 11 behaviour, and we thought, you know, we give up our  
 12 evenings to come and try and consult and help you, we  
 13 don't come there to be abused and actually get nowhere.  
 14 Do you know what I mean? There was nothing constructive  
 15 about it.  
 16 So I think that's why they probably decided, "Let's  
 17 stop this and do it another way", and we asked people,  
 18 "How would you like to be consulted?" And I think  
 19 people preferred us to go to their house. But, as  
 20 I say, there was a room put together in Grenfell, so  
 21 that was manned I think all day, and people could pop in  
 22 and out and speak to Rydons, they could speak to us all  
 23 the time because we was always in the office just at the  
 24 bottom, sometimes we spent time in that room and just  
 25 being there to answer any questions people had and just,

1 yeah, support the project really .  
 2 Q. My final question, Ms Rumble, is: is there anything else  
 3 that you would like to tell the panel that you think  
 4 might help them in their investigations and  
 5 deliberations from the time that you worked at the TMO?  
 6 A. No, not really. I think, obviously, from the Inquiry,  
 7 I just hope — well, even without the summing-up at the  
 8 end of all of this Inquiry, we're all going to learn  
 9 something from it, and just hope that, you know, nothing  
 10 like this ever happens again.  
 11 MR GADD: Mr Chairman, I've come to the end of my questions  
 12 and those that have been submitted, and there are no  
 13 more questions for Ms Rumble.  
 14 SIR MARTIN MOORE—BICK: Good. Well, thank you very much  
 15 indeed.  
 16 Well, Ms Rumble, it is a little later than we had  
 17 hoped to break for lunch, but I think it's very  
 18 important that we all thank you very much for coming  
 19 here to give your evidence. We've all found it very  
 20 useful and interesting to hear what you have to tell us,  
 21 so thank you very much indeed.  
 22 THE WITNESS: Thank you.  
 23 SIR MARTIN MOORE—BICK: Now, that is all the questions, and  
 24 you're free to go.  
 25 THE WITNESS: Thank you.

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1 SIR MARTIN MOORE—BICK: Thank you very much.  
 2 (The witness withdrew)  
 3 SIR MARTIN MOORE—BICK: Right, Mr Gadd, we'll break at that  
 4 point. We have another witness, do we, this afternoon?  
 5 MR GADD: We do, Ms Bartholomew.  
 6 SIR MARTIN MOORE—BICK: Good, thank you very much. Then  
 7 I think we will resume at 2.10, please, and we will take  
 8 her then.  
 9 MR GADD: Thank you, Mr Chairman.  
 10 SIR MARTIN MOORE—BICK: Thank you very much.  
 11 (1.10 pm)  
 12 (The short adjournment)  
 13 (2.10 pm)  
 14 SIR MARTIN MOORE—BICK: Yes, Mr Gadd, we have another  
 15 witness, don't we?  
 16 MR GADD: Thank you, Mr Chairman, yes. Can I call  
 17 Nicola Bartholomew, please.  
 18 SIR MARTIN MOORE—BICK: Thank you.  
 19 MS NICOLA BARTHOLOMEW (sworn)  
 20 SIR MARTIN MOORE—BICK: Thank you very much. Would you like  
 21 to sit down and make yourself comfortable.  
 22 THE WITNESS: Thank you.  
 23 SIR MARTIN MOORE—BICK: Yes. Do pour yourself some water,  
 24 we'll wait a minute.  
 25 THE WITNESS: Thank you.

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1 SIR MARTIN MOORE—BICK: Right. When you're ready, Mr Gadd.  
 2 Questions from COUNSEL TO THE INQUIRY  
 3 MR GADD: Ms Bartholomew, can I start by thanking you very  
 4 much for attending at this public inquiry to give your  
 5 evidence. We are very grateful to you.  
 6 If you have any difficulty understanding any of the  
 7 questions I'm going to ask, please say and I'll ask the  
 8 question again or put it in a different way.  
 9 If you feel you need a break at any time, please let  
 10 us know. We will aim to take a scheduled break this  
 11 afternoon, but if you need a break at any time, please  
 12 signal and we'll aim to break at that point.  
 13 The other thing I would ask you to do, please, is to  
 14 try to keep your voice up, so that the transcriber, who  
 15 sits to your right, can hear you very clearly and to get  
 16 your evidence down.  
 17 It also helps not to nod or shake your head, but say  
 18 "yes" or "no", so that the words you say can be written  
 19 down on the transcript.  
 20 You have made a number of witness statements to  
 21 the Inquiry, but for the purpose of today's questions  
 22 I'm going to focus on three. Could I please take you to  
 23 them. They are in a folder on your desk and they will  
 24 hopefully appear on your screen as I take you to them.  
 25 A. Thank you.

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1 Q. The first one is {TMO00000894}. That's dated  
 2 7 February 2019. Could we go to page 8, please. There  
 3 is a signature on that page.  
 4 A. Yes, there is.  
 5 Q. That's your signature?  
 6 A. That's correct, it is.  
 7 Q. Thank you. I'm going to refer to that witness statement  
 8 as your first witness statement.  
 9 Can I then ask you to look at {TMO00842401}. Could  
 10 we go to page 5. Again, a signature. Is that your  
 11 signature?  
 12 A. Yes, it is.  
 13 Q. Did you sign that on 4 October 2019?  
 14 A. Yes, I did.  
 15 Q. I'm going to refer to that as your second witness  
 16 statement.  
 17 A. Okay.  
 18 Q. Could we now go to {TMO00871021}. On page 8, we should  
 19 see a signature. Is that your signature?  
 20 A. Yes, it is.  
 21 Q. Did you sign that on 4 June 2020?  
 22 A. Yes, I did.  
 23 Q. I'm going to refer to that as your third witness  
 24 statement.  
 25 A. Thank you.

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1 Q. Have you read those witness statements recently?  
 2 A. Yes, I have.  
 3 Q. Can you confirm that the contents are true?  
 4 A. Yes, they are.  
 5 Q. Have you discussed those witness statements or your  
 6 evidence with anybody before coming here today?  
 7 A. No, I have not.  
 8 Q. I'm going to ask you some questions about your  
 9 qualifications and experience prior to joining the TMO.  
 10 You say at paragraph 5 of your first witness  
 11 statement, if we could just pull that up, please,  
 12 {TMO00000894/1}:  
 13 "At the time of the tragedy at Grenfell Tower, I had  
 14 been working in housing management in the London  
 15 Boroughs for twenty years. I have a degree in housing  
 16 and I am a member of the Chartered Institute of  
 17 Housing."  
 18 Pausing there, your degree in housing, when did you  
 19 obtain that degree?  
 20 A. I believe it was around 2013/2014.  
 21 Q. Shortly before you --  
 22 A. Yes, I had --  
 23 Q. -- joined the TMO?  
 24 A. Yes, sorry. I had a break. So I did some formal  
 25 qualifications upon leaving school, and then I had

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1 a break for a number of years, and then I went back to  
 2 study my housing degree later on in my career.  
 3 Q. As part of your degree course, was health and safety  
 4 taught or considered as part of that course?  
 5 A. Not that I recall. Not specifically as a module, as  
 6 part of that course, not that I can recall, I'm afraid.  
 7 Q. Were any general issues of health and safety considered  
 8 from your recollection?  
 9 A. Not to my recollection, no.  
 10 Q. What about fire safety?  
 11 A. No.  
 12 Q. You say in the same paragraph that you had worked in  
 13 London boroughs for over 20 years. Where were you  
 14 working immediately prior to joining the TMO in  
 15 May 2016?  
 16 A. Immediately prior to the TMO I was working in -- for  
 17 a company called Red Kite in High Wycombe, and then  
 18 prior to that I had worked in the London Borough of  
 19 Hillingdon I think twice, Slough Borough Council, and  
 20 I had worked for some housing associations that had  
 21 contracts with London boroughs, and I'd worked for the  
 22 London Borough of Harrow as well previously.  
 23 Q. With any of those previous employers and in any of your  
 24 previous roles, were you responsible for health and  
 25 safety or fire safety?

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1 A. No.  
 2 Q. Did you have any responsibility at all or interaction  
 3 with health and safety teams or with fire safety in  
 4 those roles?  
 5 A. There would certainly be interaction, but directly  
 6 responsible for the delivery of health and safety, no.  
 7 Q. Delivery of fire safety?  
 8 A. Fire safety, no, not directly responsible for  
 9 fire safety.  
 10 Q. Did you have any fire safety training in any of those  
 11 roles?  
 12 A. Not to my recollection, not specifically fire safety  
 13 training.  
 14 Q. Would you have had any training in assisting vulnerable  
 15 persons or what might be described as vulnerable persons  
 16 in the context of a fire or emergency?  
 17 A. No, I don't believe I had had specific training on  
 18 dealing with vulnerable people in the context of a fire  
 19 or an evacuation due to a fire. I don't think there was  
 20 anything specific to that at all.  
 21 Q. You're a member of the Chartered Institute of Housing?  
 22 A. Yes, I am.  
 23 Q. Any training as part of that membership?  
 24 A. I don't believe I have undertaken any training specific  
 25 to fire safety via the Chartered Institute.

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1 Q. What about health and safety via the same institute?  
 2 A. Not that I can recall. I haven't, probably, done much  
 3 training via the Chartered Institute of Housing, I don't  
 4 think, specifically.  
 5 Q. Can we look at paragraph 6 of your first witness  
 6 statement {TMO00000894/1}. You say you applied for the  
 7 role of neighbourhood team leader after seeing a website  
 8 advertisement. Your predecessor, who was not your  
 9 immediate predecessor but one before that, was  
 10 Siobhan Rumble; is that correct?  
 11 A. Yes.  
 12 Q. Did you know that she had the title area housing manager  
 13 for the Lancaster West Estate?  
 14 A. I may have been aware of that, there may have been some  
 15 legacy paperwork that I may have seen, but it wasn't  
 16 something that was immediately brought to my attention,  
 17 I don't think, that the job titles were different.  
 18 Q. Right. It wasn't explained to you that this was a new  
 19 role or different role to that which had existed before?  
 20 A. Certainly not at the time. I think as the interview  
 21 progressed, and after getting the job, I think it became  
 22 obvious then about the direction in which the  
 23 organisation wanted to travel, in terms of aligning my  
 24 job role title with that of the other team leaders that  
 25 worked within the TMO.

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1 Q. Right.  
 2 A. So, sorry, just to be clear about that, I think there  
 3 was already a team leader for the north and a team  
 4 leader for the south, so I would effectively become  
 5 another team leader alongside those two existing roles.  
 6 Q. Right, and that was a team leader for which area?  
 7 A. For the area that I was covering, that would come on to  
 8 becoming the team leader for the west. So I would be  
 9 neighbourhood team leader for the west post the  
 10 restructure.  
 11 Q. Did you report to Kiran Singh?  
 12 A. I did.  
 13 Q. And he in turn reported to Teresa Brown; is that  
 14 correct?  
 15 A. That's correct.  
 16 Q. They weren't based at Lancaster West Estate; is that  
 17 correct?  
 18 A. That's correct, yeah.  
 19 Q. Does it follow, then, that you were the most senior  
 20 person employed by the TMO based at Lancaster West  
 21 Estate?  
 22 A. On a day-to-day basis, probably. That's probably  
 23 correct, yeah.  
 24 Q. On a day-to-day basis, can we look at what your role  
 25 involved.

