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Grenfell Tower Inquiry

Day 152

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1 Tuesday, 29 June 2021 1 25 September 2019, {TMO00842379}. Is that it? 2. (10.00 am) 2 A. Yes, it is. SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to 3 Q. Thank you. today's hearing. Today we're going to hear evidence 4 Have you read each of those statements recently? 4 5 from Mr Graham Webb, who was the managing director of 5 A. I have, yes. 6 Repairs Direct, which carried out responsive repairs for 6 Q. Can you confirm their contents are true? the TMO. A. They are indeed. 8 Yes, Mr Kinnier. 8 And you're content for those statements to stand as your 9 MR KINNIER: Sir, may I call Mr Webb. 9 evidence to this Inquiry? 10 SIR MARTIN MOORE-BICK: Thank you. 10 A. I am, yes, thank you. 11 MR GRAHAM WEBB (sworn) 11 Q. Now, the first topic I would like to discuss with you SIR MARTIN MOORE—BICK: Thank you very much. Do sit down 12 12 today is your personal experience and training. 13 and make yourself comfortable. 13 If we turn to paragraph 3 of your second statement, THE WITNESS: Thank you. 14 which can be found at {TMO00840366/1}, in the first line 14 15 (Pause) 15 there you say: SIR MARTIN MOORE-BICK: Good, thank you. 16 16 "My career background is in high volume operational 17 When you're ready, Mr Kinnier. 17 team management." Questions from COUNSEL TO THE INQUIRY 18 18 What do you mean by "high volume operational team 19 MR KINNIER: Thank you, sir. 19 management"? 20 Would you mind confirming your name for the record. 20 A. So in my background I've led large teams of security 21 A. Graham Webb. 21 staff at Heathrow Airport, where I led a team of 1,200 Q. Thank you. Good morning, Mr Webb. Thank you for 22 22 people. I've also led large teams of repairs staff, so 2.3 attending today to give evidence. 23 electricians, plumbers, plasterers. I've led manufacturing teams. So very much blue collar, dynamic, 2.4 2.4 Before we start questioning, there are three things 25 2.5 I should perhaps set out before we start. quick turnaround workforces. 1 First of all, if at any time you feel you need Q. Thank you. 1 2 a break, please say so, that's not a problem. 2 Staying in the same paragraph, at the end of the 3 Secondly, if you could keep your voice up 3 second line, you say that: 4 throughout, that enables the shorthand writer to capture 4 "Early in my career I spent a year in social housing 5 5 everything you say and capture it accurately. repairs and maintenance ...' Thirdly, and perhaps most importantly, my questions 6 A. Yes. 7 are hopefully clear; sometimes they're not. If they're 7 Q. For whom did you work during that year? 8 not clear to you, please don't hesitate to say so and 8 A. I worked for Morrison 9 I'll rephrase it so it's comprehensible. 9 Q. And when was that year? 10 10 A. From my recollection it was around 2012. A. Thank you. Q. Now, you have provided five statements to the Inquiry. 11 11 Q. What was your role at that organisation? 12 The first statement is dated 23 August 2018, which is 12 A. I was a regional director and I looked after the 13 found at {TMO10048963}. Is that it? 13 responsive repairs and voids contracts across 14 14 approximately six different clients, which included the A. Yes, it is Q. Your second statement is dated 14 February 2019, and can 15 15 London Borough of Southwark, Kensington and Chelsea TMO, be found at $\{TMO00840366\}$. Is that it? 16 London Borough of Ealing and a number of others. 16 17 17 Q. So can we take it from that that you had experience, A. Yes. it is. 18 Q. Third statement dated 17 April 2019, which is at 18 before you started at Repairs Direct, in maintenance of 19 $\{TMO00840368\}$. Is that it? 19 properties? A. Yes, it is. 20 20 A. Yes, I did. 2.1 Q. Fourth statement dated 20 August 2019, which is at 21 Q. Thank you. 2.2 $\{TMO10049986\}$. Is that it? 2.2 What experience did you have in relation to the 23 A. Yes, it is. 23 maintenance of fire safety systems? Q. Thank you. 24 A. I do not. Fifthly and finally, the statement dated 25 Q. Any specific experience of maintenance as it affected

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- 1 fire doors?
- 2 A. Yes. So in social housing or repairs and maintenance,
- of course, then there was a responsibility for normally the front doors for flats, and in smoke alarms and smoke sensors, that sort of thing, within property, and also
- 6 occasionally on the repair of communal fire doors.
- Q. And what experience did you have of the management of health and safety generally?
- 9 A. As a manager of large operational teams, I was used to
 10 managing teams and putting health and safety at the
 11 front of the agenda, making sure we had a culture of
 12 safety leadership, and encouraged our staff to report
 13 not only accidents but near—misses, so that we could
 14 learn from those and eradicate the opportunities for
- 16 Q. Thank you.

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those to occur again.

17 Could we turn to {TMO00853077/14}. We see there, in 18 the top right—hand corner, this is the spring 2016 19 edition of The Link, which is the TMO's newsletter, and 20 it's the announcement of your appointment as managing 21 director of Repairs Direct.

Now, it says in that paragraph that you had at the time senior management and operational leadership experience in social housing repairs and maintenance.

25 A. Yes.

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- 1 Q. Was that your one year at Morrisons that's been referred 2 to there?
- 3 A. Yes, it would be, yes.
- Q. And nothing else beyond that?
- 5 A. No, though it does refer to my time at Rok Group Plc.
- 6 Rok, which is a company which no longer exists, dealt
- 7 with domestic insurance repairs, so similar kinds of
- 8 activities in generally privately owned homes as
- $9\,$ a result of a leaky boiler or something of that sort.
- Q. And what was your experience as operations director for
 Safetykleen UK in relation to the maintenance of
 properties?
- A. So at Safetykleen UK I had a wide brief. I was
 responsible for their manufacturing operation, but I was
 also responsible for all of their facilities in the UK.
 So the maintenance management, (inaudible) cleaning,
 reception desks, and also all the usual safety systems,
 legionella et cetera
- legionella , et cetera.Q. During your time with Morrisons, what experience did you
- have of dealing with the TMO?
 A. So the TMO was one of I believe six contracts that
- I looked after. So I had a local manager embedded
 within the TMO who ran the day—to—day operation of the
- $24\,$ contract, and that was one of a cluster of contracts
- 25 that I looked after for Morrisons.

- Q. Were there any issues that you encountered during that
 time about problems with maintenance at Repairs Direct?
- 3 A. Erm --

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- 4 Q. And responsiveness and turnaround of --
- A. There was a backlog of repairs that we were
 struggling that Morrison was struggling to clear, and
 - we were involved in conversations with the TMO around
- 8 how we could provide more resource to try and clear the
- 9 backlog.
- 10 Q. And that was your experience in 2012?
- $11\,$ $\,$ A. Yeah, and, you know, in short, it was agreed that we
- were unable to provide the service that they required
- 13 within the funding -- the price point that had been
- 14 agreed, so Morrisons served notice on the contract.
- 15 Q. Mr Webb, thank you.

Before we go on to the next topic, it may well be that the shorthand writer is having some difficulties keeping up with you.

- 19 A. I'm sorry.
- 20 Q. If you can maybe adopt a slower pace.
- 21 A. I will, yes.

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- 22 Q. Thank you very much.
 - Can we turn to {TMO10048963/1}.
- Now, this is paragraph 2 of your first statement to the Inquiry, and you explain there that Repairs Direct

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- $1 \qquad \ \ \text{was a wholly-owned subsidiary of RBKCTMO, and its role} \\$
- 2 was to deal with reactive repairs in residential housing
 - managed by TMO; is that a fair summary?
- 4 A. Yes, it is.
- Q. Can you help the panel and explain briefly your role and
 responsibilities as managing director of Repairs Direct?
- 7 A. So Repairs Direct handled all of the responsive repairs
- A. So Repairs Direct handled all of the responsive repairs
 within the homes that were owned by the Royal Borough,
- 9 so that would mean everything from a leaky tap to
- 10 perhaps a repairing a light switch or repairing
- 11 a door, and also dealt with what was known as voids. So
- void properties are homes which have been vacated for
- one or other reason, and my team would visit that
- property and do whatever work was necessary to bring it
- back up to a defined lettable standard.
- 16 Q. Thank you.
- Now, Sacha Jevans, who was the TMO's director of operations, says in her statement -- we don't need to go to it, but the reference is {TMO00000893/6},
- 20 paragraph 29, third line:
- "Graham was directly accountable to the
 Repairs Direct Board, however I had a dotted line
- 23 management function over him."
 - Would you agree that Sacha Jevans had a dotted line

management function above you?

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- 1 A. I would, yes. 2 Q. What did that dotted line mean in practice? 3 A. In essence, as Repairs Direct was a separate limited 4 company, I was answerable to the board of 5 Repairs Direct, but for day-to-day issues such as approving periods of annual leave, then I would defer to 6 7 Sacha for approval. 8 Q. Thank you. 9 Now, the next topic I would like to turn to is the 10 information that was provided to you about the issues 11 that were confronting Repairs Direct when you joined the 12 company. 13 If we can turn to $\{RBK00060576/1\}$. 14 This document, as its front page shows, was an audit 15 report concerning Repairs Direct and it's dated May 2014. 16 17 First of all, were you briefed on its contents when 18 you arrived at Repairs Direct? 19 A. I don't recall being briefed on its contents, no. 20 Q. Have you seen this document before? 2.1 A. I don't believe so. 2.2 Q. Do you recall any reference to an audit report of 2.3 Repairs Direct in May 2014 during your time at 2.4 Repairs Direct? 25 A. I recall that I was told that RBKC would from time to reference to a report from May 2014. 3
 - 1 time audit Repairs Direct, but I don't recall a specific 2
 - Q. And you don't recall asking whether RBKC had previously 4 carried out any audits?
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Q. Could we stay in this document and turn to page 12 6 7 {RBK00060576/12}.

> We see in the top left - hand corner it refers there to "Repairs Quality Monitoring", and the audit identified a number of areas for concern, set out in the bottom left-hand corner, which included there in the first bullet point:

"General level of poor quality workmanship."

If we go over the page $\{RBK00060576/13\},$ we see at the very top left -hand corner:

"Work claimed as completed but where no work as actually undertaken."

If we skip one, we see:

"Failure by some operatives to adhere to basic Health and Safety processes."

If we go to the very bottom of the list, we see:

"Quality of work produced by subcontractors is not

If we could turn to page 14 $\{RBK00060576/14\}$, and look at the bottom paragraph and the third and fourth

bullet points there:

" • Greater focus on the quality of workmanship during the post inspection process.

" • Further H&S training with random spot checks on both employees and subcontractors."

Now, in relation to those identified failings in the audit and the steps taken to resolve them, Sacha Jevans said in her evidence -- and we don't need to go to it, but the reference is $\{Day127/117:2-7\}$ — this:

" ... I know Graham was doing a lot of work in terms of these particular items, focus groups. So, for example, we had a lot of work in the contact centre on our processes, a lot of work on improving the IT systems, we did health and safety gap analysis, more training.

Now, first of all, do you agree with Sacha Jevans? Did she give a comprehensive summary there of the steps you were taking to make good the deficiencies identified

- 20 A. Yes
- 2.1 Q. Can you briefly summarise, in your own words, what steps 22 you took to meet those deficiencies set out in the audit 23 plan?
- 2.4 Firstly, I made clear the daily service level targets Α 2.5 that were expected of the team and made sure that the

team were fully briefed of those. So they had an expectation over how old a repair job should be before it was completed, so the time taken between it being notified to us and the job being completed. We also made very clear our expectations on the quality of repairs, and our aspirations that a repair should be completed on the first time of visit rather than requiring subsequent visits, and we did that through a number of different processes.

But what was clear to me when I joined the organisation was that the staff lacked an understanding of that vision, and lacked guidance, and lacked motivation to achieve those targets.

- 14 Q. Now, given that you hadn't seen RBKC's audit of 15 May 2014, how did you yourself identify the failings 16 that you set about addressing?
- A. So in the time before I started work there, there had 17 18 been an interim managing director called Paul Gevaux, 19 who had been responsible for managing Repairs Direct 2.0 since my predecessor had left. He produced a report 21 which picked up on many similar points, and when I first 2.2 arrived I took the time to spend time on the road with 23 our operatives, to talk to residents, to talk to council 2.4 members, to talk to our customer service team who took

25 telephone calls, and really get first -hand experience of

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- 1 how people felt about the service we were delivering.
- 2 Q. When you succeeded Paul Gevaux, did you have a handover 3 discussion of any sort?
- 4 A. Yes. we did.
- 5 Q. Can you recall the gist of the conversation you had with Mr Gevaux on that occasion? 6
- 7 A. It mirrored many of the points that are made here.
- Q. Was there an individual called Chris Davis, who is the 8 9 interim health and safety manager at Repairs Direct?
- 10 A. I don't recall that name.
- $\mathsf{Q}.\;\;\mathsf{Do}\;\mathsf{you}\;\mathsf{recall}\;\mathsf{Mr}\;\mathsf{Gevaux}\;\mathsf{telling}\;\mathsf{you}\;\mathsf{or}\;\mathsf{advising}\;\mathsf{you}\;$ 11 12 about the importance of ensuring jobs are "made good to 13 fire - resisting standard"?
- A. I don't recall him making that point specifically. We 14 15 talked about the quality of repair and the need to 16 improve that, but we didn't talk specifically around the 17 point that you mentioned.
- 18 Q. Okav

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Could we go to {TMO10007720}, which is a health and 19 20 safety action plan prepared for the TMO's health and 2.1 safety committee in January 2016.

