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Grenfell Tower Inquiry

Day 124

May 4, 2021

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1 Tuesday, 4 May 2021 1 A. I don't know. I mean, there was 2. (10.00 am) a residents' association but I don't know the status of SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to that residents' association at that time. It did today's hearing. Today we're going to continue hearing become -- it did refocus itself later on, but -- and 4 4 5 evidence from Mr Maddison of the TMO. 5 I did attend at least one meeting of those, but I think 6 So would you ask Mr Maddison to come back in, 6 that was the only one, in about 2017. please. Thank you. 7 Q. Were you aware of an organisation called the 8 MR PETER MADDISON (continued) 8 Grenfell Tower Leaseholders' Association or GTLA? 9 SIR MARTIN MOORE-BICK: Good morning, Mr Maddison. 9 A. I would get emails from members of that. I didn't know 10 THE WITNESS: Morning. 10 that it was a constituted organisation in itself, but 11 SIR MARTIN MOORE-BICK: That's it, get organised, and 11 I did receive correspondence from that group. 12 then ... 12 Q. Right. Did you consult with GTLA about the THE WITNESS: Thank you. 13 refurbishment or any other management problems or issues 13 SIR MARTIN MOORE-BICK: All right? Good. 14 at Grenfell Tower? 14 15 Yes, when you're ready, Mr Millett. 15 A. Not specifically with them, but the residents or the leaseholders of -- in that group would be involved in Questions from COUNSEL TO THE INQUIRY (continued) 16 16 17 MR MILLETT: Mr Chairman, good morning. Good morning, 17 any block-wide consultation. 18 Q. Did you ever check whether GTLA was a registered members of the panel. 18 19 Good morning, Mr Maddison. 19 association, registered --20 20 A. Good morning. A. I had conversations with the head of the home ownership 21 21 Q. I'm going to ask you some questions now about the topic team who was responsible for the leaseholders and also 22 22 the head of resident engagement. So I had briefings 2.3 Can I please take you to your statement, 23 from people who knew those organisations. Q. Can we go, please, to $\{RBK00000860\}.$ 2.4 {TMO00000892/22}. Look at paragraph 115. You said 2.4 25 2.5 This is the Grenfell Tower regeneration this: 1 3 1 "In terms of general interaction and concerns there 1 communication plan draft version 1, and you can see that 2 is a recognised local authority process whereby 2 it's created in August 2013 by Thea McNaught-Reynolds as 3 representative groups may voice opinions. Here the 3 the author and shows the project manager as 4 recognised residents associations had been the 4 Claire Williams. 5 Lancaster West Residents Association and Lancaster West 5 Are you familiar with this document? Management Board but these were in existence before 6 A. I haven't seen it probably since that date. 7 I joined TMO and I had no interaction with them. My 7 Q. Right. Did you see it back then? 8 perception is that historically there had been issues 8 A. I don't recall . It will be --9 with both organisations." 9 $\ensuremath{\mathsf{Q}}.$ Right. Do you know who asked for it to be produced? 10 Now, Lancaster West Estate Management Board had 10 A. Erm ... I don't. 11 Q. Can you go to page 3 {RBK00000860/3}, please. We can ceased to exist by the time you joined the TMO; is that 11 12 right? 12 see in the left-hand column there under 1.5 13 A. I think so 13 "Communications Objectives", a number of objectives in 14 Q. Yes. What historical -- you used the word 14 the column, and objective 1 is: 15 15 " historical " -- issues or problems had there been with "Residents of Grenfell Tower understand goals of the the Lancaster West Residents' Association? 16 project and projected timelines." 16 17 A. I don't know the detail because I wasn't really involved 17 The plan would be a responsive two—way communication 18 with either organisation, but I think it was about 18 with residents, responding to their concerns and 19 having meetings that were quorate and holding AGMs so 19 questions in a timely manner. 20 there was a clear agenda, really. 20 "Level of engagement - consult." 2.1 Q. Does that mean that when you joined the TMO in 21 Objective 2: "Residents of Grenfell Tower have confidence in the January 2013 there was no representative 2.2 2.2 23 residents' association for Grenfell Tower? 23 project and TMO's ability to deliver." 24 A. Not for Grenfell Tower on its own, no. 2.4 Plan: Q. What about the Lancaster West Estate more generally? 25 "Responsive two way communication with residents

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1 facilitates a positive ongoing relationship. 2 "Level of engagement - consult."

> It continues down the series of objectives, turning from "consult" to "inform" in places.

The plan clearly sets out that communication with residents should be two-way, as I've shown you. Did you agree with this idea at the time, do you think?

- 8 A. Yes, I think this is a -- this document is trying to lay 9 out the ways in which we would communicate, engage, 10 consult or involve residents at various stages.
- 11 Q. Do you remember having any input into this plan?
- 12 A. I don't specifically remember it, but it's something 13 that we would have discussed within the project team, 14 yes
- 15 Q. Right.

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- 16 Who is Thea McNaught-Revnolds?
- A. She was in —— she was a communications officer. 17
- 18 Q. And what was her role in relation to the refurbishment 19 in general terms?
- 20 A. She would give advice on communications issues.
- 2.1 Q. Right. She clearly produced this document; do you know 2.2 who she produced it for?
- 2.3 A. I don't remember this document being produced. It was 2.4 a very long time ago now.
- 25 Q. Right. Do you remember any discussion of this document?

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- 1 A. Not specifically the document. There was discussion about how to consult residents and how that engagement 2 3 would work in practice.
- Q. Right

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You can see in the right-hand column that, as I said, there's a plan to consult under objectives ${\bf 1}$ and 2, and a plan under objective 3 to inform, and the same again under objectives 4 and 5 in the second bullet point. Different levels of engagement, you see.

What was the difference between "consult" level of engagement and "inform" level of engagement?

- A. I think at different stages of the project there would be different types of engagement with residents, potentially, so -- I mean, I think consultation is about a two-way communication, where we're asking for feedback on a proposal, for example. Inform is sometimes when things are more definite, informing somebody that something is going to happen on a particular day. There was also a further level of detail which was about involving residents, and so for example we would involve residents in the selection process of contractors. for example, and involve them in evaluating contractor bids. So they're the three dimensions of a consultation
- plan. Q. Now, the objectives, as you can see in the left -hand

1 column, were clearly objectives relating to the

- refurbishment. Do you know who perceived these
- 3 objectives to be necessary objectives? Put another way,
- 4 whose idea was it that these objectives were aimed at
- 5 problems to be solved?
- A. I don't necessarily think they're problems to be solved, 6
 - I think this was probably a discussion document that
- 8 Thea has put together to try and provoke a conversation
- 9 within the project team about how we can consult,
- 10 involve, inform residents.
- 11 Q. I mean, do you know the basis, for example, on which
- 12 Thea McNaught-Revnolds thought it was necessary to have
- 13 a specific objective whereby residents of Grenfell Tower
- 14 have confidence in the project and TMO's ability to
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- 16 A. Sorry, could you ask that question again?
- Q. Yes. What was the basis of the author's decision to 17
- 18 have a specific objective 2, as you can read it there,
- that residents of Grenfell Tower have confidence in the 19
- 20 project and TMO's ability to deliver?
- 2.1 A. I don't know.
- 22 Q. Did somebody tell her that that was an objective that
- 2.3 was necessary?
- 2.4 A. I think she must have come to an opinion that that was
- 2.5 a reasonable objective and put it to the team as

- 1 a proposal.
- $\ensuremath{\mathsf{Q}}.$ Yes. My question to you is: do you know why she formed 2. 3 that opinion?
- $\mathsf{A.} \ \mathsf{I} \ \mathsf{can't} \ -- \ \mathsf{I} \ \mathsf{don't}.$
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Q. Right.

Can we turn to page 6 $\{RBK00000860/6\}$, please, where

- 7 we will see a situation analysis, and on the screen
- 8 about halfway down, two-thirds of the way down, it says:
- 9 "In general, a lack of trust ..."
- 10 Do you see that?
- 11
- 12 Q. Well, it's about two-thirds of the way down the screen,
- 13 where the arrow is
- A. Yes 14
- 15 "In general, a lack of trust and a perception by Q.
- 16 residents that TMO doesn't respect them are clear
- 17 barriers to the project.
- 18 "Inadequate and intermittent communication has also
- 19 given residents cause for distrust and they have
- 2.0 resorted to making FOI requests to obtain the
- 21 information they believe has been denied them.
- 2.2 Then there are some entries under that:
- 2.3 "Resident consultation on certain aspects of design
- 2.4 etc. but not overall.
- 25 "Regular newsletter — light on information.

1 "Letters to residents - ad hoc and not providing the 1 being carried out and communications objectives are 2 2 information they wish to see. being met. Communications will be responsible for 3 "Face to face meetings have been acrimonious and 3 updating this schedule as and when changes or new 4 unproductive.' 4 opportunities occur." 5 Now, those four matters there, do you agree that 5 Then you can see the columns across the bottom of the page: "Date", "Activity", "Channel", and "Actioned 6 each of those four statements were justified at the 6 7 7 by, and involvement". 8 A. Erm ... yeah, I think that's a reasonable assessment. 8 If you turn to the next page, please, page 119 Q. Yes. 9 $\{RBK00000860/11\}$, we've got the activities for the year 10 10 Again, do you know what the source of these 2013, starting in July, perhaps because this document is 11 descriptions of the relationship between the TMO and the 11 dated August. Then you can see those in July and August 12 residents of the Lancaster West Estate were? 12 on that page. If one scrolls down -- there is no need 13 A. Erm ... I think at this time -- so, from memory, the 13 to do this -- one can scroll over the following pages, it runs into September, October and November, to the end 14 first meeting I had with the -- so the way that we 14 15 consulted residents up to this point, there'd been 15 of the year. 16 16 Particularly, look at the item at the bottom of a different team, so my predecessor had had a particular 17 17 page 11, Thursday, 15 August: approach to communicating with residents, and this was 18 a review, because there'd been a -- the project had 18 "Propose Grenfell Tower regeneration Residents group 19 stalled at this stage. There were some planning issues, 19 to residents." 2.0 the project had stalled. A lot of the conversation from 20 Then: 21 residents at this stage was about a distrust about the 21 "At the Thursday meeting." 22 project being delivered because of delays, you know, 22 You see that? Was a Grenfell Tower regeneration residents group 2.3 23 a lot of the complaints were about delays, and that came 2.4 2.4 actually proposed to residents at that meeting, do you across quite strongly at the first meeting that I went 25 to with residents in, I think, the June of 2013. And 2.5 remember? 11 1 I think Thea was at that meeting, and I think she's 1 A. I don't remember. I went to a series of meetings following the initial meeting in June that year, and the 2 taken this document to pull together her assessment of 2 3 some of the issues that she felt the residents were 3 meetings were very poorly attended. I think what we

I think Thea was at that meeting, and I think she's taken this document to pull together her assessment of some of the issues that she felt the residents were saying from that meeting, and trying to pull together a proposal as to how we could engage residents more effectively going forwards.

7 Q. The sentence that I read to you two—thirds of the way 8 down:

9 "In general, a lack of trust and a perception by 10 residents ..."

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It's clear from this, isn't it, that the lack of trust and perception described there was not limited to a number of particular individuals; certainly the author of this paper regarded it as a general problem?

A. I don't know, I think this is probably — Thea, I assume at this stage, had probably only been to one meeting, so I think she was taking an assessment based on quite a limited amount of evidence, but I think it was — I could understand why she came to that conclusion.

Q. Can we go to page 10 {RBK00000860/10}, please. Here we
 see a communications activities schedule towards the
 foot of the page, and it says:

"This communications activities schedule is a live document which will be regularly reviewed and updated to make sure that agreed communications activities are

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A. I don't remember. I went to a series of meetings following the initial meeting in June that year, and the meetings were very poorly attended. I think what we were discussing here was how we could put together a more effective way of communicating with residents. So I don't remember whether there was — specifically that was discussed at that meeting or not. But I do know that shortly after that we did a consultation process with residents to consult them on the way that they wanted to be consulted, which was really the next step from this.

12 Q. Yes. We do have the minutes of that meeting, and they
 13 are at {TMO10049910}, but I won't take you to them.
 14 Take it from me there is no reference to a group being
 15 proposed.

My question is: why was a residents' group not actually created at that time?

18 A. I don't know about at that time, that was the August.
19 I do remember we consulted residents more broadly on the
20 various ways in which they could or wanted to be
21 consulted, and that was where the focus was given from
22 this point.

23 Q. I see

Can we go to your statement, page 22 TMO00000892/22, and look at paragraph 116, just below

1 where we were: 2 "We held public meetings and drop-in sessions for 3 residents. We then consulted residents on their 4 preferred method of consultation. Only one resident favoured public meetings. The majority asked for 5 Newsletters plus informal drop-ins." 6 Can I show you first, please, $\{TMO10031174\}$. That 7 8 is a document entitled "Grenfell Tower Review, 9 Consultation, Section 5 - Consultation Surveys". 10 Are these the consultation surveys you were 11 referring to just there in your statement? 12 A. I've never seen this document. 13 14 A. I don't think so. No. 15 Q. You've never seen this document before? A. No, this looks like it's ... this is a TMO/Rydon issue, 16 17 so I assume these survey forms are about the detailed 18 surveys of residents' homes about where central heating 19 layouts will be and -- so, no, I think that's a document 2.0 that Rydons would produce with the TMO when we're 21 consulting about the specifics of works in their homes. 22 The consultation document that I was talking about 2.3 was -- so each time we had a public meeting we would 2.4 also have drop-in sessions, so you'd have a formal 25 meeting, and you'd also have an opportunity for people

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to come and talk to us individually, and that was a process that seemed to work, because it was easier for people to talk about their specific needs or concerns to people.

At those meetings in the December and January that year, we carried out a residents' survey asking about the way — the methods — the appropriate methods that they would prefer to be consulted, and the strong preference was for residents to be — to continue the drop—in sessions but to be informed through newsletters on progress. But very few people — I think only one person actually said that they wanted larger public meetings.

Q. Let's just stick with this document and see how far you can help us.

Can we please go to page 3 $\{TMO10031174/3\}$, where we can see a blank form.

18 A. Okay.

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Q. "How do you want us to consult with you? Please rank options with 1 being top, and 6 being least preferred."

You can see the six options there. The option for a formal meeting you can see is item 5:

23 "By formal meeting, held between 6–7pm."

Was that right, that the only option for a formal meeting was that one hour in the evening?

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1 A. That was being proposed as a proposal.

2 Q. But do you know any other proposal for any other kinds

of meetings, other than the one hour in the early

4 evening?

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5 A. Well, drop—in sessions would always be run during the 6 day and in the evening, so there would be informal 7 opportunities for people to come and discuss with us.

Q. You can see that residents were asked to rate their preference from 1 to 6.

If we go to page 9 of this document {TMO10031174/9}, we can see the results of that survey. There you can

see:

13 "65 households attended this session - ie over 50% 14 of block.

"55 forms were returned."

And the top preference, as you can see there, was for individual letters posted or put through the door; that's right, is it, that that's what they wanted?

19 A. That's my understanding, yes.

20 Q. Right. So not newsletters; yes?

21 A. Well, newsletters were the second preference, so --

22 Q. Yes, exactly.

Was there any attempt to consult further residents after this survey or did you leave it at that?

25 A. So from this survey we went through a process of doing

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1 all of these items, 1, 2, 3 and 4, but we didn't hold

2 formal meetings, and we also put notices on the

3 notice -- so we actually did all of these things but

 $4 \hspace{1cm} \hbox{didn't have formal meetings, because those meetings had} \\$

5 been poorly attended and people didn't appear to find

6 them a useful way of communicating. So our focus was

7 really trying to be more bespoke to individual needs,

8 talking to residents on a one—to—one basis or in smaller

groups at a drop—in session, and so we gave a broad range of opportunities for people to engage with us.

11 Q. If we go back to page 1 of this document

12 {TMO10031174/1}, we can see on the first page there in

the first box it says that the consultation survey,

central heating survey and information on central

15 heating was sent by TMO and Rydon to residents attending

the drop—in session on 12 December 2013. Is that right?

17 Is that what happened as a matter of fact?

18 A. I don't know, I didn't attend those meetings.

19 Q. No, but even if you didn't attend those meetings, did

you know that that's what had happened, the results of

21 the survey?

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22 A. I'd understood that all of the people who had attended

23 those drop-in sessions in December and January were

asked to fill in the form that you showed me before, to

give us their preferences about how they wanted to be

1 consulted. wanted to be consulted. That would have been a more 2 Q. Right. I mean, this suggests that the survey was taken 2 accurate way of reporting what was being agreed at this 3 at a drop-in session on 12 December 2013; is that 3 4 correct? 4 Q. Can we go to {RYD00009237}. This is a note dated 5 A. My understanding is that it took place at the drop-in 5 14 November 2013 on the Grenfell Tower regeneration session, I think there was more than one session, on -notepaper with some topics set out, and it's the notes 6 6 7 in December 2013 and in January 2014, was my 7 from the Grenfell evening meeting. 8 Under the header "Issues raised", if you look understanding 8 9 Q. Right. So you say there were two occasions, two drop—in 9 three-quarters of the way down the screen, "Procedures", 10 1.0 sessions, one on 12 December 2013, and another in we have (a) apologies, and then (b) notice of events. 11 January 2014; is that your understanding? 11 12 12 A. That's my understanding. 'Comment was made that 6 days notice was not enough. 13 Q. That's your recollection, is it? Right, I see. 13 in future the TMO will give 7 days notice of future Can we then go to the KCTMO programme board meeting 14 14 consultation events." 15 minutes of 21 November 2013, and we'll find those at 15 Do you recall that there was concern among the 16 $\{TMO10028444/7\}$. We can see who is present, and we can 16 residents of Grenfell Tower that there was not enough 17 17 see that you attended the meeting for the first item. notice to them about when consultation events would take 18 "Assets and regeneration", together with David Burns. 18 place? 19 If we look at the last line of the first paragraph, 19 A. I don't remember that. 2.0 20 Q. Was the number of residents who participated in such 21 "It had been agreed to hold no more public meetings 2.1 events affected, do you remember, by the late 22 because of the stand being made by the Grenfell Tower 22 notification of the events or meetings? 2.3 2.3 leaseholder group.' I don't think it was a significant factor, because all 2.4 Now, I'm showing you that. Now let me show you your 2.4 of -- none of the meetings were very well -- well, there 25 first witness statement, please, at page 34 2.5 was one meeting that was well attended, but that was 17 19 1 $\{TMO00000892/34\}.$ Let's go on that page, please, to 1 really because there was an appetite to talk about the 2 paragraph 179. You deal with this meeting there. You 2 power surges that were relevant at that -- that were 3 3 relevant at that time. "I attended the next Programme Board on Q. That was earlier in 2013? 5 21 November 2013 ... reporting that formal planning 5 A. That was in June. But the subsequent meetings were very 6 approval was still awaited but we were ready to go out poorly attended, there would be a handful of people, and 6 7 7 to tender and we would be on site next Spring. It is I didn't think it was late notification that was leading 8 8 inaccurately recorded that I reported 'it had been to that. 9 9 agreed to hold no more public meetings because of the Q. Right. 10 stand being made by the Grenfell Tower Leaseholder 10 {RBK00003386}, please. This is an email exchange 11 Group'. The reality was that residents' meetings were 11 between Councillor Blakeman and 12 poorly attended and nobody wanted them, and we moved to 12 Councillor Rock Feilding-Mellen, copied to 13 drop-in sessions and newsletters." 13 Laura Johnson, on 11 December 2013. 14 Now, is it right that you received the minutes that 14 If we look at the last paragraph on page 1, it says: 15 15 I've just shown you after the meeting? "At the moment Mr Daffarn land the next few words A. I don't remember. 16 are redacted] but he has been so disruptive during the 17 Grenfell Tower consultations that Peter Maddison has

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17 Q. Why did you not correct the minutes, if you did receive 18 them, when you did?

19 A. I don't know that I picked up that nuance.

2.0 Q. Right. So is this another example of minutes of 21 meetings which you disagree with?

2.2 A. I think it's not precisely what I was reporting.

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24 A. In reality what we did from that point, from the point

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25 of that meeting, was to consult residents on how they 23 24

open meetings.'

I show you that.

with Councillor Blakeman?

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Q. Do you recall suggesting to her, as she records here,

suggested and I have agreed that we do not hold any more

Do you recall discussing the consultation meetings

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2.5 that you do not hold any more open meetings?

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- 1 A. I discussed the fact that the meetings that we had were 2 poorly attended and could be disrupted, and that we 3 should consult residents on how we should consult them 4 going forward, so we could be more effective in our 5 consultation, because the process we were going through 6 with these meetings wasn't working.
- Q. You see, she says at the time that he, Mr Daffarn, has been "so disruptive during the Grenfell Tower 8 9 consultations that Peter Maddison has suggested and 10 I have agreed that we do not hold any more open 11 meetings"

At the time, she was attributing the cessation of open meetings to Mr Daffarn's disruptive conduct during those consultation meetings, and attributed that to you as the suggestion.

- A. I would put it a different way, which would be that the 16 17 meetings that we were holding weren't effective, they 18 weren't well attended, and that we should look at 19 a better way of engaging with residents.
- 20 Q. Well, she hasn't said, "Peter Maddison has suggested 2.1 that we don't hold any more open meetings because 22 they're not well attended", she is saying you suggested 2.3 it because of Mr Daffarn's conduct; do you agree?
- 2.4 A. They're Councillor Blakeman's words, not mine.
- 25 Q. They are. Do you agree?

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- 1 A. I don't — well, I don't disagree with the fact that the 2 meetings were disrupted, but I felt the key issue from 3 my personal perspective was that I felt that the consultation meetings weren't effective and that we 5 should do something different, and that was to really 6 focus on what residents wanted and how they wanted to be 7 engaged with, and make sure that we were listening to
- 8 their issues and responding to them on a more one-to-one 9 basis than as a collective. 10 Q. Do you agree that the reason or one of the reasons that
- 11 you suggested that you stop holding open meetings was 12 because of Mr Daffarn's disruptive conduct?
- A. One of the reasons was that some of the meetings were --14 there was disruptive behaviour at some of those 15 meetings, yes.
- 16 Q. Right.

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- 17 A. But there were other factors too.
- 18 Q. I see.
- 19 Were you seeking to prevent Mr Daffarn from 2.0 participating fully in the consultation process?
- 21 A. Not at all. There were 120 households in the block, and 2.2 it was important that we listened to all of them, 23
- 2.4 Q. Now, can we turn to the Grenfell Compact next.
- 25 Now, if we look at your first statement, please, at

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1 page 22 {TMO00000892/22}, next paragraph down, 2 paragraph 117, you say:

"A formal focus group recognised by local authorities and known as a 'Compact' was set up specifically in response to issues raised by and on behalf of residents regarding the location of the HIUs within some flats. This was set up and various individuals were involved."

Now, it's right, isn't it -- and correct me if I'm wrong about this -- the TMO agreed to recognise the

contact with the Compact residents before that. The

10 11 Grenfell Compact at a meeting on 17 July 2015 attended 12 by Victoria Borwick, the MP? 13 A. I don't know if that's correct. There had been previous

15 Compact residents had contacted Councillor Blakeman and Councillor Blakeman -- had attended 16

17 Councillor Blakeman's surgery in June, and I'd met with 18 the group in June in the show flat, so that pre-dated 19 the meeting with Councillor Borwick.

20 Q. Yes, my question was about recognition rather than 2.1 contact.

22 Do you agree that the TMO agreed to recognise the 23 Grenfell Compact on 17 July 2015, at a meeting with 2.4 Victoria Borwick?

25 I don't know, I don't recall exactly the details of when

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1 it was recognised, but we had engaged with the residents 2 in the Compact prior to that meeting.

Q. Well, let me put something to you.

Can we please go to {IWS00002110}, please. I'll show you the first page. This is a witness statement to the Inquiry given by Mr William, or Willie, Thompson, who was a resident of Grenfell Tower. This is the first page of his second statement to the Inquiry.