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1 A. Yes.  
 2 Q. Siobhan Rumble was responsible for the income team for  
 3 the whole of the TMO. Was that something that you were  
 4 also responsible for?  
 5 A. No. There was a separate team leader to deal with  
 6 income recovery at the point that -- I think six weeks  
 7 after I joined the restructure took place, and the  
 8 income element for Lancaster West was taken and absorbed  
 9 into the main income management team.  
 10 Q. You say six weeks after you joined --  
 11 A. Yeah.  
 12 Q. -- there was a restructure; is that correct?  
 13 A. Approximately six weeks, yeah. There was a restructure  
 14 pretty soon after I joined, which I think took effect in  
 15 August 2016. So I joined on 3 May 2016, and then the  
 16 restructure took place -- so allowing for consultation  
 17 with staff, I think it went live in early August 2016.  
 18 Q. Did that restructure include removing your  
 19 responsibility for the estate services assistants?  
 20 A. That's correct, yeah.  
 21 Q. So does it follow then that from May to August you were  
 22 responsible for managing the --  
 23 A. They were caretakers at the time, I think they were  
 24 called, but yes, they were estate service supervisors,  
 25 so that would have been Robert Regan, Paul Steadman and

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1 the handyman, Seamus Dunlea.  
 2 Q. Can we look at your second witness statement,  
 3 paragraph 2 {TMO00842401/1}. You set out there a list  
 4 of your responsibilities. Can we just clarify some of  
 5 these responsibilities.  
 6 That list itself, was that obtained from a job  
 7 description or can you recall the source from which  
 8 you --  
 9 A. It may have been. It may have been. I recall when  
 10 compiling the statement to say -- to refer to the job  
 11 description, so it may have been.  
 12 Q. At (a) you refer to managing the neighbourhood  
 13 management provision. Could you give us a little more  
 14 detail on what exactly you meant by that?  
 15 A. Yeah, so neighbourhood management would include things  
 16 like -- so tenancy management, dealing with successions,  
 17 mutual exchanges, overseeing all of that kind of  
 18 landlord and tenant work. Also looking after antisocial  
 19 behaviour and the management of antisocial behaviour  
 20 complaints. A level of resident engagement. Yeah, and  
 21 managing the on-site office there. So, yeah, landlord  
 22 and tenant stuff mainly.  
 23 Q. At (b) you refer to delivering housing and management  
 24 services. Is that different, then, to (a) or does it  
 25 cover the same --

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1 A. No, the same, the same.  
 2 Q. Could you look at (e), please:  
 3 "To take the lead in identifying new initiatives and  
 4 policies that improve service delivery for local  
 5 residents."  
 6 Can you help us with that, could you give us  
 7 an example of an initiative or policy?  
 8 A. I'm trying to think if there was one that I developed  
 9 when I was there, but really part of the role would be  
 10 to look to continuously improve the service that you  
 11 were delivering. So if something happened during the  
 12 course of your management there where you felt that  
 13 something could be developed or something new needed to  
 14 be initiated, or if there was an area of policy that  
 15 didn't appear to work or that needed to be changed  
 16 because something in the locality had changed, then  
 17 certainly that would be feeding that back up and trying  
 18 to develop new processes.  
 19 So that's really -- that's the kind of stretched  
 20 part of the role, I would say, in that it didn't happen  
 21 all that often and doesn't, in my experience, in housing  
 22 management, but it's there if an opportunity presents  
 23 itself.  
 24 Q. If we could scroll down to (f) {TMO00842401/2}, please,  
 25 you say:

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1 "To develop local knowledge of the communities and  
 2 neighbourhoods in which the TMO operates."  
 3 A. Yeah.  
 4 Q. Practically speaking, what did that mean? What did that  
 5 involve?  
 6 A. Well, I can only say kind of how I approached that,  
 7 which was to try and get an understanding of the  
 8 community that I was working with and understand some of  
 9 the complexities around that, and to engage with  
 10 residents and customers as much as possible.  
 11 Unfortunately I was only with the TMO just under  
 12 a year before the fire occurred, so that would very much  
 13 be something that you would gain throughout the span of  
 14 your tenure there, and unfortunately I didn't have  
 15 a huge amount of time to be able to get as much of that  
 16 knowledge as I would have liked.  
 17 Q. At (i), if you could look at (i), you talk about liaison  
 18 with other external agencies.  
 19 A. Yeah.  
 20 Q. Would that have included the Fire Brigade, the LFB?  
 21 A. Potentially, yes, although liaison with the Fire Brigade  
 22 would generally have been dealt with by Janice Wray.  
 23 I think that would probably come more into play when  
 24 liaising and speaking to our local police teams. That's  
 25 usually what -- that's how I would remember that

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1 particular area.  
 2 Q. With the aim of addressing what?  
 3 A. Antisocial behaviour, generally, and just having  
 4 an understanding about the issues that were occurring  
 5 out on the wider estates, remembering that at this stage  
 6 I wasn't just responsible for Lancaster West Estate,  
 7 I obviously had estates on Silchester and Henry Dickens,  
 8 so my remit was broader than just Lancaster West.  
 9 Q. In terms of fire safety risks, and given that you were  
 10 the most senior person on the estate, on Lancaster West,  
 11 would you have been responsible for, if you became aware  
 12 of any specific fire safety risks, escalating those to  
 13 others in the TMO?  
 14 A. Not primarily. All the other members of staff -- it  
 15 doesn't necessarily follow that because I was on site,  
 16 I would be the person responsible. So the other members  
 17 of the staff that were there that had their own line  
 18 managers, they would have routes to escalate any queries  
 19 and concerns and would be managing those staff  
 20 accordingly. So because I was the most senior on site  
 21 doesn't necessarily mean I am the overall responsible  
 22 person.  
 23 Q. You mentioned a moment ago that your role covered  
 24 Silchester and Henry Dickens estates.  
 25 A. Correct.

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1 Q. When did your role expand to cover those estates?  
 2 A. During the August time, early August time.  
 3 Q. This is August 2016?  
 4 A. Yes.  
 5 Q. The restructure?  
 6 A. Yes, that's correct, so -- and that also included  
 7 management for the travellers' site and for the  
 8 temporary accommodation hostel remit as well. So it was  
 9 wider than just Lancaster West.  
 10 Q. Did you consider that you were stretched thinly across  
 11 the areas you had to cover?  
 12 A. I think having -- I didn't consider that at the time  
 13 because obviously I was fairly new into the role, so  
 14 it's very difficult to gauge how much work that would  
 15 have encompassed at that point. So at the time of the  
 16 restructure, I didn't foresee that being a difficulty.  
 17 Q. What about now?  
 18 A. With the benefit of hindsight, I think if you speak to  
 19 any housing manager, they're always going to say that  
 20 they feel that they could have, you know, had extra  
 21 resource. That's true of any role that I've been in.  
 22 I have to say that at the time I felt that we were  
 23 adequately resourced from a housing management  
 24 perspective.  
 25 Q. I asked you a little earlier about training prior to

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1 joining the TMO. Now, when you were with TMO, did you  
 2 receive any training on fire safety?  
 3 A. I don't recall that I did. I don't recall that.  
 4 I don't think I did.  
 5 Q. In your first witness statement, if we can go back to  
 6 that, at paragraph 20 {TMO0000894/4}, just look,  
 7 please, at the first sentence there. You say:  
 8 "While I had some awareness of the fire safety  
 9 measures in Grenfell Tower, I have no knowledge of  
 10 whether they were compliant with relevant  
 11 building regulations ..."  
 12 A. Yeah.  
 13 Q. What fire safety measures were you aware of at  
 14 Grenfell Tower?  
 15 A. I was aware that there was a smoke vent system.  
 16 I hadn't been involved necessarily on the training for  
 17 that, although the ESAs were, as far as I'm aware, so  
 18 I was aware that there was a -- that system in place.  
 19 Not -- I can't remember if I was aware of anything else.  
 20 Q. Did you ever consider during the time that you worked  
 21 there whether you should have been aware of the  
 22 fire safety measures in place?  
 23 A. I felt at the time that the staff that were there, that  
 24 were responsible for managing that, had worked there for  
 25 a considerable period of time. There was no reason for

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1 me to feel that what they needed to do wouldn't be done.  
 2 So at the time, given that that was being managed by  
 3 another team leader colleague, I have to make the  
 4 assumption that that was working, and that everybody was  
 5 doing what they needed to do. It wasn't my area of  
 6 responsibility at that time.  
 7 Q. We touched upon the estate services assistants before.  
 8 A. Yeah.  
 9 Q. I think you called them caretakers until the  
 10 restructure; is that correct?  
 11 A. Yeah.  
 12 Q. So again in your first witness statement at paragraph 10  
 13 {TMO00000894/2}, please, you say:  
 14 "I recall that for the first few weeks I worked at  
 15 the TMO, the two Estate Service Assistants reported to  
 16 me. However following a restructuring Paul and Robert  
 17 began reporting instead to the Estates Services Team  
 18 Leader, Louise Nezandonyi ... "  
 19 A. Yes.  
 20 Q. So post-restructure, did you cease to have any  
 21 supervisor responsible for the estate services  
 22 assistants?  
 23 A. Effectively, yes, although I would try and keep abreast  
 24 of what was going on, but effectively the line  
 25 management responsibility was with Louise

1 post-restructure.  
 2 Q. Was she based on the Lancaster West Estate?  
 3 A. No, she wasn't, she was based at the hub, but she would  
 4 visit the office regularly. We had a hot desking  
 5 arrangement there, so she was able to come down and  
 6 speak with her team if she needed to.  
 7 Q. Can you help us with how regularly she would have done  
 8 that?  
 9 A. Off the top of my head ... I wouldn't like to put  
 10 a timing on that. All I can say was regularly.  
 11 Q. Right.  
 12 Were you more senior than the ESAs?  
 13 A. I was more senior than the ESAs, but I was on a peer  
 14 group with Louise, so we were the same grade, myself and  
 15 Louise.  
 16 Q. In the office at Lancaster West --  
 17 A. Yeah.  
 18 Q. -- would they have come to you as the more senior person  
 19 in the TMO with any issues or queries that they were  
 20 experiencing in their day-to-day work?  
 21 A. Possibly, possibly. That is definitely possible, yeah.  
 22 Q. Now, in your third witness statement at paragraph 36, if  
 23 we could just go to that, please, {TMO00871021/7}, what  
 24 you do there is quote from Mr Steadman's witness  
 25 statement where he says:

1 "I had regular contact with the residents in my role  
 2 and would often make enquiries about their general  
 3 satisfaction with the Estate and wellbeing. I was able  
 4 to feed this information back to my supervisor,  
 5 Nicola Bartholomew, during our one-to-one meeting ..."  
 6 He then in a subsequent statement dated 12 May 2020,  
 7 if we could go to that, please, {TMO00870944/3},  
 8 paragraph 14, the penultimate sentence there is:  
 9 "Usually my one to ones would be every month. My  
 10 supervisor and I would discuss anything and everything  
 11 that had happened during that month or was to happen,  
 12 for example, anti-social behaviour. I do not know if  
 13 what I said was recorded."  
 14 If we could turn over the page to paragraph 16  
 15 {TMO00870944/4}, please, there he says:  
 16 "Keith was my direct line manager. After his  
 17 departure, I reported directly to management, namely  
 18 Tony, Siobhan and then Nicola."  
 19 Mr Steadman's recollection, then, is that he  
 20 reported to you and had one-to-ones with you. Did he  
 21 ever have one-to-ones with you?  
 22 A. He may have had one-to-ones with me in the -- formal  
 23 one-to-ones with me in the original six weeks or so that  
 24 I was managing him. After that, his formal one-to-ones  
 25 would have taken place with his line manager, which was