If we can go to row 13, and reference A5, column B, it says:

"Continue to work with A&R [which is assets and regeneration] and [Repairs Direct] to ensure fire safety

firmly embedded in all work ..." 1

> If we look at column E, going rightwards, it says that Janice Wray:

"Met with RD [Repairs Direct] H&S and impressed on him the importance of ensuring jobs are 'made good to fire - resisting standard'."

Now, having seen that plan prepared in January 2016, and having had your memory refreshed, do you recall anything about Mr Gevaux making the point that jobs are made good to a fire resisting standard?

- 11 A. No, I don't recall him making a statement to that 12
- 13 Q. Did Janice Wray impress upon you the importance of 14 making jobs good to a fire resisting standard at any 15 time?
- 16 A. Janice Wray and I had a number of meetings as part of my induction to the role and to the organisation. I don't 17 18 recall her particularly flagging that as a concern, but 19 we had a far-ranging conversation around health and 2.0 safety performance generally.
- 21 Q. Thank you.

Now, when you joined Repairs Direct, did you receive any information regarding the company's role in reducing fire risk and ensuring the TMO complied with its fire safety obligations?

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- A. Sorry, can I ask you to repeat the question?
- 2 Q. Of course

3 When you joined the company, did you receive any 4 information about Repairs Direct's role in reducing fire risk and assisting the TMO to comply with performance of 5 its fire safety obligations? 6

- 7 A. I don't recall specific conversations on that topic. 8 I do recall broader conversations around health and 9 safety obligations and requirements.
- 10 Q. Did fire safety have any particular prominence in those 11 discussions?
- 12 No. I mean, if I'm to be honest, it is inherent in the 13 nature of responsive repairs to have an awareness of 14 fire safety precautions in the work that you do and in 15 how you leave a repair when completed.
- 16 Q. Following on from that answer, how did you see 17 Repairs Direct's role in assisting the TMO perform its
- 18 fire safety obligations? 19 A. So it's important that the operatives have a clear
- 20 understanding of the risk relating to work that they do, 21 and that's fulfilled by a standard risk assessment for 22 certain tasks. So, for example, there will be
- 23 a standard generic risk assessment about how you change 2.4 a washer on a tap. They then perform a dynamic risk
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assessment when they reach the site, because you have to

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look at the environment you're working in and consider any additional risks as a result of that. And there are certain activities that responsive repairs operatives undertake which require what we would call hot works, so welding or something that would generate heat, for which there is a permit process to ensure that it's properly controlled and there is proper planning around it.

So a lot of steps are in place to make sure that they are there and the work that they undertake is done in a way that prevents any risk of fire.

And then at the completion of the work, depending on the nature of it, there may be a need to reinstate firestopping. So that's, you know, if you have had to drill through a wall or a floor plate, to make sure that the material that plugs that gap is fire preventative material

- Q. Put slightly differently, were you aware of the specific 17 18 duties that the TMO was under as a result of the 19 Regulatory Reform (Fire Safety) Order of 2005?
- 2.0 I'm not aware of the detail of that document.
- 21 Q. Was there any document that you recall that either you 2.2 received as you joined or you required to be created 23 during your time as managing director which set out how 2.4 specifically Repairs Direct would assist the TMO to

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25 discharge its fire safety obligations?

- 1 A. There was a TMO health and safety document, and
- 2 Repairs Direct had its own health and safety documents
- 3 as well. As a principle, Repairs Direct adopted the
- 4 TMO's policies and practices --
- Q. We'll come on to this later, Mr Webb. 5
- A. Okay, fine. 6
- 7 Q. But beyond what you have already identified, nothing
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- 9 A. No.
- 10 Q. Thank you.
- 11 Were you provided with any advice, whether from 12 Janice Wrav or anyone else at the TMO, about how to 13 ensure that repairs carried out by Repairs Direct 14 operatives did not compromise fire safety?
- 15 A. I don't recall being given any advice by Janice Wray on 16 that subject. no.
- 17 Q. Or anyone else from the TMO?
- 18 A. Not from the TMO, no. But the staff within
- 19 Repairs Direct were technically qualified, and we were
- 20 working to specifications that were set by other aspects
- 21 of the TMO. So maybe a better answer is that,
- 22 for example, in replacing a door, a flat entrance door,
- 23 we would work to a specification set by the TMO for
- 2.4 a standard fire resistance door known as an FD30.
- 25 Q. When you arrived at Repairs Direct, was there any

- 1 guidance, policy, procedure or process already in place
- 2 that governed fire safety matters?
- 3 A. Not that I can recall.
- Q. Did you yourself receive any training on maintenance of
- 5 fire safety systems in residential properties,
- for example fire doors and the like? 6
- 7 A. I didn't receive any specific training myself. However,
- 8 the staff that we would use to do any work on
- 9 fire safety doors or smoke alarms would be technically
- 10 qualified, and we refreshed the training to ensure that
- 11 we maintained integrity of things like fire doors.
- 12 Q. Did you receive any general fire safety training during your time as MD of Repairs Direct? 13
- A. Only inasmuch as it would be for fire evacuation 14
- 15 procedures in the office areas, et cetera.
- 16 Q. But nothing beyond that in terms of what your operatives
- 17 were doing and the repairs they were carrying out?
- 18 A. Not that I recall, no.
- 19 Q. Now, can we turn to the health and safety regime that 2.0 was in place at Repairs Direct and, in particular,
- 21 a health and safety audit carried out by Rob Anderson of
- 2.2 RHSS, which was carried out in December 2014.
- 2.3 Before I ask you any questions, if we can go to that
- 2.4 document, which is at $\{TMO00863642/1\}$.
- 25 Now, first of all, have you seen that document

before?

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- 2 A. I don't recall seeing it before.
- 3 Q. Do you remember Mr Gevaux or anyone else making any 4 reference to a health and safety audit by RHSS in
- 5 handover discussions or any other discussions?
- A. No, I think Mr Gevaux made reference to his 6
 - organisation's own review of health and safety. I don't
- 8 recall a reference to this.
- 9 Q. Now, if we can turn to the executive summary, which is
- 10 at page 3 $\{TMO00863642/3\}$, we see there in the bottom 11
 - part of the page four key findings and areas for
- 12 attention, and you will see: full review of the health
- 13 and safety policy by a competent person; secondly,
- 14 training needs to be planned and organised; thirdly, 15
- risk assessments must be suitable and sufficient; and, 16 fourthly, inspection and monitoring systems need to be
- 17 defined and adhered to.
- 18 Were you aware of any of those specific failings 19 that had been identified in this report when you started 2.0 work at Repairs Direct?
- 2.1 A. If I can just take a moment to read through.
- 2.2 Q. Of course.

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(Pause)

2.4 A. I was aware that we were not at the standard that we 2.5 would need to be, not as a result of this report but

- 1 from the comments from Mr Gevaux and from my own 2
- 3 Q. Now, if we can go further into this document, and if we could first of all go to page 10 {TMO00863642/10}, and
- 5 if we see there in the first item at the top of the
- 6 page, under the heading "Board Level Commitment":
- 7 "No details were available that spelt out Board
- 8 Level commitment relevant to Repairs Direct. It's not
- 9 clear what role the board play in terms of Health and
- 10 Safety leadership and if Health and Safety is minuted at
- 11 Board meetings for Repairs Direct specifically . With
- 12 the set-up of the company with KCTMO being hazy in some
- 13 respects this should be clearly documented."
- 14 Now, if you hadn't seen this audit report until 15 today, did that criticism resonate with your experience 16 at Repairs Direct?
- 17 A. No, it wouldn't.

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- 18 Q. Could we turn to page 19 $\{TMO00863642/19\}$, and the 19 second paragraph there, which said:
- 2.0 "An active training matrix was not located or 21 acknowledged to confirm to the auditor who has or has not been trained in what and when. This is major area 23 of concern in the event of civil or criminal proceedings 2.4 and for demonstrating competence through training."

Again, if you hadn't seen this audit report, did the

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- 1 criticism set out there resonate with your experience 2 when you were at Repairs Direct?
- 3 A. No, there was a regular training regime in place.
- 4 Q. And if we could finally turn to page 27
- {TMO00863642/27}, under the heading "Section 9 -Fire Protection and Prevention", the first observation

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- "Fire awareness training has not been provided to operatives."
- 10 Was that still the case when you joined 11 Repairs Direct?
- 12 A. I couldn't say how recently they had had fire awareness 13 training, but fire awareness would be part of their 14 training on an ongoing basis.
- 15 Q. Now, even if you weren't aware of this audit report, on 16 the basis of the answers you're giving, it sounds -- and 17 please shout if this is unfair or insufficiently 18 nuanced — that the deficiencies identified in this
- 19 report had been remedied by the time you joined.
- 20 A. Some of them had been remedied. They were not perhaps 2.1 as robust as they could have been in documentation, 22 for example, but it was certainly stronger than this 2.3 report had indicated.
- 2.4 Q. Were you satisfied with the clarity of the health and safety leadership provided by the board during your time

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- 1 at Repairs Direct?
- 2 A. I was, ves.
- 3 Q. Could we now turn to minutes of an executive team meeting on 23 March 2016, and if we could go to 5 {TMO00852911/4}.

If we could look at item 13 at the bottom of the page, it's recorded there that you presented your vision for Repairs Direct.

Over the page $\{TMO00852911/5\}$, in the third bullet point, you noted a gap for a health and safety manager for quality and environment needed.

12 A. Yes.

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- 13 Q. What were your expectations of a health and safety manager at that time, so March 2016? 14
- 15 A. My expectation was to bring somebody in who would 16 provide governance, assurance and continue training for 17 health and safety practices for the team, that provided 18 protection for the staff, residents and those in the 19 proximity of work that we were doing, but somebody who 2.0 would also help us to achieve ISO level accreditation 21 for health, safety, environment and quality.
- 2.2 Q. When you joined Repairs Direct, who was fulfilling those 23

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- 24 A. There was nobody appointed in post.
- 2.5 Q. And how long had that been the case?

A. It had been around a year, I believe, if not more.

Can we now turn to the minutes of a Repairs Direct board 3 meeting on 10 March 2016, so 13 days before this 4 executive team meeting. Those minutes can be found at 5 {RBK00059213/3}, and if we can turn to item 8.1. You will see it says there this: 6

> "Graham Webb informed the Board that the Health and Safety ... Manager position was still vacant. He explained that the delay to recruit for the H&S manager had been the need to fully ascertain the business needs and also build plan for accreditation on various ISO schemes before recruiting for a suitable candidate. He assured the Board that he intends to recruit by June 2016."

What business needs did you have to ascertain before recruiting?

17 A. The business had lacked vision in terms of its direction 18 of travel, in that we wanted to be a responsive repair 19 business, we wanted -- but the staff did not understand 20 whether we wanted to improve that service to residents 21 or any other aspiration for the business.

> So we needed to establish a strategy for the business, to have that strategy approved by the management board, the Repairs Direct board and the TMO board, and then I wanted to be able to recruit a health

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- 1 and safety professional who could be part of that
- 2 strategy, so they needed to understand it and to
- 3 complement that. And by that I mean somebody who has
- the experience to lead us towards the ISO accreditation,
- 5 but also who can make health and safety training
- 6 engaging and resonating with blue collar workforces.
- 7 For want of a better phrase, it can be a dry topic. You
- 8 have to make it engaging, you have to make it land, and 9 to find somebody who can do that is worth taking the
- 10 extra time to find them.
- 11 Just to spell it out, why did you need to build a plan 12 for accreditation on ISO schemes before recruiting?
- 13 A. (a) it's an endorsement that you're working to best practice, which is clearly a good thing, and gave the 14 15 board reassurance as well as the residents of the borough. 16
 - (b) we had an aspiration, once we were fully delivering a service that was acceptable to the residents and the tenants of the borough, that we'd like to offer a comparable service to leaseholders on a paid—for basis, who were living in often the same buildings. Having ISO accreditation was, in my view, a base requirement to be able to offer a commercial paid-for service.

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25 Q. Thank you.

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1 Could we look at the final sentence in item 8.1, 2 which says this:

> "The Board was assured that the risk [presumably from not having a health and safety manager in position] had mitigated by ensuring that all the workforce are fully trained on [health and safety] issues on the

> First of all, what do you mean by health and safety issues there?