Can we go to page 22 {IWS00002110/22}, please, and 10 I want to show you paragraph 75.

"Formation of the compact.

"75. It was only after Victoria Borwick MP attended the 17 July residents meeting with Rydon and with Peter Maddison that the TMO allowed us to be recognised; David Collins applied for us to be recognised as a Compact and we were."

17 Did you agree to recognise the Grenfell Compact 18 because of Victoria Borwick MP's intervention on that 19

2.0 A. No, as I explained, we'd met with the group previously 21 with Councillor Blakeman in the show flat to discuss the 2.2 issue around the HIU, so that was an ongoing discussion,

23 and that was as a result of Councillor Blakeman talking 2.4 to that group and saying to me that she felt that they

2.5 had some issues that we needed to communicate with them

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1 about. 2 The formal recognition of the Compact would have 3 been put in place by the community engagement team and 4 I had no part in the detail of signing up to that agreement, from what I remember. 5 Q. Right. 6 Now, can we go, please, to $\{TMO00832280\}$. This is 7 an email from Edward Daffarn to Janet Edwards at the TMO 8 9 dated 24 January 2014, and if we go to page 2 10 $\{TMO00832280/2\},$ we can see that that is at the end of 11 an email chain which has on it, at the very top of 12 page 2, an email of 24 January to Mr Daffarn from 13 Janet Edwards of the TMO. She says: "I write further to Claire Williams email to you 14 15 below dated 23 January. 16 "I would like to reiterate, as we have done 17 previously, that the TMO are unable to recognise 18 Grenfell Tower Residents Group as there is in existence 19 an RA covering the Lancaster West Estate area. I will 2.0 again, by separate e-mail, forward the responses you 21 received from Yvonne Birch and myself on this matter in 22 2012/13." Do you remember that? Do you remember this 2.3 2.4 exchange? You weren't copied in on it, it is fair to

say, but do you remember the subject coming up?

- 1 A. I wasn't copied in to it, but I was aware from talking 2 to Janet Edwards, who was the head of the resident 3 engagement team, that there had been previous conversations from Mr Daffarn trying to set up
- 5 a specific resident group for Grenfell. Her view was
- that there was already a residents' association set up 6 7 for Lancaster West.
- Q. Right. 8
- 9 A. So I had no part in that, but I was aware of that being 10 the position
- 11 Q. Now, going back to the email I started this with, which 12 was the email from Mr Daffarn to Janet Edwards in response on page 1 $\{\mathsf{TMO00832280/1}\},$ you're not copied in 13 on this, Claire Williams is. Do you think you saw this 14 15 at the time nonetheless?
- 16 A. I don't think so, no.
- Q. You don't think so. Do you remember, nonetheless, that 17 18 Janet Edwards' refusal of Mr Daffarn's request to 19 recognise a Grenfell Tower residents' group provoked 2.0 bitter complaint from him?
- 2.1 A. I don't recall.
- 2.2 Q. I'm summarising.
- 23 A. I don't think I was -- I don't think I would have been 2.4 involved in that dialogue.
- 25 Q. Right, I see.

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Can we then move on further into the year, 2014. {TMOH00004881}. It's a strange reference, but there it is. This is an email of 17 September 2014 from Janet Edwards to Edward Daffarn, where she says in the second paragraph:

"I would confirm that the TMO has no objection to the tenants and leaseholders of Grenfell Tower forming a Grenfell Tower Improvement Works Resident Group, and I would advise that this Group will be consulted by the TMO on matters relating to the Grenfell Tower building works. Indeed, the TMO has no objection to any residents wishing to form a resident group for purposes

"I would also confirm that we are still working with the Lancaster West RA which represents all residents on the Lancaster West estate "

Now, you weren't copied in on this, but it did go to the complaints team and Fola Kafidiya.

19 Were you aware that Janet Edwards had changed her 2.0 position in September 2014 from the position that had 21 previously been taken by her in the January of that year? 22

2.3 A. I don't know that she's changed her position, I think 2.4 she's making a distinction between a residents 2.5 association and a group that's put together for the

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1 purposes of consultation on a particular project. 2 I suspect that's what she's highlighting here.

3 Q. Right.

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Do you know why Ms Edwards didn't make this suggestion when asked originally in January 2014?

6 A. I don't know.

Q. Right.

Can we please go to $\{TMO00846124/2\}$. This is an email from Claire Williams to David Collins, copied to Edward Daffarn, and in the middle of page 2, the fourth paragraph down, you can see what she says there. She says:

"In your email you ask whether the TMO would acknowledge the Grenfell Community Unite group as a representative voice of leaseholders and tenants. I am advised that this group will not be recognised by the TMO, as there is a Residents Association already in existence. The TMO are currently working with the existing Lancaster West Residents Association, and are currently making arrangements with them to hold an AGM. There was communication with Mr Daffarn in early 2014 relating to forming an alternative residents' group."

Now, I should have told you the date of this, $% \left(1\right) =\left(1\right) \left(1\right)$ 2.3 2.4 17 April 2015 now.

25 Before I ask you about what I've just read out to

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I just want to look at two earlier emails.

The first one is at {TMO00845965}. This is an email from you on 1 April 2015 to Fola Kafidiya, copied to a number of people at the TMO, including Janet Edwards, you will see, as well as Claire Williams and

you in that email, I want you to have that in mind,

You say:

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"Mr Daffarn is continuing to agitate in Grenfell Tower

Janet Edwards again. She appears twice.

"Attached are the latest posts on his website. He is clearly distributing misleading information (I've highlighted the most serious allegations). Fola — I wonder if you could advise on the point at which his comments becomes libellous?

"Most of the comments relate to works that are not yet $\mbox{finished}$.

"Furthermore, there has been no direct contact from this group to formally raise these issues .

"We will continue to communicate with residents through our regular newsletters. Our continued approach is to focus on one to one consultation to agree the detail of the scope of works within residents' homes.

"Mr Daffarn continues to press for a recognised resident group."

You attached, as we can see, certain blog posts to your email. Those are at {TMO00845967}, and there are a number of these in this document reference, but I'll just show you the first one. It's entitled, "A Collective Voice For Residents As 'Grenfell Community

Unite' Is Formed!" Posted on 31 March 2015, so the day before your email, Mr Maddison.

What did you think Mr Daffarn was doing in Grenfell Tower by way of, as you put it, agitation?

A. Could we go back to that email?

11 Q. Yes, can we go to the previous document, please, 12 {TMO00845965}.

A. So I think there were a number of issues going on here that — so one was Mr Daffarn wanted a collective group for Grenfell Tower to represent them, and there was — so there had been an ongoing dialogue between the resident engagement team and himself about that. Then there's a discussion about how to consult residents on the works, so it's a discrete issue relating to the works, and that was where we had consulted residents on how they wanted to be consulted and come to a particular view as to how we were going to take that forward, given the feedback that had been received to date.

This next piece of communication seemed to be at odds with what we'd consulted with the broader community

about, and that felt like an area that needed to be resolved. Some of the issues that were being raised through Mr Daffarn's blog were being communicated inaccurately. For example he was saying that —— giving photographs of work that were in progress saying, "Look at these terrible exposed pipe works", when in fact the pipework hadn't yet been enclosed. So he was passing misinformation through the blog, and that was where I felt that we needed to be very clear on how we communicated to all the residents and engaged with all the residents in the block, not just a small number.

12 Q. What did you mean by "agitation"?

13 A. I think that I felt he was passing misleading
14 information through his blog and using that to cause
15 confusion among the residents. So we were trying to
16 consult residents and engage with residents, and the
17 blog was giving misleading information.

Q. Now, you say in the second paragraph, as I've read to
 you, that you have highlighted the most serious
 allegations.

Can we go back to the document I was on, which was
the blog posts, {TMO00845967}. The yellow there is your
highlighting, is it?

24 A. I don't remember.

25 Q. Right. You don't remember. We've proceeded on the

basis that they are your highlights. If they're not, then please do tell me.

Can we go to page 1, please, first of all . We can see there that you're pursuing, as he sees it , a "TMO/Rydon hated policy of 'divide and rule'", and then in the last sentence that you have treated the residents with complete contempt.

Turn to page 2 {TMO00845967/2}:

"... the TMO/Rydon are using threatening and intimidatory tactics to scare residents into allowing them access into our homes. We despise these underhand and bullying tactics from the TMO/Rydon who have been telling residents that if they do not co—operate that they will have no heating from sometime around May 2015 and that they will lose their tenancies unless access is granted so that Rydon can come in and simply butcher our homes. It is ridiculous that the TMO can even be thinking of threatening us with legal action when all that we have requested is that they don't enter our properties without first giving us a guarantee that the work will undertaken in a professional manner and to a high standard."

That's another one you have highlighted.

Then if we go to page 4 $\{TMO00845967/4\}$, the second paragraph:

"Mr Edward Daffarn then informed the meeting about past attempts by residents to gain a united voice for the Grenfell Tower community and how the RBKC Council and the TMO have worked to prevent tenants and leaseholders from forming any form of collective resident representation.'

I've shown you three of those you have highlighted, or it appears that you have highlighted.

What was it about those particular passages that you objected to?

- A. Could we go to the second one?
- Q. Yes, go to page 2 $\{TMO00845967/2\}$, please, "threatening 12 13 and intimidatory tactics".
- 14 A. So it's saying that we were threatening and intimidating 15 residents, which I didn't think was accurate or true.
- O Right 16

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- A. Threatening residents if they didn't co-operate that 17
- 18 they'd have no heating, that wasn't true, and that
- 19 they'd lose their tenancy unless access was granted,
- 2.0 none of these things were true. So I felt that,
- 21 you know, it was important that residents were clear on
- 22 how we were consulting them and what the issues were,
- 2.3 and we certainly weren't threatening people in the way
- 2.4 that is suggested here, and I felt that that was quite
- 25 serious.

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- 1 Q. Yes. You say none of these things in this passage were 2 true. You say that now. Did you at the time carry out 3
- any investigation into these allegations before writing to Fola Kafidiya the next day? 5 A. The \dots some of -- this sort of language was used quite commonly at a lot of the Compact meetings, and in the 6 7 meetings with Mr Daffarn, that they would say $--\ \mbox{he}$
- would say that residents had been bullied and harassed, and without giving any specifics of what that meant. what that was, and there were no specifics given about quite how that was to be the case. And I said I would
- 12 investigate any specific issues, but these were very 13 broad issues -- they were very broad statements which
- 14 didn't have any truth in them, as far as I could tell,
- 15 in terms of, you know, we weren't -- we didn't say that
- 16 people would have no heating, and, you know, we knew 17
- that that wouldn't be an appropriate thing to do and we
- 18 wouldn't allow that to happen, and we wouldn't tell
- 19 people that they would risk losing their tenancies
- 2.0 unless they gave access. That just wasn't factually 21
- 2.2 Q. Mr Maddison, I understand that. I'm asking you 23 a slightly more specific question
- 2.4 This blog post is posted on 31 March. Stripping 25 away the language in this passage for the moment, just

- 1 take away the language and just look at the bare 2
 - allegation, which is that TMO/Rydon have told residents
- 3 that if they do not co-operate they will have no heating
- 4 from around May 2015 and will lose their tenancies.
- My question is not whether that's true or not. but whether you personally investigated whether it was true 6 7 at the time?
- 8 A. Whether I investigated? I mean --
- Q. Yes. 9

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- 10 A. Well, ves. I would have had conversations with the
 - project team and with Rydons about what was being
- 12 alleged here.
- 13 Q. Right. Let's break that up.
- 14 When did you have a conversation with the project 15 team about that allegation?
- 16 A. At various stages throughout, when this -- I mean, at
- 17 this stage, I'm referring -- you know, and my
- 18 understanding was that these allegations weren't true.
- 19 and I'd spoken to Rydons and the project team about it.
- 20 I don't remember specifically when, but there was no
- 2.1 truth in those allegations.
- 22 Q. Yes. So you keep saying. What I'm after is your
- 2.3 investigations, your personal investigations in
- 2.4 an even-handed manner into whether they were true.
- 25 So, discussions, let's start with TMO. Who did you

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- speak to at TMO about whether this allegation that I've 1
- 2 just read to you in the bare terms was made?
- 3 A. In the TMO I would have spoken to Claire Williams and to
- 4
- Q. Do you remember actually having a conversation and 5
- 6 asking them and putting to them the allegation in this
- 7 blog and saying, "Is there any truth in this?"
- 8 A. Yeah, I'm sure I would have had that conversation.
- 9 Q. Well, you say you're sure; do you remember?
- 10 A. No, I don't remember a specific conversation at this 11
- 12 Q. Next one, Rydon. Do you remember speaking yourself to
- 13 Rydon and asking them whether they've been going round
- telling residents that if they don't co-operate, they 14
- 15 won't have any heating or will lose their tenancies?
- 16 A. Yes, I'd have spoken to Simon Lawrence about these
- 17 issues and Simon Lawrence from Rydons came to the
- 18 meetings with me and the residents from the Compact.
- 19 Q. Did you actually go to him with this blog and say,
- 2.0 "Simon, is any of this true"?
- 2.1 A. I don't remember if I specifically did in relation to
- 2.2 this blog, but I certainly had conversations with him
- 23 about these allegations, not necessarily in relation to
- this blog. 2.4
- 2.5 Q. Not necessarily in relation to this blog. So are you

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- 1 saying that these allegations had been made very 2 specifically before 31 March and you had investigated them already?
- 3 A. No. afterwards
- Q. Afterwards? 5

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- A. So subsequent to -- so subsequently myself and 6
- 7 Simon Lawrence met with Councillor Blakeman and
- 8 residents of Grenfell in Grenfell Tower to discuss the
- 9 issues relating to the HIU, and that was where some of
- 10 the issues -- these issues were raised, and I discussed 11 them with Simon.
- 12 Q. So is your evidence that you investigated the truth or 13 falsehood of this allegation after you wrote your email
- 14 the next day, 1 April --
- 15 A. No, no, I'm not tying those two things together. You're
- 16 asking me about when I spoke to Rydons. I don't
 - specifically remember when I spoke to Rydons about that.
- 18 but my understanding from, you know, conversations that 19
- I'd had with Rydons and with the project team was that 20 the issues that were being raised weren't accurate.
- 2.1 Q. You see, in the email I read to you, you are saying and
- 2.2 you highlighted the most serious allegations which you 2.3 say are misleading. And my question, and what I'm
- 2.4 trying to understand, is what investigations you
- yourself carried out into the truth or falsehood of the

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- 1 factual allegations before writing the email on 1 April?
- A. My response is that I would have spoken to my project 2
- 3 team and the head of service and the contractor, but
- I don't specifically remember when, you know, this was
- 5 a long time ago now.
- 6 Q. Now, let's look at the fourth page of this blog
- 7 {TMO00845967/4}, which we looked at, where in the second
- paragraph it says Edward Daffarn then informed the 8
- 9 meeting. I've read it out already, I'm not going to
- 10 read it out again.
- 11 It was true, though, wasn't it, that Grenfell
- 12 Community Unite had been refused recognition until 13 July 2015? So, in other words, at the time of this
- 14 blog, which was 31 March 2015, the Grenfell Community
- 15 Unite had been refused recognition?
- 16 A. I don't know that anybody had been in contact with
- 17 Community Unite.
- 18 Q. Well, we've seen the January correspondence with
- 19 Janet Edwards.
- 2.0 A. With Community Unite or with Edward Daffarn?
- 2.1 Q. With Mr Daffarn.
- 2.2 A. So, you know, that's with an individual, Mr Daffarn.
- 23 Community Unite was a group that wasn't recognised, as

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- 2.4 I understand.
- 2.5 Q. I take your point.

1 A. And I think that there are two quite discrete issues

- here: one is about the block consultation, about setting 2
- 3 up a separate tenants' association for Grenfell Tower,
- 4 which I understood was the objective here, and the
- second issue was about having a group or a structure for 5
- engaging with all residents in Grenfell Tower about the 6
- 7 works to their block.
- Q. Yes, yes, I take your point. No, not Grenfell Community 8
- 9 Unite, but it was certainly true, wasn't it, that there
- 10 had been past attempts by residents to gain a united
- voice for the Grenfell Tower community which had been 11
- 12 refused by the TMO? That's the case, isn't it?
- 13
- 14 Q. Well, I showed you the emails earlier in 2015,
- 15 January 2015.
- 16 A. Well, when you said residents, I saw an email from --
- 17 Q. Yes
- 18 A. — the community engagement team and Mr Daffarn, one
- 19 resident. I wasn't sure what -- whether there were more
- 20 residents
- 2.1 Q. Yes. But it's true, isn't it, that the TMO had
- 2.2 actually, as a fact, refused to recognise a Grenfell
- community group in respect of the refurbishment as at 2.3
- 2.4 31 March 20157
- 2.5 A. No, that's not accurate.

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- 1 Q. You don't think that's accurate?
- A. So what is -- so you're saying a group, so I think the 2
- 3 group that Janet Edwards was talking to Edward Daffarn
- about was about a tenants' association in the block.
- 5 The conversation with residents about a consultation
- group, we had had a group, we'd had public meetings 6
- 7 from -- in the building that had been poorly attended,
- 8 we consulted residents on how they wanted to be
- 9 attended, and there was no appetite at all from that
- 10 consultation for public meetings. So we listened to
- 11 what residents were saying and we consulted them through
- 12 informal drop-in sessions and newsletters.
- 13 Those informal drop-in sessions could be groups of 14 people, that didn't have to be individual one-to-ones,
- 15 there could have been groups of people coming together 16 at those meetings too. So we were responding to what
- feedback we'd received from residents at that stage. 17
- 18 Q. Now, the second email that I wanted to show you before
- 19 we get to your later one is at {TMO00846102}. That's
- 2.0 dated 13 April 2015. There it is on the page. You can
- 21 see that it's to you, copied to David Gibson, and
- 2.2 Claire Williams forwards you the email that she has
- 23 received from Grenfell Community Unite, just below that.
- 2.4 It says in the third line:

25 "Robert Black walked by on Friday and we discussed

the fact that the preference was not to meet up with the Grenfell Community Unite group which could be a showcase for Mr Daffarn."

Then she asked for comments on her response.

5 Who was it who maintained a preference not to meet with Grenfell Community Unite as a group? 6

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- $\ensuremath{\mathsf{Q}}.$ Did you share the preference not to meet with the group?
- A. At this time, I was working on the basis of the consultation that we'd carried out very recently with residents about how they wanted to be consulted, and from that consultation there was a clear message, to me anyway, at that stage, that there wasn't an appetite from residents for large public meetings of the type that were being suggested here. So I was dubious as to whether this was the right approach.

However, in due course, we did listen and we did meet this group. But at that stage, so soon after carrying out a consultation, and having quite -- we'd had feedback from more than half of the residents in the block, I didn't think that there was an appetite for this type of meeting.

2.3 Q. Well, it's not talking about a meeting, it's talking 2.4 about a meeting with a group. So are you saving that 25 that would be a -- what kind of meeting would that be,

- 1 a public meeting or just a meeting between Mr Black and perhaps you with members of the Grenfell Community Unite 2 3 group?
- 4 A. I don't know. I think that there was --
- 5 Q. No.
- 6 A. -- the -- there had been a series of public meetings 7 with Grenfell, consulting residents about the proposed 8 works, and those meetings were poorly attended. When we 9 carried out a consultation, which was well responded to, 10 residents showed no appetite for those sort of meetings. 11 However, we did have drop-in sessions that people could 12 come to as individuals or as groups. So there was 13 an opportunity there for people to come and engage. So 14 there was. And so I think that's really what this is 15 flagging up.
- 16 Q. Well, Mr Maddison, with respect, we're in danger of 17 sliding away into a slightly different subject, which is 18 public meetings. I'm not asking you about public 19 meetings. I'm simply asking you -- I'll put the 2.0 question one more time -- whether you shared the 21 preference not yourself to meet with members of the 2.2 Grenfell Community Unite group.
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I had questions about whether this meeting was

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- going -- what this meeting -- the purpose of this 2
- meeting was, really. I thought there might have been 3
- a different agenda in terms of the
- residents' association for the block, and I was really 5 working on the basis of trying to consult residents on
- the basis that we'd agreed with them through the 6
- 7 consultation that took place at the turn of the year and
- that we'd communicated to all residents through the 8
- 9 newsletter. So I was just trying to work on the basis
- 10 of: this is what we've consulted, this is the feedback
- 11 we've got from you, this is what we're doing, and I was
- 12 just trying to stick to that, and I felt that this might
- 13 have been a complicating factor in that.
- 14 Q. I think the answer is yes, you did share the preference 15 not to meet with members of the group, because -- is
- this right, or is this fair -- it would cut across the 16
- 17 way you perceived the consultation should go, which is
- 18 consultation resident by resident?
- 19 A. Which is what we'd agreed with the residents, yes.
- 20 Q. What did you understand that Claire Williams meant by 2.1 the words "which could be a showcase for Mr Daffarn"?
- 22 I'm assuming that she's referring to the fact that
- 2.3 Mr Daffarn could dominate public meetings.
- 2.4 Was that the really reason that recognition of the group
- 25 was refused, at least at this time?

- 1 A. I don't think the group -- recognition of the group 2. wasn't refused.
- 3 Q. Well, it was until 17 July.
- A. But we met earlier than 17 July, it was in June.
- 5 Q. Right. I see.

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- 6 Is it right that before the recognition of the
- 7 Grenfell Compact on 17 July 2015, tenants could only
 - raise issues or concerns on an individual basis and not collectively?
- 10 A. There were drop-in sessions, so each -- so we would
- 11 carry out regular drop-in sessions --
- 12 Q. Yes, sorry, a drop-in session is where a resident talks
- 13 to a member of the TMO
- A. Or many residents. 14
- 15 Q. Right. So I'll my question again --
- 16 A. So the resident drop-in sessions were held in the block
- 17 in the show flat which we used to demonstrate the works
- 18 that were going to be carried out. We would communicate
- 19 to residents through the newsletter saying, "These are
- 2.0 the issues that we're going to be discussing at the next 21 drop-in session", and people would come, either as
- 2.2 individuals or in households or groups of households as
- 23
- 2.4 Q. I understand about groups. Really what I'm after is
- 2.5 something slightly different, which is a collective

1 2 Is it right that before the recognition of the 3 Grenfell Compact in July 2015, tenants could only raise 4 issues or concerns on an individual basis as opposed to 5 a collective basis? A. Erm ... well, they could raise issues on a collective 6 7 basis at the drop-in sessions if they wished. There wasn't a bar on people being able to come together as 8 9 a group and talk to us. 10 Q. But if Mr Daffarn had turned up at a drop-in session and said, "I represent 46 residents in the building under 11 12 the banner of Grenfell Unite", you wouldn't have 13 recognised him doing that, you would have only said to 14 him, "Well, I can entertain your personal complaints but 15 not your collective complaints". A. And that is the process we took in the Compact too. So, 16 17 I mean, even in the Compact, we wouldn't deal with 18 specific issues to an individual. 19 Q. Yes, but am I right that before the Compact was formed, 20 even had Mr Daffarn purported to voice concerns for 2.1 a wider group, they wouldn't have been recognised, only 22 his personal, individual issues and concerns would have

been recognised? That's what I'm getting at.

A. But if an individual raised concerns about the wider

group, we would investigate those concerns with the

1 wider group.

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Q. Now, we can see the response that you give to Claire Williams. It's in a different email string, {TMO00846106}, page 1. You're, I think, commenting here on a draft that she's presented, and you say:

"Thanks for this - I think it is very good.

"A couple of main comments ..."

Then in the second paragraph you say:

"Some redrafting of the following para is needed (see highlighted section):

> "In your email you ask whether the TMO would acknowledge the Grenfell Community Unite group as a representative voice of leaseholders and tenants. I am advised that this group will not be recognised by the TMO, as there is a Residents Association already in existence. The TMO are currently working with the existing Lancaster West Residents Association, and are currently making arrangements with them to hold an AGM. Mr Daffarn will have historic communication from the TMO dating back to early 2014 relating to forming an alternative residents' group".

Now, it's right, isn't it, that LWRA, the Lancaster West Residents' Association, was not actually functioning before the AGM, was it?