1 Louise. I may have arranged to have catch-up sessions  
 2 with him ad hoc to supplement that during the time, just  
 3 because I would be wanting to keep abreast of anything  
 4 on the estate. But certainly the pick-up -- the formal  
 5 one-to-one sessions would have been with Louise.  
 6 Q. The catch-up ad hoc sessions --  
 7 A. Yeah.  
 8 Q. -- for you to pick up things that were going on on the  
 9 estate. What kind of things would you have wanted to  
 10 know about?  
 11 A. Yeah, so obviously I would be the one attending most of  
 12 the Lancaster West Residents' Association meetings, so  
 13 really it would be around whether we'd had fly-tipping  
 14 issues, whether, you know, we'd had -- whether there  
 15 were concerns about anybody sleeping rough anywhere, so  
 16 we had garage blocks underneath the finger blocks and  
 17 occasionally we had rough sleepers in there. Yeah, it  
 18 could be about anything, really, any concerns on the  
 19 general estate. So, yeah, that type of thing.  
 20 Q. Any fire safety concerns?  
 21 A. Not that I could recall. It's possible, but I can't  
 22 recall anything specific. But in any event, that would  
 23 have needed to have been picked up with Louise as  
 24 I would expect through his formal one-to-one process  
 25 with her. I wouldn't have expected fire safety concerns

1 to be raised in an ad hoc catch-up session with me.  
 2 I wouldn't be the appropriate person.  
 3 Q. Given that you can't recall --  
 4 A. Yeah.  
 5 Q. -- if he had raised such a concern, what would you have  
 6 done with it?  
 7 A. What I would have done with it would have raised it with  
 8 the necessary people, so it would either have gone --  
 9 I'd have either spoken to his line manager about it or  
 10 I'd have spoken to Janice about it. That's what I would  
 11 have done.  
 12 Q. Did Paul Steadman or Robert Regan ever raise concern  
 13 with regard to the amount of work that they had to do in  
 14 the time with which they had to do it?  
 15 A. I'm trying to think back on that one. There's nothing  
 16 specific that rings a bell. I mean, I think other than  
 17 the kind of normal situation that you -- I say normal  
 18 situation, but in my experience of social housing, there  
 19 are times where everybody feels really pushed and  
 20 stretched, but nothing more significant than that, in  
 21 terms of the normal run of day-to-day things.  
 22 I certainly didn't get the impression that they were  
 23 under significant pressure that would warrant me having  
 24 to speak to Louise and raise concerns about the -- their  
 25 workload.

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1 Q. Were you aware if they had certain time limits for  
 2 carrying out pieces of work?  
 3 A. No, I wasn't aware of time limits on pieces of work.  
 4 Q. Could we look at a document, please. The reference is  
 5 {TMO10047147/7}. Can you look at the paragraph towards  
 6 the end of that box, in the right-hand column, which  
 7 says, "Currently Paul"; do you see that?  
 8 A. Yeah.  
 9 Q. "Currently Paul does not do estate inspections like the  
 10 other ESAs but from the end of November he will be  
 11 accompanying Nicky and I on the walkabout with the RA.  
 12 This is so that Paul can explain what jobs he has raised  
 13 or raise any jobs that the RA bring to his attention.  
 14 The walkabout will be happening every three weeks on  
 15 a Thursday."  
 16 The RA, could you help us with that?  
 17 A. The Residents' Association.  
 18 Q. Is the Nicky he refers to --  
 19 A. That would be me.  
 20 Q. That's you?  
 21 A. Yeah.  
 22 Q. Do you know what was meant by the comment he does not do  
 23 estate inspections like the other ESAs?  
 24 A. I think that's a legacy issue. So in my predecessor's  
 25 time, in Siobhan's time, the service was run slightly

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1 differently and not in the same way that the ESAs would  
 2 manage on the other estates. So part of the thought  
 3 process, my understanding was that they would join the  
 4 wider pool of estate service assistants so that those  
 5 processes could be standardised, because -- yeah, that's  
 6 what I -- that's what my understanding of that meant.  
 7 Q. Did you start accompanying him on walkabouts with the  
 8 Residents' Association?  
 9 A. I started the walkabouts initially, fortnightly, and  
 10 then I had a member of the -- a new housing officer  
 11 join, Millicent Williams, who joined, I believe, middle  
 12 of August to the end of August, and then that's  
 13 something that I eventually handed over to Millicent to  
 14 manage, and my understanding is that she and Paul would  
 15 carry those out with the Residents' Association. So it  
 16 went from two weeks to then eventually three-weekly.  
 17 Q. Can you remember when the change came between two weeks  
 18 and three-weekly?  
 19 A. It went to three-weekly at the Residents' Association's  
 20 request, because I think they were having difficulties  
 21 in having enough residents wanting to meet, and so --  
 22 because they would organise a bit of a rota for people  
 23 to attend and to carry those inspections out. So  
 24 I think it went at their request to three-weekly, but  
 25 I can't remember when. It will be in

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1 Residents' Association minutes maybe somewhere.  
 2 Q. Can I ask you some questions about inspection checklists  
 3 now.  
 4 A. Yeah.  
 5 Q. So paragraph 27 of your first witness statement, please,  
 6 {TMO0000894/6}. You refer there to Excel spreadsheets  
 7 which contained the results of weekly and monthly health  
 8 and safety checks.  
 9 Can we look at your exhibit reference NB2 as  
 10 an example. So that's {TMO10016213}.  
 11 Do you recognise that?  
 12 A. Yes.  
 13 Q. Would these have been generated from the information  
 14 that was inputted on the PDAs, the devices used by ESAs?  
 15 A. I assume so. I wasn't managing them at that point, so  
 16 I wouldn't have been getting this information on a -- if  
 17 at all, on a regular basis. So I would assume that  
 18 would be the outcome from the PDA devices.  
 19 Q. Could we just click on sheet 2, please, operator. You  
 20 see the information contained within the second sheet in  
 21 the spreadsheet?  
 22 A. Yes.  
 23 Q. So these are the list of questions across the top row.  
 24 Do you see that?  
 25 A. Yes, I do.

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1 Q. Now, this spreadsheet, would you have ever seen this  
2 spreadsheet or something like it before?  
3 A. I can't recall seeing this spreadsheet before. If  
4 I did, I may have seen it very early on in terms of when  
5 I was looking after or managing the ESAs, but subsequent  
6 to that, I'm not sure that I would have seen this  
7 regularly, if at all.  
8 Q. Would it -- sorry.  
9 A. Sorry.  
10 Q. Would it have been sent to you in any way?  
11 A. It's possible, but given that Louise was the line  
12 manager or there was a team leader for that, I don't --  
13 that -- the person in that role would have been looking  
14 at that information rather than myself. It may have  
15 been sent to me as a courtesy.  
16 Q. Right.  
17 A. But I don't recall seeing it, or having seen it,  
18 you know, giving it my full attention.  
19 Q. So if there was an issue, for example, with one of the  
20 inspections that this checklist highlighted, that  
21 wouldn't necessarily have been obvious to you or  
22 something that you would have dealt with?  
23 A. Not necessarily, no, because, as I said, there would  
24 be -- there is a team leader for that area of work and  
25 they would be responsible for picking that up.

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1 Q. I see.  
2 During the time period that you did supervise the  
3 estate services assistants, caretakers or handymen, did  
4 you ever hear of any issue with self-closing device on  
5 doors, specifically with those being removed?  
6 A. No.  
7 Q. Or any significant issues with those door-closers?  
8 A. Not that I can recall, no.  
9 Q. I now want to ask you some questions about interactions  
10 you had with Janice Wray.  
11 A. Yeah.  
12 Q. Are you familiar with Janice Wray --  
13 A. Yes, I am, yeah.  
14 Q. You didn't have regular meetings with her; is that  
15 right?  
16 A. No.  
17 Q. Did you have any meetings with her at all?  
18 A. I don't think there was anything in the calendar  
19 specifically on a kind of -- on a moving forward basis.  
20 We would catch up if there was something -- you know, if  
21 we happened to be in the same place and we needed to  
22 have a catch-up, but I don't think there was anything  
23 diarised formally.  
24 Q. So, again, would it have been on an ad hoc basis that  
25 you would have had --

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1 A. Yes, that's right.  
2 Q. Whenever an issue arose that --  
3 A. Yes, that's right.  
4 Q. Did you ever attend the health and safety committee  
5 meetings in the TMO?  
6 A. Not that I can recall, no.  
7 Q. Would you have received the minutes from those meetings?  
8 A. I don't believe that I would have done. I wasn't  
9 a participant, so therefore I don't believe that I would  
10 have been sent the minutes, but I don't recall seeing  
11 any minutes.  
12 Q. Can you help us with how you were kept abreast of any  
13 health and safety issues that had arisen, either on the  
14 Lancaster West Estate or across TMO stock? How would  
15 you have been kept abreast of those issues?  
16 A. Well, we did have managers' meetings, so if anything was  
17 raised then it would have been raised as an issue at  
18 those management meetings. So present at those would  
19 have been myself, the team leader responsible for the  
20 ESAs, the other two neighbourhood team leaders,  
21 a variety of my peers would have been at that meeting,  
22 the two heads of service, and they were usually chaired  
23 by Teresa Brown.  
24 Q. Who were the two heads of service?  
25 A. That would be Kiran Singh, who was my line manager, and

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1 then the housing -- head of housing I think was Maria,  
2 I'm afraid I can't remember her surname, and she managed  
3 the south area.  
4 Q. So if there were health and safety issues or fire safety  
5 issues, they would have been articulated and passed to  
6 you through the managers' meetings?  
7 A. I would have assumed so, yes.  
8 Q. Any other ways in which they were passed to you?  
9 A. It's possible that things could have come directly, so  
10 if, you know, if it wasn't -- if a meeting wasn't due to  
11 take place, we could have been emailed about them  
12 separately, yeah.  
13 Q. Can I ask you about fire risk assessments.  
14 A. Yes.  
15 Q. In your first witness statement at paragraph 23, that's  
16 {TMO0000894/5}:  
17 "I was not involved in the procurement of these Fire  
18 Risk Assessments, nor was I involved in reviewing  
19 findings. I do recall that a list of actions would  
20 arise from these assessments however it was not my  
21 responsibility to ensure that the actions were  
22 completed. This was managed by Louise Nezanondonyi, who  
23 would liaise with Janice Wray directly."  
24 Were you ever provided with the fire risk  
25 assessments or the action plans that were produced by