- A. So regular health and safety matters such as manual handling, slips, trips, falls, the need for hot works permits, those kind of issues, even for office staff around health and safety matters around the office, but to make sure that that training was delivered again in an engaging way. So, for example, we engaged a contractor who didn't do a manual handling course on a projector in a classroom, but took the people out to a van and loaded baths and doors in and out of vans, which is far more relevant and engaging for that kind of
- 2.1 Q. Now, it's notable that the list of issues you identified 2.2 there did not include fire safety. Can we assume, 2.3 therefore, that fire safety was not caught in the 2.4 mitigation measures that were trained to -

25 A. I did make reference to hot works and permits, so

- 1 welding and roofing works and associated works like that, which would have a fire safety element to them, 2 3 were included in that training.
- 4 Q. So those specific elements of fire safety?
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- 6 Q. Now, could I ask you to go to $\{TMO10016680/19\}$. 7 Now, you will not have seen this document before. 8 It's Janice Wray's mid-year performance review for 9 2016/2017.
- 10 A. Right.

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- 11 Q. If you look at the third paragraph, it says this:
- 12 "Further work to embed fire safety ... '
- 13 Then looking at the final line:

"Discussions with RD [Repairs Direct] who include in toolbox talks and further discussion with Sam and Derrick about the work of sub-contractors."

Now, for the uninitiated, what is a Toolbox Talk? A. A Toolbox Talk is a team meeting, most normally for the blue collar workforce. Normally they're held weekly, and you may cover some business updates, but what you will always do is use the opportunity to do at least one element of training at each event, and you will pick a topic of the week and staff will be trained on that, and then they'll sign to confirm that they've received

that training.

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- Q. Who provided that training?
- A. So it was often provided by their team leaders or the
- 3 line managers, and sometimes by an external agency if 4 that were appropriate to the subject we were delivering.
- 5 Q. Did the talks include training on fire safety issues, to
- the best of your --6
- 7 A. Inasmuch as we would touch on things like hot works and 8 issues like that, yes, it would.

about ensuring subcontractor work did not compromise

- 9 Q. Were you involved in or indeed aware of any discussions 10 between Janice Wray, Sam Hart and Derrick Singleton 11
- 12 fire safety?
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- Can you give the panel the gist of those discussions? 14
- 15 A. We re -- whilst I was there, we re-contracted our
- 16 subcontractor framework. So the nature of responsive
- 17 repairs is that the volume is always higher in the
- 18 winter than it is in the summer, and also there are
- 19 certain activities where there is simply not enough
- 20 demand for you to employ a full-time resource on that
- 2.1 task, so you have to have a number of subcontractors on your books to do that. 22
- 23 When we re-contracted our subcontractors, we not 2.4 only were looking for obviously advantageous commercial
- 2.5 terms, but they were required to demonstrate that they

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- 1 had appropriate health and safety training,
- 2 documentation, insurances in place
- 3 I know that was discussed between Janice and Sam and
- Derrick, and also with Shannon MacInnes, who was the
- 5 health and safety manager that I appointed in the
- 6 business

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- 7 Q. I should have asked this as a preliminary question: am
 - I right in thinking that Sam Hart was your commercial
- 9 manager from August 2016 onwards?
- 10 A. He was indeed, yes.
- 11 And that Derrick Singleton was your operations manager 12
 - from roughly the same time, August 2016?
- A. That's correct, yes. 13
- 14 Q. Now, you referred there to Sharon(sic) MacInnes, and she
- 15 started her employment as Repairs Direct health and
- 16 safety, environment and quality manager on
- 17 21 November 2016.
- 18 A. Shannon MacInnes, yes.
- 19 Q. Yes. And so she started work some five or six months 2.0
 - after the deadline of June that you had set yourself.
- 21 A. Yes.
- 2.2 Q. While you were recruiting for that role, who was
- responsible for ensuring that Repairs Direct complied 23
- 2.4 with its health and safety obligations?
- 25 A. As the managing director, that would fall to me.

1 Q. Now, could we go to $\{TMO00863652/1\}$. Now, was there a health and safety strategy at this 2 This is a document, as you can see, entitled on its 2 point, ie February 2017? 3 front page "Health & Safety Policy, Repairs Direct". 3 A. We would have fallen under the umbrella of the TMO's You will see in the bottom left "Version 01". 4 4 health and safety strategy, though I recognised that we 5 A. Yes 5 needed to have one for Repairs Direct because the nature Q. Bottom right, the date, February 2015. of the work that the staff did fundamentally differed 6 6 7 If we can turn over the page to page 2 7 from those in primarily administrative roles. 8 $\{TMO00863652/2\},$ looking there, it looks as if this 8 When Shannon first started, I asked her to complete 9 document is a draft. It is or seems to be a draft. 9 a gap analysis so I could understand the fundamental 10 10 First of all, can you remember whether this was differences between where we were and where we needed to 11 11 adopted and approved at any time? 12 12 A. I don't recall it being published, no Q. And so it's as a result of your direction that this gap 13 Q. Are you familiar with it? Have you seen this document 13 analysis was prepared? 14 14 It was, yes 15 A. I saw this document in -- as part of the preparation for 15 Q. Now, was there a formal decision, either in your time 16 today, but I don't recall seeing it at the time I was 16 or, to the extent to which you know, before your time, 17 17 that Repairs Direct would adopt the TMO's health and 18 Q. So you can't help us as to who drafted it? 18 safety practices, or was it simply an informal practice. 19 A. No. I'm afraid I can't. 19 absent any specific health and safety strategy for 20 20 Q. Can we assume, therefore, it wasn't distributed to Repairs Direct itself? 2.1 Repairs Direct operatives? 2.1 A. There was a formal agreement that we would adopt all TMO 2.2 A. I couldn't say. It pre-dates my time, so I couldn't say 2.2 policies and procedures unless there was a fundamental 2.3 whether it was distributed in 2015. I didn't join until 23 reason why the activities of Repairs Direct required 2.4 2.4 a standalone document. 25 Q. Now, if we can, notwithstanding what you've said, just 25 Q. And was that agreement reached before you joined or 1 go to page 5 in this document $\{TMO00863652/5\}$ and 1 after you joined? A. I don't recall if it was in place before I joined, but 2 paragraph 1.4, it says there: 2 3 "The Managing Director is ultimately responsible for 3 it was made very clear -- I was part of that compliance with Health and Safety throughout the conversation when I got there, and I was very clear that 5 5 that was the right position to be. Bearing in $\,$ mind your $\,$ most recent answer, I assume 6 Q. So it happened fairly soon after you joined; is that --6 7 7 you'd agree with that? A. I believe so, yes. 8 A. Absolutely. 8 Q. So the first quarter 2016 or thereabouts? 9 9 A. Of that order. Q. Now, could we go to a separate document now, which is 10 {TMO10016214/1}. 10 Q. Thank you. 11 This is a report, as you can see from its front 11 Now, if we could turn to page 3 in this document 12 page, entitled "Repairs Direct Health and Safety 12 $\{TMO10016214/3\}$ and item 4.3, and it's the first 13 Management System, Gap Analysis", dated February 2017. 13 paragraph really that deals with training. It sets out 14 14 there this: First of all, have you seen that report before? 15 15 A. Yes. I have. "Health and Safety training is a legal requirement 16 Q. Shannon MacInnes says that she wrote the report, and she 16 and [Repairs Direct] is falling short of its 17 17 obligations."

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says also in her witness statement -- I'll give the reference, we don't need to go to it: paragraph 60, which is at $\{TMO00899676/4\}$ -- that when she first joined Repairs Direct, so that's November 2016, she wanted to have a clear understanding of what policies and procedures had been implemented in the past and how these were operating in practice. The gap analysis report was therefore produced to help her formulate a health and safety strategy going forward.

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for renewal defined or monitored." 25 Now, in light of your assurance to the

section on this page:

If we go down to the fourth paragraph under this

"There is limited evidence of training certificates

certificates for temporary workers. Mandatory training

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requirements have not been established, or frequencies

for Operatives and contractors, and no evidence of

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- 1 Repairs Direct board on 10 March 2016 that risk of not 2 having a health and safety manager had been 3 appropriately mitigated by ensuring that the workforce had been trained on health and safety matters, can you 4 5 explain this unambiguous finding?
- A. I felt, and I recall having this conversation with 6 7 Shannon, that she'd taken a particularly negative view, 8 that often the training was occurring but what was not 9 occurring was the paperwork to evidence it.

However, I did agree that for temporary staff who we may bring on, plumbing staff at short notice to cover absence, for example, we were not robust enough in providing training before they went out and performed live jobs

- 15 Q. Now, what steps were taken to remedy the deficiency that 16 Ms MacInnes had identified here? A. I can't recall the exact action. As a result of this
- 18 gap analysis, Shannon worked with Derrick Singleton, the 19 operations manager, to establish an action plan, and 20 her, I, he and Sam would review that in our weekly 21 operations meetings to make sure we were making progress
- on closing the gaps in the plan. 2.3 Q. Can you remember specifically what was done to ensure 2.4 that all training was appropriately recorded?
- 25 A. I can't recall, sorry.

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- Q. Now, if we can turn over the page $\{TMO10016214/4\}$ to paragraph 4.4, and the second paragraph under that heading which relates to contractor management, it says
- 5 "Currently there is a procedure for vetting 6 contractors but no formal monitoring or inspection of 7 health and safety management or work practices 8 thereafter.'
- 9 Did you accept at the time that there were no formal 10 arrangements for monitoring and inspection?
- 11 A. No, I didn't
- 12 Q. You disagreed with that?
- 13 A. I disagree with that statement, yes.
- 14 Q. On what basis did you disagree with that statement?
- 15 A. So our contractors. (a) when we were signing them up to 16 work for us, we would review their health and safety 17 policies and documents and training records. We would 18 also inspect their work on an ad hoc basis, so 19 unannounced visits by supervisors or by our surveyors to 2.0 look at the work in practice, and then post-completion 21 of the work, we would also inspect to make sure that the 2.2 work had been done to a satisfactory standard and 2.3 discuss the work with the resident.
- 2.4 Q. Again, mindful of your previous answer, was the issue 25 here that those processes weren't formally recorded and

- that was Shannon MacInnes' gripe?
- 2 The post-inspections were recorded. The ad hoc
- 3 inspections weren't, so that may have been the issue.
- 4 Q. Now, in respect of this report, Shannon MacInnes said in paragraph 16 of her statement -- and the reference, we don't need to go to it, is $\{TMO00899676/4\}$ — this: 6

"I cannot recall the specific actions taken following the production of my Report. I did not feel health and safety was a priority at Repairs Direct.

10 This was one of the reasons why I eventually left, 11 health and safety concerns were more 'talk than

12 action'.

Do you agree with that assessment?

- 14 No, and I'm disappointed to hear that that's the 15 statement that she's made.
- 16 Q. On what basis would you disagree with her?
- 17 A. I appointed a health and safety manager into a role that 18 had been vacant for some time because health and safety
- 19 was a fundamental concern for me, and I wanted to be
- 2.0 sure that, whilst there was health and safety support
- 21 from the TMO, from Janice Wray and her team, we had
- 22 somebody within my own team who looked at the very
- specific circumstances in which my team worked and the 23 2.4 risks that that presented to them, to other residents,
- 2.5 and to the general public. So I think that

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- 1 I fundamentally disagree with her suggestion that it was 2 all talk and no action.
- 3 Q. Could we turn to {TMO00842228}.

Now, as you see from the torrential addressee list, Janice Wray distributed papers for the TMO health and safety committee meeting on 13 June 2017, so a day before the fire. You're not named as one of the recipients, but Shannon MacInnes and Derrick Singleton

10 Now, this email attached a report entitled "Health 11 and safety progress report - Repairs Direct", and that 12 can be found at {TMO00845378}.

13 Do you recall seeing that document in June 2017? 14 Please shout if you would like to scroll through it 15 to refresh your memory, if need be,

- 16 A. I don't particularly recall seeing it, but it was some 17 time ago, so I may have done but I don't recall it.
- 18 Q. Would you be able to assist the panel as to who would 19 have written a health and safety progress report for 2.0 Repairs Direct? Would it have been Ms MacInnes?
- 2.1 A. Shannon would have written that, absolutely,
- 2.2 Shannon MacInnes.
- 23 Q. Were these types of report regularly produced?
- 24 A. Yes.
- 2.5 Q. If so, is it therefore likely that you would have read

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1 it at the time? 2 A. It's possible, yes. Shannon would have produced 3 a regular update and I would have read that. 4 Q. Is it slightly more than possible? You have 5 re-emphasised to the panel your commitment to health and safety. Given this deals with health and safety 6 7 progress, is it more likely than possible that you would 8 have read it? 9 10 Q. Could we turn to a separate document, which is 11 {TMO00845378/1}. SIR MARTIN MOORE-BICK: I think that's the one we have on 12 13 the screen, isn't it? 14 MR KINNIER: Apologies, yes 15 We can see at paragraph 1 it lists various health 16 and safety procedures at the bottom of the page, and 17 then it goes on to say in the final paragraph: 18 "Additional operational procedures that are needed 19 to ensure proper health and safety compliance will be 2.0 required." 21 We see at paragraph 1.2 it records that: 22 "A general health and safety policy, specific to 2.3 [Repairs Direct] ... has ... been drafted." 2.4 25 Q. Then we have at paragraph 1.3:

"Two operational procedures have been adapted from 2 TMO documents." 3 Now, are you able to assist the panel as to why at this stage a new health and safety policy had been 5 drafted? 6 A. I can't specifically say why at this stage. I do 7 believe -- I do recall that we -- of all the policies that the TMO had, we did believe that Repairs Direct 8 9 required a health and safety policy of its own. 10 Q. Looking at paragraph 1.3, do the two procedures set out 11 there represent the sum total of the health and safety 12 policies and procedures that were in place just before 13 the fire, in addition to the health and safety policy? 14 A. I believe that the Repairs Direct health and safety 15 policy, there had been one before this. I believe I'd 16 signed one early in my time there. I can understand why 17 we would want operational procedures and guidance on 18 risk assessment and accident reporting, but I couldn't 19 answer any more specifically to what you're asking.