25 A. I don't know. 1 Q. Do you know what arrangements the TMO was in fact making 2 for the LWRA to hold an AGM?

3 A. No, I wasn't involved in that.

4 Q. Do you know whether one was held?

5 A. I wasn't involved.

Q. Do you know what steps you took to allow collective 6 7 consultation at this point instead of an AGM for the 8 LWRA?

9 A. Erm ... we'd consulted residents on how they wanted to 10 be consulted, and there wasn't an appetite for that 11 sort of collective engagement.

12 Q. Let's go then to December 2015, {TMO10011591/2}, please.

I'm sorry, I was going to go back to something, 14 actually, that I should have done before

15 Before I come to that, can I go back, please, to 16 Claire Williams' email at {TMO00846124}. This is her 17 response which she sends to Mr Collins and Mr Daffarn.

18 We've seen the background to it now. 19 If you go to page 2 $\{TMO00846124/2\}$, please, and 2.0 look at paragraph 4, I read that to you. That was 21 in fact, it's right, isn't it, how matters were left in

22 relation to recognition of a collective group for

23 a collective voice as of 17 April 2015?

2.4 Yes Α

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25 Q. Yes.

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Can I then go to where I'd gone, which is December 2015, {TMO10011591/2}, please. This is the 2 3 minute of an RBKC/TMO joint management meeting, 2 December 2015, and if we just skip back to page 1, we 5 can see that you were there. There you are identified 6 as the third from bottom.

If we go back to page 2, we can see that there was discussion about governance issues on estate management boards. That's the title there. We can see in the first paragraph:

"The new RA at Lancaster West are doing very well and don't appear to be entertaining Eddie Daffarn and his followers. It has been noted that Eddie Daffarn is trying to put forward a motion of no confidence in the TMO and wants to start a new EMB. The EMB pre dated the TMO and their agreement was signed without legal advice. This along with the fact that they were not transparent in their accounts could work to our advantage as they have £6,000 of debt outstanding."

20 Pausing there, does that reflect the view at the 21 time that an EMB was undesirable for the Lancaster West 2.2 Estate, so far as the TMO was concerned?

23 I had no involvement with the EMB and didn't have 2.4 a view, really. I knew there were historic issues and 25 the EMB was being disbanded, but other than that I know

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1 no detail.

Q. Very well.

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Now, looking at the next paragraph, it says:

"Peter Maddison noted that the Grenfell Compact is not set up as a RA. Cllr Blakeman and Eddie Daffarn are a negative force at Grenfell at present and residents are going to them with problems and not us."

Now, just on that, what was the significance of the Grenfell Compact not being a residents' association strictly so-called?

A. It's the point I've been making about the distinction between a residents' association, so an ongoing organisation as part of the resident engagement structure for Grenfell Tower, which I understand that Mr Daffarn had been campaigning for, for some time, as opposed to being part of the Lancaster West Residents' Association.

18 Q. What did you mean by saying that Councillor Blakeman and 19 Eddie Daffarn were -

20 A. Can I just finish that point before we go on to that 2.1 one, because the Compact itself was a Compact related to 22 the works. It was a discrete consultation vehicle for 2.3 the works, so it didn't have a broader remit in terms of 2.4 the resident engagement strategy.

25 Q. What did you mean by saying that Councillor Blakeman and

1 Eddie Daffarn were a "negative force at Grenfell 2 at present"?

A. So residents were going to them with problems, not us. So what -- Councillor Blakeman had a very complicated role here, and, you know, I think found it difficult at times, because she was a member of the housing -the council's housing and property scrutiny committee, which gave scrutiny to issues that related to housing. She was also a member of the TMO board. And what I felt was that instead of ensuring the scrutiny of our services to make sure that they were working effectively, she was telling residents that they weren't -- our systems weren't working effectively, and so, as a result, the residents were more reluctant to use those systems than they should have been, and I think that caused a bit of poor communication.

So some residents would go to Councillor Blakeman rather than reporting a repair or an issue directly to either Rydons or to the call centre, and that caused a bit of a short-circuiting of all of our systems, which meant that we couldn't sometimes resolve these things as quickly as we would like.

23 Q. I can see that that might be procedurally inefficient, 2.4 but why was it negative, to use the word that's -

A. I think it damaged the relationship between the

1 residents and the TMO and it made our systems more

effective (sic) and it increased the risk of things going

3 wrong. But it also broke down the confidence of -

4 things going wrong can sometimes be great opportunities 5 to put things right and build confidence with people.

Q. Councillor Blakeman was actually a TMO board member, 6 7 wasn't she?

8 A. Yes

9 Q. So why was it a problem that she was trusted by the 10 residents and not "us", such that the residents went to

her with their problems?

11 12 A. It wasn't a problem that she was trusted by the 13 residents, it was a problem that she -- her role as 14 a member of the board should have been to give scrutiny 15 to the processes of the TMO and make sure that we were

held accountable if things weren't working effectively, 16 17 and I felt that that wasn't done in this instance.

18 Q. Why did you think that residents were going to

19 Councillor Blakeman with their problems rather than

20 going to the TMO?

2.1 A. Can I just be clear, some residents. It's a small

22 number of -- you know, although this did happen, it was 23 still a small number of residents. Most people would go

2.4 to the established communications. So there were -

2.5 but -- and I think that at some of the meetings, some of

1 the communications, Councillor Blakeman would say that

2 these systems don't work, and that would discourage 3

people from using them.

4 Q. Yes. Was there any truth in that?

5 A. Certainly they wouldn't work if we didn't -- if they weren't used effectively, that's a self-fulfilling6 7 prophecy.

8 Q. The answer to my question is circular.

9 Was there any truth in Councillor Blakeman's 10 statement that the systems don't work and it was for 11 that reason that residents were going to her?

12 There may have been instances where things went wrong, and -- but the system -- but the focus on fixing those 13 issues $\ensuremath{\mathsf{needs}}$ to be through making sure the system works 14 15 effectively, and that's really -- as a board member. 16 that's really where Councillor Blakeman had the

17 opportunity, very good opportunity, through the

18 operations committee and through the board meetings, to 19

hold officers accountable, and I gave monthly meetings 2.0 to each of those committees and Councillor Blakeman has

21 an ideal opportunity to raise those concerns.

2.2 Coming back to my question, why did you think at the 23 time, if you did think at the time about this, that the

2.4 residents were going to Councillor Blakeman and

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Eddie Daffarn with their problems rather than the TMO?

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- 1 A. I didn't think they were going to Eddie Daffarn with 2 their problems, I thought it was Councillor Blakeman.
- 3 Q. Well, it says here -

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- 4 A. It says that, but I don't believe that's true.
- $\ensuremath{\mathsf{Q}}.$ Okay. Well, rephrasing my question: why did you think 5 at the time that residents were going to 6
- 7 Councillor Blakeman with their problems rather than the 8 TMO?
- 9 A. I think quantifying this is important. I think this --10 we're talking here about maybe a handful of people in
 - a block of 120 homes, and so there were a small number
- 12 of residents who would go directly to
- 13 Councillor Blakeman and that would make the process —
- because bear in mind we had on site -- Rydons had two 14
- 15 resident liaison officers on site all the time for any
- issues that people could —— residents could contact 16
- 17
- those resident liaison officers and issues could be
- 18 resolved almost immediately, and then -- so there
- 19 were -- and that's what most people did. In a small 2.0
- number of cases, we're probably talking six to eight 21
- people, had contacted Councillor Blakeman and she took
- 22 that on as case work. But instead of taking it on as 2.3 case work, my preference would have been for her to have
- 2.4 asked whether those people have reported their issue
- 25 through the appropriate channels first before taking it

- 1 on, and that would have been the quickest way of making sure that we got a repair carried out or got Rydons to 2 3 attend site and address the issue.
- 4 So I think it was more about -- a process issue 5
 - Q. I mean, there is no indication in this record that the number of people going to Councillor Blakeman with their problems rather than the TMO is only a handful. On the contrary, the impression one gets, reading this minute, is that it was a problem, "negative force at Grenfell at present ... residents are going to them with problems and not us". Do you think that that's an accurate and
- 13 reliable minute or do you say that it overstates the
- 14 problem materially?
- 15 A. I think it simplifies the problem and I think that the 16 detail of this can be seen in the review of the project
- 17 that was carried out by the board, where it actually
- 18 broke down the number of issues that were actually
- 19 reported to Councillor Blakeman and how many of those
- 2.0 issues, you know, were dealt with through that process.
- 2.1 Q. Wasn't there a system in place in the TMO -- and correct 2.2 me if I'm wrong about this -- whereby residents could

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- 23 actually raise concerns with their councillors directly?
- 2.4 A Yes
- 25 Q. Known as a members' enquiry?

1 A. Yes.

- Q. So the fact that some people were doing that with 2
- 3 Councillor Blakeman, why would that be a problem, if it 4
- was in fact part of the procedures which residents could 5
- A. Normally, though, I would expect that residents would 6
- 7 report an issue to a councillor through a members'
- 8 enquiry if something's gone wrong. If it's the first
- 9 point of contact, so something's broken and needs to be 10 fixed, it would be better and simpler to report it
- 11 direct to the call centre or to Rydons to carry out the
- 12 repair, rather than raising it as a members' enquiry,
- 13 which is more akin to dealing with it as a complaint.
- 14 Whereas actually -- so that's the distinction I would
- 15
- 16 $\ensuremath{\mathsf{Q}}.$ So in fact it's right that there were actually two 17 available routes of complaint for a resident: one is the
- 18 complaints procedure, where it's a complaint properly
- 19 so-called as opposed to an enquiry, and the other was
- 20 directly to a councillor?
- 21 A. Yes.
- 2.2 Q. I see.
- 2.3 Looking at the next paragraph in this minute, it
- 2.4 savs:
- 2.5 "Cllr. Blakeman has also presented a petition with

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- 1 60 signatures about our management at Grenfell and
- 2 compensation for residents. Amanda Johnson feels that
- 3 it is a conflict of interest for Cllr. Blakeman as she
- is a Council Appointed TMO Board Member.
- 5 Fola Kafidiya-Oke suggested that Amanda Johnson speaks
- 6 to Laverne about this as it needs to be urgently
- 7 addressed "
 - Why were there concerns about Councillor Blakeman presenting a petition on behalf of residents?
- 10 I don't remember the petition.
- 11 You don't remember the petition?
- 12 Α. Specifically, from this, I don't remember.
- 13 Q. Right.

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- 14 Well, looking then at the question of the conflict
- 15 of interest, if we can go back to the previous page.
- 16 please, page 2, Amanda Johnson is recorded as saying
- 17 that she felt that there was a conflict of interest. Do
- 18 you know what the conflict of interest identified by
- 19 Amanda Johnson was?
- 2.0 A. I don't remember.
- 21 Q. Right. Was there an expectation that TMO board members
 - would not question TMO employees, do you think?
- 23 No, no, I mean, I think the whole structure of the TMO
- 24 board and the committees was to be accountable and to be
- 25 held accountable by board members, so I think that

1 probably what Amanda's -- well, I don't know, I can't 1 A. Well, I think that ... 2 guess, I can't speculate on what Amanda was thinking. 2 (Pause) 3 Q. Right. This may be a question for Ms Johnson, but can 3 So I think her role as a board member and as 4 you explain how there could possibly have been 4 a member of the operations committee too, she was in a conflict of interest for Councillor Blakeman to a position to be able to hold TMO officers to account 5 5 represent the interests of residents if it was the case and ensure that our services were working as effectively 6 6 7 that the TMO existed to serve the residents? 7 for residents as possible, and I felt that sometimes her actions meant that residents were less inclined to have 8 A. Sorry, could you --8 9 Q. Well, how could there be a conflict of interest for 9 confidence in our services because of the negative 10 1.0 portrayal of Councillor Blakeman of those services, and Councillor Blakeman to seek to represent the interests 11 of residents if the TMO existed to serve them? 11 I don't think that portrayal was accurate. 12 12 A. I think this is a question for Amanda or Fola. I had a number of bits of correspondence with 13 Q. You were at the meeting. Were you puzzled by what this 13 Councillor Blakeman directly about these sort of issues, 14 14 topic was about at the time? and, you know, sometimes she would produce minutes of 15 A. No, I don't remember --15 meetings without any agreement that would be inaccurate, O I see 16 16 they would be saying that I'd agreed things that A. — thinking about it very deeply, I'm afraid. 17 I hadn't agreed, and I had dialogues with 17 18 Q. I mean, do you accept that the residents were -- and 18 Councillor Blakeman on these sort of things. I use the word in inverted commas -- "customers" of the 19 19 So it was about sending out clear messages, really, 20 TMO? 2.0 because she had more than one hat as a councillor and as 2.1 A. Sorry? 21 a member of the TMO board, and I felt that it's very 22 2.2 Q. Do you accept that the residents were "customers" — difficult, if you've got a board member and a ward 2.3 23 A. Yes. councillor who is saying this is what's been agreed when 2.4 $Q. \ --$ of the TMO? And do you accept that it was the TMO's 2.4 it wasn't what had been agreed with me at all. 25 role to provide your customers with the best service and 2.5 So they are the sorts of things which I think were 59 1 satisfaction you could, acknowledge your errors and try 1 very difficult, and it was causing distrust. and find solutions? 2 2 Q. Do you accept that there could only be a conflict of 3 A. Yes 3 interest as between the TMO and a councillor Q. Did it occur to you at the time -- maybe you can't representing the interests of the residents if there was 5 remember -- that Amanda Johnson's very suggestion of 5 in fact a conflict between those divergent interests? a conflict of interest on the part of A. I'm sorry, I don't know that I can comment on that. 6 6 7 7 MR MILLETT: All right. Councillor Blakeman revealed an "us and them" culture at 8 the TMO? 8 Mr Chairman, is that an appropriate moment for 9 9 A. I think there were some complications in the way that a break? 10 Councillor Blakeman interacted, because she had three 10 SIR MARTIN MOORE-BICK: Yes, Mr Millett, I think it is. 11 she was a local ward councillor, she was a member of the 11 We'll have a break now, Mr Maddison. We will come 12 TMO board, and she was -- she sat on the council's 12 back, please, at 11.40, and as before, please don't talk 13 property and scrutiny committee, and I think that there 13 to anyone about your evidence or anything relating to it while vou're out of the room. 14 are subtleties around that relationship which I think 14 15 15 THE WITNESS: Thank you. Councillor Blakeman struggled with. 16 Q. Do you remember discussing those at the time with 16 SIR MARTIN MOORE-BICK: All right? Thank you. 17 17 (Pause) 18 A. I raised them -- those sort of issues a number of times 18 Thank you, 11.40, please. 19 with the company secretary, because I felt that there 19 (11.24 am) were times where Councillor Blakeman could have been 2.0 2.0 (A short break) 21 21 helping bring about a resolution rather than -- whereas (11.40 am) 2.2 I felt that at times she created the divide. 2.2 SIR MARTIN MOORE-BICK: All right, Mr Maddison, ready to 23 23

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THE WITNESS: Yes, thank you.

SIR MARTIN MOORE-BICK: Thank you very much.

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What were the subtleties around the relationship, as

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you put it, that she struggled with?

 $\{TMO00852865\}$. This is an email to you from Yes. Mr Millett. 2 MR MILLETT: Mr Maddison, can I ask you now to go to 2 Sacha Jevans of 3 March 2016. There it is, copied to 3 $\{RBK00032130\}$. This is a minute of a meeting of the 3 others, including Yvonne Birch. Subject, "Grenfell 4 housing and property scrutiny committee on 4 Board Review". She says: "Hi 5 6 January 2016, as you can see from the top right-hand 5 corner of the document. We can see that you were in "I summarise ... the outcome of the scoping meeting 6 6 7 attendance, five names up from the bottom of the "Others 7 and clarify what information is required in the pack and what information should be covered in the presentation. 8 in Attendance" list. 8 9 Do you have an independent recollection of this 9 I have spilt it into the sections from Eddie's Speech. 10 10 meeting? Just to jog your memory, it was a meeting at Paperwork for the pack ..." 11 which Mr Daffarn addressed the committee. 11 And then a list. 12 12 A. Yes. Just placing this in its chronological context, is 13 Q. You do 13 it right that this is now early March, there had been 14 Now, if we go, please, to page 4 $\{RBK00032130/4\}$, we 14 a scoping meeting to scope out the, in loose terms, 15 can see that you yourself made a presentation to the 15 terms of reference for the TMO board review of the 16 committee on the subject of the Grenfell Tower 16 complaints made by Mr Daffarn? Is that right? 17 17 refurbishment project. A. I don't remember. 18 If you look at page 5 {RBK00032130/5}, you can see 18 Q. You don't remember. Right. So you don't remember what 19 the outcome of the discussion. Right at the foot of the 19 she means by the scoping meeting there? 2.0 section, just before A5, do you see that it says: 20 A. No 21 "In conclusion the Chairman agreed that a Working 2.1 Q. Oh, okay. Right. 22 Group would be commissioned at some point in the future 22 In the first block under 1 she says, "Resident 2.3 but that this was dependant on a number of factors 23 engagement", and she wants, among other things, first 2.4 including the conclusion of existing Working Groups and 2.4 bullet or asterisk: 25 the review work conducted by the TMO." 2.5 "Time line of all the resident consultation meetings

If you go back up the page a little bit further, you will see the previous paragraph says:

"Cllr Blakeman said to the Committee that a number of people did not understand the complaints procedure and often things had been implemented before the complaint had been addressed. She explained that there was no mechanism for collective complaints, for example when a lift wasn't operational or lack of CCTV. The Chairman asked if there was a procedure for collective complaints or if each individual had to log a complaint separately. He suggested there may be a gap in governance in this respect as there should be a process to allow a group to complain and permit the aggregation of a complaint. He recommended that the TMO look at their procedures in this regard. Mr Black agreed to do this."

Now, can we take it from the minutes that the main issue there identified was the lack of a process for collective complaints; yes?

2.0 A. Yes.

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21 Q. But also that any review would depend on the outcome of 2.2 a review by Mr Black and by the TMO board itself?

23 A. Yes

24 Q. Yes.

Moving on from this, then, can we go to

that took place." 1

2 Then six down you can see she wants:

3 "Minutes of any consultation or compact meetings." 4

Do you see that?

5 A. Yes

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6 Q. Let's just see how this proceeds.

> Can we go, please, to $\{\mbox{TMO10044817}/2\}.$ This is an email from you to Gillian Kennedy which, if you go over to page 3 {TMO10044817/3}, you can see you're forwarding David Collins' email to Claire Williams asking for a meeting to discuss the construction works. That's his 6 April email. So that's the context.

If we go to page 1 of this email run 14 $\{\mathsf{TMO10044817}/1\},$ you say to her, second email down on 15 page 1. 4 March 2016:

"Hi Gillian

"On reflection I'm not sure that I want to go into so much detail on the Compact Strand.

"I think I will produce a summary report with a timeline, schedule of meetings and a brief summary of the issues ...

So this has sort of come in on an email chain from the year before, but is the day after Sacha Jevans email to you with her shopping list of things from the scoping meeting. That's the chronology.

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1 Now, what I want to ask you about is the text of 2 your email to Gillian Kennedy. 3 Is it right Gillian Kennedy was co-ordinating the 4 TMO board's review? Do you remember that? 5 A. I don't know if she was or not or whether she was just pulling together some of the pieces from my team or from 6 7 Sacha's team. 8 Q. Right, all right 9 Now, let's go to the text on page 1 I want to ask 10 you about on the screen. 11 What was the problem with giving the board the 12 detailed records, such as they were, of the meetings 13 rather than your own brief summary, as you were 14 suggesting here? 15 A. Erm ... I'm not sure. I don't have any recollection of 16 this 17 Q. Right. Were you looking to omit things? 18 A. No. certainly not. Q. Were you looking to present them in a particular way? A. No. I mean, is there a previous email to this, to give 20 2.1 me a bit of context? Because I can't really remember 2.2 what we were talking about. 2.3 Q. Yes, there is, and I've shown it to you. It's the email 2.4 of 3 March, the day before, from Sacha Jevans to you 25 asking you for the minutes of any consultation or

1 Compact meetings, and you seem to be sending this back to Gillian Kennedy saying, as I've shown you in the 2 3

> "I'm not sure that I want to go into so much detail on the Compact Strand.

"I think I will produce a summary report with a timeline, schedule of meetings and a brief summary of the issues discussed."

9 And I just wanted to know why that was?

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11 Q. Right

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We do see that that is something to which she agrees, if you go to the top of page 1. She just says:

"Hi Peter

15 "Will do

"I am just updating the summary of issues then will

A. I mean, the only thing I can think of is that some of the minutes, for want of a better word, of the Compact meetings might be a set of exchanges of emails, so it might be easier, rather than giving people a whole set of email interchanges, to summarise the points. That's all I can imagine.

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24 Q. Right. You're imagining; you don't remember?

25 A. I don't remember. 1 Q. Right.

2 Let's look then at {TMO00829803}. This is the final 3 pack on the consultation subject presented to the TMO 4 board as part of the review, and if we look at the mini chronology on that page, we can see that what is sent is 5 "Meeting notes and actions, 16 July 2015", so that's the 6 7 first date on which these documents begin and runs down 8 to February 2016.

9 Is it right that you decided not to include 10 David Collins' emails of 17 March and 25 March 2015 and 11 the 6 April email that I've shown you just now in

12 relation to the matters he was raising?

13 I don't think I made a conscious decision not to.

14 I mean, I think these are strictly speaking the notes of 15 the Compact meetings, and they weren't Compact meetings,

16 that was a dialogue with an individual.

17 Q. Do you remember receiving emails in March from

18 David Collins or seeing them at the time sent to

19 Claire Williams requesting recognition of Grenfell

20 Community Unite?

2.1 A. Yes, I do remember.

22 Q. Yes. Do you know why you didn't put those into the pack 23 sent to the TMO board to review?

2.4 A I don't

25 Q. Right.

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1 Do you remember making a conscious decision to leave 2. them out?

3 A. No.

4 Q. Nor did you include the minutes of the residents' 5 meetings which were enclosed in those emails, did you?

6 A. I don't think we -- I wasn't aware we had records of 7 resident meetings, other than these.

8 Q. Right.

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Well. let's just look at a reference, chase this down, {TMO10044821}, please. This is an email, in fact, which you send to yourself in March 2016, just a day or two -- in fact the next day, actually, after you had decided not to send the minutes of the meeting but to do a summary instead. Do you see that this is the chronology? And you send it to yourself, but below it we can see March 2015.

If you scroll down, you can see at the bottom of page 1 you've got Claire Williams' email to you of 26 March. Over the page to page 2 {TMO10044821/2} she tells you you had minutes of the meeting, and then you can see, perhaps if we scroll down to page —— it's quite a long email, but we can look at it starting at page 2, you can see this is David Collins' email of 25 March to Claire Williams

"Hi Claire

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1 "Ed has provided the minutes of the resident's 2 meeting (see below). Can you now respond on all points 3 raised?"

Et cetera. It's quite a long email. Then the minutes appear at page 2 and go on over through to the top of page 6.

So you had in front of you this document, it appears, at the time when you were considering putting together or assisting on the putting together of the pack for the TMO board's review.

Just showing you that again, do you remember making a conscious decision, revisiting that document of the year before, to leave it out of the pack?

14 A. No

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15 Q. Can you explain why you left it out of the pack?

16 A. I wasn't putting the pack together, but I don't have any recollection.

Could you just show me my first email?

19 Q. Yes

20 A. The one where I sent it to myself.

21 $\,$ Q. Yes, it's page 1 {TMO10044821/1}, at the top,

5 March 2016. So the chronology is that Sacha Jevans

23 writes to you on 3 March --

 $24\,$ $\,$ A. Can I just see the bit below that.