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1 Mr Stokes yourself?  
 2 A. I can't recall if I was in receipt of the action plans  
 3 from Mr Stokes. I do recall receiving a risk assessment  
 4 form with some actions on, but I don't know if that was  
 5 in relation to any work of Carl Stokes.  
 6 Q. Who provided that --  
 7 A. That came to -- I think that came to me via Janice Wray.  
 8 Q. Did you ever ask to see the fire risk assessments for  
 9 any of the properties you were responsible for?  
 10 A. No, I don't recall that I did.  
 11 Q. Does it follow you would never have read any of them?  
 12 A. It does follow that I wouldn't have read them.  
 13 Q. Were you made aware at any stage of the risks that had  
 14 been highlighted in them or any steps that ought to be  
 15 taken with respect to them?  
 16 A. I think there were probably elements that I would have  
 17 been aware of and certainly on the issues that Janice  
 18 would have raised directly, but the wider scope of the  
 19 risk assessments, maybe not. It's very difficult for me  
 20 to recall.  
 21 Q. Those elements that may have been raised with you  
 22 directly, can you help us with what they were?  
 23 A. Yeah, I think there may have been things in evidence  
 24 already of a risk assessment that had my name attributed  
 25 to them for fire safety actions or risk assessment

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1 actions.  
 2 Q. What kind of actions were they, from recollection?  
 3 A. From my recollection, I think they were things to do  
 4 with -- there was something to do with a stairwell,  
 5 maybe, maybe a door, one of the fire doors, things like  
 6 that, and that had my name against them. But again,  
 7 that was a legacy issue in terms of the role had already  
 8 passed over to Louise. So, with hindsight, what  
 9 I should have done was just get the name switched to  
 10 reflect that Louise was responsible for those, but we  
 11 were a small team and I was just trying to be helpful,  
 12 I think, in making sure that, you know, a name was  
 13 against it at the time. But it was on the transfer  
 14 period, so yeah.  
 15 Q. Given that you were the most senior person from the TMO  
 16 on the ground, as it were, at Lancaster West, should you  
 17 have known about the outcomes of the fire risk  
 18 assessments or the risks that had been flagged up to the  
 19 TMO for those properties?  
 20 A. Well, again, I go back to my point and say that I might  
 21 have been the most senior person geographically there,  
 22 however everybody else also had someone of a similar  
 23 position to myself that they were reporting to. The  
 24 fact that I was physically located there didn't  
 25 necessarily mean that I should have any more knowledge

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1 of Lancaster West than I did of Silchester or  
 2 Henry Dickens.  
 3 Q. You mentioned about the actions that arise from a fire  
 4 risk assessment, and I think what you said is that you  
 5 weren't responsible for closing them down or for making  
 6 sure they were completed?  
 7 A. Yeah.  
 8 Q. That fell following the restructure to  
 9 Louise Nezandonyi.  
 10 A. Yes.  
 11 Q. Why were you still aware of them, if the responsibility  
 12 had passed to Louise Nezandonyi?  
 13 A. Because generally speaking I was copied in to a lot of  
 14 information on Lancaster West generally, and sent a lot  
 15 of information. It didn't necessarily follow that I was  
 16 the person responsible for completing everything or  
 17 dealing with everything, but because I worked on site  
 18 down there, a lot of information was forwarded to me and  
 19 I was copied in to a lot, and I think culturally as  
 20 well, I think people perceived that I was Siobhan's  
 21 replacement, and certainly during Siobhan Rumble's  
 22 tenure she was responsible for more of the  
 23 Lancaster West responsibilities than had happened with  
 24 my post, given that the restructure had meant that a lot  
 25 of the things that Siobhan was responsible for, I was no

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1 longer responsible for. So there was a bit of crossover  
 2 there.  
 3 Q. Did you ever speak to Ms Nezandonyi to make sure that  
 4 the actions that had been raised in a fire risk  
 5 assessment had been carried out?  
 6 A. I can't recall specifically whether that happened.  
 7 I'm afraid -- yeah, I'm afraid I can't recall that.  
 8 With hindsight I would have done that differently and  
 9 I would have made sure that there had been a more  
 10 thorough handover for sure. But, yeah, I can't recall  
 11 at the moment having a specific conversation with her  
 12 about that.  
 13 Q. What about the ESAs, with Paul Steadman and  
 14 Robert Regan, would you have ever have had  
 15 a conversation with them about making sure that actions  
 16 had been carried out?  
 17 A. I'm sure that I would have done. I can't recall  
 18 specifically the times and occasions when I did, but I'm  
 19 sure I would have done. Paul more than Rob, because Rob  
 20 had assumed a slightly different role at that stage. He  
 21 was covering different estates whereas Paul was more of  
 22 a fixture on Lancaster West, so it would have been with  
 23 Paul, and I'm sure I probably did have a conversation,  
 24 but I just cannot recall when that took place or what  
 25 the content of that conversation would have been.

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1 Q. Just going back a moment to the time you were  
 2 supervising the ESAs and the time you weren't, did you  
 3 ever have any concerns about whether they were carrying  
 4 out their inspections or their roles generally properly?  
 5 A. No, no concerns. I think, had I had concerns, I would  
 6 have raised them with Louise directly. Louise did come  
 7 down and visit her team. Martin Barr did come down and  
 8 visit Paul before he left the organisation as well. So  
 9 I was -- I had some confidence that that was taking  
 10 place. So, yeah, I don't recall any concerns with their  
 11 workmanship, put it that way.  
 12 Q. I'd like to ask you some questions now about vulnerable  
 13 residents on the Lancaster West Estate and  
 14 Grenfell Tower in particular.  
 15 During your time as neighbourhood team leader, did  
 16 you have access to a comprehensive list of vulnerable  
 17 residents on the Lancaster West Estate?  
 18 A. If I -- I don't recall having ever seen a list of  
 19 vulnerable people. I expect it would have existed, most  
 20 organisations do, and there would have been a database  
 21 or vulnerabilities flagged on a system electronically,  
 22 but I don't recall viewing one specifically.  
 23 Q. So that would apply to a list or would it also apply to  
 24 the electronic system? You don't recall ever viewing  
 25 it?

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1 A. Well, I think in terms of the electronic system, we had  
 2 a CRM system, so we would tend to go into cases one by  
 3 one, rather than view everything in one go, or  
 4 I certainly did, and so, you know, it may have been  
 5 possible to identify someone's vulnerability going into  
 6 a single case basis. I can't recall whether I was able  
 7 to see a full list of vulnerabilities. I don't recall  
 8 seeing one in my time there.  
 9 Q. You mentioned CRM, I think?  
 10 A. Yes.  
 11 Q. What about Capita, were you aware of the Capita system  
 12 and whether it recorded information about  
 13 vulnerabilities?  
 14 A. Capita, I didn't use. I used CRM. But I think Capita  
 15 may have been the database system that sat beneath CRM.  
 16 So CRM took the data out of Capita and then displayed  
 17 it. I don't -- but I didn't use Capita myself.  
 18 Q. Would you have ever inputted or updated records to show  
 19 if a resident had a particular vulnerability or  
 20 disability?  
 21 A. I don't believe I would have done. I don't think  
 22 anybody showed me how to do that. I wouldn't  
 23 necessarily in the course of my role do that. Housing  
 24 officers would normally do that piece of work. If  
 25 I needed it to have been done, I would have asked one of

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1 the housing officers to update the system for me. It's  
 2 not something that I would have done in a normal course  
 3 of events, I don't think.  
 4 Q. Can you assist us with which housing officers you would  
 5 have asked?  
 6 A. So I had three in my team, so I had Millicent Williams,  
 7 Janice Jones and Susan Anim--Boadu. So they were my  
 8 three housing officers that were based in the Latimer  
 9 office. Millicent covered Lancaster West specifically.  
 10 She took over from Janice Jones who, after the  
 11 restructure and Siobhan's departure, wanted a change of  
 12 scene, so she moved on to the Silchester Estate, and  
 13 Susan Anim--Boadu looked after the Henry Dickens Estate.  
 14 Q. To your knowledge, was there any system in place for the  
 15 TMO to know which residents would have difficulty  
 16 evacuating in the event of a fire?  
 17 A. No system that I'm aware of, that I can recall.  
 18 Q. Can we look at what Siobhan Rumble said about this issue  
 19 of a list. Her first witness statement at paragraph 37,  
 20 please. The reference is {TMO00000891/7}. Second  
 21 sentence of that, please, Ms Bartholomew. You see it  
 22 says:  
 23 "I am also aware that there was a spreadsheet  
 24 recording the information of vulnerable residents."  
 25 A. Yes.

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1 Q. If we can then turn to your third witness statement at  
 2 paragraph 29, {TMO00871021/6}, you referred to what  
 3 Ms Rumble said there, and you say you don't recall being  
 4 told about any such list, you don't recall any such list  
 5 held at the TMO.  
 6 Would you have been told about any list or anything  
 7 of that nature when you did your handover, when you  
 8 arrived at TMO?  
 9 A. Well, that's the difficulty. My understanding is that  
 10 my predecessor left in February and I joined in May, so  
 11 there was that gap there. It was filled with an interim  
 12 person, who -- Daniel Fielder, so effectively my  
 13 handover would have been via Daniel as opposed to what  
 14 Siobhan would have given.  
 15 I don't recall seeing a list. There were some  
 16 handover notes left, but I don't recall there being  
 17 a list of vulnerable people contained within that paper  
 18 copy. In any event, I wouldn't expect to have a paper  
 19 copy of vulnerable tenants. I would expect there to be  
 20 an electronic list on a database, to be properly  
 21 updated. I wouldn't expect to have anything in paper.  
 22 Q. In terms of the updating of that information  
 23 electronically, you mentioned your housing officers  
 24 would do that; is that correct?  
 25 A. Yes, I believe so.

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1 Q. Was it just them who would do that or was anybody else  
 2 involved in that process?  
 3 A. I actually don't know. I don't know if they would be  
 4 the only people to have access to that. Certainly  
 5 I didn't, because I actually can't recall whether I was  
 6 able to do it or not. So I don't know if they were the  
 7 only people that were able to update that system.  
 8 Q. David Noble, would he have --  
 9 A. David would have been an example of someone that would  
 10 have looked after that system, so I would assume that he  
 11 would be able to go in and look at that data. I would  
 12 assume Siobhan Bowman may have had access to that system  
 13 as well.  
 14 Q. Can I ask you about tenancy audit questionnaires,  
 15 please.  
 16 A. Yes.  
 17 Q. In your third witness statement, you discuss tenancy  
 18 audits at paragraph 4, if you could go to that, please,  
 19 it's {TMO00871021/1}. Paragraph 4 you say that the  
 20 tenancy audit programme was ongoing.  
 21 Was the purpose of these audits to make sure that  
 22 the information held by TMO on residents on CRM was up  
 23 to date?  
 24 A. I would say so, yeah.  
 25 Q. Can we look at an example of a tenancy audit

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1 questionnaire, please. It's at {IWS00001778/2}, please.  
 2 Do you recognise that?  
 3 A. I recognise it as a TMO document. I didn't -- I don't  
 4 recall carrying out any questionnaires myself. So it's  
 5 not paperwork that I would have used on a day-to-day  
 6 basis, but I recognise it as a TMO document.  
 7 Q. Do you recognise it? What type of TMO document do you  
 8 recognise it as?  
 9 A. Yeah, I recognise that that would -- that was part of  
 10 the tenancy audit paperwork.  
 11 Q. Could we go to page 10 of this document  
 12 {IWS00001778/10}, please.  
 13 Do you see in that box there, "14. About your  
 14 needs", and 15 is "Disability"?  
 15 A. Yes, I see that, thank you.  
 16 Q. Do you recall seeing that aspect of the form before?  
 17 A. As I said, I did not fill out these forms myself, my  
 18 housing officers would have been doing that, so I'm not  
 19 familiar with these forms on a day-to-day basis.  
 20 I would recognise that as something that would be in the  
 21 form, but I didn't do the audits myself, so I can't say  
 22 that ...  
 23 Q. Do you know the purpose for which TMO were collecting  
 24 this information contained in box 15?  
 25 A. I don't know specifically the purpose, but I would