2.0 Q. To the extent you can, is it therefore correct to 21 surmise that there was no operational procedure that 2.2 specifically governed repairs to fire safety systems, 2.3 including fire doors and the like?

2.4 A. No, that's not correct.

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Q. Are you saying there was a written document which

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governed those matters, or are you saying there are 2 informal arrangements that govern those matters?

3 A. So it was standard practice and I believe it was

4 documented, for example, that if my staff who would have

been carpenters, for example, were looking at a flat 5

front entrance door, which would have been an FD30 rated 6

7 fire door, they were expected to only repair like for

like. So they wouldn't drill new holes that would 8

9 impact the integrity of the fire resistance, they would

1.0 only replace like for like, so door furniture,

11 letterboxes, hinges, whatever. And if it were not

12 possible to do so, they would be required to replace the

13 door with another fire door, and our systems only

14 allowed them to purchase an FD30 door to replace that.

15 So those documentations were in existence, and were

16 a specification from the TMO.

Q. Thank you.

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18 If we turn over the page $\{TMO00845378/2\}$ to 19 paragraph 2.2, it says there, under the heading "Health 2.0 and Safety Management":

21 "ARMADA Training provided a two-day course to the 22 [Repairs Direct] Management Team, Supervisors and 23 Quantity Surveyors. The objective of this training was 2.4 to provide managers with training on fundamentals of

2.5 [health and safety]."

1 Did you attend that training?

2. A. I don't believe so.

Q. Even if you didn't attend, are you aware or not whether 3

it covered fire safety?

5 A. I'm afraid I don't recall.

Q. Could we turn to {TMO00870929}. 6

> Now, this is an untitled document dated 2017, the date appears from the file name, which appears to refer to Repairs Direct's health and safety duties.

9 10 Shannon MacInnes says in her statement at

11 paragraphs 20 to 21 $\{{\rm TMO00899676/7}\}$ -- we don't need to

go to it $\,--\,$ that she was the author, and it was

13 an unfinished draft which was neither published nor

14 adopted

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15 Now, looking at that, is your position still that 16 there was a health and safety policy in place before the

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18 A. I believe there was, yes.

19 Q. Can we now turn to a separate topic, which is

2.0 co-ordination with the TMO on matters of health and 21 safety, including fire safety

2.2 Could we go to {TMO00844151/5}.

23 Now, these are minutes of a TMO health and safety 2.4 committee meeting on 31 July 2015, so before you

25 started

1 It's recorded at item 11, we see there, under the 2 heading "Repairs Direct", in the second line, that: 3 "Barbara Matthews advised that we should have common 4 policies and procedures for both KCTMO ... and that Janice Wray should have audit rights over 5 [Repairs Direct's] Health & Safety systems." 6 7 When you started in January 2016, your understanding 8 is that there were common health and safety policies and

10 A. Yes.

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11 Q. -- is that fair?

procedures in place --

- 12 A. That's correct.
- Q. Now, do you recall whether Janice Wray in fact had audit
 rights over Repairs Direct's health and safety
 obligations and their performance?
- A. I don't recall that that was a stated right, but should
 Janice have asked to have reviewed any of our activity
 then I would not have had an objection to that.
- 19 Q. Do you remember Janice Wray seeking to exercise her 20 audit rights?
- 21 A. I don't recall, no.
- Q. What was your understanding of Janice Wray's role in
 relation to Repairs Direct's health and safety duties
 and their performance?
- 25 A. Janice Wray provided the TMO view. We sought to adhere

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- 1 to that as close as we could. And she was also a very 2 useful point of conversation if there were some debate 3 over a technical requirement. So if, for example, the assets and regeneration team were looking to change 5 specification, there was often a conversation between 6 them, our operational team and Janice in terms of the 7 nature of that, the nature of the change, the 8 operational impact of it, our ability to maintain it, 9 for example.
- Q. Do you remember Janice Wray's advice and guidance ever
 being sought in relation to a fire safety matter, to the
 best of your knowledge?
- 13 A. Not to the best of my knowledge. I mean, we spoke with 14 Janice on a regular basis on a range of issues.
- Q. Now, on 19 January 2016, so a week or so after you
 started work at Repairs Direct, you attended a meeting
 of the TMO's health and safety committee.
- 18 Now, is it right that you were a regular attendee of 19 that meeting?
- 20 A. Yes. Not every meeting, but I did attend it on 21 a regular basis.
- Q. Why did you attend the TMO's health and safety committee meeting?
- A. Because it allowed us to share Repairs Direct's health
 and safety performance with them, and if there were any

- learning available from them, we could adopt that within Repairs Direct.
- 3 Q. If you weren't able to attend, who would attend on your 4 behalf, as it were?
- A. Shannon MacInnes and/or Derrick Singleton, my operations
 manager.
- Q. If we could go to the minutes of that meeting, which are
 at {TMO10012670/2}, item 1.11, you will see there it's

minuted, "MB" -- I think that's Martin Barr; is that

10 right?

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- 11 A. Possible.
- 12 Q. "... had agreed to look at procedures for reviewing13 Insight reports, clarifying what is outstanding and what
- $14\,$ $\,$ priority these have and acknowledged the need to ensure
- 15 there is an effective escalation procedure for ESAs
- $16 \hspace{1cm} \hbox{reporting health \& safety issues} \, . \hspace{1cm} \hbox{MB had confirmed that}$
- 17 he would be meeting with Olivia Hutchison on the
- 20th January and with GW [presumably you] the followingweek to discuss this. He will then produce a draft
- 20 escalation procedure. SJ [presumably Sacha Jevans]
- 21 asked for clarification on time scale. JW to request MB 22 aims to bring draft to next meeting."
- 23 Can you remember now whether you met Martin Barr to discuss this particular issue?
- 25 A. I can't recall whether I met him to discuss the

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- $1 \hspace{1cm} \hbox{particular issue} \, . \hspace{1cm} \hbox{In my first few weeks I met with many} \\$
- 2 internal managers on a range of topics, so ...
- 3 Q. So you can't remember whether there was any particular 4 outcome?
- 5 A. I can't remember this meeting in particular, no.
- ${\bf 6} \quad {\bf Q}.$ Was there an equivalent procedure for Repairs Direct
- 7 operatives and supervisors who identified health and
- 8 safety issues during jobs to escalate or report those
- 9 issues?
- 10 A. Yes, there was.
- 11 Q. And what was that procedure?
- 12 A. So depending on the nature of the issue, at its -- that
- it was most risk, the highest risk, if you like, if they
- encountered a dangerous or aggressive resident where
- they felt they were in danger, they were empowered to
- 16 walk away. If they were asked to -- if they encountered
- a piece of work where they felt that doing that piece of
- work created a risk to them or others, they were
- 19 empowered to walk away.
- 20 Q. Thank you.
- 21 A. If they discovered an issue that needed to be notified,
- they would either call the planner, so one of the people
- in the office and notify them of that, or they'd talk to
- their supervisor, and then depending on the nature or
- 25 the severity of the matter, someone might immediately

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- 1 attend or it would be arranged for a follow-up to 2 happen
- 3 Q. Thank you.

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On 10 March 2016, you attended a meeting of the Repairs Direct board, and the minute can be found at $\{RBK00059213/1\}$. There we go, we can see you as second on the list of attendees.

If we could turn over to page 2 $\{RBK00059213/2\}$ and item 5.4, and the second paragraph, it says there:

"The Board then discussed the policy needs of the Company [Repairs Direct]. Graham Webb suggested that the Company could adopt the parent Company's policies as a way to strive to attain the same standards.'

Now, is that really the thinking that underpinned the agreement to adopt other standards that you referred to earlier on in your evidence?

- 17 A. Yes, so these were broader, well thought through 18 standards. It made entire sense to adopt those, unless 19 there was a material difference in the work that we were 20 undertaking.
- 2.1 Q. Do you remember, on analysis, whether there were any 22 material differences that prevented you adopting a TMO 2.3 policy?
- 2.4 A. The only one that I can recall is the health and safety 25 policy.

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- 1 Q. As part of those discussions, was fire safety ever 2 discussed as being one of those material differences
- that required a bespoke Repairs Direct solution?
- A. I don't recall that being discussed, no.
- Q. Now, on 8 April 2016, Janice Wray emailed you a number of documents, but included her fire safety strategy 6
- 7 review, and that was sent in advance of the TMO's health
- 8 and safety committee meeting on 12 April 2016. The 9 review included a current version of the TMO's fire
- 10 safety strategy, which was dated November 2013. 11 Now, can you remember whether you read the review 12 and the fire safety strategy?
- 13 A. Sorry, this was a document bundle in advance of a health 14 and safety meeting?
- 15 Q. Yes, in April 2016.
- 16 A. Yes, as a matter of routine I would have read all of the documents in advance of the meeting. 17
- 18 Q. Did you understand the fire safety strategy to be one of 19 those common policies shared by TMO and Repairs Direct?
- 2.0 A. I don't recall particularly, but I would imagine it 2.1 would be so, ves.
- 2.2 Q. You don't recall, though, any specific discussion as to whether that strategy applied or would be adopted by 2.3 2.4 Repairs Direct?
- 25 A. I don't recall any discussion as to whether there was

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a need for Repairs Direct to have a different policy.

- 2 Q. Now, on 17 January 2017 you were sent a report by
- 3 Guy Sharma, a senior auditor for RBKC, which was
- entitled "Final report Repairs Direct Systems Review". 4 That email can be found at {RBK00060148}, so just to 5 remind you of what was sent and when. 6
- 7 Now, can you remember, why was that review carried
- 8 9 A. So Guy Sharma was part of the internal audit team, as
- 10 I $\,$ recall , from RBKC. They had a rolling programme of 11
 - auditing different aspects of the TMO's performance, and
- 12 Repairs Direct featured on that at a regular interval.
- 13 and he would come and review -- and therefore from time
- 14 to time he would come and review our systems of work,
- 15 and to ensure that data that we were reporting was
- 16 independent and accurate and accurately reflected the
- 17 service that was being delivered.
- 18 Q. Thank you.
- If we can go to $\{RBK00060149/18\}$, and item 7, we see 19 20 there the management action plan governs repair quality 21
- 22 The review recommended, we see there in the far 23 right - hand column, that the selection of jobs for 2.4 post-inspection should be random and automated, and in 2.5 the management response it records that the

1 $post-inspections \ were \ completed \ by \ RD \ supervisors \ and$ 2 repairs team surveyors.

3 Can you remember now what percentage of repairs were 4 inspected after the work had been done?

- 5 A. I believe it was between 10 and 15%.
- 6 Q. Was that a sort of prescribed sample amount or was --
- 7 A. Yes
- 8 Q. Yes
- 9 Was the approach to post-inspecting fire safety 10 repairs any different to other repairs?
- 11
- 12 Q. Was consideration ever given to post-inspecting a higher 13 percentage of fire safety repairs or targeting them
- 14 specifically for post-inspection?
- 15 A No
- 16 Q. Now, can we now look at the process for carrying out
- 17 responsive fire safety repairs, and in particular the
- 18 process for actioning fire safety repairs raised by
- 19 residents or estate staff.
- 2.0 Now, for repairs raised by residents and TMO estate 21 staff, was any training or guidance provided to 2.2 Repairs Direct staff on how to identify a repair that
- 23 might affect fire safety?
- 2.4 So any fire-related repair which was identified through 2.5

the regular estate inspections or identified to

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Janice Wray's health and safety team, the repair request on our computer system was raised by Janice's team and the job would have a prefix "FRA", meaning it was fire - related works.

> We then had -- Shannon MacInnes, in fact, as health and safety manager, would have oversight of all of those repairs to make sure they were completed in a timely way, and to make sure that she liaised with Janice on any reason for any delay in that process.