25 Q. Of course. If you ask for the --

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- $1\,$ $\,$ A. Can I see the bit where Claire says "Peter".
- Q. Yes, bottom of page 1, over to the top of page 2
- 3 {TMO10044821/2}, I think that's where we want to go.
- 4 Then the third paragraph is where the minutes start, on
- 5 page 2. This is the email from David Collins. Is that
- 6 what you want to look at?
 7 A No no I was trying to —— I've got no recollection
- A. No, no, I was trying to -- I've got no recollection of
 this, I'm afraid.
- $9\,$ $\,$ Q. Take your time and look at it if it helps.
- $10\,$ $\,$ A. I don't think it's going to remind me.
- 11 Q. Okay, all right.
- Do you agree, though, that the net effect of leaving out this document from the package was to omit residents' concerns about the refusal to meet with residents between March 2015 and July 2015?
- 16 A. I don't know whether that was included in the pack or not, I've no idea.
- 18 Q. Let's go then to a different document, {MET00045762}, please. This is the matrix of complaints or issues, the
- 20 first of two. This one is dated August 2015. There was 21 a later one in May 2016, into which Councillor Blakeman
- had had input. This document was also not provided to
- 23 the TMO board. Do you know why that was?
- 24 A. No.
- $\,\,$ 25 $\,\,$ Q. Did you know that the TMO board had concluded that there

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were only seven complaints about the refurbishment, but

 $2\,$ $\,$ this document, do you agree, would suggest that there

3 were rather more?

- $4\,$ $\,$ A. Well, not necessarily . So I think there was -- I think
 - the seven formal complaints were complaints that under
- 6 the definition of the policy were issues that weren't
- 7 resolved, whereas this was a dialogue between myself and 8 the Compact regarding issues that they'd raised, and so
- the Compact regarding issues that they'd raised, and so this -- I would hope that some of these things were
- 10 agreed. So it wasn't a complaint, it was something that
- 11 was agreed and some stuff that we'd already done, so
- 12 this was part of a dialogue between myself and the
- 13 residents of the Compact.
- 14 Q. Yes

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- 15 Was it not important for the TMO board when conducting their review to have seen this document?
- 17 A. I think it would have been useful, yes.
- 18 Q. Would have been useful; it would have been essential,
- 19 no?
- 20 A. I think it would have helped.
- 21 Q. Right.
- 22 {TMO00830759}, please. This is the minute of
- 23 a review meeting on 12 March 2016.
- $24\,$ Now, do you remember attending this? You're not
- 25 listed there.

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- $1\,$ $\,$ A. No. I attended, because we did a tour of the building,
- and so I was there to do a tour of the building, but
 - I didn't sit in the panel itself.
- 4 Q. I see. So you were there to tell them about the tour?
- 5 A. To conduct the tour, yes.
- 6 Q. Oh, I see. Forgive me. You said to conduct the tour.
- 7 Tell me how the day went. There was a review
- 8 meeting. It looks as if it was held in the boardroom,
- 9 but did you leave the boardroom and go to the tower?
- 10 A. Yeah

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- 11 Q. How long did you spend at the tower?
- 12 A. A couple of hours, I'd have thought.
- 13 Q. Did you speak to anybody at the tower?
- 14 A. I can't remember, to be honest.
- 15 Q. Did you speak to any residents?
- 16 A. I don't remember.
- 17 Q. Was there any system set up whereby you could meet the
- 18 residents and get their views face to face during this
- 19 review tour?
- $20\,$ $\,$ A. I don't remember what the format of the meeting was at
- 21 all .
- 22 Q. Okay
- 23 Did you have or had you had any discussion with
- 24 Sacha Jevans about which, if any, residents the TMO
- 25 board should meet?

- 1 A. No. I don't remember.
- 2 Q. Do you know why the board didn't meet with
- Grenfell Compact or any member of Grenfell Compact when conducting the review?
- 5 A. I don't.

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Q. Let's see if we can look at another document and prompt your recollection of this.

Can we please look at Judith Blakeman's police statement, {MET00045751}, please. I'll show you the first page, and then go to page 9.

That's the first page of her statement dated 28 June 2019.

Can we go to page 9 {MET00045751/9}, please, and look down at the second paragraph. She says there in the second line:

"I understand that this review was carried out on a Saturday, starting with a desk top review of some of the associated paperwork. After the desk top review, the sub—committee visited Grenfell Tower, although I believe that they did not speak to any of the residents who had complained about the works to their flats. Further I believe that they only looked at the new flats that had been created on the new lower floors, and not the original flats, including those of which complaints had been made. They did look at the other

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- new additions to the Tower the nursery and the boxing club. The report also said that only seven complaints had been made during the refurbishment."
- Is it right that the review group didn't in fact speak to any residents as part of its investigation as she says?
- 7 A. I don't remember. I have got a recollection of going 8 into residents' homes with other parties and I just 9 can't remember whether we did it as part of this or not.
- 10 Q. Right. You can't recall.
- 11 Was there a decision beforehand about which flats 12 you should and which flats you shouldn't or wouldn't or 13 weren't going to visit?
- 14 A. I would have thought whatever -- the itinerary would 15 have had to have been set in advance and agreed, so --
- 16 Q. Exactly. Do you remember that?
- 17 A. I wouldn't have been organising it, I was literally just
 18 there to help with the orientation around the building.
- Q. Her recollection, as I've read to you, is that the group
 only looked at the new flats on the other lower floors
 and not the original ones in respect of which complaints
 had been made.
- 23 A. As I say, I wasn't --
- $24\,$ $\,$ Q. My question is: do you say she is wrong about that?

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25 A. I don't know.

1 Q. Right.

- $2 \quad \text{A. Councillor Blakeman wasn't there, so} \ \dots$
- 3 Q. Now, it's right, isn't it, that residents had no other 4 input into the TMO board internal review before it was
- 5 submitted to the board?
- 6 A. As I say, I wasn't involved in it, I don't know.
- Q. Right. Well, from what you could see and did know
 about, which, as you have told us, seems to have been
 quite limited, from that perspective, is it right that
- 10 residents had no other input into the TMO board internal
- 11 review?
- 12 A. I can only say I don't know.
- 13 Q. Right.

Now, can I ask you about a slightly different topic, {TMO00852922}, please. This is a brief self—contained topic about this meeting.

This is a meeting of the TMO or joint ET/SMT meeting on 14 April 2016 at which you're present. You can see your name in the list on page 1 there.

20 If we go to page 6 {TMO00852922/6}, please, there is 21 an agenda item number 7, which is "AOB", and it says there:

 $^{\prime\prime}$ RB. Elections coming up. Janet and Fola to do $^{\prime\prime}$ feedback on the Resident Capacity Training.

25 "Fay restarting. Anne, Kush not said. Brendan not

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1 Debrah[sic] not well.

"Tony retiring Peter Chapman retiring.

3 "Maria has showed us the problem of not getting good
4 quality candidates. Is Eddie Deffarn[sic] a member,
5 what if he put himself forward.

6 "If you know of any good person please put their 7 names forward."

8 Do you remember what the problem was concerning 9 identifying good quality candidates?

10 A. I don't

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- 11 Q. What would be a good quality candidate, do you know?
- 12 A. I'm sure there was a specification for the role, but that was something that the executive team and the
- company secretary would be involved in.
- 15 Q. Right.
- Can you explain why it was that the question was asked: is Eddie Daffarn a member, what if he put himself forward?
- 19 A. I don't.
- Q. Was there a plan to prevent him becoming a candidate forthe TMO board?
- 22 A. I've got no idea.
- 23 Q. Was there a risk or a view that he might?
- 24 A. I've no idea.
- 25 Q. You don't know.

1 Can we just look very briefly at the next document, 1 as quickly and effectively as possible, so I had 2 {TMO00852958}, please. 2 an overview of the complaints that came into my team. 3 Before you leave that, you'll note it's a draft. 3 Q. Right. 4 I'll show you the final version or a further draft. 4 A. And I had a role in -- it would vary depending on 5 Here is the next document, also a draft. If we go 5 various circumstances, but I would have a role of 6 to page 4 $\{TMO00852958/4\}$, we can see under "AOB" that generally overviewing and ensuring that complaints were 6 7 the reference is Eddie Daffarn has been removed, or 7 dealt with promptly and efficiently. 8 rather it isn't there. Can you explain why that is so? 8 Q. Right. Let me just understand that evidence a bit more 9 A. No. 9 closely. 10 Q. Can we then turn to a different topic, please, which is 10 You say your role was about ensuring that complaints were resolved, so you had an overview of the complaints 11 the complaints process itself. 11 12 Can I take you to {TMO00831399}. This is the 12 that came into your team. That's the assets and 13 complaints policy which we looked at, I think, last 13 regeneration team? 14 14 15 The policy itself starts on page 2 {TMO00831399/2}. 15 Q. Did you have a wider role in overseeing the operation of 16 If you look at paragraph 1.1, I showed you that last 16 the complaints procedures and policies generally? 17 17 A. No, that was -- so the -- there was an independent 18 If we then scroll down to page 5 {TMO00831399/5}, 18 complaints team. 19 you can see that there is the complaints procedure 19 Q. Yes. 2.0 itself , and you identify the three stages -- or you 20 A. A team of three people, as I remember, who managed the 2.1 don't, but this document does, identify the three stages 2.1 process, and they reported in to the director of 22 to the complaints procedure: stage 1, stage 2, stage 3, 22 property and -- sorry, the director of people. 2.3 2.3 Q. Director of people? Sorry. and then after that. 2.4 On page 8 {TMO00831399/8} there is a complaints 2.4 A. Sorry, Yvonne Birch, I can't remember exactly her title. procedure diagram with the three steps in it. 25 77 79 1 Then at page 9 $\{TMO00831399/9\}$ you've got the 1 Did Yvonne Birch or her team ever challenge you on 2 complaints guidance for staff. 2 you or your team's decisions about complaints? 3 Were you familiar with the complaints guidance for 3 A. Yes, they would have scrutiny and overview of all of the 4 staff as a document? process and would comment. 5 5 6 Q. You weren't? Did you ever look at it? 6 A. Sometimes some complaints would go across departments, 7 7 A. I don't recall. so there needed to be a bit of co-ordination at times as 8 Q. You don't recall ever looking at it? 8 9 9 A. No. I'd have spoken -- I'd have been briefed by the Q. So when a formal complaint was raised about your group. 10 complaints team about the policy and the approach, but 10 your department, were you the one responsible ultimately 11 I wouldn't necessarily have read this. 11 for responding to that complaint or was that 12 Q. Right. 12 investigated independently? 13 Looking at paragraph 1.1, it says: 13 A. Sorry, could you ask that again? Q. Yes. When a formal complaint was raised about your 14 "We expect all managers to be familiar with the 14 15 Complaints Policy and associated procedures and as 15 group or your department, were you the one ultimately 16 appropriate, ensure that their staff understand the 16 responsible for responding to the complaint or was it 17 procedure and their role in applying it effectively and 17 investigated independently? 18 in line with the organisation's values and behaviours." 18 A. It depends on the nature of the complaint to some

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A. My role was about ensuring that complaints were resolved

How would you describe or how do you describe your

You may not have been familiar with the text, but

were you familiar with the principle --

Q. -- encapsulated in paragraph 1.1? You were.

role in responding to residents' complaints?

how quickly they were responded to. And if they were $$80\ \ \,$

extent, but generally if a complaint came in about

a piece of work that was being carried out, the head of

service responsible for that area would generally deal

with that complaint, and I would have an overview --

I wouldn't necessarily see all complaints, but I would

have an overview of how many complaints there were and

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A. Yes.

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- escalated through the process, I would generally deal with stage 2 complaints, but sometimes there was a bit of fluidity around that.
- Q. Right. So is it right that the head of service would
 respond to complaints about the service for which they
 were responsible?
- A. Yes.
- 8 Q. I see
- 9 So on what occasions would there ever be independent 10 investigation of the complaint?
- A. Well, there was independent scrutiny throughout, through
 the complaints team. So they would review all
 complaints, so there was always some scrutiny.
- 14 Q. Right
- A. But to get the matter resolved as quickly as possible,
 the head of service would be the person who would enable
 that whatever issue was being raised to be addressed
 as effectively and as quickly as possible.
- Q. Now, looking at paragraph 2.1 on this page, under "Roles and Responsibilities", we can see the role of the complaints team, their responsibilities, and at paragraph 2.2, managers' responsibilities. That includes, if you look at it, if we turn to page 10 {TMO00831399/10}, third bullet point down:

25 "Investigating complaints and identifying

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1 appropriate actions to remedy any service failure."

2 How were you expected to investigate any complaint?

- 3 A. It depends on the nature of the complaint, really, but 4 normally it would be about gathering information and —
- 5 Q. Right.

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- 6 A. understanding what the issue is, and coming to 7 a resolution as to how it best could be resolved.
- 8 Q. Did that include meeting with the complainant in order 9 to find out more details about the subject matter?
- 10 A. Sometimes, or commonly speaking to the complainant.
- 11 Q. Looking at paragraph 3.1 "Resolving Complaints":

"KCTMO expects that when we have got something wrong, that we acknowledge this and promptly rectify the problem, and notify the complainant accordingly. We understand that sometimes staff may view a complaint as a personal criticism. This is not usually the intention from the complainant's perspective; they usually just want something done about what it is that they are complaining about. As such, it is important that staff do not respond negatively and defensively, but instead look at the opportunity that might arise from a complaint to improve the services we provide."

Did you understand, even if you weren't familiar with the text here, that principle?

25 A. Yes, and I agree.

Q. You agree.

If we go down to page 11 {TMO00831399/11}, we could see paragraph 4.1, under the heading "Recording and Monitoring the Complaint":

"Anyone who receives what they think is a complaint is responsible for promptly forwarding this to the Complaints Team via phone or email to complaints@kctmo.org.uk. On receipt of the complaint the Complaints Team will usually identify whether it is a complaint or service request, contact the complainant within two working days to acknowledge receipt, ensure they understand the complaint and let the complainant know what will happen next."

Did you send all possible complaints, by which I mean all complaints that potentially qualified as complaints, to the complaints team as a matter of practice?

- 18 A. Yes, they would normally come via the complaints team.
- Q. Did the complaints team provide guidance on whether the matter was in fact a complaint properly so-called or a service request properly so-called?
- 22 A. Yes, broadly.
- Q. Now, against that general background, let's look at {TMO00831285}. I just want to look at a particular

complaint from GTLA. This one is 9 November 2013.

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We start on page 5 of this email run {TMO00831285/5}, please, which has that date on it, and it's an email on the second half of that page from the Grenfell Tower Leaseholders' Association, dated 9 November, to Robert Black, and copied to a list of people you can see in blue there on the screen.

It is said to Mr Black, if you turn the page {TMO00831285/6}:

"Dear Mr Robert Black.

"We write to you in reference to the email dated 14th October 2013 instead of Mr Peter Maddison due to the fact that he has joined the KCTMO early this year and our issues and concerns we submitted to the T—complaint procedure (stage Two) almost decade old complaints. We expect either you to deal with it and we are also very much exhausted to deal with Mr Daniel Wood and Janice Pretorius of homeownership department and their lack of commitment and arrogance to deal with our serious issues and concerns."

Now, there is then a long list of topics which go on over the next few pages, including, I should just pick up, at page 7 {TMO00831285/7}, "Refurbishment of Grenfell Tower" as one of the topics towards the bottom of your screen.

Just picking this point up while we're on it, in the

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1 seventh line down, they say: 1 received from him." 2 "... it is logical to consult the residents and the 2 It looks from that as if in fact this complaint or 3 stakeholders of LWE on design, but it is not so much 3 set of complaints had actually been through stages 1 4 about the colour of the cladding and window that must be 4 and 2 and you were on top of that. Is that right? left to the designer if KCTMO want the KALC project to A. It looks like it's -- that looks -- it looks like there 5 5 complement the GTRP. There has been more consultation has been a stage 1 and stage 2 response. I don't know 6 6 7 on the design of GTRP than KALC project when in fact the 7 who did those responses. KCTMO have messed up the planning application 7 times." 8 Q. Right. So you don't remember doing them yourself, or 8 9 Then there are various other matters discussed in 9 dealing with them yourself? 10 10 relation to the refurbishment. That's just as A. Without seeing the specifics, I've no recollection. 11 an example of what's been raised here. 11 Q. Do you know what investigations had been carried out 12 12 Then if we go back to page 4 at the foot of the into the heads of complaint raised by the GTLA? 13 page, over to the top of page 5 $\{TMO00831285/5\}$, where 13 It would be all detailed in the correspondence with the 14 14 the email starts and splits, you can see that at the 15 bottom of page 4 you send this email to Robert Black, or 15 ${\sf Q}.\;\;$ Do you know what the difference was between the stage 116 16 rather you write to Robert Black, and over the top of and stage 2 processes so far as these complaints were 17 page 5 you sav: 17 concerned? 18 "Robert 18 A. Well, I understood what stage 1 and stage 2 processes "We have agreed with RBKC that we will direct 19 19 were. ves Mr Adoweru [you have misspelt his name] through our 2.0 20 Q. No, no, that's not my question. 2.1 complaints procedure. 2.1 A. I don't remember the specifics of these -- if I could 22 "We have been through Stages 1 and 2 and this should 22 see the --2.3 2.3 Q. Right. be treated as a Stage 3 complaint." 2.4 My question is: having shown you all of that, who 2.4 If I could see the correspondence, I might be able to Α decided that the complaint would be directed through the 25 help, but I can't remember them. 85 87 1 complaints procedure? 1 Q. My question is really whether you can remember anything 2 A. I don't know. 2 and help me beyond the correspondence, but you can't? 3 Q. You say here that "We have been through Stages 1 and 2". 3 A. I'd have to see the correspondence. I mean, this is Was that correct? nearly ten years ago and there was a lot of 5 A. I don't recall the ... I'm not sure specifically related 5 correspondence. to this. I must have formed that view for some reason, 6 Q. Can we go to $\{TMO00831285/4\}$, please. You can see that 6 7 7 and we must have responded. this is an email which says -- and this is within the 8 8 Q. Right. chain we're looking at. It's from Joanne Burke to you 9 9 of 11 November: A. We ... the way that the leaseholder association 10 communicated, as you can see, was to copy a broad range 10 "Dear Peter 11 of people in, and I think it sounds to me as if there's 11 "Our stage three process involves a review by 12 been a conversation here about -- you know, obviously 12 a panel of people who have had no [previous] involvement 13 13 this is -- it's been copied in to more than one with the complaint; this would normally be the CEO, or 14 organisation as well, so there has obviously been 14 Director, resident Board Member and a council appointed 15 a conversation about which is the most appropriate route 15 or independent Board Member. The review should be 16 to deal with the issues being raised. 16 completed within 28 working days. Q. If we go to page 2 in this email chain {TMO00831285/2}, 17 "However, due to the complexity of this case and 17 18 after some discussions with Joanne Burke about it being 18 possible Housing Ombudsman involvement, it is my view 19 a three-stage process, we can see that here is an email 19 that we seek an independent review. Our policy states

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from you to Janet Seward and Joanne Burke and

Daniel Wood of 14 November 2013, and it says:

"Attached are the Stage 1 & 2 [responses] to

"I also attach the various correspondence we have

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we can offer this at any stage of the process.

Your response to this is just above that, if we

"I don't think that this case is particularly

'What are your thoughts?'

scroll up, please, higher up page 4:

" loanne

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Mr Awoderu

1 complicated. There are actually very few tangible 2 issues raised in the correspondence. 3 "I think it would be very helpful to have a Stage 34 Panel that comprising a KCTMO Director, a rep from RBKC 5 (Amanda Johnson?) and an Independent Board Member." Why were you, as it appears from this, reluctant to 6 7 have an independent review at this stage as opposed to 8 a stage 3 panel? 9 A. I don't remember 10 Q. I mean, some of GTLA's concerns were long—standing and 11 related to a number of different areas relating to TMO's 12 management of Grenfell Tower. Do you accept that it 13 could have been helpful to have had an independent view, 14 an independent voice, on the management issues raised by 15 the GTLA at that stage? A. Erm ... I mean, the bit of the -- I mean, I don't 16 17 remember the detail -- the specifics of the 18 correspondence. The bit you showed me was specifically 19 regarding the design of the building, and that was 2.0 something that actually I felt that the GTLA were 21 concerned of lack of progress and felt that the 22 consultation that we were carrying out as part of the 2.3 design of the building was, I think in their words, 2.4 time—wasting rather than ... we should be just getting 25 on and doing the work, which was really the thrust of

1 their concerns

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Q. Well, I showed you the bit about the refurbishment, that it wasn't only about progress but input into design, but let's go back to it. Let's go back to the list at page 6 $\{TMO00831285/6\}$, and I'll take you just through the headings. We've got the email of 6 August 2013, we've got, under item 2, the relationship between Lancaster West Estate Management Board and TMO going

9 back to the 2009 report. Do you remember the 2009 10

11 A. Well, no, I wasn't there in 2009 --

12 Q. I know, but do you remember --

13 A. No.

14 Q. -- finding out about it when you arrived?

15 A. No.

16 Q. Are you familiar with the 2009 report at all?

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18 Q. So when you got this document, you didn't ask anybody

the question: well, what is the 2009 report?

2.0 A. Well, I wouldn't have been dealing with that part of 21 this correspondence, so the issue about the relationship

between various parts of the organisation would have

23 been dealt with either through the --

24 Q. Right.

2.5 A. $\,--\,$ resident engagement team or through the company

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1 secretary in terms of the governance arrangements, but 2

I would have no direct -- so in a way, some of these

3 complaints or some of these communications from the GTLA 4 were quite broad, some of the issues were quite old --

5 Q. Yes.

A. -- and so, you know -- and I think that was an issue as 6 7 well. So it was referring to some issues that had 8 occurred maybe ten years ago, which have either been 9 addressed previously through the complaints procedure or

10 were timed out in accordance with the policy.

11 Well, since you ask, let's keep going with the list 12 Bottom of page 6, heating and hot water system. Item 4 13

{TMO00831285/7} is refurbishment of Grenfell Tower, we looked at. Item 5 {TMO00831285/8} was the 30 April 2010

15 fire which broke out at Grenfell Tower in which there

16 was a problem. 6 is cleaning. 8 was the power surges

17 $\{TMO00831285/9\}$. There doesn't seem to be a 7, although

18 I think it's estate garden management. 8 was power

19 surge in May 2013, and you will remember that and a lot

20 about that.

2.1 A. Yes

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2.2 Q. So these issues are numerous, widespread and historic.

23 My question again: do you accept, sitting here 2.4 today, that it would have been helpful to have had an 2.5 independent view on the management issues raised in this

1 email?

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A. I didn't have a view. I felt that an independent view

3 was going to be gained through the route that

I proposed. I hadn't -- and it was for the complaints 5 team to recommend what would be an appropriate route to

6 best resolve these issues.

Q. Going back to page 2 $\{TMO00831285/2\},$ your email to 7 8 Janet Seward, 14 November, I showed you this a minute 9 ago. Let's look at the third paragraph in this which 10 I didn't show you but I will now. You say:

11 "When you have had a chance to review this, would 12 you like to let us know how you would like to take this 13 forward? For instance, would you like Daniel and I to draft responses to the relevant parts of Mr Awoderu's 14

15 latest email?"

What were the relevant parts of Mr Awoderu's email?

17 A. So Daniel is Daniel Wood, who is the head of home 18 ownership, so a significant number of the issues that 19 were being raised by Mr Awoderu were related to service 2.0 charges and the service that he was being charged for 21 through his service charge. So some of these issues 2.2 were going to be dealt with through my team, so 23 for example the Grenfell refurbishment project and the

2.4 power surges, they were issues that my team had dealt

2.5 with. All of the others were dealt with -- were

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- primarily raised were relating to the service for which Daniel Wood as head of home ownership was responsible for. So really what I was trying to do was ask the person who had the overview of the complaints procedure to give some direction as to how they wanted to co—ordinate those bits, because it wasn't one person or one service that was responsible here.
- 8 Q. Janet Seward was in the complaints team?
- A. She was the senior manager in the team, so the
 complaints team the head of complaints, Joanne Burke,
 reported to Janet Seward.
- Q. Now, you're offering to draft responses to the relevant
 parts. Did you expect to provide draft responses even
 before the stage 3 panel had convened?
- 15 A. Erm ... I don't know that it was responses to Mr Awoderu
 16 or reports on the relevant bits. That's what I'm asking
 17 Janet, is how does she want to co—ordinate this, because
 18 this was quite a multifaceted and complex piece of
 19 correspondence.
- Q. Well, you're not offering to set out your view in
 relation to a stage 3 independent panel investigation;
 you're offering to draft responses to the relevant parts
 of Mr Awoderu's latest email.