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1 assume -- my working assumption would be that it was to  
 2 be more informed about the nature of people's needs  
 3 within the properties and to update the vulnerability  
 4 accordingly.  
 5 Q. Would that include needs in the event of an emergency in  
 6 terms of evacuation, or at all?  
 7 A. It may eventually point to that, I could see how that  
 8 could occur. It doesn't specifically say that, though,  
 9 in that form. It doesn't specifically outline whether  
 10 somebody had a specific need in terms of an evacuation,  
 11 and I think that would be a different question.  
 12 Q. These questionnaires, the information that's contained  
 13 or that's gleaned from them, who would have inputted  
 14 that onto TMO systems?  
 15 A. My understanding would be it would be the housing  
 16 officers, so they would go out and collect that  
 17 information and then input it and then it would be  
 18 scanned on to the W2 system, I think. But given --  
 19 I didn't do them myself, unfortunately, so I can't vouch  
 20 for the accuracy of that, but that's my working  
 21 assumption.  
 22 Q. You have said in your witness statement, I think your  
 23 third witness statement at paragraph 27, if we could go  
 24 to that, please, {TMO00871021/5}, you mention about the  
 25 CRM system and --

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1 A. Yes.  
 2 Q. -- information contained on it, and you say here there  
 3 is a notes or comments section to record information.  
 4 Was that something that you could input information  
 5 into or was it just something that flashed up whenever  
 6 you were on a particular record?  
 7 A. It's so difficult to remember. I actually can't answer  
 8 that question. I don't know. I cannot recollect that.  
 9 Q. Were you aware of or would you have known how to obtain  
 10 information on people who had vulnerabilities or  
 11 disabilities, say, within Grenfell Tower? Would you  
 12 have known how to do that?  
 13 A. I think what I'd have done is I'd have asked somebody  
 14 like David Noble to produce that list for me. That's  
 15 what I would have done if I'd asked for that  
 16 information.  
 17 Q. And did you have any way of knowing whether the  
 18 information produced by David Noble was up to date or  
 19 accurate?  
 20 A. No.  
 21 Q. Whenever you accessed CRM or whenever you considered  
 22 those with mobility issues or disabilities or  
 23 vulnerabilities in Grenfell Tower, did you ever consider  
 24 what they would do if they needed to evacuate in the  
 25 event of a fire?

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1 A. I did, but the advice was that it was a stay-put policy  
 2 and we were working on the assumption that any fire  
 3 would have been compartmentalised and therefore full  
 4 evacuation of the building may not be necessary.  
 5 Also, there were two lifts that were all floor  
 6 lifts. So in other tower blocks that were on the  
 7 surrounding estates, they're alternate floor lifts, but  
 8 Grenfell had two lifts that serviced all floors. So  
 9 whilst it was a stay-put policy, I wouldn't have  
 10 expected to have dealt with an evacuation.  
 11 Q. On the lift point --  
 12 A. Yes.  
 13 Q. -- were you told that the lift was to be used in the  
 14 event of an emergency or is that something that you were  
 15 aware of and therefore assumed that it would be used?  
 16 A. No, no. I mean, my -- at the time I wasn't particularly  
 17 concerned with fire per se. It was if, for example,  
 18 there had been an issue when one of the lifts had  
 19 failed, we still had another lift that was available.  
 20 Not specific to fire, because in a fire you probably  
 21 wouldn't want to use the lifts anyway. So my view was  
 22 it was a stay-put policy and, therefore, you know, you  
 23 would not be looking to evacuate an entire building in  
 24 the way that we subsequently -- that happened.  
 25 Q. Did you ever consider, with the stay-put policy, if

1 a fire occurred in someone's flat and that person had  
 2 a disability which prevented them from leaving easily,  
 3 what should happen in that scenario?  
 4 A. No, because I considered that -- my view would have been  
 5 on that that there was a health and safety -- that that  
 6 would have been covered as part of the health and safety  
 7 risk assessment. The policy that was in place should  
 8 have factored that in. It wasn't necessarily something  
 9 for me to consider. The organisation would have already  
 10 considered that and put its policy in place.  
 11 Q. Did you know that the organisation had done that, or do  
 12 you assume that that's what they --  
 13 A. I would have assumed that, and that's based on,  
 14 you know, experience of working in other authorities and  
 15 other housing providers. There is a general assumption  
 16 that those things will be in place.  
 17 Q. You also refer to tenancy information sheets in your  
 18 third witness statement. Can I ask you to look at what  
 19 I hope is an example of one at {TMOH00018968}.  
 20 A. Yes.  
 21 Q. Is this a tenancy information sheet as far as you can  
 22 recall or are aware?  
 23 A. I don't recall seeing the paperwork, but it says  
 24 "Tenancy Information" at the top, so I would assume so.  
 25 Q. Would you have seen these documents while you were in

1 post as neighbourhood team leader, do you think? Would  
 2 you have ever had to work with them on a regular basis?  
 3 A. The housing officers more than myself. I may have seen  
 4 some. I can't recall at the moment whether I would or  
 5 not, but yeah, the housing officers would have been  
 6 dealing with these documents far more routinely than  
 7 I ever would.  
 8 Q. If we can scroll to the bottom of that first page,  
 9 please, there is a question:  
 10 "Does the tenant or anyone in the household have  
 11 additional support needs? Please specify and give  
 12 details of agency and contacts in place."  
 13 Were you aware of the purpose of that question?  
 14 A. I was aware of the -- I'm aware of the purpose of it.  
 15 Effectively this could be -- this form could be used at  
 16 the point that we're signing a new -- a person signing  
 17 their tenancy for the first time. This will usually be  
 18 the first time that our officers will have been meeting  
 19 the new incoming tenant. We would get a certain amount  
 20 of information from RBKC as they were responsible for  
 21 doing the nomination for that customer, so we'd have all  
 22 the background. This would be a further opportunity to  
 23 collect information at the point of sign-up and would be  
 24 determined on what the tenant or the incoming  
 25 prospective tenant would choose to share.

1 Q. Would it ever, as far as you're aware, have been used to  
 2 formulate plans for assistance in an emergency, such as  
 3 a fire?  
 4 A. I'm not aware that it would have been; however, it does  
 5 follow that that information could have been used for  
 6 that purpose, yeah.  
 7 Q. Can I ask you about introductory tenancy agreements.  
 8 A. Yeah.  
 9 Q. You refer to these in your third witness statement. Can  
 10 I ask you to look at an example, please,  
 11 {TMOH00019941/6}, 1.13, if you could look at that,  
 12 please, Ms Bartholomew.  
 13 Do you recognise this tenancy agreement? Would you  
 14 have been involved in these in any way?  
 15 A. I didn't carry out sign-ups -- what we call sign-ups,  
 16 signing of new tenancy agreements, I didn't carry those  
 17 out routinely. Again, that's housing officers. I think  
 18 I did ask to be trained up on how to do them at some  
 19 point because we were a small housing offices and people  
 20 had to be out and about, so it was just in case there  
 21 was nobody around them one day that I could do them. So  
 22 I think they were looking to train me up and I did  
 23 probably fill out one or two of these in my own tenure  
 24 there. So, yeah, I do recognise this, I think, yeah.  
 25 Q. If you look at the black box at the bottom, just above

1 it there is a paragraph which says:  
 2 "If you have ticked any of the boxes above, please  
 3 give more details below. This will enable the TMO to  
 4 decide if you need additional help to manage your  
 5 tenancy."  
 6 A. Yes.  
 7 Q. Did you know what the purpose of that --  
 8 A. My understanding --  
 9 Q. -- paragraph was?  
 10 A. Sorry. My understanding of that would have been on  
 11 occasion we would need to refer some of our customers on  
 12 for additional support, welfare support, things like  
 13 that, to support them in their tenancy moving forward.  
 14 So that is what my understanding of that box would have  
 15 been for, to see if there was an ongoing referral  
 16 necessary for a particular customer if they were having  
 17 difficulties in a particular area.  
 18 Q. Would it have consideration of needs in the event of  
 19 an emergency, do you think?  
 20 A. I don't think so, and the reason why I say that is it  
 21 was help to manage their tenancy. So from my  
 22 perspective as a housing manager, I would be thinking  
 23 along the terms of welfare benefits, advice and support  
 24 with financial planning, I would be looking at mental  
 25 health support potentially, things that would sustain

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1 the tenancy and maintain that contractual relationship  
 2 and for the customer not to lose their home, bearing in  
 3 mind this is a probationary tenancy, so it's really  
 4 important to sustain it.  
 5 Q. Could that agreement have been used to obtain  
 6 information that would have informed the TMO about needs  
 7 in the event of an emergency?  
 8 A. Potentially it could have been, yeah.  
 9 Q. We've seen three examples now, the audits, the  
 10 information questionnaires and then the tenancy  
 11 agreements themselves, which ask for information about  
 12 vulnerabilities; do you agree?  
 13 A. Yes.  
 14 Q. There were then those various ways in collecting that  
 15 information, but it wasn't a comprehensive system; is  
 16 that correct? It wouldn't have addressed people who had  
 17 existing tenancies or had been in the property for  
 18 a long time; is that fair?  
 19 A. Yes, the audit should have covered people that had been  
 20 in their tenancies for a longer period of time.  
 21 Q. And that would depend on whether the particular property  
 22 had been subject to a tenancy audit; is that correct?  
 23 A. Correct.  
 24 Q. Can you tell us how often the audits took place?  
 25 A. I'm afraid I can't recall that.

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1 Q. Could you -- sorry, I think I overspoke.  
 2 A. That's fine.  
 3 Q. Can you recall or can you help us with how often any one  
 4 property would have been subject to a tenancy audit?  
 5 A. I actually can't remember the frequency, to be honest.  
 6 There was a -- they had a number that they needed to  
 7 achieve in any year, but I can't recall the frequency  
 8 that they were completing them. I'm really sorry,  
 9 I can't assist any further with that.  
 10 MR GADD: Mr Chairman, I've come to the end of that topic  
 11 and I would like to move on to another one, but I wonder  
 12 whether this is an appropriate moment to break.  
 13 SIR MARTIN MOORE-BICK: It probably is, isn't it? Yes.  
 14 We always have a break during the afternoon,  
 15 Ms Bartholomew, and this seems like a good moment to  
 16 take it.  
 17 THE WITNESS: Okay.  
 18 SIR MARTIN MOORE-BICK: So we will stop now. We'll resume  
 19 at 3.30, please, and please don't talk to anyone about  
 20 your evidence while you're out of the room.  
 21 THE WITNESS: Thank you.  
 22 SIR MARTIN MOORE-BICK: All right? Thank you very much.  
 23 (Pause)  
 24 Right, 3.30, then, please. Thank you.  
 25 (3.15 pm)

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1 (A short break)  
 2 (3.30 pm)  
 3 SIR MARTIN MOORE-BICK: All right, Ms Bartholomew?  
 4 THE WITNESS: Thank you.  
 5 SIR MARTIN MOORE-BICK: Ready to carry on?  
 6 THE WITNESS: I am, thank you.  
 7 SIR MARTIN MOORE-BICK: Thank you very much.  
 8 Yes, Mr Gadd.  
 9 MR GADD: Can I ask you to look next at one of Mr Stokes'  
 10 fire risk assessments in respect of Grenfell Tower. The  
 11 reference is {CST00000087}. Now, if you look at that  
 12 document, that's dated 26 April 2016; do you see that?  
 13 A. Yes, I do.  
 14 Q. You joined a month after that.  
 15 A. Yes, I did.  
 16 Q. Would you have been aware that this FRA had been carried  
 17 out at Grenfell Tower in the preceding month?  
 18 A. I'm afraid I can't recall seeing that.  
 19 Q. Would you ever have requested a copy of this fire risk  
 20 assessment?  
 21 A. No.  
 22 Q. Could we turn to page 22 of it {CST00000087/22}, please.  
 23 You see under the heading there "13. Disabled people"?  
 24 A. Yes.  
 25 Q. Do you see the tick in the box "Yes"?