- $\ensuremath{\mathsf{Q}}.$ So, in short, there was a process by which the TMO's health and safety team was notified of a fire safety repair?
- 13 A. Absolutely

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14 Q. Thank you.

15 Now, if we can go to $\{TMO10012668/4\}$, this is the TMO's fire safety strategy of November 2013. 16

> We see there at paragraph 5, at the bottom of the page, it sets out the management arrangements for

Paragraph 5.1, and if we go over the page ${TMO10012668/5}$, it's the first paragraph, penultimate sentence, says that:

2.3 "Repairs [raised] to fire doors, self -closers etc. 2.4 are given priority.

25 Sorry, the text is somewhat dense, but it's in that

1 top paragraph at the top of the page.

Did Repairs Direct give priority to repairs to fire 2 3 doors and self-closers?

- A. So every repair, whether it was -- was given a degree of priority as to whether it was routine, urgent or emergency, and that priority for the -- when the health and safety team raised that repair, they would set the priority to it, and that would dictate the timescale that we had to complete the repair.
- 10 Q. I suppose, asking the question again, just emphasising 11 it was specifically directed towards fire doors and 12 self-closers, were those routinely given, for example, 13 an urgent rating, or were they treated as routine or, 14 indeed, were they treated as emergency?
- 15 A. So from my recollection they would certainly not have 16 been treated as routine, but the priority would have 17 been set by Janice Wray and her team when they raised 18 the task, not by my team.
- 19 Q. Are you able to give the panel a gist from your 2.0 experience of whether such works were rated as urgent, 21 for example, or emergency?
- 2.2 A. It would depend on the nature of the deficiency. If 23 a fire door was missing then I would absolutely expect 2.4 that to be an emergency and a same-day response.

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2.5 Q. Thank you. 1 A. If it was easing and adjusting because it was banging as

it closed, it may have been regarded as an urgent

3 response, which I think from memory was a three or

4 five -day fix.

- Q. Following on, that was going to be my next question: in 5 terms of emergency, what was the time requirement for 6 7 completion of those?
- 8 A. 24 hours
- 9 Q. Now can I ask you about the process for actioning 10 repairs arising out of fire risk assessments or LFB

inspections.

12 Now, if we go to $\{TMO00860824/1\}$, we have here email 13 correspondence on 5 September 2016 between

14 Derrick Singleton, so your ops manager --

15 A. Yes

16 Q. — Chelsea McRickus, a Repairs Direct service 17 administrator, and Sam Hart, who was the commercial 18 manager who we have discussed before. It is primarily

19 concerned with the allocation of fire risk assessment 2.0

repairs to Goni.

First of all, who or what is Goni?

22 A. Goni were a subcontractor that we used for certain 23

2.4 Q. Now, within Repairs Direct, who would usually decide 2.5 whether a fire safety repair should be carried out

1 in-house or should be subcontracted?

A. If there was a request for any work of any nature to be 2 3 subcontracted, the commercial team had to give approval

4 for that because there was obviously expenditure related 5

6 Q. What criteria, in broad terms, were applied by the 7 commercial team before subcontracting happened?

8 A. It would be a balance of looking at the urgency of the 9 work, whether the skillsets existed within our team, the 10 current workload on our team if the skillset existed, or

11 whether it would simply be more effective to outsource

12 that work to a competent supplier.

13 Q. So it would be someone in the commercial team. 14 for example, who decided whether a Repairs Direct 15 operative had the requisite fire safety skills to repair

16 a fire door?

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So the Repairs Direct operatives had -- were trained in 17 18

whatever skillsets. Their skills were noted in our 19 system, we knew what their skillsets were. The planning

2.0 team would be able to advise if somebody had the

21 necessary skillset. So a carpenter can re-hang a door.

be it a fire door or any other kind of door. If we have

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23 a large package of doors to be fixed in the same

2.4 location, it can be easier and more efficient to give

25 that to a subcontractor who can dedicate a team just to

1 walk through the entire area and clear all the tasks at 2 2 the same time 3 Q. Thank you. 3 4 Now, just looking at the email from 4 5 Derrick Singleton, which is the top of this page --5 6 A. Yes. 6 7 $Q. \ --$ and looking in particular at the second paragraph, he 7 says -- it's obviously entitled "FRA works" -- in the 8 8 9 final sentence: 9 10 10 "The only thing I'm not sure they [Goni] would be 11 able to do is the fire stopping as we may need this to 11 12 12 be certificated.' 13 So looking at it really from a different end of the 13 14 14 15 A. Yes, different skillsets . 15 Q. -- how would Repairs Direct satisfy itself that 16 16 17 17 subcontractors were capable of doing fire safety-related 18 work such as firestopping? 18 19 19 A. So when a subcontractor was being signed up to work for 20 us, we would look at the skillsets that they had, we 20 2.1 would take references from previous employers and we 21 22 would look at the qualifications of their team. 22 There are certain activities which are obviously 2.3 2.3 2.4 more prescribed. Firestopping work is a heavily 2.4 prescribed piece of activity, as you would imagine, and 2.5 1 therefore it tends to be much more specialist suppliers 1 2 that you use for firestopping work. 2 3 Q. Was anyone within Repairs Direct specifically 3 4 responsible for monitoring the progress of repairs 5 arising out of FRA actions? 5 A. Yes, Shannon MacInnes. 6 6 Q. Now, could I go to {CST00002174}. 7 7 8 8 We see roughly halfway down that page Peter Maddison 9 9 emailed Alex Bosman and vourself and Teresa Brown. 10 10

copying in Janice Wray, on 21 October 2016, and the subject matter was Carl Stokes' inspections before LFB audits of Grenfell Tower, Barandon Walk and 9 Colville Square.

The email says this:

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"Attached are the results of Carl Stokes' pre-inspections of Grenfell, [Barandon] and Colville.

"I have asked Alex to co-ordinate action within Assets and Regeneration that needs to be progressed in the next couple of days.

"I have also asked him to check in with Graham to ensure that responsive repair issues are in hand.

'Going forward, I have agreed with Janice that representatives from A&R/RD/Housing Management will be invited to attend inspections with Carl Stokes and Adrian.

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"This will help ensure that there is a clear and shared understanding of standards and actions required using Carl and Adrian's expertise to raise awareness with our staff.

"It will also be a good way of ensuring that the ownership of actions is pushed down to the right level. I also hope that it will help develop a better understanding of the responsibilities for each team and improve the communication when matters need escalation."

Now, what was your role generally in relation to monitoring responsive repairs arising from Carl Stokes' inspections and in particular his FRAs?

We would have handled those in the same way as we would with FRA-related work, but I do recall that as a result of this we used to send one of our supervisors to accompany these tours so that we had a very clear understanding of the exact location, the exact issue, and how we needed to resolve it.

Q. And that was routinely done, was it?

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Q. Did you find that it achieved the aim that Mr Maddison set out for this exercise, ie better understanding of the responsibilities of each time and an improvement in communication?

A. I believe so, yes.

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Q. Was there a concern at this time that FRA actions and the standards required to close them out satisfactorily were not clearly understood by those carrying out the

A. I don't believe so, no.

 $\ensuremath{\mathsf{Q}}.$ Now can I turn to the topic of the backlog of responsive repairs, and in particular the FRA responsive repairs.

For this purpose, can we now go back to the minutes of the TMO health and safety committee, which is the first one you attended on 19 January 2016, and they can be found at {TMO10012670/4}.

We see at the top of the page item 3.1. In respect of FRA actions it's recorded that:

"JW and BM [Janice Wray and Barbara Matthews] highlighted the main points of the FRA summaries. In particular, it was emphasised that significant progress had been made with completing the backlog of outstanding actions by Contract Management and by RD [Repairs Direct].'

Now, holding that there, if $\ensuremath{\text{we}}$ can go to a separate document, which is {TMO10011910}.

This is the summary of FRAs that was submitted for the purposes of this meeting on 19 January 2016. We can see that there were 172, looking at responsive repairs, outstanding. It's in the penultimate box from the

bottom. Reading across, there are 18 partially 2 completed responsive repair actions.

> If we go over the page $\{TMO10011910/2\}$, we see that the outstanding actions are broken down in relation to their age, and we see 54 responsive repairs that are four to six months old, 57 over seven months, and 55 in excess of 12 months.

Now, this was your first health and safety meeting; were you concerned by the number and the age of the outstanding actions that are summarised here in this document?

12 A. Of course, ves.

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- 13 Q. And what was your particular concern, looking at the 14
- 15 A. The age profile concerned me. There are legitimate 16 reasons why some work can take a prolonged period to 17 resolve, but there seemed to be a problem in closing 18 out -- there seemed to be a problem in closing out older 19
- 20 Q. In her evidence, Barbara Matthews cited as an optimum 2.1 number something between 10 and 20.

22 Given your experience, mindful of the extent of the 2.3 TMO stock, was there an optimum number of outstanding 2.4 actions that you considered to be reasonable or tolerable?

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- 1 A. Well, I mean, your optimum number is zero, of course.
- 2 I wouldn't want to put a target on it, because any
- 3 target that's set other than zero is almost
- an acceptance of something being substandard, but
- 5 certainly I wasn't happy with the volume and the age of 6 some of these.
- 7 Q. Were you told why there was such a backlog, particularly 8 backlog of old actions?
- 9 A. I did -- I do recall doing some investigation into that. 10 Many of the properties on the RBKC portfolio were of 11 some age. Almost every fire door is bespoke, so 12 everything has to be made from scratch, which obviously 13 prolongs the period of time it takes to do it. There were also a number where perhaps the fire doors were 14 15 being warped from a leak, to give you an example, and 16 a leak in a high-storey block can take some time to 17 track. It can leak through many, many floors before it
- 18 actually reaches the point where you find it and it 19 causes the problem, and they are very, very difficult to
- 2.0 track back. 21 Q. Did your investigations allay the concerns you
- 2.2 originally held when you saw the raw data as summarised 23 for the purposes of the health and safety committee?
- 2.4 A. No, we still needed to do better.
- 2.5 Q. Can you remember when you joined the TMO whether there

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1 was a plan in place for ensuring that the number, and 2 particularly the number of old actions, was

- 3 substantially reduced?
- 4 A. No, there was no one -- at the time I joined
 - Repairs Direct, no one within Repairs Direct was owning
- the FRA actions. So that's one of the first things 6
- 7 I put in place as a result of this meeting, was to have
- 8 somebody who could own them and fight to make sure they
- 9 were being pursued and not --
- 10 Q. And who became the owner?
- 11 A. So initially I used a gentleman who was the customer
- 12 service manager, whose name escapes me, forgive me, and
- 13 then when Shannon MacInnes joined us, I transferred that 14 responsibility to her
- 15 Q. So as of November 2016 --
- 16 A Yes
- 17 Q. -- it was Shannon MacInnes?
- 18 A Yes
- 19 Q. If we can go back to the minutes themselves, which is at
- 20 $\{TMO10012670/4\}$, if we can go to item 3.2, it's recorded 21 there that:
- "PM [Peter Maddison] asked for a copy of the detail 22 23 behind this report.'
- 2.4 So the one we've just been looking at:
- 2.5 "[Peter Maddison] noted that the system should be

1 more robust to ensure actions are escalated if they are

2 out of time or allocated to staff who are no longer with 3 the organisation. GW [Graham Webb] advised the process

will be reviewed to avoid outstanding historic actions."

So the review, is that the investigation that you've just given the detail of?

7 A. Exactly. So I went away to look into this list , and

- create -- and put in place that process where we had
- 9 an owner within the business.
- 10 Q. Thank you.

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- 11 Could we now turn to a separate document, which is 12 {TMO00843644}
- 13 SIR MARTIN MOORE-BICK: Are we going to a new --
- 14 MR KINNIER: We're not. There are four further questions on
- 15 this topic which, just for the sake of cleanliness. I'd 16 like to get finished.
- SIR MARTIN MOORE-BICK: I just thought I would ask. 17
- 18 MR KINNIER: Thank you, sir. It shouldn't take us beyond 19 11.30.
- 2.0 So this is a health, safety and facilities team update from 4 February 2016, prepared by Janice Wray, 21 2.2 I think
- 23 Now, she reported, you will see at item 3:
 - "FRA & H&S Actions significant progress made with volume of actions outstanding for [Repairs Direct] and

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- 1 Contract Management. Barbara and I have met with Sacha, 2 Pete, Alex and Graham Webb to look at the detail of the 3 actions being raised and how each are to be progressed. 4 Accepted that there is no need to continue with these 5 meetings but just to identify key trends. Have now agreed an improved procedure with [Repairs Direct] which 6 7 should enable works to be progressed in a timely manner 8 once backlog cleared."
- Now, do you remember agreeing an improved procedure 10 with Janice Wrav?
- 11 A. I don't remember the specifics of it. I'm not surprised 12 by the comment, but I don't remember the specifics.
- 13 Q. So you won't be able to help the panel as to what the 14 particular arrangements were --
- 15 A. I'm sorry, I can't.