My question again: did you intend to provide the draft responses to Mr Awoderu's complaints even before

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- 1 the stage 3 panel had convened?
- 2 A. No
- Q. So what are you offering then when you say, "would you
 like Daniel and I to draft responses to the relevant
 parts of Mr Awoderu's latest email?"
- A. I think drafting responses doesn't mean replying to the
 actual complaint, it means pulling together briefing
 packs and information that the panel could consider,
- 9 I assume.
- $10\,$ Q. Well, it doesn't read that way, does it?
- 11 A. Sometimes emails are written in very short notice 12 that -- on the hoof, and I think ...
- 13 Q. Right.
- Can we take it that you would have expected the stage 3 panel to agree with what you put in your response to the complaint?
- 17 A. No
- 18 Q. Was the fact that you wanted to or were offering to
 19 draft responses to Mr Awoderu's email or at least the
 20 relevant parts of it the reason why or a reason why you
 21 preferred not to hold an independent review?
- 22 A. Holding the independent review wasn't my call, it was 23 the view -- that was the call of the complaints team.
- Q. You weren't supporting it, though, were you? It had
 been suggested but you didn't embrace it.

- 1 A. If they'd decided that that was the most appropriate way of dealing with it, then I would have embraced it.
 - Q. Then we continue up this email chain, please, to the foot of page 1 {TMO00831285/1}. We can't see a reply from Janet Seward to you, but if we go to the foot of page 1, and over to page 2, we can see a further email from you on 27 November 2013 to Janet Seward, copied to, among other people, Sacha Jevans:

"Dear Janet

"Following our catch up last week, I am resending
Mr Awoderu's original correspondence relating to his
Stage 3 Complaint.

"As we discussed, it would be sensible to have Amanda Johnson involved in the Panel.

"We also agreed that you would prepare a report detailing the outcome of your review of the case and giving a summary of the key issues that the Panel may want to consider when making their decision.

"Has a date been set for the Review Hearing?

20 "Can we have sight of the report that you will send
21 to accompany the pack? I think that Yvonne and/or Sacha
22 should have a chance to review this before it is
23 issued."

Had you discussed with Janet Seward your intention to provide a response to the panel?

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- Sorry.

(Pause)

- 4 Q. Well, looking at the second paragraph:
- "We also agreed that you would prepare a report detailing the outcome of your review of the case and giving a summary of the key issues that the Panel may want to consider when making their decision."
- $9\,$ A. So that's Janet Seward, not me, that's producing that $10\,$ report.
- Q. Yes. Had you discussed with Janet Seward your
 intention, certainly as encompassed or implied by your
- 13 question there, that the panel should have a response?
- 14 A. No.
- 15 Q. So what was the subject of the agreement then?
- A. A briefing I mean, I'm assuming that what was agreed
 is that Janet would prepare a report detailing the
- outcome of the review of the case. She would produce
- a written report with the evidence that could be reviewed by the stage 3 panel, I assume.
- Q. Right. You asked for sight of the report; why did you want to see that?
- A. Just to ensure it was correct and we had everything in there that was relevant.
- $25\,$ $\,$ Q. I see. And why did you expect Yvonne and Sacha to have

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- a chance to review it?
- 2 A. For the same reason: to make sure that it was complete.
- 3 Q. Right. What would Sacha Jevans know about the report 4 that she could add to or subtract from or comment on?
- 5 A. I don't know. I can't remember who had dealt with the stage 1 and the stage 2 issues here. Without seeing the 6 7 detail of that, I can't really remember.
- 8 Q. Right. Maybe we'll come back to that question later. 9 Did you want to control the information that was put
- 10 before the stage 3 panel? 11 A. Only to the extent that it was important that all the
- 12 correct information was there.
- 13 Q. When you say the correct information, do you mean 14 factually correct or correct from the point of view of 15 what it was that you wanted them to see?
- 16 A. Factually correct.
- 17 Q. I see. So is this right: you just wanted to make sure 18 that any statements of fact that were in that report 19 were complete and accurate?
- A. That they had all of the information on which they could 20 2.1 base a judgement, and they were reviewing the 2.2 information that had been provided.
- 2.3 Q. Right.
- 2.4 At all events, do you accept that you had or were at 25 least looking to have input into all three stages of the

- 1 complaints process for this complaint?
- A. Well, I haven't seen stage 1 or stage 2, so I can't 2
- 3 really comment on what involvement I had at either of
- those stages, and at stage 3, all I'm trying to ensure
- 5 is that the panel get all of the information. So that's
- not having input, it's making sure that they have the 6
- 7 information on which they can consider their decision.
 - Q. I'm not sure I follow.

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- 9 If you had not had input into stage 1 and stage 2. 10 how would you be able to know whether the report 11 detailing the outcome of the review so far was accurate?
- 12 A. Sorry, I don't follow the question, but --
- 13 Q. The question is --
- 14 A. Your question was: do I accept that I was involved at 15 stage 1, 2 and 3? I haven't seen who's written what at
- 16 stage 1 and stage 2 --
- Q. No, Mr Maddison, because I haven't spent the time going 17 18 through all of that with you because otherwise we'd be 19 here until Thursday next week.
- 2.0 A. Okay. In which case, I'm sorry, I can't answer the 21 auestion.
- 2.2 Q. You can. I'm just trying to short-circuit it. You can 23
- 2.4 Do you accept that, had you not been involved in 25 stage 1 or stage 2, you wouldn't have needed to and

- 1 in fact would not have been able to provide any input
 - into the report thus far to make sure that it was
- 3 complete and accurate?
- 4 A. I'm sorry, I don't really follow there. What I -- all
- 5 I was trying to do here is to ensure that we had the 6 right information so that people could make the correct
- 7 review and make sure that we got the right decision
- for $\,--\,$ to that complaint, and that right decision is 8
- 9 either it's upheld and we agree a set of actions, or
- 10 it's not upheld and we agree why, and it's about giving 11
 - clarity in this process.
- 12 So, as part of that, yes, I would see my role as 13 ensuring that I get as much of the information so that
- 14 that independent panel can review that process
- 15 Q. Well, if you hadn't been involved in the stage 1 or 16 stage 2 process, what input would you be able to give
- 17 into ensuring that the report about the complaint review
- 18 so far was complete and accurate?
- 19 A. I'm assuming that I was involved because I had some
- 20 knowledge of some of the information that was going on
- 21 at this stage, and it's clear that some of the issues
- 22 certainly related to the power surges I'd had extensive involvement with in -- both in terms of engaging with 23
- 2.4 residents but also in terms of communicating to
- 25 the council and to the property scrutiny committee and

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- 1 our board. So I was just making sure that all of that
- 2 relevant information was available so that the panel
- 3 could consider whether the appropriate decision had been
- 5 Q. It is certainly the case, from the records, that you
- 6 were involved in the stage 2 complaint. We can look at
- 7 that if we need to. Do you not recall that
- 8 independently?
- 9 A. I don't.
- 10 Q. Let's just quickly look then at {TMO00846643}. This is
- 11 your letter. Let me make that good. If you turn to
- 12 page 2, your name is at the bottom, "Yours sincerely,
- 13 Peter Maddison"
- If we go to page 1, we can see that this is a letter 14
- 15 of 14 October 2013 to Mr Awoderu, vice chairman of GTLA: 16
 - Dear Mr Awoderu,
- 17 "Stage Two Complaint.
- 18 "Thank you for your e-mail dated 29th September.
- 19 I am considering your complaint to be considered at
- 2.0 Stage Two of the KCTMO Complaints Procedure."
- 21 Then you set out your response to it.
- 2.2 So without going into the details, we can see that
- 23 you were involved in stage 2; yes?
- 24 A. Yeah.
- 2.5 Q. Yes, and then if we look at the penultimate paragraph on

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1 Grenfell Tower as there is no open space in the vicinity that page, you say: 2 "You have not specified issues that you feel that 2 that is available to our community. 3 have not been properly addressed in the Stage One 3 "Please can you help ensure that the Fire Brigade 4 response. I have reviewed the Stage One response and, 4 will monitor the current changes on Lancaster West 5 given the evidence provided to date. I would confirm 5 Estate that impact on our fire safety and could you also that I agree with Joanne Burke's decision not to uphold inform us where we should assemble in the event of 6 6 7 vour complaint." 7 So it looks as if, from this, Joanne Burke had dealt 8 "Thank you for your assistance \dots " 8 9 with the complaint at stage 1, you had dealt with it at 9 Now, if we look up the chain, please, we can see 10 10 stage 2, and were now looking to have input into that there is an exchange of emails between Ben Dewis 11 11 and Janice Wray, particularly foot of page 5 over to stage 3 12 12 A. Having input is overstating my involvement. It's making page 6, just to give you the context in the string of 13 sure that the panel had the information to allow them to 13 emails, and then scrolling up to page 4, further emails 14 between Janice Wray and Ben Dewis. Then eventually we 14 15 Q. Do you accept that you were involved in reviewing 15 arrive at an email on page 4 from Janice Wray, 16 16 1 September, copied to Claire Williams on the same stage 1 at stage 2, and involved in some respects, as 17 we've seen from this email chain, in stage 3? 17 subject of fire safety. 18 A. I would have -- naturally I would have reviewed the 18 Then if we go to page 2 {TMO10007353/2}, we can see stage 1 response at stage 2. That is part of the 19 19 that Janice Wray writes to Claire Williams and you on 20 2.0 4 September 2014: process, is to make sure --21 Q. Indeed. 21 "Peter & Claire "As discussed I asked Ben Dewis, LFB Inspection 2.2 A. -- and so I have responded to stage 2 and I was 22 23 Officer, if he would provide us with a copy of his 2.3 communicating with the complaints team to ensure that 2.4 they had -- that the panel had the correct information 2.4 response to Mr Daffarn or at least a summary of his 25 to allow them to review that decision. 2.5 response. Please see me[sic] e-mail and his response 101 103 Q. Now, let's turn to a different topic. I want to ask you 1 1 below. Do you need me to go back to him?" Your response is on page 1 $\{\mbox{TMO10007353}/1\}.$ I'm 2 about a complaint now by Mr Daffarn about fire safety in 2 3 3 sorry about the long run-up to that but I wanted to make Can we start by looking, please, at {TMO10007353}. sure you had the full context. 5 This is a series of emails about complaints made about 5 You say this to Janice Wray and Claire Williams: 6 access to the building in 2014. 6 "As we discussed briefly, I think Mr Daffarn's blog 7 7 If we scroll down to the start of where I want to is scaremongering and could be quite frightening to 8 8 show you at page 7 in this email run {TMO10007353/7}, we residents 9 9 can see here that there is an email from Ben Dewis of "I think we need to send out a very clear message to 10 London Fire Brigade to Janice Wray of 8 July 2014 which 10 residents in a letter or newsletter about the current 11 he sends to her in which he says: 11 safety of the block and how we will maintain this over 12 "Dear Janice. 12 the duration of the works. 13 "I received this email below from an Edward Daffarn 13 "It would be good to be able to put out a clear who you may be aware of who lives at Grenfell Tower." 14 14 statement with the support of the Fire Brigade. 15 Then within the email is set Mr Daffarn's email to 15 "However, before we do so. I think we need to do 16 Ben Dewis of the LFB. 16 a further belt and braces check on Fire Safety 17 If we go up the chain -- well, let's look at the 17 compliance in the block and [stitch] the Fire Brigade 18 topic, I should show you the topic. He says: 18 into this. 19 "Dear Ben, 19 "Can you please lead on this, and bring in members 20 2.0 "Please be advised that residents of Grenfell Tower of A&R as necessary?'

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Group blog?

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where to assemble should there be a fire in

are very concerned about fire safety after the recent

North of Grenfell Tower.

closure of all land and 'rights of way' to the West and

"We are also very concerned that we have no idea

blog attached, but that stopped after about a few months $$104$\,$

Were you a regular reader of the Grenfell Action

the TMO. Mr O'Connor would send emails with his latest

No, I was aware of it generally. When I first joined

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- 1 as I think Mr O'Connor left the country.
- 2 Q. Do you remember a policy decision being made by the TMO 3 to block staff access to the blog?
- A. I was aware of that and \dots but Councillor Blakeman 4
- 5 would sometimes forward me an email saying, "This is
- Mr Daffarn's latest blog" and ask for comment, and 6
- 7 I would ... so I did ask the head of IT to remove the
- 8 block because I felt it was unhelpful, because if there
- 9 was an issue being raised $\,--\,$ and I did correspond with
- 10 Mr Daffarn and explain that we weren't monitoring the
- 11 blog, and I know Robert Black wrote to Mr Daffarn as
- 12 well to explain that we didn't monitor and respond to
- 13 blogs and round-robin emails. I think the -- it was
- 14 quite a — the blog itself wasn't an engagement process,
- 15 there was no way of contacting the person who was
- 16 writing the blog, and in fact the blog was anonymous.
- 17 It's just we assumed it was Mr Daffarn, but it wasn't --
- 18 there wasn't any means of contacting him, and Mr Daffarn
- 19 was contacting the TMO on a regular basis if he had
- 20 specific issues to raise.
- 21 Q. Do you remember when access to the blog was blocked by
- the TMO? 2.2

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- 2.3 A. No. I don't.
- 2.4 Q. We can see here that your view was that Mr Daffarn's
- 25 blog was scaremongering; why did you think that?

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- 1 A. It was raising issues of fire safety that I had
- understood were in hand, so it was -- the blog itself 2
 - that you showed me -- well, you haven't showed me the
- blog, you've made the reference in the email to
- 5 Ben Dewis -- was about access across the green space
- around the block, and having recently read the blog, it 6
- was about changes in access arrangements within the
- 8 building, which we had had checked by the Fire Brigade,
- 9 amongst others, to ensure that it was safe and 10 appropriate.

11 So my concern was by raising a concern saying that 12

- it wasn't safe could be quite a frightening message to residents, and I felt that we needed to get a clear message out to residents about what we were actively
- 15 doing to make sure that the block was safe. But before 16 we were doing that, I suggested to Janice that we should
- 17 do some further belt and braces checks just to make sure
- 18 that everything is in order.
- 19 Q. You say in your last answer you checked access 2.0 arrangements with the Fire Brigade to ensure it was safe
- and appropriate. Are you saying that you investigated 2.2 the fire safety concerns raised by Mr Daffarn in his
- 2.3
- 2.4 A. I didn't deal with this as part of a complaint. This

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25 wasn't dealt with as part of a complaint. It was

- flagged up as -- I assume somebody has given me
- 2 a heads-up that there was this blog, and I've asked my
- 3 team to check whether there's any issues being raised
- 4 here that we need to be aware of and look at how we get
- 5 communication out to all residents in the block to
- reassure them of what action we've taken and what should 6
- 7
- Q. Well, did you investigate any of the fire safety 8 9 concerns raised by Ed Daffarn in his email to Ben Dewis?
- 10 A. I don't —— I wasn't party to that correspondence.
- 11 Q. Well, you were, you see.
- 12 The Ben Dewis --
- 13 Q. I've just shown you. You got roped into it or looped
- 14 into it --

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- 15 A. Okay, so I'm ... right. I don't ...
- 16 Q. I'll ask my question again.
- 18
- 4 September 2014, did you or anybody under your
- 19 direction investigate any of the fire safety concerns

Having seen these emails, as of or after

- 2.0 raised by Mr Daffarn?
- 2.1 A. Yes, so my correspondence here was for Janice to carry
- 22 out further investigations. Her response to this
- I understand was "Will do", and they were ... but in 23 2.4
- my ... there was a regular liaison between Janice and
- 25 Claire and the Fire Brigade in relation to issues across

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- 1 the borough, but specifically with Grenfell.
- 2. Q. So --
- 3 A. But there was also correspondence with -- there was
- regular engagement with the Fire Brigade, who would
- 5 attend site on a regular basis to meet with Rydons to
- 6 discuss issues that were emerging throughout the
- 7 refurbishment works. So I knew there was a good liaison 8
- between the Fire Brigade and the team on site, and I was 9 asking Janice and Claire to check that everything was in
- 10 order before sending out a message to residents 11
- regarding how they should act in the event of a fire . 12 Q. Just so we're clear, when you say in the last but one
- 13 paragraph, "we need to do a further belt and braces
- 14 check on Fire Safety compliance in the block and
- 15 [stitch] the Fire Brigade into this", were you saving
- 16 that Janice Wray should investigate Mr Daffarn's
- 17 concerns and ensure that his concerns were met?
- 18 A. Yes.
- 19 Q. Did that happen?
- 2.0 A. Janice responded to me that she would do, and I -- and
- 2.1 that was -- and there was a dialogue going on from this
- 2.2 whereby which we did send out further fire safety
- 23 information to residents in a future newsletter, I seem
- to remember. 2.4
- 25 Q. There was, I'm just going to show you those. My

- 1 question: did that happen? Was there in fact a further 2 belt and braces check on fire safety compliance in the 3 block with the Fire Brigade stitched into it? A. My understand -- I don't know whether the Fire Brigade 4 5 were stitched into it, but actually the Fire Brigade were engaged with Janice and Claire on a bi-monthly 6 7 basis, and also there were regular independent visits of the Fire Brigade to meet with Rydons on site to consider 8 9 any issues that were arising over the evolution of the 10 works $\ensuremath{\mathsf{Q}}.$ Did you yourself follow up to make sure that the belt and braces check that you had asked for was carried out
- 11 12 13 fully to your satisfaction?
- A. I don't recall specifically how I did that, but there 14 15 was a regular liaison between myself and the project 16 team. Janice and the contractor.
- 17 Q. Yes, there was, but my question once more: do you 18 remember actually following up and satisfying yourself 19 that the belt and braces check that you had asked for 2.0 was in fact carried out?
- 2.1 A. I didn't double check.
- 2.2 Q. Right. Why is that?
- A. I think that -- well, I didn't specifically double check 2.3 2.4 in terms of an action, but obviously I had an ongoing
- 25 dialogue with those teams and from that I would have got

- 1 comfort that those issues had been reviewed
- Q. We've identified two Grenfell Tower regeneration 2 3 newsletters -- you refer to newsletters -- which refer to fire safety advice. The first one is July 2014, 5 which pre-dates this exchange and pre-dates your request for a belt and braces check. The second one is dated 6 May 2016, which is, I'll just show it to you, 8 {JRP00000028}. There is the date. The fire safety 9 advice is on page 4 {JRP00000028/4}, which is about the

stay-put policy. It's not about Fire Brigade access. Do you know why a letter or newsletter or indeed any information about the fire safety of the block was not sent to residents after the email exchange we've seen in July to September 2014?

- 15 A. I don't know whether any separate information was sent 16 through Janice after that meeting.
- 17 Q. Have you seen any?
- 18 A. I haven't seen any, no, but I don't know what other 19 correspondence has gone on in relation to that.
- 2.0 Q. Right.

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Now, I'm going to turn to a different topic, which I'm unlikely to finish before the break, but I'm going to start it, Mr Chairman, if I can, and that's the 2015 complaint about the AOV system.

I'm going to ask you to start, please, by looking at

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your first statement at page 15 {TMO00000892/15}, and 2 it's paragraph 82. You set out in that paragraph at 3 some length your understanding of the AOV system for the 4 refurbishment. At the end of it you say this in the 5 last sentence:

> "All I can say is that it was a system that was designed and checked by Max Fordham to be compliant with current regulations and it was still under warranty with Rydon at the time of the fire."

10 To what extent were you involved with the other 11 contractors working on the smoke control system?

- 12 Sorry, which other contractors?
- 13 Q. Well, for example, PSB.
- 14 A. No, not --
- 15 Q. Have you heard of PSB?
- 16 A No

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- 17 Q. Were you aware that it was PSB who had designed the 18 system as installed rather than Max Fordham? Did you 19
- 20 A. No
- 2.1 Q. Right.
- 22 Were you kept updated about the progress of 2.3 replacement of the AOV?
- 2.4 A. In broad terms as part of the overall programme, yes.
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- Let's go to $\{TMO10008416\}$, please.
- 2 A. Just on the subject of the design of it, Max Fordham
- 3 were actually retained by the TMO to give advice on the
- technical aspects of the installation of the AOV under
- 5 the design and build contract with Rydons, so
- 6 Max Fordham had a role in ensuring that the AOV 7
- complied. 8 Q. Yes
- 9 Can we please go to this email, which is
- 10 5 January 2015 from you to Amanda Johnson at RBKC, and
- 11 I'll just explain, it relates to a complaint raised by
- 12 the Grenfell Tower Leaseholders' Association through
- 13 Tunde Awoderu, who was still the vice chair at that
- 14 time, regarding, among other things, the progress of the
- 15
- work on the smoke extraction system. So that's the 16 topic
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- If we look at the foot of the email thread at page 4
- 18 $\{TMO10008416/4\}$, we can see -- and I'm so sorry, again
- 19 it starts at the bottom of page 3, from the
- 2.0 Grenfell Tower Leaseholders' Association to
- 21 Councillor Dent Coad and Judith Blakeman, Friday,
 - 2 January 2015, with a long list of copyees on it,
- 23 including you, I think.

If you go to page 4, you can see that there is a subject line:

1 "Improvement work on existing smoke extraction and 1 Q. Yes. I see. 2 ventilation, system which links to the fire alarm, under 2 Did you tell the GTLA that their complaint would be 3 the Grenfell Regeneration Project." 3 considered as a member's enquiry and treated through 4 If we pick it up on page 4, four paragraphs up from 4 that route as opposed to the complaints procedure route? the bottom, so about halfway down, it says: 5 5 A. I don't remember what was ultimately written. 6 'Rydon has been on site ..." Q. Now let's go back up to page 1, and go down to page 2, 6 7 Can you see that? 7 scroll down through page 1, where you're setting out 8 A. Yes. 8 some of the intended response. 9 Q. Thank you: 9 On page 2 $\{TMO10008416/2\}$, picking it up at the top 10 10 "Rvdon has been on site since June 2014 and so far of the screen, you say: 11 there is no tangible evidence whatsoever Rydon and KCTMO 11 "The scope of work to Grenfell includes the 12 12 intend to carry out replacement of the smoke vent and upgrade/renewal of Smoke & fire safety and ventilation 13 extraction and ventilation system which links to the 13 "The system is currently beyond economic repair. We 14 14 fire alarm. We need confirmation that Rydon will carry 15 out the work as part of the regeneration project as 15 are working with Building Control to agree a design for promised by the KCTMO." the system that will meet current standards. 16 16 17 Then they copy in the next paragraph the fire risk 17 "We have been in close contact with the Fire Brigade 18 assessment of 20 November 2012. 18 to make them aware of the current situation, so they can 19 Now, we know that you saw this because if you go up 19 take this into account in their approach to any fire 2.0 to page 1 $\{TMO10008416/1\}$, you are at the top of the 2.0 21 email string and say in the second paragraph: 21 "Our contractors (Rydon) have also been in liaison 22 "Mr Awoderu's correspondence is addressed to 22 with the Fire Brigade to agree safe working methods in Cllr Dent Coad and Cllr Blakeman ...' 2.3 23 the interim while the system is being worked on. 2.4 It has been forwarded to you for help in responding. 2.4 'We have posted notices throughout the building and 25 "I therefore suggest we treat this as a Member's 2.5 explained in newsletters that a 'stay put' policy is in 113 115 Enquiry at this stage." place in the event of a fire ." 1 1 2 So that's the member's enquiry route as opposed to 2 Now, just going up to the second paragraph there, where you say, "The system is currently beyond economic 3 the complaints procedure route; yes? 3 4 A. Yes. repair", what did you mean by that? 5 Q. Yes 5 A. I think it couldn't be relied on to work at any 6 Now, you then go on to say: particular time. It was -- it could be, you know ... 6 7 7 "I intend to draft a brief response to CIIr Blakeman so, yeah, it needed replacement. 8 8 explaining the following ... Q. Yes. Was it working at all? 9 Then there is a long list of matters underneath that 9 A. At this particular time. I don't recall. But there were 10 going over on to page 2. 10 certainly times when it was working, but at no point in 11 Just in general, is it right that your email 11 the time that I was there was it reliably working. It 12 response here at the top of this thread was effectively 12 needed to be replaced. discussing how the TMO should respond to this enquiry? 13 13 Q. When you said it was beyond economic repair, did you 14 A. I think Mr Awoderu's email was sent to a very wide 14 mean to indicate that it was technically capable of 15 15 audience and I was trying to establish which route -repair but the cost of doing so was prohibitive?