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1 A. Yes.  
 2 Q. And that's in response to the question:  
 3 "It is considered that the building is provided with  
 4 reasonable arrangements for means of escape for disabled  
 5 people?"  
 6 Were you aware of what those means of escape were?  
 7 A. No, in terms of I knew that there was a — there was the  
 8 emergency exit stairwell, which was available, but  
 9 anything in addition to that, no.  
 10 Q. No one ever came to you and said, "These are the ways in  
 11 which disabled people will escape from Grenfell Tower?"  
 12 A. Not that I can recall, I'm afraid, no.  
 13 Q. If we look into the comments box beneath that, Mr Stokes  
 14 writes:  
 15 "At the time of the risk assessment there was no  
 16 evidence of any resident within the premises who suffers  
 17 from sensory impairment [to such level] that would  
 18 prevent them from hearing a shouted warning of fire [or  
 19 a loud knocking on their entrance door to warn them]."  
 20 Given your knowledge of residents in Grenfell Tower  
 21 at the time, was that correct, as far as you were aware,  
 22 that there were no such residents?  
 23 A. Sorry, can you repeat that for me?  
 24 Q. Mr Stokes says:  
 25 "At the time of the risk assessment there is no

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1 evidence of any resident ... who suffers from sensory  
 2 impairments that would prevent them ..."  
 3 SIR MARTIN MOORE—BICK: Mr Gadd, I'm sorry to interrupt you,  
 4 are you reading from the same document that we're  
 5 looking at? When you read it the first time, I sensed  
 6 that the words were slightly different from what I was  
 7 reading.  
 8 MR GADD: May I read verbatim from the risk assessment,  
 9 then? I'm sorry.  
 10 SIR MARTIN MOORE—BICK: That's all right, thank you.  
 11 MR GADD: The document:  
 12 "At the time of the risk assessment there was no  
 13 evidence of any resident within the premises who suffers  
 14 from sensory impairment that would prevent them from  
 15 hearing a shouted warning of fire."  
 16 Was that correct as far as you understood the  
 17 position in Grenfell Tower whenever you joined it in  
 18 May 2016?  
 19 A. I wouldn't have been able to have made a conclusion on  
 20 that. That would have meant that I'd have had to have  
 21 known every individual tenant, every individual  
 22 household member, to make that assessment. I wouldn't  
 23 have been aware of that.  
 24 Q. The next paragraph is:  
 25 "TMO have introduced a comprehensive programme to

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1 gathering information about tenants including any  
 2 disabilities and their physical ability and mobility to  
 3 respond to any emergency situations. This information  
 4 will be imputed on a 'TP Tracker system' and held  
 5 centrally."  
 6 First of all, were you aware of a comprehensive  
 7 programme to gather information about disabilities that  
 8 had been introduced at that point?  
 9 A. No. My assumption is they meant the tenancy audit  
 10 process. That would be my assumption.  
 11 Q. Were you aware of a TP tracker system?  
 12 A. Not that I can recall, no.  
 13 Q. The next paragraph is:  
 14 "The additional information will be used to assess  
 15 if residents may require additional devices to provide  
 16 them with early warning of smoke/fire in their home  
 17 and/or development of a Personal Emergency Evacuation  
 18 Plan (PEEPs)."  
 19 Are you familiar with the term "personal emergency  
 20 evacuation plan"?  
 21 A. I am.  
 22 Q. Would you have been familiar with that term at the time  
 23 that you started at the TMO?  
 24 A. I was.  
 25 Q. How were you familiar with it?

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1 A. I worked for a borough previously, I believe it was  
 2 Hillingdon, where they had developed their work on  
 3 personal emergency evacuation plans. So I was aware of  
 4 that terminology from when I worked at Hillingdon.  
 5 Q. Were you made aware of it or of a personal emergency  
 6 evacuation plan scheme at TMO?  
 7 A. Not that I can recall.  
 8 Q. Did anyone at TMO inform you about personal emergency  
 9 evacuation plans or the circumstances in which one  
 10 should be prepared?  
 11 A. Not that I can recall.  
 12 Q. Did you know of anyone being referred for a personal  
 13 emergency evacuation plan?  
 14 A. Not in the tower, although there may have been —  
 15 I think I have a recollection of a vulnerable customer  
 16 in a sheltered scheme that had a personal emergency  
 17 evacuation plan developed, although it may have been  
 18 referred to more as a risk assessment for that  
 19 individual, but they weren't in the tower, they were in  
 20 sheltered scheme. So I think I have a recollection of  
 21 that, but not of a personal evacuation plan for  
 22 Grenfell Tower.  
 23 Q. You told the Inquiry a few moments ago about your  
 24 knowledge of people with sensory impairments in the  
 25 tower, and I think that you said you wouldn't have known

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1 that information.  
 2 Specifically addressing a point of physical mobility  
 3 restriction , would you have known of any residents in  
 4 the tower who suffered a physical restriction in  
 5 mobility that might have meant that a PEEP was  
 6 appropriate for them?  
 7 A. At the time of the fire there was one resident that  
 8 I was aware of, because — by virtue of the fact that  
 9 the customer had a disability scooter, a mobility  
 10 scooter, and from memory I think she was housed in the  
 11 Hidden Homes, which were the new properties that were  
 12 developed in the tower that had been built with  
 13 disability in mind, so the doors were wider and there  
 14 were various adjustments made within the property. So  
 15 I think that particular customer I was aware of, but  
 16 I couldn't say that I was aware of anybody else,  
 17 unfortunately.  
 18 Q. We may come back to the customer you refer to, but can  
 19 I ask you to look at a document which is the fire safety  
 20 strategy, that's at {TMO00830598}. Do you recognise  
 21 that document?  
 22 (Pause)  
 23 A. I'm afraid I can't recollect reading that document.  
 24 Q. You don't recall ever seeing it?  
 25 A. It's possible, but I can't recollect at this time,

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1 I'm afraid.  
 2 Q. Did you know that such a document existed, that there  
 3 was a fire safety strategy?  
 4 A. I would have assumed something like that would have been  
 5 in place. That's been my experience in most of the  
 6 organisations, if not all of them, that I've worked for,  
 7 that there was usually a health and safety fire strategy  
 8 in place. So it would have been my assumption that the  
 9 document was there.  
 10 Q. Can I ask you to look at one of Janice Wray's witness  
 11 statements to the Inquiry. That's at {TMO00847305/35}.  
 12 Can I ask you to look at paragraphs 114 to 115.  
 13 Paragraph 114:  
 14 "114. I have been asked to provide more information  
 15 on the TMO's intention to produce [PEEPS] ... for  
 16 vulnerable and disabled residents. I have also been  
 17 asked to set out the extent of my knowledge and  
 18 involvement in this plan.  
 19 "115. PEEPs were generally targeted at workplace  
 20 and occupational settings and not residential dwellings.  
 21 Additionally, the Health and Safety team were not  
 22 routinely advised of the location of vulnerable  
 23 residents or those with disabilities. If vulnerable or  
 24 disabled residents raised concerns with my Estate or  
 25 Neighbourhood colleagues, we would have visited that

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1 resident and/or asked the fire risk assessor to visit  
 2 and/or sought an LFB Home Fire Safety Visit."  
 3 Were you aware that you could make a referral to the  
 4 health and safety team for a PEEP to be prepared?  
 5 A. Not specifically for a PEEP, but if I — if there were  
 6 health and safety concerns, then it may have been raised  
 7 in a different way and a PEEP may have resulted out of  
 8 that conversation. But not specifically to — I wasn't  
 9 ever aware of a situation where I'd specifically say,  
 10 "We need a PEEP for this customer or this customer".  
 11 Q. Can I ask you to look next at the supporting residents  
 12 policy and procedure, that's at {TMO00880481}. Could  
 13 you look at that document.  
 14 Do you recognise it? Have you seen it before?  
 15 A. I don't believe I have.  
 16 Q. Were you aware of whether such a policy existed?  
 17 (Pause)  
 18 A. Again, I would have to assume that a policy would be in  
 19 place, but I don't know. The evidence that I see in  
 20 front of me, this is draft, so I don't know if it was  
 21 actually in place at the time or whether it was still  
 22 a draft document.  
 23 Q. One more document on this topic, the supporting  
 24 residents procedure, which is at {TMO00880482}, if we  
 25 could look at that, please. Do you recognise this

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1 procedure document?  
 2 A. I may have seen it. I can't actually recall,  
 3 I'm afraid.  
 4 Q. Do you have any recollection of whether this procedure  
 5 was implemented or in force at the time you worked at  
 6 the TMO?  
 7 A. I'm not aware of that.  
 8 SIR MARTIN MOORE—BICK: Can I just ask, I notice at the foot  
 9 of the page it says "draft 10"; were you aware either  
 10 that it was going through drafts, did anyone tell you  
 11 that?  
 12 A. I'm afraid not, sir, I'm not ...  
 13 SIR MARTIN MOORE—BICK: No, no, that's all right.  
 14 A. I'm not aware.  
 15 SIR MARTIN MOORE—BICK: So it follows that you don't know  
 16 whether it was ever finalised and put into effect?  
 17 A. Correct.  
 18 SIR MARTIN MOORE—BICK: Thank you.  
 19 MR GADD: You mentioned a moment ago a customer you were  
 20 aware of who had issues within Grenfell Tower. Can we  
 21 look at that. You go into some detail at paragraph 32  
 22 of your third witness statement. Could we look at that,  
 23 please, {TMO00871021/6}. Could you just read that to  
 24 yourself, please.  
 25 (Pause)

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1 A. Yes.  
 2 Q. Do you recall, was the lady's name  
 3 Mariko Toyoshima—Lewis?  
 4 A. Yes, that rings a bell, yeah.  
 5 Q. That's flat 9 at Grenfell Tower?  
 6 A. I don't know the door number, I'm afraid.  
 7 Q. Were you aware that she was a wheelchair user and  
 8 registered as disabled?  
 9 A. I wasn't fully aware of that; however, her use of  
 10 a mobility scooter would suggest that.  
 11 Q. In her Phase 2 witness statement to the Inquiry, at  
 12 paragraph 63, she gave some evidence about this. If we  
 13 could look at that, please, the reference is  
 14 {IWS00001725/21}. If we could zoom in on paragraph 63,  
 15 please, what she says is:  
 16 "One of the issues I did raise was regarding what  
 17 would happen in terms of me escaping if there was  
 18 a fire. I asked 'Rob' and the Neighbourhood Officer  
 19 what would happen if there was a fire in relation to me  
 20 escaping. I also asked the people working in the  
 21 Latimer Road office, what would happen if there was  
 22 a fire as I am in a wheelchair."  
 23 Move down to paragraph 67 on the same page. She  
 24 says:  
 25 "The response that I received in relation to what