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- Q. Now, it recorded here that, in effect, the procedure 16 17 would only be effective once the backlog was cleared.
 - What did you do to ensure the backlog was cleared from the Repairs Direct angle?
- 20 A. When I joined Repairs Direct -- and forgive me, I cannot 2.1 remember the volume of FRA actions at the point 22 I started —— it was on an improving trend, but wasn't
- 2.3 within what we would have regarded as being
- 2.4 an acceptable parameter. So we were reducing the
- 25 number, we were reducing the age profile, but we weren't

- 1 yet where we wanted to be.
- 2. Q. Would you monitor the backlog routinely?
- 3 A. Yes, so it would come up in my monthly management teams, and it would also be discussed at the health and safety
- 5 committee chaired by Barbara Matthews
- Q. Am I right in understanding that timely completion of 6 7 FRA actions was not the subject of a key performance 8 indicator?
- 9 A. It was not on our headline key performance indicators, 10
- 11 Q. Can you help, given that the FRA backlog had clearly 12 been a long-running issue, are you able to assist the 13
- panel as to why the reduction of that backlog wasn't the 14 subject of a KPI? 15 A. So our headline KPIs, and my experience in managing
- 16 large operational businesses, if you have more than eight headline KPIs, it's very difficult to actually 17 18 absorb the content. They will give you the general 19 sense of direction for the business. If something is 2.0 causing a problem, it will generally cause one of those 21 KPIs, if you choose the right ones, to indicate there is 2.2 a problem behind it. So a prolonged period of time to
- 2.3 close out an FRA action would have extended the average
- 2.4 number of days to complete repairs, which was one of our
- 25 key performance indicators. So if that KPI had started

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- to become adverse, that would prompt us to look into the background beneath it, but it wasn't part of the core eight KPIs that we would report on responsive repairs.
- 4 Q. Thank you.

Why was it accepted that there was no need to continue meetings about outstanding FRA actions?

- A. From my recollection, we were making good progress and the direction of travel was good.
- 9 Q. Now, can we turn to the FRA action statistics that were 10 produced for the TMO's health and safety committee in 11 January 2017, so a year after you joined, and if we go 12 to {TMO10015963}.

If we look at "Responsive Repair", again, penultimate row at the bottom, we see there are 11 outstanding and five partially complete responsive renair actions

How had Repairs Direct achieved such a reduction in the outstanding repairs?

- 19 A. Through those actions that I've described, having real 20 ownership and somebody championing each of those repairs 21 and ensuring that it was completed on time and to the 22 right quality.
- 2.3 Q. Can you remember whether most of the reduction had been 2.4 achieved before Shannon MacInnes joined?
- 25 A. We were making good progress before she joined in

1 November, and then obviously this was, I think,

2 two months later.

3 Q. Thank you.

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Could we turn to {TMO10021548}, which are the minutes of the TMO's health and safety committee meeting on 13 June 2017.

Now, you're not recorded as attending, but if we turn to page 3 $\{TMO10021548/3\}$ and item 3.3, we see there it's recorded:

"[Janice Wray] advised that she had collated all the responsive repair items that were currently not complete and had provided Derrick Singleton with a spreadsheet identifying the details of each and the repair stage it had stopped at. Derrick had agreed to investigate, advise and progress these works. SM [Shannon MacInnes] agreed to raise with Derrick and report back to JW by the 23rd June."

Can we take it from that that the reduction of FRA responsive repair actions achieved in January 2017 had not been sustained in the first half of 2017?

21 A. I couldn't say from that minute.

2.2 Q. Now, if we stay in this document and go back to 3.3, we

"HC raised concern that he had witnessed a number of missed appointments lately and other delays in

1	completing responsive works and that he had raised this	1	Mr Webb, can we now turn to the backlog of
2	with PJ Phillip. BM asked SM to take this back and	2	responsive repairs and reporting performance.
3	raise with her colleagues."	3	Could we first turn to $\{TMO00840516/3\}$, which are
4	HC I think is Hash Chamchoun; is that right?	4	the minutes of an executive team meeting on
5	A. Yes, I would imagine so.	5	24 February 2016.
6	Q. Did Shannon MacInnes communicate this information to	6	You didn't attend this meeting, but we see, roughly
7	you?	7	a third of the way down the page, under the heading
8	A. I don't recall her raising this to me particularly, no.	8	"Repairs Direct", in the fourth line, it says this:
9	Q. Are you able to help with why appointments were being	9	"Graph $-$ work in progress £4000 jobs overall
10	missed and other delays in completing responsive repair	10	£1m 45k.
11	works?	11	"[Barbara Matthews] these are not necessarily whole
12	A. Responsive repairs are largely predictable, but	12	jobs. Some jobs need to be closed. [Barbara Matthews]
13	sometimes when you go to fix what you believe is	13	thinks this is about process. Graham is getting staff
14	a dripping tap, it turns out to be a burst pipe behind	14	in to try and clear backlog. Disquiet about the level
15	a wall, and so what you think is a 30-minute appointment	15	of the whip."
16	turns into a two-hour appointment.	16	I think that's works in progress, isn't it?
17	It was standard practice to do what we called	17	A. Yes, it should be "WIP", work in progress, yes.
18	dynamic rescheduling, so our system allowed us to change	18	Q. "Graham is working towards £1/2m by year end. We need
19	appointments, so who —— which staff went to which	19	an explanation of why.
20	appointment during the day. But some days the world	20	"Surplus?
21	plots against you and you just can't get to every	21	"Payroll costs lower.
22	appointment on time, sadly.	22	"How do we maintain getting the whip down. Paul the
23	MR KINNIER: Thank you.	23	new Chair of the Board will be challenging."
24	Sir, I have come to the end of that particular	24	Was that backlog all in relation to responsive
25	topic.	25	repairs, can you remember?
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1	SIR MARTIN MOORE—BICK: Right. Well, that is a convenient	1	A. Yes, if I can clarify, sorry, where it says £4,000,
2	point at which to have a break, then, isn't it?	2	that's 4,000 jobs, as account of jobs rather than value,
3	Mr Webb, we will have a short break now. We'll come	3	and when you raise a job $$ the nature of responsive
4	back, please, at 11.40, and we'll resume then.	4	repairs, when you raise a job, you use a system which
5	I have to ask you, please, not to talk to anyone	5	effectively diagnoses the job and allows you to
6	about your evidence or anything relating to it while	6	attribute a cost to that job, hence you can say that the
7	you're out of the room.	7	WIP was valued at around £1 million to that point.
8	THE WITNESS: Of course, sir.	8	Q. In answer to my question, was that backlog all in
9	SIR MARTIN MOORE-BICK: Thank you. Would you like to go	9	relation to responsive repairs?
10	with the usher, please.	10	A. Yes.
11	THE WITNESS: Thank you.	11	Q. Would it have included FRA-related repairs?
12	SIR MARTIN MOORE—BICK: Thank you.	12	A. Yes, it would.
13	(Pause)	13	Q. Barbara Matthews thought the backlog was about process.
14	Thank you, 11.40.	14	Did you agree with that assessment at the time?

(A short break)

MR KINNIER: Thank you, sir.

19 (11.40 am)

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20 SIR MARTIN MOORE—BICK: Right, Mr Webb, are you ready to

21 carry on?

(11.25 am)

22 THE WITNESS: Thank you. 23 SIR MARTIN MOORE-BICK: Good, thank you.

SIR MARTIN MOORE-BICK: Thank you.

Yes, when you're ready, Mr Kinnier.

25 MR KINNIER: Thank you, sir.

15 A. Process was certainly a contributory factor.

Q. What were the problems afflicting process? 16

17 A. Some of the issues were that jobs were not being closed

18 down sufficiently . So we may have completed the work

on site, but if the operative had a problem with his 19 20

handset, he may not have been able to close the job 21 down, and therefore there was an open job in WIP, rather

22 than a completed repair, for example.

23 Q. What was the basis for the disquiet about level of the

24 WIP?

25 A. 4,000 jobs is 4,000 residents who have something broken

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- 1 in their home and that's not acceptable.
- 2 Q. What steps did you take to clear the backlog at this 3
- 4 A. Okay, so again it was around structure, around giving 5 staff some very clear objectives, and also to put some more -- some greater focus on to our planning. So in 6 7 the office we had, from memory, four staff who -- whilst we had a computer system which did most of the planning, 8 9 we had four staff who could manipulate that to get the 10 most out of the day. If you want to clear the work, 11 then the more jobs you can get completed by the 12 operatives in a day, the quicker you'll chew through 13
- Q. Now, can I turn to the matters arising action log, which 14 15 can be found at {TMO00862547/11}.

If we could look at item 2, which is "Review of KPIs", that was an action allocated to you and Sacha Jevans to complete arising from the Repairs Direct board meeting on 10 March 2016, and we see in the update column, which is at the far right-hand side, it's recorded:

"Completed and revised suite of KPI agreed with TMO Board and reported monthly/quarterly.'

Did you review and revise Repairs Direct KPIs with Sacha Jevans after the board meeting on 10 March 2016?

- 1 A. I proposed a number of changes to the KPIs that I felt 2 would more accurately reflect the customer experience 3 and also reflect changes in the responsive repairs market about how to compare one service with another.
- Q. Now, a TMO board meeting was held on 31 March 2016. If we go to {TMO10044882}, we find the agenda. 6

If we can go to page 17 $\{TMO10044882/17\}$, which is described at the top as appendix 2, it's also described as appendix B, which is the performance update referred at to item 14 of the agenda, it sets out the proposed KPIs for Repairs Direct.

Now, were those the KPIs that you had proposed to Sacha Jevans or had they been altered before it had reached this final stage?

A. No. the 2016/17 targets were those that I proposed to the Repairs Direct board, which included Sacha Jevans, and they — and once the Repairs Direct board supported my proposals, they were taken to the TMO board for approval.

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2.0 Q. Thank you

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21 Now, if we look on the far left -hand side, the 2.2 second entry under the heading "Responsive Repairs: 23 Repairs Direct" says, "Average days to complete a responsive repair". Now, that was added, and 2.4 25 "[Percentage] of non-emergency repairs completed in 1 target" removed.

2 Can you explain the rationale for the addition and 3 the removal?

- 4 A. So average days to complete a responsive repair is 5 a very effective way of understanding the impact to a resident of having something broken in their home, and 6 7 that tracked the moment from which they recorded a fault 8 with us to the moment at which that repair was 9 completed. As we can all imagine, sitting in your home 10 with a leaking tap for ten days is something you have to 11 find quite uncomfortable. Therefore tracking our 12 performance and shortening the number of days it took to 13 complete a repair was a very good measure of the service 14 we were providing to our customers
- 15 Q. Now, volume of outstanding repairs broken down by age 16 was not specifically proposed. Can you explain why? A. Because the other metrics in that list would expose
- 18 an ageing profile. So if, for example, you had a large 19 number of repairs that you were completing that were 2.0 three or perhaps four months old, then your score on the
- 21 average days to complete a responsive repair would go up 22 and would prompt a further investigation.
- 2.3 Q. Given you were mindful of ensuring KPIs reflected what 2.4 was going on, what we know was going on was that there 2.5 was a continuing problem with the backlog of FRA

actions. Now, mindful of that history, mindful that the previous month there had been 4,000 jobs outstanding, wouldn't volume of outstanding jobs broken down by age have been a useful practical KPI, bearing in mind the particular experience of Repairs Direct?

- 5 6 A. It could have been a consideration, I would agree. 7 However, the value of WIP or work in progress was 8 included in our financial consideration, and the other 9 metrics on here would have flagged growths in backlogs.
- 10 Q. Can we turn now to a meeting of the Repairs Direct board 11 on 15 December 2016, which is at {RBK00059125}. We see 12 you're listed third on the rota of attendees.

If we can go to page 2 $\{RBK00059125/2\},$ item 5.3, it 13 says this: 14

"Work in progress was within target. An aged analysis of WiP by job profile was AGREED to be brought to the next meeting. It was confirmed that all jobs outstanding since before June 2016 would be cleared by the end of 2016."

Why was an aged analysis of work in progress requested at that meeting?

2.2 Having — from recollection, having brought the overall 23 volume and value of work in progress to within the 2.4 target we set ourselves, the board were keen to 25 understand whether there were some particularly old jobs

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- that were hanging around that we would miss by just looking at the headline values. Some the nature of some repairs, like leaks as I described earlier, can take some time to route through, and that's why the board would have asked to see that.
- Q. Looking at the record that WIP was within target, now,
 admittedly this was a meeting in December 2016, but we
 know certainly in February 2016 there were 4,000
 outstanding jobs, can you help us as to what target was
 applied for the purposes of making this statement to the
 board?
- 12 A. From my recollection, I can't recall the volume of WIP,
 13 I can recall that we set ourselves a target that the
 14 value of WIP should be below £500,000. You do need
 15 a degree of work in progress to keep your workforce busy
 16 and to have some predictability about the need to
 17 subcontract work over coming periods.
- $\begin{array}{lll} 18 & \text{Q. Now, the next Repairs Direct board meeting was on} \\ 19 & 8 \text{ March 2017, and we can find the board papers at} \\ 20 & \{\text{TMO00862574/10}\}. \end{array}$

We find here the analysis of aged works in progress, just following on from the December meeting.