Q. Yes. Would the TMO's response to this email have been any different if it had been treated as a complaint and sent through the complaints procedure as opposed to

what was the appropriate route to respond.

being treated as a member's enquiry?

2.1 A. I don't think so. no.

2.2 Q. Right.

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23 A. Save the fact that a complaint would be responding 2.4 directly to Mr Awoderu, whereas a member's enquiry would 25 be responding directly to the councillor.

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A. No, I meant it really wasn't working.

A. It needed to be replaced is what I was trying to

on? What was your statement there based on?

A. I'd had various reports from the contracts management

team within my team who had been trying to maintain it

through the existing term contracts, I'd had feedback

When you said that, what was your information based

Q. Really wasn't working.

communicate.

Q. Right.

1 from the contractors who were working for Rydons in 1 A. It's stated in a number of meetings, the minutes that 2 this, and also I'd -- there had been various 2 I've seen, that the LFB are aware. That's -- that was 3 communications that I'd understood between Janice Wray 3 clearly my understanding at that time. MR MILLETT: Right. 4 and Claire and the Fire Brigade in relation to this 4 5 5 Mr Chairman, it's a couple of minutes past 1.00, Q. Do you know for how long the AOV system had been beyond 6 I apologise for going over a little bit, but we are 6 7 economic repair? 7 still on this topic and this email chain, but this is 8 A. I don't precisely, no. 8 probably the moment for the lunch break 9 Q. Did you investigate? 9 SIR MARTIN MOORE-BICK: Right, thank you very much, 10 Mr Millett 10 A. No. Well, my assumption at this time was that the 11 system wasn't working and the priority was to get the 11 There we are, Mr Maddison, we will break now to have 12 12 new system in place. some lunch. We will resume at 2 o'clock, please. No 13 Q. Did you at this time or around this time see the draft 13 talking to anyone about your evidence while you're out 14 existing fire safety strategy which had been done by 14 of the room 15 Exova in respect of Grenfell Tower in August 2012? 15 THE WITNESS: Thank you. A No 16 16 (Pause) Q. Did you know of its existence? 17 SIR MARTIN MOORE-BICK: Good. Thank you. 2 o'clock, 17 18 A. No. That was before my time. 18 please. $\ensuremath{\mathsf{Q}}.$ To your knowledge, had anyone at the TMO actually told 19 19 (1.03 pm) 20 the LFB precisely what the state of the AOV system was 20 (The short adjournment) 2.1 in the way that you've just described it to us? 2.1 (2.00 pm) SIR MARTIN MOORE-BICK: All right, Mr Maddison, are you 2.2 A. The way I described it is the way that I'd understood 22 it, is that there had been clear communication with the 23 ready to carry on? 2.3 2.4 LFB about its current condition. The Fire Brigade had 2.4 THE WITNESS: Yes, thank you.

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familiarisation visits , but also as part of the liaison 1 2 with Rydons over the duration of the works. So I'd be 3

visited site on a regular basis as part of

- really surprised if it wasn't clear throughout all that
- correspond -- that communication that they weren't clear 5
 - that there was a significant problem with that.
- 6 Q. Right.

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- A. And I'd also had feedback through -- I can't remember exactly who it was from now, who explained that they were aware of the situation and would take breathing apparatus if there were an issue. That was my
- 11 understanding, is that they had a way of working around 12
- the issue.
- Q. What was the basis of your understanding that the LFB 13 14 were fully aware of the precise condition of the AOV?
- A. As I've just described, there'd been extensive 15
- 16 communication with the Fire Brigade on various levels 17 within various teams, including the health and safety
- 18 team and the project manager for the project, but also
- 19 independently with Rydons and the LFB. So my
- 2.0 understanding was that there had been clear
- 21 communication on --
- 2.2 Q. Yes, I'm asking you for the source of your
- 2.3 understanding. Was it a person or a letter? Did
- 2.4 somebody say to you, "The LFB have been told it's not
- 25 working"?

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1 Yes Mr Millett

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2 MR MILLETT: Yes, thank you, Mr Chairman.

3 Mr Maddison, we were on the subject of the AOVs and 4 I was in the middle of an email chain. I think we may 5 be able to take this a little bit more quickly.

SIR MARTIN MOORE-BICK: Thank you very much.

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6 Just in general terms, given what you told us 7 earlier about your knowledge of the state of the AOV in

September 2014, did you at that stage consider what

9 interim measures should be put in place for

10 Grenfell Tower, pending the full replacement of the AOV 11

12 A. The dialogue I had seen with the Fire Brigade was that 13 they'd recommended some working practices for Rydons to

14 follow, and taking care in their working practices at

15 the beginning and the end of the day.

16 Q. Yes.

A. And I'd also understood that the Fire Brigade had --17 18 would have used the smoke systems in the event of

19 a fire -- breathing apparatus, rather.

2.0 Q. Right. That's Rydon and the LFB. What about the

21 residents? Did vou consider what interim measures were 2.2 needed to be put in place pending the replacement of the

23 AOV system that would protect the residents?

2.4 My assumption was that the advice to the residents would

25 stay the same and there would still be a stay-put

- 1 policy. So there was no specific change in the advice 2 necessary as a result of that, I assumed.
- 3 Q. But the purpose of the AOV was to keep the escape route 4 clear of smoke, wasn't it?
- 5
- Q. But if the AOV wasn't working, what interim measures did 6 7 you consider, if any, to be put in place to keep the 8 escape route clear of smoke?
- 9 A. When you say the escape route, it was for the corridors.
- 10 Q. Well, the communal areas and the stairwell.
- 11 A. Yeah, the communal areas, not the stair -- did it impact 12 the stair? I thought the stair was a separate 13
- 14 Q. All right, so taking the communal areas to start with, 15 then. What interim measures did you consider needed to 16 be put in place, if any, pending the --
- A. I personally didn't look at that. I was taking -- would 17 18 have taken the advice of the experts in that --
- 19
- 20 Did you consider telling all residents of 2.1 Grenfell Tower that the AOV could not be guaranteed to 22 work in the event of an emergency, in the event of 2.3
- 2.4 A. Not specifically, no. I did tell a number of residents 25 who had asked specifically that question, but not

- 1 a general advice, because my understanding was the
- advice would have still been the same, and stay put, and 2
- 3 that the LFB had different approaches that they would
- take in the event of a fire, and that Rydons had taken
- 5 into account the advice of the LFB in terms of their 6
- working practices.
- 7 $\mathsf{Q}.\;\;\mathsf{Now},\;\mathsf{just}\;\mathsf{to}\;\mathsf{pin}\;\mathsf{you}\;\mathsf{down}\;\mathsf{a}\;\mathsf{bit},\;\mathsf{if}\;\;\mathsf{I}\;\;\mathsf{may},\;\mathsf{you}\;\mathsf{say}\;\mathsf{you}$ 8 did tell a number of residents who had asked that
- 9 question; who were they?
- 10 A. I've seen the correspondence -- you know, it's all on 11 the record, correspondence with Mr Daffarn, Mr Awoderu, 12 possibly Mr Collins, I think, as well.
- 13 Q. I think it is right that there was in the end a response to the GTLA, because they had asked the question, but do 14 15 I take it from that that there was not a full response 16 to all residents in the building by way of a circular 17 letter or something of that nature telling them that the
- 18 AOV system was not working?
- 19
- A. I'm not aware of there being one. I mean, it may -- if 2.0 there was one, it would have probably been between 2.1 Janice Wrav and Claire Williams.
- 2.2 Q. We haven't been able to find one. Can you explain why 23
- 24 A. As I say, I would have been following the advice of the 25 experts in this field.

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1 Q. Were you advised not to tell the residents that there 2 was no AOV system working?

- 3 A. No, certainly not. I mean, as I say, my assumption was 4 that the advice that they've received, which was this is
- stay-put policy, would still apply in the event the AOV 5 wasn't working. 6
- 7 Q. Right.

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- I'm curious, how would the continued application of the stay-put policy be an appropriate interim measure in respect of an AOV system which was designed to keep at least some part of the escape route clear?
- 12 A. My understanding was that the Fire Brigade -- the advice 13 was the residents should contact the Fire Brigade and
- 14 the Fire Brigade -- so residents stay put and that the
- 15 Fire Brigade would use breathing apparatus to help ...
- but I had no direct involvement in this. That was just 16
- 17 my understanding based on the information that I've
- 18 seen
- 19 Q. Did you ask yourself the question at the time: I wonder
- 20 how somebody who does need to evacuate their flat
- 2.1 because there is a fire in their flat will get through
- 22 the communal area in the absence of an operating AOV
- 2.3 system?
- 2.4 I didn't specifically think that. As I say, the 2.5 people -- that wasn't my direct area of responsibility.

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- 1 I'd be looking for the advice of the health and safety
- 2 team and the fire risk assessor and the Fire Brigade in
 - these --

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- Q. You say you would be looking for the advice; did you
- 5 actually ask either your health and safety team or your
- 6 fire risk assessor or the Fire Brigade the question I've
- 7 just asked you?
- A. Which was about --8
- 9 Q. How do people who need to escape from -- well, how do 10 people breathe in the communal areas if it's full of
- 11 smoke if they're escaping from their flats?
- 12 A. I didn't specifically ask that question, no.
- 13 Q. Now, can I then turn to the topic of emergency lighting in 2016. 14
- 15 You. I think, have dealt in your first statement 16 with a complaint about this topic in February 2016, and
- 17 I think I can shorten it by taking you to your first 18
- statement, please, at paragraph 105 on page 20
- 19 $\{TMO00000892/20\}$. There are underlying documents, but 2.0 it will be quicker, I think, just to show you your
- 21 statement. You say here:
- 2.2 "There had previously been emergency lights on every
- 23 other floor in the stair well but following a report 2.4 from a resident Mr Collins that they were faulty, we
- 25 arranged for all lights in the stairwell and lobbies to

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be replaced and we took this opportunity to fit new emergency lights to every floor in the stairwell instead of every other floor. The new lights were installed — by Allied Protection I believe — at the time of the refurbishment works. This was in 2016 and all lights were therefore relatively new at the time of the fire."

That's what you say there.

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Can we look next at {TMO00840545}. If we look at the first page, you will see that these are the minutes of a health and safety committee meeting dated 12 April 2016 at which you are present, as you can see from the list of names.

Can we turn, please, to page 5 in this minute $\{TMO00840545/5\}$. We can see under part 6 or section 6 of it that at 6.5 you raise a query, and the minute says this:

"PM queried how we put the fire strategy into practice. He gave an example of emergency lighting at Grenfell Tower which had been taken down by contractors but not reinstated and this was not picked up for several days despite a number of staff and contracted agents being on site in the interim. He emphasised the need for comprehensive training for all staff who visit site. BM acknowledged the need for a health and safety training programme — not confined to fire safety — to be

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1 implemented."

Now, is this right: this was the first health and safety committee meeting after David Collins' complaint at the end of January 2016 about emergency lighting that we have been able to see; are you referring here to the same incident with the emergency lighting here?

A. I think so, yes.

- Q. Now, in this meeting you note, as we've seen, that there were staff and contractors on site who had been there but not picked up this problem. Was that because there was a broader problem with the maintenance of fire safety systems by TMO staff?
- A. From memory, the emergency lighting in Grenfell Tower at that stage, the original well, the at that stage, before it was renewed, every other light fitting was an emergency light, so and you could tell it was an emergency light because it had a little green or red light on it to indicate that it was charging, and Mr Collins very cleverly spotted that those lights weren't on, so the emergency lights weren't charging, so there was an issue. From memory, I think that's what the issue was. So my concern here was that other people who were doing regular inspections hadn't picked that issue up. So —

Q. Yes.

 $1 \quad \text{A. } --\text{I was questioning why, and, you know, making sure} \\ 2 \quad \text{that people were alert to the issues that were there.}$

Q. Indeed, and that provoked a reaction from you by way of
 emphasis of the need for comprehensive training for all
 staff who visit the site.

My question is whether that statement by you there as recorded illustrated a deeper problem with the implementation of the fire safety strategy not only at Grenfell but throughout the TMO stock?

10 A. I can't really comment on that, but I think that it's --11 what I was keen to do is ensure that there was a culture 12 of people taking responsibility for things and that 13 Barbara Matthews shared that view, and this was about 14 having an ongoing conversation with the team and people 15 who are on site to be aware of things that aren't 16 necessarily the reason they're in the building or -- it 17 was just trying to build a broader awareness and

19 Q. Indeed, the reason I'm asking the question in the way
20 I am, Mr Maddison, is because the emergency lighting was
21 used by you as an example of a more general point you
22 were seeking to make, which was how you put the
23 fire strategy into practice, which is how you start this
24 paragraph, and you end it by emphasising the need for
25 comprehensive training for all staff who visit the site.

responsibility within everybody in the organisation.

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My question is: were you aware or alive to the fact that the fire safety strategy wasn't properly being put into practice?

4 A. No, I mean, the last sentence there is saying not confined to fire safety. What I was talking about here was making sure that there was a culture in place in the organisation so that people took responsibility for all issues of health and safety, including fire safety, in the organisation.

Q. Who was responsible for introducing the health and safety training programme which was "to be implemented"?

12 A. That would have been the responsibility of the health13 and safety manager.

14 Q. Well, we have in the right—hand column the action 15 identified , and "All". Did the "All" include you?

16 A. Erm ... well ... yeah, I'm not sure that all people at 17 that meeting are able to put in place that action, and 18 I -- myself included.

Q. Well, you said a moment ago that it would have been the responsibility of the health and safety manager; who was that at this moment?

22 A. Janice Wray.

23 Q. That was Janice Wray, was it?

24 A. Janice Wray under the health and safety policy was 25 responsible for training --

1 Q. Do you know whether she did implement a health and If you go to line 4 on page 142, you say: 2 2 "If residents weren't happy about the way that those safety training programme not confined to fire safety 3 which would nonetheless have picked up the emergency 3 issues were addressed, they could either be escalated to 4 lighting example? 4 the TMO and through the TMO's complaints procedure or --5 A. I don't recall. yeah, so I think that was the process that was set up. Q. Right. Did you follow up on it? So I think when you describe complaints, I think Rydon's 6 6 A. I don't remember. This may have come up at the next 7 role was about being the first point of contact on 8 meeting, I don't know. 8 issues relating to the works." 9 Q. Was there any improvement in the maintenance of 9 Now, we've already looked together at how the 10 10 fire safety systems or health and safety systems Grenfell Compact came to be recognised by the TMO, and 11 generally after you had identified the need for 11 we've looked also at the August 2015 matrix that 12 a comprehensive training programme? 12 Councillor Blakeman assisted the Grenfell Compact with, 13 A. There was an ongoing discussion at this forum and at 13 which you will recall from this morning had a long list 14 of issues in it, 28 in all. Let me just show you that 14 other forums about raising awareness of health and 15 safety issues, ensuring people took responsibility and 15 again and the email by which that came to you. Let's look at the email first, that's at 16 ownership, and escalated things if things weren't being 16 17 done, and that was part of the dialogue that happened at 17 {MET00070923}. It's the second half of the screen, 18 these meetings and that was led by Barbara Matthews. 18 Judith Blakeman to you, copied to other councillors, 19 Q. Right. You say there was an ongoing discussion, that 19 28 August 2015: 20 may be, but my question was different: was there any 2.0 "Dear Mr. Maddison 2.1 improvement? Did it work? 21 "I met with some residents of Grenfell Tower on 22 2.2 A. It wasn't a specific thing that was measured in Wednesday evening, 26 August. I had prepared a matrix 2.3 isolation. I think it was part of the whole fire 23 of the issues that have been raised so far, together 2.4 management piece and the whole health and safety 2.4 with responses to date to simplify and clarify where we 25 management piece in terms of how many, you know, actions 2.5 currently are. I have since updated it in the light of 129 131 1 from fire risk assessments were being actioned, 1 further matters raised with me on Wednesday. I attach 2 et cetera, and how many — how quickly they were done. 2 a copy for your information. 3 There was a whole range of different aspects to this, 3 "The items in bold text are the new issues that were and this was just one conversation about how we could raised on Wednesday. To summarise, these are ..." 5 5 raise awareness and hopefully improve matters. Then if you go over the page to page 2 Q. Well, you see, you introduced this not as a general 6 ${MET00070923/2}$, you can see that there is a long list 6 7 7 health and safety point but as a fire strategy point, of bullet points there. and you illustrate your concern about the fire strategy 8 Now, can we then go to the issues matrix which is 8 9 9 attached. That's at {MET00040986}. We looked at this with the emergency lighting as an example. 10 My question is: did you have any other concerns 10 this morning. As you can see, it runs over some three 11 about the implementation of the fire safety strategy 11 pages. If you go to page 3, you will see there are some 12 other than that illustrated by the emergency lighting 12 28 complaints in all, 28 points in all. 13 13 incident at Grenfell Tower? When you got the email on 28 August from A. I don't think so, no. 14 14 Councillor Blakeman, did you open the attachment and see 15 Q. Why did you say that it was an example? The note says 15 this document, do you remember? 16 you gave an example of emergency lighting. If that was 16 A. I'm sure I did. 17 17 the only one, why was it recorded as an example? Q. Yes 18 A. I just felt that it was always something that you could 18 If we look at page 2 $\{MET00040986/2\}$, please, we can 19 do better. 19 see that item 23 reads as follows: 2.0 2.0 Q. Can we turn then to the topic of floor numbering. "Change floor numbers back to reflect current flat 21 21 Now, I'll show you what you said at Module 1 in your numbers and find an alternative numbering system for the 2.2 evidence to the Inquiry first . Can we please go to the 2.2 two new floors."

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Then response in the right-hand column, which is

"Royal Mail requires the lower floors to be

a TMO/Rydon response:

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of all.

transcript for {Day59/142:4}. What I want to show you

here is just a bit of evidence about the process, first

1 numbered, so that the address is easily identifiable for 1 Royal Mail -- there was a conversation here between 2 the emergency services in the case of any incident. 2 planners and the project team within -- with Rydons, and 3 Floors have been re-numbered and temporary signage 3 this alternative numbering came about as a result of 4 fitted until the final version is available. The floor 4 that recommendation, which it later transpired was levels have been altered and it is not possible to a little bit of a red herring. 5 5 revert to the old numbering." 6 6 Q. Was this treated as a priority, given that it was 7 Were these concerns recorded in the TMO complaints 7 relevant for the purposes of identification for the 8 8 emergency services in the case of an incident? 9 A. No. 9 A. Was what, sorry, treated as a priority? 10 Q. Why is that? 10 Q. The problem, the change in the floor numbers, and the request to change them back to reflect current flat 11 A. So the issues that are raised on the matrix here, some 11 12 numbers? 12 of them are already resolved and some of them are easily 13 resolved. They're not all complaints. These are lines 13 A. Well, these 14 of dialogue with the Compact, and so I would develop 14 Q. Was that treated a priority, given --15 that conversation with the Compact. 15 A. No, because we didn't agree to change them back. So the process that we'd been through here is we'd communicated Q. I see. So some were and some weren't complaints? 16 16 A. I don't know that any of -- I haven't read them all, but 17 to residents what was proposed to be done, and it had 17 18 the ones I've seen, some of them -- so, for example, 18 been communicated to residents through the newsletter, 19 change the red lights on the lift to blue as a request 19 and we did what we said we were going to do in that 2.0 for a service and we did it, so it wasn't necessary to 2.0 newsletter, which was change the floor numberings, and 21 put it through the formal complaints procedure. 21 then several months later, through the Compact, came the 22 Install a noticeboard, it's not a complaint, it's 22 request to change it back, and we felt that actually a request for action which we did. changing it back would likely cause even more confusion 2.3 23 2.4 2.4 than there was at that time. We felt that it was 25 A. So I think most of the issues on here were fairly 2.5 probably a change that -- you know, so it hadn't -- this 133 1 straightforward, routine-type matters that could be 1 issue hadn't been addressed or raised at the time that 2 quite simply addressed. 2 we were consulting residents on doing it or informing 3 Q. Right. 3 residents that this is what we were proposing to do. 4 Looking at number 23, do you remember who wrote this Q. Right. Let's just see how this then evolves. 5 Can we go to {TMO10010093}. This is an email chain 5 response, "Royal Mail requires the lower floors to be 6 in early October 2015, and if we go to start with,

6 numbered", et cetera?

A. I think I probably provided the response into this document for Councillor Blakeman and for the Compact, and this was discussed, I presume, at the meeting of the

11 Q. It says, "Floors have been re-numbered and temporary 12 signage fitted". Do you know who was responsible for 13 putting up the temporary signage?

14 A. I assume it would have been Rydons.

15 Q. Do you know or are you assuming?

16 A. It's a strong assumption.

Q. Right. What about the permanent signage? 17

18 A. So the --

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19 Q. The permanent signage.

2.0 A. So the permanent signage would be Rydon's

2.1 responsibility , that would $--\,$

2.2 Q. Right.

23 A. So the issue here was that the original floor numbering 2.4 was like a hotel numbering, so flat 415 would be on the

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25 fourth floor, for example, and so ... and the

19 an issue with the numbering of the floors, as do the 2.0 ward councillors. Whatever the Post Office requires, 21 the new system of numbering is not effective and could

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prove dangerous in the event of an emergency. The 23 notices about the floor number changes are not prominent

she refers to floor numbering and says this:

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please, at pages 2 to 3 $\{TMO10010093/3\},$ we can see that

Judith Blakeman writes to you and Claire Williams in

previous Saturday. If you look at the top of page 3,

If you go down, please, to the bottom of your

"They [that's the residents] continue to have

children, anyone who does not read English or indeed

screen, about halfway down page 3, you see item 6, and

you see that's what she says in the first paragraph there. She lists a number of issues, as she calls them,

respect of a number of concerns raised by the

Grenfell Compact at a councillor's surgery on the

2.4 or secure and in any case would not be helpful to

at 1 and following.

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anyone with literacy problems. The solution the residents propose is that the lower floors should have a new name, such as 'Lower Grenfell'. We believe that this issue does require some further consideration."

If we go up to page 1 {TMO10010093/1}, we can see that you've added some comments at the end of her points, and you are writing back to Judith Blakeman here by way of response, and you take her numbering.

Now, unfortunately this version of this document doesn't show your comments in any differentiation, colour or otherwise, but you can see from item number 1 that you have added at the end of her paragraph, "Noted and Agreed". Do you see that?

14 A. Yes

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Q. So I can take it, I think, that these are your words.
If we go down to the bottom of page 1 and look at paragraph 6, we can see that's where her query starts.

Over the page to page 2 {TMO10010093/2}, we can see you have added at the end, after the words "does require some further consideration", you have written:

 $\ensuremath{^{\prime\prime}}\xspace\ensuremath{\text{We}}\xspace$ will review this again and come back to you."

Just to confirm, those are your words; yes?

23 A. I think so, yes.

Q. Did you in fact review that issue and go back toCouncillor Blakeman?

1 A. Yes. I believe I did.

2 Q. What was the result of that?

A. We explained the rationale behind the changes in the floor numberings. There had been some misinformation going around the block that postcodes were going to change and flat numbers were going to change, and neither of those things were true. So we just wanted to clarify that point.

Also explain that we'd taken the advice of the planners on this and the planners had advised that the clearest way of numbering floors is to start at zero at the bottom floor and upwards, rather than having zero, minus 1, or whatever on the other floors below, which in itself could be confusing.