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1 would happen if there was a fire and I am in  
 2 a wheelchair was from Rob and the neighbourhood officer  
 3 was verbal where I was told that I am on the list for  
 4 disabled people in the tower."  
 5 Could we also look at paragraph 78, please, in that  
 6 document on page 29 {IWS00001725/29}:  
 7 "I asked the Estate Inspector of the Tower about how  
 8 I would escape in the event of a fire. I cannot  
 9 remember his name. He came and talked to me for  
 10 three hours explaining about how the building was built  
 11 and designed to contain a fire. He told me that there  
 12 was very thick concrete (80cm) around the flat ensuring  
 13 that the flat was completely safe in the event of a  
 14 fire. He told me that because of this protection, I did  
 15 not have to leave the flat in the event of a fire as it  
 16 was safe to remain in the flat if the fire had not  
 17 started in my flat."  
 18 The reference there to Rob, could you help us with  
 19 who Rob might be?  
 20 A. Possibly Robert Regan.  
 21 Q. Were you aware of the issues that Ms Toyoshima—Lewis had  
 22 raised in respect of her escape in the event of a fire?  
 23 A. Not specifically about her escape, although she was in  
 24 a property that had been allocated by RBKC. So we  
 25 didn't do the allocation of that property, the TMO

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1 didn't do the allocation to that property. And at that  
 2 time the stay—put policy was in place, so ...  
 3 Q. Was there any consideration of referring  
 4 Ms Toyoshima—Lewis for a personal emergency evacuation  
 5 plan?  
 6 A. Not that I can recall.  
 7 Q. Does that mean that there may have been consideration of  
 8 it or you don't think there was at all?  
 9 A. I don't think it could have been, because had  
 10 consideration been given, then it would have been done.  
 11 So I can only assume that it wasn't considered.  
 12 Q. In terms of consideration of that issue, her evacuation  
 13 in the event of a fire, who should have dealt with that  
 14 or who would normally be expected to deal with that in  
 15 the neighbourhood or through the neighbourhood office?  
 16 Would that have been your role?  
 17 A. I think it's something that the housing officer would  
 18 have been able to deal with, with the resident, and seek  
 19 the appropriate advice. It wouldn't necessarily have  
 20 been for me to do that. It would have taken somebody,  
 21 I assume, with some health and safety and fire  
 22 evacuation experience that had been trained to be able  
 23 to develop that evacuation plan, so it wouldn't  
 24 necessarily have been within my skillset to do.  
 25 Q. Can we look at an email chain from October 2016, at

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1 {TMO10045793/2}, please.  
 2 So what Ms Wray is informing you of — you saw the  
 3 email was to you — the fire risk assessor at  
 4 Grenfell Tower, and if you look halfway through the  
 5 first paragraph, it says:  
 6 "However, the assessor has advised that there was  
 7 a mobility scooter parked in the communal lobby outside  
 8 flat 9 and this was being charged through the letterbox  
 9 of the flat at the time of his visit. Paul has never  
 10 made me aware of this — were you aware? Did the  
 11 resident seek permission to have a scooter in this area  
 12 and had we informed them of the ban on charging in the  
 13 communal areas."  
 14 If we could scroll up to see your response, please.  
 15 You say in response to Janice Wray {TMO10045793/1}:  
 16 "I am at Grenfell tomorrow so will deal with the  
 17 scooter issue myself whilst I am there — will update you  
 18 on Friday."  
 19 Do you remember in fact going to speak with  
 20 Ms Toyoshima—Lewis at Grenfell Tower?  
 21 A. I do remember speaking to the customer. I can't  
 22 remember if it was at this juncture, but I did spend  
 23 some time with this particular lady in her flat  
 24 discussing it. She had various issues, some to do with  
 25 the — I think there was an issue with the telephone

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1 line and some other concerns that she had. So I can't  
 2 remember if I visited her specifically about the scooter  
 3 issue or with all of the issues together, but I know  
 4 I did visit this lady.  
 5 Q. One visit or more than one?  
 6 A. I can't actually remember. Definitely one, I can't  
 7 remember if it was more than one.  
 8 Q. And on the one occasion, or if it was more than one or  
 9 another occasion, did she raise with you this issue  
 10 about evacuation in the event of a fire?  
 11 A. I actually can't recall that. Yeah, I can't recall  
 12 whether she did.  
 13 Q. Is the evidence then that she may have done but you  
 14 can't recall whether she did or not?  
 15 A. It's possible, it's certainly possible, but  
 16 I literally -- I can't recall, I'm afraid.  
 17 Q. Can you recall, whether or not she raised it with you,  
 18 considering yourself what she would do in the event of  
 19 a fire?  
 20 A. My -- I think the way that the concern was raised was  
 21 more to do with the location of the scooter, and so our  
 22 work or the work of the housing officer was  
 23 predominantly around trying to have the scooter safely  
 24 housed within the property and not on the outside, and  
 25 was less to do with looking at a safe means of escape

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1 for that particular customer, bearing in mind it was  
 2 a stay-put policy. So, yeah.  
 3 Q. Janice Wray's email was because of a fire safety  
 4 concern; is that correct?  
 5 A. My understanding was that it's because the scooter --  
 6 the way the scooter was outside, and from this email, it  
 7 appears because of the electric supply running from the  
 8 property, out through the letterbox and in to the  
 9 scooter that was parked outside the front door of the  
 10 property.  
 11 Q. As a consequence of that fire safety concern, you didn't  
 12 think about an issue of evacuation in a fire, nor did  
 13 anyone ask you to consider that with this particular  
 14 resident; is that correct?  
 15 A. I can't speak for anybody else, but I didn't think about  
 16 a safe means of escape in those terms because I was  
 17 working on a stay-put policy.  
 18 Q. And no one else asked you to consider that?  
 19 A. I don't know. I can't recall anybody specifically  
 20 asking me to look at that.  
 21 Q. Do you know if this issue was resolved with --  
 22 A. I think as I pointed in my statement, I said it was  
 23 a live issue at the time of the fire, so my housing  
 24 officer was still trying to work with social services to  
 25 secure the customer with a smaller scooter that would

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1 have fitted inside the property for her use, rather than  
 2 having to have it outside. The point I would probably  
 3 make around that is that the allocation made probably  
 4 needed some work in terms of: was it an appropriate  
 5 allocation in the first instance? And that's  
 6 a conversation that needs to be taken place with RBKC,  
 7 who made the nomination and the allocation to that  
 8 property.  
 9 Q. The email that we've just seen was from Janice Wray in  
 10 October 2016, so a good few months in advance of the  
 11 fire. The evidence is then it wasn't resolved in any  
 12 way by the date of the fire in June 2017. Is that  
 13 correct?  
 14 A. In terms of an evacuation plan for that customer or the  
 15 scooter?  
 16 Q. Either.  
 17 A. Both. Yeah, neither appeared to be resolved, from my  
 18 understanding.  
 19 Q. Can I ask you about communications you had with  
 20 residents.  
 21 A. Yeah.  
 22 Q. Paragraph 36 of your first witness statement, which is  
 23 at {TMO00000894/7}, if we could pull that up, please,  
 24 thank you. If we could zoom in on paragraph 36:  
 25 "Because I joined the TMO just after the

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1 refurbishment project was completed, a conscious  
 2 decision was made within the organisation that I would  
 3 not become involved in any complaints relating to that  
 4 project."  
 5 Was that decision made before or after your  
 6 recruitment to the TMO?  
 7 A. I can't fix precisely when, but I got very much a view  
 8 when I started that the organisation was keen to have  
 9 a bit of a -- almost a bit of a fresh start in terms of  
 10 the works were now completed and we wanted to move on to  
 11 having a more effective communication and constructive  
 12 communication with residents.  
 13 Q. Does that -- sorry. Had you finished?  
 14 A. Yeah, that's fine.  
 15 Q. Does that mean that you were aware that the  
 16 communication between residents of Grenfell and the TMO  
 17 had been ineffective up to that point?  
 18 A. Ineffective in terms of that I was aware that there had  
 19 been difficulties. Now, whether that -- you know, and  
 20 for many reasons. I'd reviewed some of the -- before  
 21 joining the organisation, I had the opportunity to read  
 22 some of the things online, some of the blogs. I was  
 23 aware coming into the post that there had been some  
 24 issues, and very much saw it as an opportunity to start  
 25 afresh.

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1 Q. Can I ask you to look at, on the issue of a tenants'  
2 handbook, a document, the reference for which is  
3 {IWS00001343}.

4 If we look at the bottom of that page, it's an email  
5 from Shah Ahmed on 6 October 2016 to Millicent Williams,  
6 who I think you said was one of your housing officers.

7 A. That's correct, yes.

8 Q. You're copied in to that, and he asks:  
9 "Could you kindly send me the Tenant handbook at  
10 [your] earliest convenience?"

11 If we could scroll up to Ms Williams' response, she  
12 says:  
13 "Good morning Mr Shah  
14 "Thank you for your email.  
15 "Unfortunately I am unable to provide you with  
16 a copy of the Tenant's Handbook at this time [as] the  
17 manual is currently under review. It is hoped that the  
18 tenant's Handbook will be ready for distribution early  
19 next year (2017)."

20 Can you look at I think an undated version of the  
21 handbook, {TMO10041915}. Perhaps we could scroll down  
22 to the next page, please.

23 If it assists, we can scroll through the document,  
24 but having seen those first two pages, is it a document  
25 that you recognise?

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1 A. I believe so.

2 Q. You do recognise this?

3 A. I believe so, yeah.

4 Q. Do you know if this handbook was finalised in 2017?

5 A. I'm afraid I don't know whether it was finalised.

6 Q. Do you know if it was ever provided to residents?

7 A. I can't say that, because I wouldn't be the person  
8 issuing it to residents, so I can't answer that  
9 question, I'm afraid.

10 Q. Who would have issued it to residents?

11 A. I'm assuming if it was a tenants' handbook that that  
12 would have been issued as part of -- at the tenancy  
13 sign-up stage, and so any officers doing sign-ups,  
14 tenancy sign-ups, that may have been part of the pack of  
15 information that new tenants were given.

16 Q. So who would those officers have been? Is that housing  
17 officers?

18 A. Housing officers, so Millicent, Janice, Susan and, you  
19 know, all the other officers that worked within the TMO,  
20 the housing officers.

21 Q. Was there an officer called Daniel Lewis?

22 A. Daniel Lewis was our administration officer who worked  
23 across all the teams. So, yeah, he wasn't a housing  
24 officer per se, he was part of our wider admin team.

25 Q. Do you know if he would have been involved in providing

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1 tenants' handbooks to residents?

2 A. It's possible, given that he was doing the  
3 administration.

4 Q. Can I ask you next to look at your second witness  
5 statement, paragraph --

6 SIR MARTIN MOORE-BICK: I'm sorry to interrupt you.  
7 Can you help me with something else? I think  
8 Shah Ahmed's request was made in about October, I didn't  
9 quite get the date.