- 23 A. Yes.
- Q. If we could just look at the bottom of this page, youwill see at the very bottom there a file name, "gwebb"

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- 1 et cetera. Had you generated these statistics?
- 2 A. It's possible. I don't recall, but it is possible.
- 3 Q. Who else would have done if it weren't you?
- A. One of the financial support team, but it would have
 passed to me to —— I generally collated the board pack,
 so it would have been requested by me and then reviewed
 by me as I put the board pack together.
- 8 Q. So you would have scrutinised the accuracy of the data 9 being put forward?
- 10 A. Yes
- Q. Now, can we look at the top graph, entitled "Aged WIP
 (Volume)". To the lay eye, it appears to show at least
 1,000 repairs were outstanding from October 2016 through
 to January 2017.
- First of all, have I read that bar chart correctly?
- $16\,$ $\,$ A. It's around 100 jobs from October 2000 ... not 1,000.
- 17 Q. So you don't add them all up?
- 18 A. No, so that's -- so in this example there are 100 jobs 19 that were raised in October that, as of the time of 20 collecting that report, were still open and not 21 completed.
- 22 Q. Understood.
- Now, can we look at the minutes of this particular meeting, which can be found at {TMO00894303/2}, item 3.4. You see at the top of the page there it says:

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"An aged analysis of WIP was distributed. It was noted that 50% of works pre—dated 2016. There were a number of complex leak repairs. In view of the MD it was not an unusual profile for a business like RD. The Committee discussed the target WIP and the number of jobs this equated to and value. It was noted that the automated system would assist, however this was not fully complete as there was a coding issue IT were, as yet, unable to resolve. It was agreed that this issue would be reported back through the MD's report."

First of all , why was it not an unusual profile in your considered view?

13 A. So responsive repairs tend to have a very seasonal 14 profile, you have less works raised in the summer, more 15 works raised in the winter, and also a lot of those 16 works that are raised in the winter can be problematic. 17 Leak detection, particularly in high—rise accommodation. 18 can take some time to resolve, and the volume of work 19 will generally prolong the time it takes to clear your work in progress. So your average days, the metric that 2.0 2.1 we referred to earlier, would tend to be slightly longer 22 during the winter months than it would be during the 2.3 summer months.

- 24 Q. What was the target WIP at this stage?
- 25 A. Again, I can't remember the volume target we set, but

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- 1 from a value perspective it was £500,000.
- Q. Was greater emphasis put on the value for the reasons
 you've given, as opposed to volume at this —
- 4 A. We looked at both. From a business financial management
- 5 perspective, obviously, value is incredibly important.
- We've often spent money on parts and not yet finished
- 7 a repair and haven't therefore been able to be paid for
- it. Operationally, volume is a key driver in terms of scheduling your workforce and planning resource.
- 20 Q. Now, Paul Gevaux, your predecessor, had reported at
 11 a Repairs Direct board meeting on 28 May 2015 we
 12 don't need to go to it, but the reference is at
 13 item 5.2, {RBK00059052/2} that an acceptable level of
 14 aged WIP was 40 to 50 jobs at any one time, and there
- should be a report explaining any exceptional WIP over two months old.

17 Would you agree with that as a metric?

- 18 A. 40 to 50 jobs in WIP would sound incredibly low, given
 19 that we were dealing with, I believe, from memory,
 20 something north of 30,000 repairs a year. 40 to 50 jobs
 21 is basically a day's work.
- Q. Now, can we look at a TMO board meeting which took place
 at 30 March 2017, and if we could go to
- 24 {TMO10046960/21}.
- Here we have a board KPI report, and we see that

1 "Responsive repairs" are there at the top of the page, 2 and "Average days to complete a responsive repair", 3 I think the key indicator you have identified in your 4 evidence today, is green.

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Given the backlog that we've just been looking at as set out in your bar chart, did you agree that this performance indicator didn't give a full and therefore accurate picture of the volume and age of the outstanding FRA actions?

A. In terms of meeting the standard HouseMark definition of that KPI, it was an accurate reflection of the position of the business. Of course, there were jobs that were completed that had taken more than 10.2 days, but there were many jobs that we were completing within 24 or 48 hours. So it was an accurate reflection of the business performance, ves.

And, sorry, just to clarify that point, HouseMark is an industry body in social housing who set the definitions of how you calculate these measures. This is not something that we subjectively came up with.

- 2.1 Q. That was the criteria you consistently used during your 2.2 time when measuring performance of --
- 2.3 A. I used it consistently because I felt it was a very 2.4 strong measure of the actual customer experience, ves.
- 25 Q. Now, can I turn to a separate topic, which is

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Repairs Direct's involvement in the maintenance of flat entrance doors.

Now, can I ask you to go to your fifth witness statement, which is at {TMO00842379/6}, and paragraph 23. You say there this:

"I have been asked to detail any involvement Repairs Direct had in work on flat entrance doors at Grenfell Tower, including in relation to self-closing mechanisms. The work carried out by Repairs Direct on flats at Grenfell Tower would have been in relation to requests made by residents individually or via the Fire Risk Assessment programme. Repairs Direct had no involvement in any planned preventative maintenance programme of work in relation to the flat entrance doors at Grenfell Tower, in so far as I can recall.'

Now, do you recall any involvement that Repairs Direct had in the TMO's inspection and planned maintenance regime for flat entrance doors beyond Grenfell Tower?

- 2.0 A. I recall that I was asked to provide a quotation for 21 an installation programme of door-closers, self-closing 2.2 mechanisms, across the borough, and to propose what 23 an inspection regime could possibly cost and the 2.4 problems associated with trying to deliver that.
 - Q. And that's the sum total of your recollection on that

issue?

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- 2 A. As I recall, yes.
 - Q. Could we go to {LFB00003534/1}.

4 Now, this is 2013, so well before you joined 5 Repairs Direct, but Janice Wray emailed Matthew Ramsey, who is a fire safety inspection officer at the LFB, and 6 7 she set out at point 1 of this email the TMO's approach to self-closing devices on tenants' flat entrance doors. 8

She says in the second bullet point that:

- 10 " • When properties become void self-closers will be 11 reinstated / installed as necessary.
- 12 "• At other times when major work is being 13 undertaken in a dwelling the self-closer will be 14 reinstated if it has been disconnected.'

15 Now, it's correct, isn't it, that Repairs Direct 16 carried out repairs and maintenance in void properties?

- 17 A. Yes, that's correct.
- 18 Q. When you joined Repairs Direct, was TMO's policy on 19 inspection and maintenance of self-closing devices as 20 set out in this email, and was it communicated to you?
- 2.1 A. If I can just take the time to read the email.
- 2.2 Q. Of course.

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(Pause)

- 2.4 A. Yes, that's how I understood the policy to be.
- 25 Q. Who communicated that policy to you, can you remember

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1 now?

- A. It would have been part of our standard -- lettable 2 3 standard -- sorry, documented lettable standard for void properties.
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- Q. So that was something the TMO directed $--\,$ A. Yes, the TMO had agreed a lettable standard with the 6

Royal Borough. That was documented and that was the

- 8 standard to which we were to reinstate void properties.
- 9 And it was also part of this $\,--\,$ in terms of just general 10 flat entrance doors, it was part of the specification
- 11 for installing a new door. 12 Q. And it was your understanding that the policy, the
- 13 approach to self-closers, was to be implemented by 14 Repairs Direct staff?
- 15 A. If we were doing the work, then yes, absolutely. As we 16 did not do the work as part of a planned preventative 17 maintenance programme, it was generally part of 18 responsive repairs or in void works.
- 19 Q. Thank you.

2.0 Now, on 9 September 2016, Janice Wray circulated 21 papers for the TMO health and safety committee meeting 2.2 which was due to be held on 13 September.

Now, those papers included paper 6, a review of fire safety policy and strategy. That can be found at {TMO00840660/2}.

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1 We can see the third bullet point, the first line, installed by our own staff who were qualified to do so. 2 2 Q. Thank you. 3 "Flat Entrance doors - now have a flat door 3 Now, just in relation to the checklist, can I take 4 assessment checklist & fire door specification that 4 you to a separate email document, which can be found at [Repairs Direct] use - should be included or referred to 5 5 {CST00030151/3}, which hopefully should be an email from and reproduced elsewhere." Alex Bosman to Janice Wray on 2 February 2016. 6 6 7 Were you aware that Repairs Direct were using 7 We see in the second paragraph Alex Bosman asks a flat door assessment checklist and fire door 8 8 Janice Wray whether she was able to provide a checklist 9 specification? 9 for operatives to confirm doors can be considered 10 1.0 A. I was aware that we had a specification that we were nominally fire rated when attending prior to installing 11 complying to, yes. 11 a Perko and renewal of hinges. 12 12 Q. Did you ever have cause to read the checklist or the Now. Janice Wrav forwarded that email to 13 assessment itself? 13 Alan Brooks, and if we go to page 1 of this chain $\{{\rm CST00030151}/1\},$ and the first paragraph, she says in A. I can't recall, I may have done. 14 14 15 Q. Can you remember why each document was produced now? 15 the second sentence: 16 "As per Alex request the Fire Risk Assessor and 16 A. No. It was standard practice for most major pieces of 17 17 work to have a specification, so we understood the I have come up with the following checklist for your 18 requirement of the work we were to do. So in installing 18 operatives ... 19 anything -- most of our repairs were to repair and 19 She then set out a ten-point checklist to determine 2.0 repair like for like. In the event that we had to 2.0 whether a door is a notional fire door. 21 install new, there was a specification that was 21 Again, can you help us, is that the checklist that 2.2 documented by the TMO for us to adhere to. 22 was referred to in the fire safety strategy review? 2.3 Q. Can we go to {TMO00873603}. 23 A. Again, I don't know if that's the exact checklist 2.4 2.4 Now, in relation to the specification, we understand Certainly there are elements of it I would have expected 25 that it refers to a specification provided by 2.5 to have seen on the checklist. Alex Bosman would have Paul Brunning to Janice Wray, and we see that here, on 1 1 been qualified to specify the requirements of the doors 2 14 September 2015, and it says, "for all FC30 door we 2 that we were to fit. 3 are replacing". 3 Q. Can I ask you, between the two possible candidates that Now, the attachment can be found at $\{TMO00873605\}$. we've identified for the checklist that was referred to, 5 This document needs to be downloaded, for which 5 is this the more likely one compared to the document in 6 I apologise to the document manager. 6 the tick-list sheet we looked at earlier that referred 7 7 to FC30 doors? (Pause) If it's possible to look at the "Tick List" sheet, 8 8 A. I really couldn't say, I would be speculating. 9 9 it sets out there the specification for flat entrance Q. Can I now turn to a separate document, which is 10 doors, including self-closing devices. Do you have 10 {TMO00840660/2}. 11 11 This is again going back to the fire safety strategy 12 A. Yes, I can see. 12 review, and if we look at the particular section that 13 Q. Now, is that the specification that was referred to in 13 dealt with self-closers, which is the fifth bullet 14 the fire safety strategy review, can you help us with 14 point, it said this: 15 15 "Self-closers - inspection & maintenance of fitted 16 A. I couldn't say for certain. I understood the strategy 16 self -closers - LFB advise that the RRO [the 2005 order] to be around a door called an FD30 rather than an FC30. requires regular inspection/maintenance of these devices 17 17 18 Whether that was a later iteration of this, I couldn't 18 to ensure that are still operating effectively and have 19 19 not been disconnected/disabled. The LFB have advised that landlords MUST NOT rely exclusively on void checks 2.0 2.0 Q. Is it correct that Repairs Direct operatives only 21 21 carried out fire door repairs and subcontractors would to undertake these inspections. How can this be

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wooden doors, then an FD30 wooden door could have been 82

have carried out any replacements to this specification?