So we were trying to come across a solution which satisfied the -- well, I don't think we were going to satisfy either party at this juncture. We were in a position where we needed to try and put in place a solution and clarify what we were doing.

But my concern was that we had consulted residents, informed them of what we were doing, had changed things, and felt that actually changing it back to the original would have confused matters even more. So it was -- we were in a tricky position at this time.

Q. The complaint being made here was in fact, as we've seen

it, that the new system of numbering was not effective, as well as the fact that the notices about it were insufficient.

What did you do about the notification that the floor numbers had now changed?

A. Well, so the two — the floor numbering being effective, I think the system that we had put in place was clear. It was different, but it's a system that was being used on a lot of other estates as well, including in the TMO's housing stock, so it — the signage, we needed to get the permanent signs in place so that people — there was clear signage throughout the block that didn't fall off the walls or couldn't be removed easily, and that's what we did, as we — so Janice Wray and Claire Williams worked at ensuring that the contractors put in place improved temporary signage, and ultimately put in place clear, permanent signage.

They also talked to the Fire Brigade to assess -- to get their view and ensure that they were comfortable with that approach, and my understanding is that they were.

Q. Can we go to {RBK00052621}, please. This is an email some two months later, 1 December 2015, when, as we can see, Councillor Blakeman emails Janice Wray and the complaints team, and you, with this, and she says:

"In the event that one of the emergency services receives an urgent callout to attend to a problem in Grenfell Tower — such as a fire within a flat — how they will easily locate the address? There are no signs, either beside the lifts or in the lifts, to indicate the new floor numbers where the flats are located. The previous very sensible numbering system has as you know been changed, causing significant confusion, especially for visitors. If the emergency services had to attend a flat urgently, this is not helpful.

"Please do not just put up a temporary piece of paper setting out the new floor numbers. Each time this has happened it has been removed.

"I would appreciate a swift response."

Now, when you received that, you obviously knew what it was about because it related back to the discussion that you had told Ms Blakeman that you would investigate two months previous.

A. Yes, but I think I had — I would have responded on the
 issue of the floor numberings at the following Compact
 meeting, I assume.

Q. At the Compact meeting, because we haven't seen any
 email or message back to her telling her what the
 results of your review were and what decision you had
 made about item 6 in the email of 2 October we've just

1 looked at. got responses. 2 A. I think it was discussed at the following Compact 2 Q. Right. The reason I ask that is that it looks from this 3 meeting 3 email, and tell me if this is wrong, that Gary Martin 4 Q. What was the upshot of that discussion, the result of 4 took steps to remove the old now erroneous floor 5 that --5 numbering the day after Councillor Blakeman's second A. As I've described, that we felt it would cause more email, the 1 December email, on this question. 6 6 7 confusion to change back to the original numbering and 7 Is it right that action was only taken in response 8 8 were sticking with that approach, but were going to get to her complaint at that point? 9 in place the new permanent signage. 9 A. I don't know. 10 Q. Right. 10 Q. Were you aware of any guidance or regulations or advice 11 11 that the TMO should follow for floor numbering within She says: 12 12 'There are no signs, either beside the lifts or in Grenfell Tower? 13 the lifts, to indicate the new floor numbers where the 13 Sorry, in what respect? Q. Were you aware of any guidance or advice or regulation 14 flats are located." 14 15 First of all, was that true? 15 that TMO should follow when numbering the floors? A I don't know. I would assume that that would have been 16 16 A. In respect to changing the numbers or --17 checked by Janice, Claire Williams and presumably the 17 Q. Yes, or clearly signing. 18 estate services officers, who were responsible for 18 A. Okay. 19 ensuring that communal inspections were carried out. 19 Q. Clearly identifying the right floor numbers. 20 Q. Right. 20 A. No, it ... I would assume that there would be 2.1 Let's see what happens next. 21 a responsibility to ensure that signage is clear so that 22 If you go to $\{RYD00059989\}$, this is the next day, 2.2 people know which floor they're on. 2.3 2 December 2015, and you can see the second email down 2.3 Q. Right. 2.4 on that page, Gary Martin of Rydon emails 2.4 Can we go to {TMO10027592}, please. This is Claire Williams, and Lynda Prentice and others at Rydon, 2.5 an email on 15 December 2015 at the bottom of page 1, 141 143 1 2 December 1 over to page 2, from Janice Wray to you, copied to "Hi Claire 2 2 Barbara Matthews, and the subject is, "Grenfell Tower -3 "New floor numbers have been put up on the riser 3 signage & responses to Cllr Blakeman": doors on each floor complete with individual flat "Hi Peter "Further to the initial query from Cllr Blakeman on 5 numbers and a directional arrow to show which direction 5 6 they are in on exiting the lifts . 6 this issue on the 1st Dec, she sent in a further $e{-}mail$ 7 7 "I have also to [something] a 'master' sheet up in with photo attached last Thursday (copy attached). Just 8 8 the lobby of the second floor. to confirm -9 "Also the now incorrect floor numbers in the [As] per your request I asked the LFB Station 10 stairwell have been obliterated and I will put some 10 Manager for North Kensington to confirm when his crews 11 temps up in there also. 11 had carried out the last of their regular 12 "I have chased our QS for the permanent signs and it 12 familiarisation visits to Grenfell and he advised that 13 13 appears that we are waiting for the instruction to go this was undertaken in October 15. "• I visited the block yesterday to inspect the 14 ahead and for each signs contents (we have the brand 14 15 15 guideline document)." current signage and fed back my comments (all relatively 16 Were Councillor Blakeman's concerns registered as 16 minor) to Claire who has instructed Rydons to address 17 a formal complaint or enquiry within the complaints 17 them asap. Specifically, I noted ...'

I presume, treated as a member's enquiry, and it was reported to the complaints team, so all -- we asked

A. I don't remember. I mean, her enquiry would have been,

Councillor Blakeman to ensure that all communication

2.3 from her was done through the complaints team so we

could keep a clear track on all of the issues that she

25 raised across the whole of the stock and ensure that she

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18 And she explains what she has noted there.

> Now, if you look at the next email up, the same day, you asked Claire Williams to tell Rydon to complete the suggested actions that had come from Janice Wray. Do you see, you say:

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"Can you please instruct Rydon to action all of these points by close of play Thursday? Please talk to

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procedure?

1 me if there are any points that cannot be resolved?" what we had informed residents we were going to do, 2 Then you go on in the next—but—one paragraph to say: 2 based on the advice we'd received from planning, and we 3 "Janice - I will respond to Cllr Blakeman. Thanks." 3 4 Now, Janice Wray says, as I've shown you, that she 4 these issues were raised as residents not being happy with the new approach. So there was a bit of a lag in contacted LFB on your request. Is that right? Did you 5 5 ask Janice Wray to contact the LFB on this subject? between. So we'd actually done it, and then we received 6 6 7 A. I don't remember. 7 the feedback from the Compact that some residents Q. Right. Did you ask Janice Wray to carry out the weren't happy and didn't think it was a sensible 8 8 9 inspection she says she did carry out? 9 approach. 10 10 A. Sorry, when you say contact LFB on my request, that So I think there are two separate issues here. One 11 was -- I think I asked her to get their view on the 11 is about the signage --12 12 changes of the numbering, because I think that we had --Q. Yes. 13 we were getting slightly conflicting information from 13 -- and one is about the actual numbering and the different parties, planners, Royal Mail, and the 14 14 protocol around numbering. 15 Fire Brigade, and I think I was suggesting that Janice 15 Q. Yes. should check with the Fire Brigade about what they felt 16 16 A. So I'm getting confused in the question. 17 17 was the clearest way of ensuring that the floors are Q. Yes, Lunderstand, and Lunderstand why you are. 18 numbered accordingly. 18 In relation to the signage, isn't it right to say 19 Q. I see. She is telling you here that she had asked the 19 that actually this is something that came out of the 20 LFB station manager when they'd carried out their last 2.0 matrix of issues in August 2014 but was taken forward by 2.1 regular inspection, regular familiarisation --21 Councillor Blakeman in her October email? 2.2 A. I don't think that was the question there. The question 22 A. I thought the matrix referred to the floor numbering would have been: is this floor numbering protocol 2.3 per se, not the signage. 2.3 2.4 appropriate? Whereas that sounds like a different 2.4 Exactly. So it evolved, the point evolved. What I'm 25 question to me. 2.5 suggesting to you is that the floor signage problem 145 147

- 1 Q. I see. Well, that's what she says in her email to you.
- 2 We don't see you going back to her in your email back to 3 her saying, "You have asked them the wrong question".
- A. No, I think there was a separate line of dialogue with 5 the Fire Brigade.
- Q. Well, right. Why do you say that, given the topic of 6 7 this email, which is signage and responses to 8 Councillor Blakeman?
- 9 A. Because this is about signage. The other issue I was 10 raising was about the floor numbering per se.
- 11 Q. Right.
- 12 Well, did you contact Janice Wray only after the 13 Grenfell Compact had raised their concerns about the 14 floor numbering in the August matrix of issues?
- 15 A. Sorry, could you ask that --
- Q. Yes, I'll put it a different way, I'm sorry. 16
- 17 It looks from what I've shown you so far that your 18 contacting Janice Wray to investigate the concerns about 19 the floor numbering only happened after seeing the 2.0 August 2015 matrix which had identified the problem.
- 21 A. Erm ... well. no. there had been a previous -- there's 2.2 a previous position before that, which is where we 23 communicated to residents in our newsletters that we 2.4 were going to change the new flooring and everyone had 25 been informed of that. So we were basically acting on

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were -- and it was only later through the Compact that

- 1 evolved from something which was already the subject of debate between you and the Grenfell Compact. 2.
- 3 A. I don't know.
- Q. Looking at the email below on this page, Janice Wray to 5 you, you can see in the second bullet point:

6 "The stencilling of floor numbers within the 7 staircase stopped is effective but currently starts at 8 the 4th floor. The lobbies in the stairwell below the 9 4th floor down to ground level should also be stencilled .'

10 11 This stencilling , did you know if this was intended 12 to be permanent arrangement or only a temporary one?

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- 14 Q. Once the refurbishment was finished, whose role was it 15 to ensure that the signage at Grenfell Tower was
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- A. That would be -- through the defects period, Rydons 17 18 would have a responsibility if there were some defective
- 19 issues . On an ongoing basis, it would be done through
- 2.0 the estate services inspections and responsive repairs.
- 21 Q. I now want to ask you some questions about gas, if
- 2.2 I can. I'm going to show you your first statement,
- 23 please, first of all at page 25 {TMO00000892/25}. You
- 2.4 deal with this en bloc between pages 25 and 27 at
- 2.5 paragraphs 134 to 143, and I won't read them all out to

1 1 horrified and shocking of the layout. 2 Can I just look at paragraph 139 with you, please, 2 "Let me re iterate that, I find it unreasonable, 3 on page 26 $\{TMO00000892/26\}$. You say there: 3 unacceptable and unprofessional, forceful entry to my 4 "National Grid advised the TMO that it wished to run 4 flat . I have no contractual agreement with the National gas pipes up the stairway. They considered this to be 5 5 Grid but with my landlord as leaseholder. "Let me categorically confirm that to the 6 the only place to run the pipes as there was no feasible 6 route to run the pipework externally. The TMO was 7 KCTMO/National Grid and to you that, we have no powerless to prevent that as National Grid were the 8 8 [intention] whatsoever the main gas pipe coming through 9 statutory undertakers. Legally National Grid had the 9 my front door under any circumstance and events. 10 10 powers to specify how it wished to install its "Please confirm." 11 infrastructure. TMO were concerned by the proposals and 11 Now, this I think is copied on to you, if you look 12 12 above that, by Daniel Wood the same day. Do you see? needed reassurance and commitment from National Grid 13 that what they were proposing was safe." 13 If we go on to page 27 $\{TMO00000892/27\},$ you 14 14 Q. And he just says: 15 continue on this theme at paragraph 141. You say: 15 "Hi Peter "Please see below, any idea what's happened here and 16 16 "Following internal discussions, it was also agreed 17 that Carl Stokes, the TMO's retained fire expert, should 17 who would be best placed to respond?" 18 visit the Tower to give us his view on the location of 18 Then if you go up to page 5 {CAD00003046/5}, you see 19 19 the pipe work. Carl Stokes produced a report concluding that you go back to Mr Wood, Daniel Wood, a few minutes 2.0 2.0 later, or perhaps a little bit later that afternoon, to that the location of gas pipes was not a problem per se 21 provided they were fully fire -stopped." 21 be fair to you, a few hours later, and you say: 22 Then at 143 you say: 22 "Hi Daniel 2.3 "The work of boxing in and fire stopping progressed 23 "There was a leak on the gas mains and National Grid 2.4 2.4 slowly and was the subject of many complaints by TMO to have had to rerun a new mains throughout the block. National Grid. I was aware that Anthony Cheney, who was "National Grid will have to run the supply into 149 1 Acting Head of Contract Management, Assets and 1 residents homes if residents want one. 2 Regeneration and who reported to me at the time, was 2 "How this is done is a discussion that Mr Shah will 3 chasing National Grid on a very regular basis but often 3 have to have with National Grid. It is not our his emails received no reply at all, or promises were responsibility. 5 "I will ask Anthony to reply to Mr Shah along these 5 made which were not kept. My understanding now is that some of the boxing in work may not have been completed 6 lines." 6 7 by the time of the fire .' Then the address is given in the emails that then 8 8 come through above that. I don't need to show you that. Now, can I show you one particular complaint that 9 was made by a resident. Can we go to $\{CAD00003046\}$. 9 Now, the question I have is: did you ask 10 Now, this is an exhibit to a witness statement by 10 National Grid to send you a report or a certificate to 11 Mr Martin 11 ensure or assure the TMO that the works to all the gas 12 Can we please go down to the foot of the email 12 work mains risers in the block were safe? 13 string at page 6 {CAD00003046/6}. Here we have an email 13 A. There was quite an extensive and complicated 14 from Shah Ahmed dated 20 April 2017 to Daniel Wood. 14 correspondence between the contracts management team and 15 copied to Robert Black and Councillor Blakeman, not to 15 National Grid to try and establish what they were 16 16 proposing to do, and it had gone on for some time, and you: 17 "Subject: Recent visit by the National Grid to my 17 our preference was that they removed the gas supply from 18 flat ref: Main gas pipe through my front door. 18 the block. We felt that running the new gas supply 19 "Dear Mr Daniel Wood, 19 through the block was unnecessary and felt that they 2.0 2.0 "This is to inform you that this morning I had should buy out the residents and put in electric . It 21 21 a visit from the National Grid without prior notice or felt like the best way of avoiding running this pipe at letter either from the KCTMO homeownership or from the 2.2 all. But they weren't prepared to do that. 23 23 landlord RBKC that they have decided to put the gas pipe And there was then an extensive correspondence

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between the contracts management team and National Grid

to try and establish quite what they were doing, and to

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through my front door. The national grid also tried to

demonstrate the layout of the pipe and I was extremely

and we talked to building control and we also got

Carl Stokes, the fire risk assessor, to give an opinion
on what was being proposed too.

Q. You see, what I'm really after is, if you go back to
page 5 {CAD00003046/5}, you say "How this is done is

get confirmation that the works met the requirements,

- Q. You see, what I'm really after is, if you go back to page 5 {CAD00003046/5}, you say "How this is done is a discussion that Mr Shah will have to have with National Grid ... not our responsibility", what I'm seeking to understand is why you thought it wasn't the TMO's responsibility to ensure that whatever gas works or piping works were done within the building was solely in the National Grid's responsibility to Mr Shah directly in respect of which you had no responsibility. Can you explain that?
- 15 A. Sorry, I don't understand the question.
- 16 Q. I will repeat it.

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17 Why was it that you thought that it wasn't the TMO's
18 responsibility to ensure that whatever gas works were
19 done within the building were solely the National Grid's
20 responsibilities to Mr Shah and not the TMO's
21 responsibility?

A. The National Grid were the statutory authority here, it was their supply through the building, and them being the statutory ... and the expert in this, I felt that they were responsible for carrying out these works in

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- 1 accordance with the regulations. They were the experts.
- Q. Yes. Given Mr Shah's concerns about safety, why did you think that it wasn't the TMO's responsibility at all, but something for Mr Shah to take up directly with the
- 5 National Grid without your involvement? A. The issue I think I'm talking about there is that 6 7 Mr Shah at the moment -- at this stage doesn't have a gas supply, so if he wants a gas supply, he would need 8 9 to talk to the National Grid who would provide him with 10 the supply into his home. There was limited scope for 11 where that supply could be run within the building, and 12 that's what National Grid were struggling with I think 13 here really by -- and came up with having to run it through the communal stairwell. But that was what they 14 15 chose to do. Our only alternative that we -- our 16 preferred alternative would have been that they removed
- the gas supply altogether and put electric in.

 Q. In relation to safety of the works through the
 stairwell, did you at any time seek some kind of report
 or assurance or certification from the National Grid, or
 Cadent, in fact, that the works they were proposing were
 safe?
- 23 A. We got advice from building control and from the fire
 24 risk assessor, and there was extensive communication
 25 from the contracts management team and from Janice Wray
 - 154

- in the health and safety team to National Grid to raise our concerns --
- 3 Q. Is the answer to my question yes or no?
- $4\,$ $\,$ A. I'm telling you what happened.
- Q. I know. Well, tell me it simply: did you get any report
 or assurance or certification from the National Grid
 that the works they were proposing were safe?
- 8 A. I haven't had sight of all of the correspondence. That
 9 was between the teams that I've described.
- 10 Q. I see.

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Do you accept that it was the TMO's responsibility
as the manager of the building to obtain or to be
satisfied directly by an assurance from the statutory
undertaker so that it in turn could reassure its
residents?

A. So that was why we were getting — asking for opinion
 from building control and from the fire risk assessor
 raising the concerns that had been raised and trying to
 get clarification on that point.

Q. Do you accept that it wouldn't have been for Mr Shah
 himself to obtain that direct assurance from the
 National Grid himself?

- 23 A. And I don't think that's what this is suggesting.
- $24 \qquad \text{Q. Now, let's go to another document, } \{\text{TMO10017418}\}.$
- 25 This is a copy of the response that you sent to

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Lee Chapman and Tunde Awoderu's complaint about the gas works which they made on 6 June 2017, only a week before the fire. You can see it's come from Catherine Dack, but actually, if you look at page 3 {TMO10017418/3}, it's come from you.

If we look at the actual complaint that's made, what you're responding to appears on page 7 {TMO10017418/7}. It starts on page 7 and it's dated 23 May 2017. Then on page 10 {TMO10017418/10} is the actual complaint.

If we go to the response that you send on page 1 $\{TMO10017418/1\}$, under the rubric "Stage 2 Complaint Response — Various issues at Grenfell Tower", you confirm receipt of the complaint of 20 April —— in fact, it had evolved since then —— and then under "Gas Mains Located in the Stairwell", you say this:

"You complain that residents are concerned about the health and safety implications of National Grid locating the new gas mains in the stairwell of Grenfell Tower.

"The correspondence from Sacha Jevans and Anthony Cheney has explained that responsibility for this work rests with National Grid and they are responsible for ensuring the works meet necessary standards. KCTMO has reviewed the proposals with our Fire Safety consultant and with the Fire Brigade who have confirmed that the proposals are acceptable.

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1 "However, at this stage, the works are not complete 2 and National Grid are yet to complete the work to 3 install a fire -rated boxing around the pipe. 4 I therefore propose to keep this complaint open until 5 this work is complete at which point we will review the works and take further professional advice to confirm 6 7 that the installation is satisfactory." 8 Did you in fact investigate the case? 9

A. Yes

- 10 Q. Now, it's right that Carl Stokes provided advice on the installation of the gas pipes. Did you see that at the time?
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Q. It's at {CST00001240}, I'll show it to you. It's 14 15 a letter of 30 January 2017, and there it is. I'm not 16 going to read it all out to you.

> It's right, isn't it, as we've seen, I think, that the GTLA had asked for a health and safety certificate or reports confirming that the installation of the gas pipes was safe?

21 We haven't seen that you disclosed Carl Stokes' 22 letter of 30 January 2017 to the GTLA. That's right, 2.3 isn't it? We don't think you did.

- 2.4 A. I don't recall, but maybe not, but --
- Q. No. Do you know why you didn't disclose Carl Stokes'

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1 letter or report?

- A. I assume because we'd left that aspect of the complaint open and wanted to review the matter on completion so we could confirm back at that stage.
- 5 Q. Right.

Now, you refer to the fact that the LFB had confirmed that the proposals were acceptable. Were you aware that the LFB had told Janice Wray that they were not happy with the gas riser because it was in the means of escape?

11 A. No, I wasn't aware of that.

> Q. Right. Let's look at {TMO10016548}, then, please. Looking at this email chain, this is a chain of emails between Janice Wray and John Allen in early April 2017. I take it vou didn't see these.

Just looking at the first email on that page, four paragraphs down, Janice Wray is telling John Allen:

"LFB are saying (thou[sic] not yet in writing) that they are unhappy about the riser being on the means of escape - but as it is already installed not sure this will have any input."

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Perhaps she means "impact", I don't know.

2.3 Did you know that the LFB had said what she is 2.4 recorded there as saying to John Allen?

25 A. I'm not aware. 1 Q. Right.

- 2 A. But we were unhappy it was there as well.
- 3 Q. You referred in your email I've just shown you to 4 keeping the complaint open until the work was completed.
- 5 How would the complaint have been dealt with after the
- works were completed? 6
- 7 A. Well, in the complaint I'm explaining the works that will be done as part of the National Grid works, and 8 9 what we wanted to do was to have the opportunity to
- 10 inspect that and get any views of any other authorities
- 11 on that matter before closing the complaint. So we
- 12 wanted to ensure that it was resolved.
- 13 If the subject matter of the complaint was the location 14 of the works themselves, how would the complaint have 15 been dealt with after the works were completed?
- 16 A Because it would allow the complaint —— it would allow 17 the works to be inspected and assessed as to whether
- 18 they meet the standards.
- 19 Q. So you would proceed with the works, finish them off and 20 then inspect them and see if they complied with the
- standard, was that how you were thinking of it? 22 A. Well, no, the final piece of the works as I understood
- 23 it at this time was to install the fire -rated boxing
- 2.4 around the pipework, and that work was under way,
- 2.5 I understood, but not complete.