10 A. Yes.

11 SIR MARTIN MOORE-BICK: And it was hoped that the new  
12 version of the handbook would be available early the  
13 following year.

14 What did you give any tenant who was signed up  
15 during that period? Were there stocks of the old one?

16 A. It's possible that there were.

17 SIR MARTIN MOORE-BICK: Then he could have had that,  
18 couldn't he?

19 A. He could have done. However, I'm not sure -- this may  
20 have been a tenants' handbook, and I think Shah was  
21 a leaseholder, so that may have been different  
22 information.

23 SIR MARTIN MOORE-BICK: Well, he may have been interested to  
24 read it.

25 A. He may indeed. But, yeah, I don't know.

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1 SIR MARTIN MOORE-BICK: Do you actually know whether there  
2 were existing stocks or whether there weren't?

3 A. I'm afraid I can't tell you, I don't know.

4 SIR MARTIN MOORE-BICK: Right, thank you very much.  
5 Yes, Mr Gadd, sorry.

6 MR GADD: Thank you, Mr Chairman.  
7 Second witness statement, if we may, paragraph 14,  
8 {TMO00842401/5}. You say here that you recall  
9 Seamus Dunlea suggesting floor signage might need to be  
10 replaced after gas pipe work was completed because the  
11 work obscured the numbers. That's correct, is it?

12 A. Yes.

13 Q. Were you aware of any temporary numbering that had been  
14 put in place at Grenfell Tower?

15 A. No, not that I can recall.

16 Q. Can you remember when you and Mr Dunlea discussed this  
17 issue of replacement of floor signage?

18 A. I can't remember specifically when we discussed it. It  
19 was a -- there was an occasion where it was discussed  
20 across the office, so just Seamus saying to me, "The  
21 pipes are potentially covering the numbers, we need to  
22 get them replaced", so I think I probably said something  
23 in response to, "Okay, fine, we'll get that resolved",  
24 again, after the works were complete.

25 Q. Did you consider whether it presented a fire safety

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1 issue, for example allowing the Fire Brigade to find  
 2 their way around the building? Did that occur to you?  
 3 A. Well, it would have occurred to the estate service  
 4 supervisors, the ESAs, that were carrying out the weekly  
 5 inspections. It should have been raised as part of  
 6 that.  
 7 Q. You said would have occurred to them or should have been  
 8 raised; was it?  
 9 A. I don't know because I didn't manage the estate service  
 10 supervisors at the time.  
 11 Q. Did you report that as an issue to anyone, to the health  
 12 and safety team, for example?  
 13 A. The specific issue on the numbering?  
 14 Q. Yes, the numbering.  
 15 A. No, I don't recall that I did. My understanding was, as  
 16 I've said in my statement, it ran across the numbers.  
 17 It didn't -- I wasn't aware that it had completely  
 18 obscured the numbers. So I don't think anybody said to  
 19 me that the numbers weren't entirely visible.  
 20 Q. Did you consider it a health and safety issue at all?  
 21 A. Probably not at that time, no, because my view on that  
 22 would have been that if it was, then the appropriate  
 23 people would have raised it as a concern and dealt with  
 24 it. So probably not immediately to me. Again, as  
 25 I say, it very much depends whether it was -- the pipes

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1 were running across the numbers or whether they were  
 2 completely obscured.  
 3 MR GADD: Mr Chairman, I've come to the end of my prepared  
 4 questions. May I request the usual 15-minute break to  
 5 see if there are others?  
 6 SIR MARTIN MOORE-BICK: Yes.  
 7 Right, well, Ms Bartholomew, we always have to have  
 8 a short break at this point to enable counsel to take  
 9 stock and perhaps put other questions that may be  
 10 suggested by other people. So we'll break now until  
 11 4.20, and then we will see whether there are any more  
 12 questions for you at that stage. All right?  
 13 THE WITNESS: Thank you.  
 14 SIR MARTIN MOORE-BICK: Thank you very much. Please don't  
 15 talk to anyone about your evidence while you're out of  
 16 the room.  
 17 THE WITNESS: Okay, thank you.  
 18 SIR MARTIN MOORE-BICK: Thanks very much.  
 19 (Pause)  
 20 4.20, then, please. Thank you.  
 21 (4.05 pm)  
 22 (A short break)  
 23 (4.20 pm)  
 24 SIR MARTIN MOORE-BICK: Right, Ms Bartholomew, ready to  
 25 carry on?

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1 THE WITNESS: Yes, thank you.  
 2 SIR MARTIN MOORE-BICK: We will see whether there are any  
 3 more questions for you.  
 4 Yes, Mr Gadd.  
 5 MR GADD: Thank you, Mr Chairman.  
 6 I asked you some questions about the collation of  
 7 information about vulnerable residents within  
 8 Grenfell Tower, and I think you informed the Inquiry  
 9 that you wouldn't know the detail of that information.  
 10 Is that correct?  
 11 A. Yes.  
 12 Q. Would you have known how to access that information  
 13 collectively at all?  
 14 A. I think what I would have done is I'd have spoken to  
 15 David Noble and asked for a list that way.  
 16 I wouldn't -- I don't recollect knowing how to collate  
 17 that kind of information myself.  
 18 Q. Does it follow, then, that in the event of an emergency  
 19 where that collection of information was relevant, you  
 20 wouldn't have been able to do that, you would have had  
 21 to have asked David Noble to do that; is that correct?  
 22 A. Yes, and also I'd have needed access to the system to be  
 23 able to do it, so I wouldn't have had -- we didn't have  
 24 laptops or anything at the time of the fire, or  
 25 I certainly didn't, so it's not something I could have

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1 done remotely myself.  
 2 Q. You couldn't have said or been able to assess how that  
 3 information would have impacted upon their ability to  
 4 evacuate those particular residents; is that correct?  
 5 You couldn't have addressed that issue of, in the event  
 6 of an emergency, how such residents would be able to  
 7 evacuate?  
 8 A. Addressed in what way, sorry?  
 9 Q. You wouldn't have been able to provide that information  
 10 and assess what such people would be able to do in the  
 11 event of an emergency; is that correct?  
 12 A. Not in respect of every resident, no.  
 13 Q. Can I ask you about logging complaints?  
 14 A. Yes.  
 15 Q. Now, if a resident attended the office in Lancaster West  
 16 and they wanted to make a complaint, what was the system  
 17 for logging such complaints where they attended in  
 18 person?  
 19 A. I think it would depend on who they saw and what the  
 20 nature of the complaint was. So we had -- at the  
 21 office, there was a customer services officer on the  
 22 reception desk that would deal with any customers coming  
 23 into the office routinely, taking down details and  
 24 passing that on to the relevant people, certainly if  
 25 that was in relation to repairs, because customer

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1 services assistants or customer service advisers would  
 2 be able to log repairs from the office there and then.  
 3 So from that respect they would deal with that.  
 4 I also had housing officers on a duty system, so if  
 5 it wasn't that kind of query or complaint, they would be  
 6 able to see a duty housing officer who could hopefully  
 7 pick up those details and interview the customer and see  
 8 what the situation was and pick that up and rectify  
 9 that. So there's a couple of different ways that it  
 10 could have been dealt with.  
 11 Q. Would the complaints have been sent to the complaints  
 12 team if they were lodged in that way?  
 13 A. It depends if the customer was making a formal  
 14 complaint. There's two different -- it's almost two  
 15 different things. So the ability for customers to raise  
 16 formal complaints was available, and my understanding is  
 17 that that information was available on the TMO's  
 18 website, I believe, about how to make a formal complaint  
 19 via Catherine Dack's team, the three-stage formal  
 20 complaint process.  
 21 The things that would come via our office would be  
 22 things that we would try and resolve quickly that  
 23 wouldn't necessitate -- wouldn't need a formal complaint  
 24 process if we could fix it quickly, if it was a simple  
 25 issue that could just be resolved quickly, to the

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1 customer's satisfaction. That's what we were aiming to  
 2 achieve.  
 3 Q. What about complaints made by telephone to the office at  
 4 Lancaster West, how would those have been logged and  
 5 responded to?  
 6 A. I think with the CRM system officers were able to take  
 7 notes of conversations that they were having with  
 8 residents and put that on CRM, and raise concerns or  
 9 queries via the CRM system and send that to the relevant  
 10 department that needed to deal with it. So that was  
 11 available as well, if phone calls were received.  
 12 Q. Is it possible that residents either phoning in or  
 13 attending at the Lancaster West office may have made  
 14 a complaint which was not logged or passed to the  
 15 complaints team? Is that possible?  
 16 A. Yeah, certainly possible.  
 17 Q. Could you say how likely that was to happen?  
 18 A. Impossible to say, really, there are so -- you know,  
 19 there are various different people involved and it was  
 20 an estate office, so there were people, you know, in and  
 21 out all the time. So very difficult to say what or how  
 22 many formal complaints wouldn't have been logged.  
 23 I wouldn't have that information.  
 24 Q. Can I ask you about smoke alarm tests and checks.  
 25 Would you have been involved in smoke alarm tests or

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1 checks at any stage?  
 2 A. Not that I can recall.  
 3 Q. If a resident came and said, "I'd like my smoke alarm  
 4 tested and I can't do it myself", did that type of  
 5 incident like that ever occur?  
 6 A. I couldn't tell you, I'm afraid. I couldn't tell you if  
 7 that had happened. I mean, I would assume that someone  
 8 would come into the office, speak to the customer  
 9 service adviser and say that if they were coming into  
 10 the office and then, you know, that would have been  
 11 dealt with. But I'm not aware of any cases of that  
 12 nature.  
 13 Q. You yourself, you can't recall addressing such an issue  
 14 or resolving such an issue?  
 15 A. Not off the top of my head, no, I'm afraid I can't.  
 16 Q. Are there any other points or is there any other  
 17 evidence you think that the panel would be assisted by  
 18 knowing that you would like to give?  
 19 A. No, not that I can think of. Thank you. Obviously what  
 20 I would -- this being an opportunity to just formally  
 21 say how incredibly sorry I am to all the bereaved and  
 22 everybody that suffered.  
 23 SIR MARTIN MOORE-BICK: Thank you.  
 24 MR GADD: I've no further questions, Mr Chairman.  
 25 SIR MARTIN MOORE-BICK: Well, Ms Bartholomew, it only

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1 remains for me to thank you very much on behalf of the  
 2 panel as a whole for coming in to give your evidence  
 3 today. It's been really helpful to hear from you, and  
 4 it's a very valuable exercise. So thank you very much  
 5 indeed, and you're now free to go.  
 6 THE WITNESS: Thank you.  
 7 (The witness withdrew)  
 8 SIR MARTIN MOORE-BICK: Well, Mr Gadd, that presumably is  
 9 a convenient point to conclude for the day.  
 10 MR GADD: I hope so, Mr Chairman.  
 11 SIR MARTIN MOORE-BICK: We shall embark on another witness  
 12 tomorrow.  
 13 MR GADD: Mr Millett, yes, will be taking the witness  
 14 tomorrow.  
 15 SIR MARTIN MOORE-BICK: And that will be at 10 o'clock  
 16 tomorrow.  
 17 So, 10 o'clock tomorrow, then, please. Thank you.  
 18 MR GADD: Mr Chairman.  
 19 (4.30 pm)  
 20 (The hearing adjourned until 10 am  
 21 on Tuesday, 27 April 2021)  
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