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- 1 Q. So does that tell us that in fact, although you say you
- 2 were keeping the complaint open, you were only keeping it partly open? In other words, you had already decided
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- to keep the pipes in the stairwell but make sure that 5
 - they were boxed in properly?
- 6 A. If it was my decision I wouldn't have had the pipes
- 7 there, $\,$ I would have had the gas removed from the
- building altogether. So it wasn't my choice. This was 8
- 9 something that National Grid imposed and they were
- 10 inflexible around this, said this was the only place it
- 11 could go, and we had no choice, really, in this matter.
- 12 Q. I was really seeking to understand how your complaints 13
- procedure was working. You said you would keep the
- 14 complaint open, but in fact it's right, I think, from
- 15 what you're telling us, that the only aspect of the
- 16 complaint that you were keeping open was the question of
- 17 the efficacy of the firestopping around the boxing?
- 18 A. Yes.
- 19 Q. Can I just ask you then finally, as a final topic, about
- 2.0 the self-closer on flat 136. Can we look, please, at
- 21 your first witness statement at page 28
- 2.2 {TMO00000892/28}. You say in paragraph 148 there this:
- 23 "There was also a concern raised about an empty flat 2.4 door being left open over a weekend and concern that
- 25 there was no door closer working to close the door. The

1 concern expressed was in relation to security rather 1 page 7 is your response to it. 2 than any issue of fire safety. This was investigated 2 Now, you say in your response in the third 3 and it was established that a Rydon contractor had 3 paragraph: worked in the flat following flooding from the 4 4 ${\rm "I}$ have investigated this matter and Rydon re-positioning on the HIU in the flat above and had left 5 5 acknowledge that they left the door open in error and the front door open. The door closer was repaired and apologise for this mistake. The door was in working 6 6 7 an apology was given. Rydon were instructed to ensure 7 order and was able to be closed by pulling it shut." 8 What investigations did you carry out into that 8 it did not happen again." 9 You're referring here, I think, aren't you, to 9 complaint? 10 10 a concern or issue raised by Edward Daffarn in relation A. I spoke to Simon Lawrence in relation to the issues that 11 to flat 136, which was next door to his? 11 were raised from Rydons and he confirmed to me that 12 12 A Yes they'd left the door open in error, but it was -- they 13 Q. That flat at the time was empty, wasn't it, it was void? 13 were able to close the door. 14 14 Q. Did you speak to Mr Daffarn? 15 Q. Your evidence here, as we've seen it on the page, is 15 A. I didn't. 16 Q. Why is that? 16 that the door-closer was repaired: ves? A. Erm --A. I don't recall. 17 17 18 18 Q. That's what you say. Q. Now, you have said here that the door was in working A. I think that's incorrect. I didn't check that the 19 19 order, but you said in your statement, as I've shown 20 door-closer was repaired. 2.0 you, that the self-closing device required repair. 2.1 Q. Why did you say it was? 21 You've now said that that part of your statement was an 22 2.2 A. That's incorrect. That's been wrongly minuted --23 2.3 When did you first discover that that part of your wrongly noted there. 2.4 2.4 Q. What should it have said? statement was an error? A. The door was closed and an apology was given. That was 2.5 A. It's the first time I've read it. 163 1 what was detailed in the response to Mr Daffarn. So 1 Q. How did you conclude at the time, 2 September 2015, that 2 I apologise, that's a mistake in my witness statement. 2. the door was able to be closed by pulling it shut? 3 Q. Can you explain how that happened? How did you make 3 A. Because that's what Simon Lawrence told me. that mistake? Can you explain why your --Q. Right. 5 If we go to $\{TMO00830538/8\}$, please, which is what 5 A. I think my solicitors have drafted that wrong. Q. When you read this statement, I had assumed, perhaps 6 6 you're responding to. 7 7 wrongly, that you had read it very carefully before A. No. 8 8 Q. You're right. This is what he is responding to, signing it. 9 9 A. It's a very long statement. I'm sorry. I think. 10 Q. It is. To be fair to you, it is a long statement. It's 10 A. This is his response to me. 11 52 pages long. But you didn't pick that up? 11 Q. His response to you. He starts by saying: 12 A. I didn't pick that up, no. 12 "Dear Ms [Kafidiya], 13 ${\rm "I}$ would like to complain to you that Mr Maddison 13 Q. Right. Can we look at Mr Ed Daffarn's complaint, then, 14 14 from the TMO has responded to my concerns with regards 15 15 the front door of 136 Grenfell Tower being left open {TMO00830538/8}, please. It starts at the top of 16 page 8. It's rather misleading, it looks as if it 16 over the weekend of 17th August with a complete pack of starts at the bottom of page 7, it actually starts at 17 17 18 the top of page 8, and it's a long email to 18 "In Mr Maddison's email to me he claims that the 19 Fola Kafidiya of 2 September timed at 16.51. Do you see 19 front door was not broken and was simply left open. 2.0 2.0 that? Your response to him is on page 7 This is just not true and it would appear that he has 21 21 {TMO00830538/7}. not taken the time to read my explanation of what 2.2 A. I think this is his complaint --2.2 happened when I first found the door to be open.

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this point perfectly clear when I phoned the 'Out of 164

I tried pulling the door shut and it was broken. I made

"As I explained in my original complaint to the TMO,

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Q. I have misled you, my fault.

A. This is his response to my response to him.

Q. You're right. Page 8 is his complaint, 2 September, and

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1 Hours Team' and when I informed my neighbours and local 2 Councillors

"Maybe Mr Maddison is calling me a liar?

"I would like to ensure that this complaint is taken to level two and that the TMO apologise for lying to me and get their contractor, Rydon, to tell the truth and admit the door was unable to shut and, therefore, remained open all weekend?

"I am also completely dissatisfied with the investigation that Mr Maddison conducted with regards to the totally unacceptable response that I received from the Out of Hours Team and would like the conduct of the worker and the response of the TMO on the night of the 28th Aug to be properly investigated.'

Now, I've read that to you at some length.

Did anybody at the TMO or within the TMO ask you about the complaint?

- 18 A. I'm sure if it was considered at the next stage they 19 would have spoken to me about it. I don't remember who 20 that was or I don't remember the conversation.
- 2.1 Q. Did anybody specifically ask you to tell them what you 22 had done to satisfy yourself that the door-closer was 2.3 not broken?
- 2.4 A. I don't remember that now.
- Q. Can we look at page 9, please, in this email run

- 1 $\{TMO00830538/9\}$, which is the complaints team's response 2 on behalf of Sacha Jevans to Mr Daffarn. It's the
 - second part of the page on page 9. Do you see that?
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5 Q. It's from the complaints group or complaints team, and it says in the second half of the first paragraph: 6

> "I have investigated the matter and consider that Mr Maddison's assessment of the situation was correct and that the door of 316 [136, that should sav] was in working order and was able to be closed by pulling shut. I therefore do not uphold your complaint."

Did you play any part in writing that response?

- 13 A. Not that I remember.
- $\mathsf{Q}.\;$ Not that you remember. So it's possible, is that right, 14 15 that you might have done?
- 16 A. No, I don't --
- 17 Q. Right.
- 18 A. I don't think I did.
- 19 Q. Do you know who it was who actually investigated?
- 2.0 A. I don't.
- 2.1 Q. Do you know what they did?
- 2.2 A. I don't.
- Q. Do you know what the factual basis was of the statement 23
- 2.4 that your assessment was correct?
- 25 A. I don't.

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- 1 Q. The complaint was escalated to stage 3, wasn't it?
- 2 A. I don't know.
- 3 Q. You don't know.

Do you remember whether anyone from the TMO asked 4 5 you about anything to do with the stage 3 complaints process in respect of this complaint? 6

- A. I can't remember.
- Q. Did anybody from the TMO actually inspect the door at 8 9 any stage of this complaints process?
- 10 A I don't know
- 11 Q. Did anybody speak to Mr Daffarn directly about his
- 12 complaint during this complaints process?
- 13 My role was to deal with the stage 1 complaint, which
- 14 I did, and I think that's the extent of my involvement.
- 15 Q. Did anybody carry out any independent investigation into 16 this complaint?
- 17 A. As I say, my knowledge and understanding is just dealing 18 with stage 1.
- 19 Q. Given Mr Daffarn's evident extreme upset at being
- 20 contradicted on a matter he had himself observed at
- 21 first hand, do you remember whether any steps were
- 22 taken, either by you or anyone else at the TMO, to meet
- 23 Mr Daffarn and explain to him why you considered that
- 2.4 his observation that the door-closer was broken was
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- 1 A. I'd explained my understanding from my investigation at
- 2 stage 1 by talking to Rydons. I'd explained that in
- 3 writing to Mr Daffarn, and that was the extent of my
- 4 involvement here.
- 5 Q. Have you changed your evidence about the door-closer
- 6 needing to be repaired that we saw in your statement
- 7 having heard Mr Daffarn examined on it?
- 8 A. I don't see what I would have heard that would have made
- 9 me change my evidence.
- 10 Q. Identifying the fact that it was repaired rather
- 11 indicated that it was broken and that in fact you were
- 12 wrong at the time.
- A. No, my statement was wrong. I had no reason to believe 13
- 14 that -- my expectation was that, as that property was
- 15 empty, it was -- Rydons were working in there because
- 16 there had been a flood from above, and any works to that
- 17 door would have been done as part of the voids work to
- 18 that property, so that would have been dealt with
- 19 through Repairs Direct as part of the void -- so it
- 20 wouldn't have been dealt with as part of Rydons or any
- 21 of the works Rydons were doing in that property.
- 2.2 Q. I feel bound to suggest to you that when you said in
- 23 your statement that the door was repaired, that was 2.4
 - true, and that was true because it was broken earlier.
- 25 A. I don't know, I didn't inspect it. I took at face

1	value $$ I had $$ I was in a position where I had	1		were. I read to you the last—but—one sentence of the
2	Mr Daffarn saying one thing, I had Rydons saying	2		main paragraph there. I'll just read it to you again,
3	another, and there didn't seem to be any way that	3		it says:
4	I could resolve those two. It didn't seem like an issue	4		"I have investigated the matter and consider that
5	that $$ I couldn't see any alternative way of resolving	5		Mr Maddison's assessment of the situation was correct
6	the impasse between the two views. What I did was	6		and that the door of [136] was in working order and was
7	apologise for $$ the door clearly shouldn't have been	7		able to be closed by pulling shut."
8	left open over the weekend and I passed on that apology.	8		My question is this: if it had to be pulled shut,
9	I certainly didn't call Mr Daffarn a liar.	9		did you not realise at the time that it was no longer
10	MR MILLETT: Yes. Mr Maddison, thank you.	10		a self-closing fire door?
11	I've come to the end of my prepared questions,	11	A.	This wasn't my response. This was the response to the
12	Mr Chairman.	12		stage 2 from Sacha Jevans.
13	SIR MARTIN MOORE—BICK: Right.	13	Q.	All right. Well, let's use yours, then. Let's go up to
14	MR MILLETT: It would be appropriate then to take, I think,	14		page 7 $\{TMO00830538/7\}$. This is your email in response
15	the afternoon break and the question break at the same	15		to his on page 8.
16	time, and perhaps have a slightly longer afternoon	16	A.	Yes.
17	break.	17	Q.	The fourth paragraph, you say in the second sentence:
18	SIR MARTIN MOORE-BICK: I was going to suggest we could	18		"The door was in working order and was able to be
19	break for 20 minutes this time.	19		closed by pulling it shut."
20	MR MILLETT: Yes. If we need more time $$ because	20		Did you not realise at the time that if a door had
21	I appreciate it's been a long time $$	21		to be pulled shut, then its $self-closer$ was not working?
22	SIR MARTIN MOORE—BICK: Then I hope there won't be a request	22	A.	It didn't specifically occur to me at the time, but in
23	for even more time.	23		the context that this was an empty property, so it was
24	MR MILLETT: Quite. Well, one never knows. But I'll come	24		going to be refurbished, and part of the void standard
25	back to you if I need more time, but I'm grateful.	25		was to check the door—closer, so my assumption would
	169			171
1	SIR MARTIN MOORE-BICK: All right. Thank you very much.	1		have been that any work required to the door would be
2	Well, there you are, Mr Maddison. Mr Millett has	2		done as part of void works.
3	got to the end of what he thinks he needs to ask you,	3	Q.	Right.
4	but as you know only too well, there may be some further	4	A.	So at this stage I'd understood the complaint was
5	questions.	5		about $$ it had been left open and potentially
6	So we'll break now until 3.30, and then we will see	6		vulnerable to antisocial behaviour. The short-term
7	whether there are more questions for you at that stage.	7		solution of that was to close the door, which is what

8 THE WITNESS: Okay.

9 SIR MARTIN MOORE-BICK: As before, please don't talk to 10 anyone about your evidence.

11 THE WITNESS: Thank you.

12 ${\sf SIR\ MARTIN\ MOORE-BICK:\ All\ right?\ Thank\ you\ very\ much.}$

13 (Pause)

Right, 3.30, then, please. Thank you. 14

15 (3.11 pm)

16 (A short break)

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SIR MARTIN MOORE-BICK: Right, Mr Maddison, we will see if there are any more questions for you.

Yes, Mr Millett.

21 MR MILLETT: Yes, just one or two, Mr Maddison.

> Can we go back to the topic of the flat front door at flat 136, and go back to where we were, which was $\{\mathsf{TMO00830538/9}\},$ which is the response to Mr Daffarn

> > 170

2.4 25 about his insecure front door observation, where we

8 Rydon did, and then my assumption would be that the 9 door-closer and any other issues would be repaired --

10 would be dealt with as part of the void works.

11 Q. Nonetheless, did it not indicate to you that this was 12 a flat which had a front door which wasn't a fully

13 operating self -closing door?

A. I mean, that -- in hindsight, yes, but --14

Q. Right. 15

16 A. -- that -- we don't know the cause of that door—closer

17 being not working or disabled, and my assumption was

that it would be repaired as part of the void works.

19 Q. That was your assumption, was it?

2.0 A. Yes.

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21 Q. Did you take it up with anybody? Did you go to

Janice Wray and say urgently, "We have a flat door with

23 a closer that's broken and it needs to be sort out"?

24 A. It would've been dealt with as part of the voids works.

25 Q. You say it would have been; do you yourself know that it

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- 1 was?
- 2 A. That wasn't my area of responsibility.
- Q. Did you take this to somebody else? Did you take this
 problem to the people doing the voids work, copied to
 Janice Wray, and say, "Here is a flat front door which
 is not compliant with the fire safety strategy"?
- 7 A. No, I didn't. I knew that it was covered in the fire 8 safety strategy that doors door—closers would be 9 addressed as part of void works.
- Q. Now, I asked you some questions last week about the
 report into health and safety prepared by Matt Hodgson
 in 2013 for the TMO. Do you remember that exchange?
- 13 A. Yes.
- $\begin{array}{lll} 14 & \text{Q. We will look, please, at } \{\text{TMO10003124}\}. \text{ That's the} \\ 15 & \text{report itself} . \text{ I'll just put it back in front of you to} \\ 16 & \text{refresh your recollection} . \text{ There it is} . \end{array}$

This was discussed, wasn't it, at an executive team meeting in August 2013? Do you remember that?

- 19 A. I don't remember it specifically.
- Q. It's the following month. Let's look at the minutes of
 it. It's {TMO00899807}. You were not at this meeting,
 which is why you probably don't remember it being
 discussed at it, but I want to ask you something about
 it
- 25 If you go to the foot of the page, you will see the

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- topic, point 1.4, "Health and safety report". Do you see that?
- 3 A. Yes.

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Q. It says:

"Although there was a lot of operational action in the report, it did not help us with the organisational structure/management."

Then it says this:

"Peter Maddison was concerned that the fire risk essments were sub-standard, and could put the organisation at risk. There was also some concern that high risk blocks were being classified as low risk, and vice versa. However, the Fire Brigade had approved our processes, but there was concern that A&R [that's assets and regeneration, of coursel were being bogged down with actions which were not addressing the situation. It was agreed to set up a meeting with Matt Hodgson, Peter Maddison and Janice Wray to discuss the way forward. Peter had suggested that he take on responsibility for all areas including asbestos and fire risk which were still with Janice Wray, and Janice Wray would have a more strategic role, and work with the Fire Brigade. The possibility of Adrian Bowman transferring to A&R to be considered so that

Peter Maddison could resource this area of work.

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Governance would be the reorganised Health & Safety

Committee, and also the A&R health & safety group which

3 Sacha Jevans would review, and chair herself.

Matt Hodgson's report to reflect this structure. Any

actions from the A&R group to be referred to the Health & Safety Committee or Executive Team."

7 Then you see the action people are SJ and AP.

Now, you weren't at the meeting, as we've seen, but do you remember making the executive team aware of the

 $10 \hspace{1cm} \hbox{concerns about the FRAs that you see reflected in this} \\$

11 minute?

12 A. Yes. I mean, I think it was the -- they were some of the concerns that we discussed last week relating to the processes and, yeah, so I think they're quite

15 consistent

16 Q. Why did you say that the FRAs were substandard?

 $17\,$ $\,$ A. They aren't my words. These are clearly third—party

18 words, so --

Q. All right. They are third—party words, but they clearly
 reflect something that the people who wrote the note or
 were at the meeting understood from you.

Were you concerned at the time that the fire risk

23 assessments were substandard?

A. I was concerned that some of the actions weren't easy to
 interpret, so they were actions to go and investigate

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 $1\,$ $\,$ rather than actions to go and do, and I wanted them to

2 be more precise so we could streamline that process of

3 allocating the works to contractors and getting the

4 actions dealt with in the quickest way possible.

Q. Did you express the view that the fire risk assessmentscould put the TMO at risk?

7 A. I don't think I —— I don't think that was —— they were

8 my words, but I think it's true, if the fire risk

9 assessments weren't being managed effectively they would 10 create a risk.

11 Q. Do you know whether your concerns as expressed here were

12 addressed?13 A. Well, the proposal to make the changes to the team that

14 were suggested here weren't put in place.

15 Q. No.

16 A. So --

17 Q. So what happened?

18 A. They were clearly considered by Sacha and

Anthony Parkes, and my understanding was that there was a decision made that they wanted there to be separation

a decision made that they wanted there to be separation
 between the delivery teams and the health and safety

22 teams and that was —— that structure was maintained.

23 Q. Right. So the upshot of this was that this didn't

24 happen?

25 A. It didn't happen.

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Q. Any.

1 Q. No, as I think was clear from last week. But you 2 nonetheless did express, according to this note, 3 concerns that the fire risk assessments were 4 substandard 5 Such as you had them, were you ever satisfied that the concerns as had been reflected here were addressed 6 in any way? A. I think a lot of progress was made in improving the 8 9 situation. It was always something that needed to be 10 improved and it did. Some of the documents and the 11 figures that we looked at last week showed that there 12 was a significantly improving situation. 13 Q. Right. So you say this wasn't taken on by your 14 15 A. Not by my department, by the executive. 16 Q. Right. A. So --17 18 Q. Can we go to {TMO00849798}. Now, this is a minute of the executive team, 18 September 2013, and we can see 19 20 that you in fact are not present or in attendance, but 21 you do actually appear at it to address the meeting on 22 A&R matters. 2.3 If we go to item 2, please, on page 2 2.4 {TMO00849798/2}, it says: 25 "Peter Maddison attended for this item, and made 177 1 a presentation. An overview was given on the work that was required, health and safety compliance, and the 2 3 project plan for each area." 4 Do you see that? 5 6 Q. If we then turn to page 6 {TMO00849798/6}, please, it 7 continues. This is all under your presentation, and on 8 page 6 at the top of the page, the last bullet point 9 down, it says: 10 "Clienting of fire risk assessments had been taken 11 over by A&R, which were due to be completed by 12 mid October." $\ensuremath{\text{I}}\xspace$ 've assumed that it was you who presented that 13 14 item: is that right? 15 A. Well, that's not correct, no. I didn't minute this. Q. No, I know you didn't minute it, Mr Maddison, I'm just 17 wondering whether it's right that it accurately records 18 this as part of the presentation you gave --

1 2 A. Yes 3 Q. And "Fire risk" is the second of those topics, "Q1 2014" Yes? 4 5 A. Yes You can see in the bullet points below that, second 6 Q. 7 bullet point down, it says: 8 "However, we could be at risk if something went 9 wrong i.e. at Grenfell Tower we had carried out a fire 10 risk assessment, but one year later, another inspection 11 discovered that none of the actions had been carried 12 out. Unfortunately this information had been conveyed 13 to the Grenfell Tower action group." 14 Are you sure this isn't something that you presented 15 on? A. None of those are my words. 16 17 Q. Do you know whose they are? 18 A. The person who minuted the meeting, I assume. 19 Q. Well, let's go back to the attendees at the top of 20 page 1 {TMO00849798/1}, please. Present are 21 Robert Black, Yvonne Birch, Sacha Jevans and 22 Anthony Parkes, with Angela Bosnjak-Szekeres and 23 Jane Clifton in attendance. 2.4 Jane Clifton would have taken the minutes, but they're 2.5 not correct. 179 1 $\ensuremath{\mathsf{Q}}.$ Can you tell us who it was addressing the meeting on 2 those matters if it wasn't you? 3 A. I could have been presented to the meeting or Sacha may have been presenting something that I had prepared for 5 her, but those minutes are inaccurate. I mean, because 6 I would only go to an executive team meeting for 7 a discrete item, I wouldn't have the opportunity to 8 correct any minutes, so I wouldn't have seen the 9 minutes. 10 Q. Right. 11 Can you help us understand what it means when it 12 says, "Clienting of fire risk assessments had been taken 13 over by A&R"? 14 A. I can't, because it doesn't make any sense, because it 15 didn't happen. 16 Q. Okay. 17 Just give me one moment, there's something I just 18 need to check. 19 (Pause)

under the heading "Timescale for compliance", do you $178 \label{eq:total_point}$

Q. Well, looking, then, at page 5 $\{TMO00849798/5\}$, you can

see that this bullet point I'm putting to you falls

180

General question: did you ever consider providing

the fire risk assessment reports to Grenfell Tower

residents when responding to their complaints about

A. Which complaints about fire safety are you referring to?

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A. No.

Q. -- that starts on page 2.

assessments.

A. No, we had no role in clienting the fire risk

1	Α.	If it had been relevant. I mean, not many of the	1	THE WITNESS: Thank you.
2		complaints were specifically about fire safety. The $$	2	SIR MARTIN MOORE—BICK: Thank you very much indeed.
3		in fact, I'm struggling to think of which ones were	3	(The witness withdrew)
4		about fire safety.	4	SIR MARTIN MOORE—BICK: Thank you, Mr Millett. Well, that's
5	Q.	Well, the AOV, the floor numbering, the gas risers.	5	it for today, I think, isn't it?
6		We've been through them today.	6	MR MILLETT: That's it for today, and tomorrow we have
7	A.	So none of them would have been what we did in each	7	Ms Grange, who will be asking the expert, Mr Sakula,
8		of those instances is got a report from the fire risk	8	some questions on the subject of cladding.
9		assessor rather $$ which was a more bespoke response on	9	SIR MARTIN MOORE—BICK: Good. Thank you very much.
10		that issue from an expert, rather than giving a broader,	10	Well, we'll do that at 10 o'clock tomorrow, then,
11		more dense document such as a fire risk assessment. So	11	please. Good, thank you.
12		I think we did listen and communicated to residents,	12	(3.50 pm)
13		precisely $$ so did similar things with the $$ in the	13	(The hearing adjourned until 10 am
14		dialogue with David Collins in relation to the location	14	on Wednesday, 5 May 2021)
15		of the HIUs, and I got several reports to address his	15	
16		concerns, responding to fire safety issues.	16	
17		So I $$ no, we didn't, I didn't specifically give	17	
18		the fire risk assessment, although we did $$ the 2012	18	
19		one was communicated to Mr O'Connor.	19	
20	Q.	It was.	20	
21	Α.	But what we did is we procured more precise legal $$	21	
22		sorry, technical reports from our fire risk assessor to	22	
23		respond specifically to those questions.	23	
24	Q.	Yes, thank you very much.	24	
25		Mr Maddison, I only have one more question for you,	25	
		181		183
1		and th's the acception that I think I calculate an about	1	INDEX
1 2		and it's the question that I think I asked you at the	1 2	PAGE
3		end of Module 1 in relation to those matters. But looking at all the matters we've covered during the	3	MR PETER MADDISON (continued)1
4		course of your Module 3 evidence over the last what is	4	WINTETER MADDISON (continued)
5		now two and a half days, is there anything, looking back	5	Questions from COUNSEL TO THE INQUIRY1
6		on it now, that you would have done differently?	6	(continued)
7	Δ	I've tried to be as candid as I can over quite	7	(continued)
8	Α.	an extensive dialogue over the last couple of days and,	8	
9		I mean, my answer is that I would have done anything and	9	
10		everything possible to have avoided this tragedy, and	10	
11		I really think about it every day. That's all.	11	
12	NAE	R MILLETT: Well, Mr Maddison, it remains only for me to	12	
13	IVII	thank you very much for coming to the Inquiry and	13	
14		assisting us with our Module 3 questions, so thank you	14	
15		very much indeed for doing that.	15	
16	TL	HE WITNESS: Thank you.	16	
17		R MILLETT: Thank you.	17	
		R MARTIN MOORE—BICK: Mr Maddison, it's right that		
18	311	I should thank you on behalf of all of us on the panel	18 19	
19 20			20	
		for coming here for a second time to give your evidence.		
21		I know it has taken rather longer than you were	21	
22		originally led to expect, I'm sorry about that, but	22 23	
23		there is a lot of material to cover, and we're very	23	
24		grateful to you for giving so much of your time. It's		
25		been very helpful to hear from you.	25	

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