uPVC-based doors. If they are wooden -- if they were

A. So certainly we would have used subcontractors for any

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progressed? Is this something that ESAs can assist

contractor who could assist? Could it be included in

with? Are there any ppm [planned preventative

maintenance] contractors such as gas servicing

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tenancy checks? Could RD be asked to feedback after 1 Adair and I'll get one of the supervisors to check 2 2 visiting a property?" 3 If we go on to page 3 $\{TMO00840660/3\}$, and roughly 3 Then Janice Wray replied, we see further up the page, on 30 December 2016: 4 two-thirds of the way down, we see your comments there 4 on this document. Now, you don't comment on the 5 5 "Here is the info that I provided Alan Brooks in inspection and maintenance of self-closers. relation to a 'nominally fire - rated door'. Clearly all 6 6 7 My question is this: do you recall what was 7 flat entrance doors now need to be fitted with 8 discussed about these options for inspecting 8 self -closing devices and so the checklist needs amending 9 self-closing devices at the health and safety committee 9 to include the present and effective operation of 10 10 meeting on 13 September 2016? a self-closing device. However, where the door 11 A. I do recall that there were lots of conversations around 11 inspections are recommended because the door has clearly 12 12 how to effectively deliver an inspection programme on been replaced in relatively recent timeframe this door 13 door-closers. I don't recall if it was specifically at 13 must meet the current standard and be a self-closing 14 that meeting, but there were a lot of conversations 14 FD30s fitted with all intumescent and cold seals etc." 15 15 Now, did Repairs Direct supervisors carry out flat 16 16 Q. Do you remember giving your view at that meeting as to entrance door inspections more widely than at 17 whether Repairs Direct staff could check self-closers 17 Frinstead House after this exchange of correspondence? 18 when carrying out any other work at TMO properties? 18 A. No. they didn't. 19 A. I don't recall specifically giving my advice, no. 19 Q. Can you help us as to why not? 20 A. Inspecting —— to inspect for a self—closing device being 20 Q. Now, can I turn to another document, which is, 2.1 I'm afraid, another email chain, at {TMO00863767/3}. 21 on a door, a Perko self-closing device is a chain that's 22 We see there, at the very bottom of the page, the 22 fitted between the inside of the door into the inside of the frame and it's only therefore visible by going into 2.3 23 start of an email from Janice Wray to Derrick Singleton 2.4 2.4 the property and looking at the door. Residents are on 8 December 2016. The full email is over the page on page 4 2.5 reluctant to take time from work for appointments for 85 1 $\{TMO00863767/4\},$ and she asks Derrick Singleton, who was 1 you to come and look at something that isn't broken and 2 your ops manager, about actions arising from the FRA for 2 therefore it's very difficult to get access, and that 3 Frinstead House. 3 was the subject of much discussion when we were being If we could look at the bottom paragraph on page 4, asked to look at a borough-wide inspection process. 5 asking if he could assist with checking whether the flat 5 So I think, from memory, our supervisors pursued, entrance doors were self-closing FD30s. There we go. 6 with the help of resident liaison staff, an inspection 6 7 If we go to page 3 $\{TMO00863767/3\},$ and the first 7 at Frinstead House, but we never resolved the issue of 8 paragraph in the second line, Mr Singleton says this in 8 how you could look at internally-contained Perko 9 9 his reply. He queries why Carl Stokes had not checked self -closers on doors across the borough. 10 them and suggested it would be better for Carl Stokes to 10 Q. Thank you. 11 assess "what is required that we [ie Repairs Direct] can 11 Now, I think earlier in your evidence, but certainly 12 work to" 12 in your statements, you referred to the fact that after Then if we can go up to page 2 $\{TMO00863767/2\}$, we 13 13 completing a programme of flat entrance door works for have Janice Wray's response, and in the first paragraph 14 14 Adair and Hazlewood Towers --15 15 she says this, amongst other matters: A. Yes 16 "Do we not have someone who can assess the doors he 16 Q. -- Repairs Direct were asked to quote for a three-year 17 programme to install self-closers on flat entrance doors highlights and hasn't been able to access - as per the 17 18 nominal checklist that we used for Adair? Goni?" 18 across the borough. 19 Then it goes on to the second paragraph: 19 A. Yes. 2.0 O. Is that right? "Also shouldn't we have another resource we can call 2.0 21 21 on for these assessments? A. Correct. ves. 2.2 2.2 Q. Can we look at a paper that Janice Wray drafted for the In the final sentence.

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If we go up to page 1 $\{TMO00863767/1\},$ and the

"... can you send me through the checklist used for

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bottom, Mr Singleton replies:

joint management team meeting between RBKC and the TMO

on 1 March 2017, and it's entitled "Installation of

self-closing devices on flat entrance doors, for

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discussion". That can be found at $\{RBK00000988/1\}$. So there we go, there is the document.

If we can turn to page 3 {RBK00000988/3}, we see there, at the bottom half of the page, a table setting out the estimated costs of both the proposed self—closer installation programme as well as the proposed self—closer inspection and maintenance programme.

Now, Janice Wray said in her evidence that you provided the information which went into that table. Is that correct?

A. Yes, I worked on this with Sam Hart, who was mycommercial manager.

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- Q. Now, given that, is it right that the assumptions and
 estimated costs set out in the table covered all flat
 entrance doors in TMO properties, including those which
 had been replaced as part of the door replacement
 programme between 2011 and 2013?
- A. It looked at all front entrance doors except those that
 were properties with a street entrance. So in other
 words flats that were part of a block, not those with
 a front door that opens directly onto the street.
- Q. So, subject to that caveat, the table did cover all flat
 entrance doors, including those that had been part of
 the flat entrance door replacement programme in 2011 and
 2013?

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- 1 A. To the best of my recollection, yes.
- Q. Under the heading "Installation Programme for total
 stock", that's the first item, the assumption is 75%
 installation .
- Now, that appears to suggest that 75% of flat entrance doors would need to have self—closing devices installed. Is that a correct reading of that table?
- A. Yes, and that's an assumption that we made at the time,
 correct, yes.
- 10 Q. Can you help the panel as to what the basis was for that 11 assumption?
- 12 A. I'm afraid I can't recall.
- Q. Now, under the second heading, "Inspection/Maintenance
 Programme", what was the basis for the assumption that
 20% of flat entrance doors required their closers
 repaired or adjusted?
- A. It was fairly common to find that when you visited 17 18 a property, the door-closer had been disabled or 19 removed. Residents struggled with it. It made the door 2.0 quite heavy if you were trying to go through with 21 a buggy, perhaps, or some shopping, or perhaps if you 2.2 were an elderly resident, and also some residents liked 23 to be able to leave their front door open if their 2.4 children were playing on the balcony outside the flat,
 - which of course the door—closer prevented. So it was

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- very common to find that they'd been removed.
- Q. Would the same factors have informed the assumption that
 20% of doors required closers to be replaced?
- 4 A. Yes, because some were simply disabled, others were
 5 removed entirely.
- 6 Q. Thank you.

Now, can I turn to repairs carried out to flat entrance doors at Grenfell, and can we look at some specific examples, and first of all flat 26.

Now, the resident of flat 26 says at paragraph 4(b) 11 of his statement to the Inquiry: $\{IWS0001742/4\}$

"There was an incident after the front door to my flat was replaced when I was trapped inside my flat ... I contacted the TMO and informed them that I was stuck inside my flat and could not get the door to open ... The TMO sent somebody over and he managed to open the door from the outside and carried out repair works to the door. I had no further problems with the new door after these repair works were carried out."

The resident then went on to state:

"Further, the contractor who was sent to fix the door offered to take off the self—closing mechanism on the door; and did not mention anything about the risk that this would cause. I chose not to have the self—closing mechanism removed."

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1 The reference is {IWS00001742/4}.

Now, the repair records that the Inquiry has been provided, which were extracted from the Repairs Direct open contractor system, suggests that a Repairs Direct operative, Franklin Griffiths, completed this repair on 18 May 2016.

Are you able to explain why a Repairs Direct operative appears to have offered to remove a self—closing device?

- 10 A. No, I'm not able to explain that, and I'm disappointed 11 if that were the case.
- Q. Were Repairs Direct operatives made aware of the purpose
 and requirement of self—closing devices on flat entrance
 doors?
- 15 A. Yes, they were.
- Q. And is that something you can speak personally to,having witnessed instructions being given to your staff?
- 18 A. The subject of door—closers was a very large discussion
 19 point around the TMO for some months, and it was
 20 certainly discussed in Toolbox Talks that I attended
 21 with those staff.
- 22 Q. Can I now turn to flat 153 at the tower, and if we can turn to $\{TMO10023348\}$.
- Now, this is a display job screenshot for a repair to flat 153 raised on 29 July 2016, "fgriff", who

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I think refers to Franklin Griffiths:

"Nothing much wrong with door apart from door closer

Now, we found no record of a repair following this self-closer issue.

Now, where an operative identified an issue with a flat entrance door and the need for a further repair or indeed a replacement to that door during a job, was there a process in place for progressing the further repair?

- A. Yes, indeed. He the operative would be expected to — if he didn't have the materials on his van there and then, he would be expected to arrange for a second job to be raised with a detailed description of exactly what work had to be completed.
- Q. Now, were operatives required to notify anyone if a door
 was left insecure or the fire resistance was adversely
 impacted, for example if the self –closer had been
 removed pending a further repair?
- A. If a door was insecure then there was an established
 procedure for putting a temporary secure door in place.
 If a door—closer was detached then they're instructed to
 re—attach it.
- 24~ Q. Again, can you testify that that instruction was given 25~ to your staff?

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1 A. Absolutely, yes.

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missing.'

Q. Can I now turn to flat 135.

If we go to $\{IWS0002065/3\}$, Samuel Daniels was the resident of flat 135, and he says at paragraph 14, which is just below the halfway mark of that page, this:

"One evening this fault was raised with the TMO by phone on an emergency line as it was at night and the front door was not closing. According to my housing file, this happened on 4 April 2017. I remember a caretaker came out and took out the middle hinge in the door. This made the door close once you pulled it close; but there was still an issue with the lock system. The caretaker said that they would come back and replace the entire door, but they never did."

Now, the repair records show an out—of—hours repair request for flat 135 on 4 April — we don't need to go to it, but the reference is row 82, $\{RBK00053297\}$ — and that request was described as a front door not closing, which is recorded as having been completed by a Repairs Direct operative, Piotr Klimkiewicz, on the same day, rather than a caretaker.

Now, the records also show a follow—on repair request on 5 April 2017, and the reference is row 84, {RBK00053297}. Again, we don't need to go to it. That was described as an "overhaul complete uPVC front door".

The target date was set as 8 May, and a subcontractor, Doorway Maintenance, was allocated the repair. The repair, however, was recorded as abandoned and nothing further is recorded.

Now, that's a very long run—up to hopefully a shorter question, which is this: when a repair was abandoned, was there a system in place for checking why it had been abandoned and that the repair was subsequently carried out?

A. If a repair was abandoned, on the majority of occasions that would have been because the staff were unable to access the property. When the staff were unable to access the property, they would -- so firstly they would ring the doorbell and knock on the door. If there was no answer, they would ring the resident's telephone number, which they had on their PDA. They would then call the office, who would also try and call the resident, and if we were still unable to get any contact with them, we would leave a postcard notifying them that we'd tried to attend, and the operative would take a photograph of the front door, which would be uploaded from his PDA to evidence that we had attended at that point. The postcard that we left in the letterbox would instruct the resident to re-contact us to make a further appointment for the repair to be completed.

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1 Q. Thank you.

Can I now turn to a separate and distinct topic, which is that of complaints, and if we can go to $\{TMO10026082/3\}$.

This is an email from Andrea Newton from the Lancaster West Residents' Association, and it's an email sent to Sacha Jevans and others.

If we look at the third paragraph, she says this in the second sentence:

"I feel there is a huge lack of coordination within TMO and $[\mathsf{Repairs}\ \mathsf{Direct}]$."

She then goes on to explain in detail her concern about the management of repairs, and if we go down to the sixth paragraph:

"But despite management at TMO literally 'micro—managing' specific repairs that are then passed onto the [relevant] people within the repairs depts, staff are seeming to completely ignore procedure or are incapable of getting bookings finalised and contractors to arrive to the jobs on the right day if at all.

"Also there are conflicting stories coming from various staff all working on the same repair.

"This simply does not reflect the customer satisfaction data that you have gathered."

Now, Sacha Jevans forwarded that to you and various

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1 others later that day.

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My question is this: did you agree with

- Andrea Newton's assessment that there was a lack of co-ordination between the TMO and Repairs Direct?
- 5 A. No. I wouldn't have agreed with that. However, what
- 6 I would accept is that Andrea Newton was a resident on
- 7 the Lancaster West Estate, and she certainly was getting
- 8 a perception that things were not running as smoothly as
- 9 they should, and certainly we did need -- I was
- certainly not being complacent, and I do believe that ur service could improve, but not to the degree that
- 12 she describes there.
- $13\,$ $\,$ Q. Did you have any cause to consider that Andrea Newton
- was exaggerating the scale of the concerns regarding
 Repairs Direct's responsiveness to sorting out repairs?
- 16 A. I can't speak for Andrea Newton's perceptions. She's
- 17 documented something here.
- $18\,$ $\,$ Q. To the best of your knowledge, put differently, were the
- concerns she has raised here in this email
- 20 representative of broader concerns expressed by
- $21 \hspace{1cm} \hbox{residents in TMO properties about Repairs Direct's} \\$
- 22 service?
- 23 A. It was not unusual if I went to resident meetings and
- $24\,$ residents' associations, as I did from time to time, for
- $25\,$ residents to complain about the time it took to complete

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- 1 repairs, particularly difficult repairs, so I'm not
- 2 surprised by that comment.
- 3 Q. Do you accept that her views were representative,
- 4 therefore?
- 5 A. Her views represented her perception, clearly, from that
- $\ensuremath{\mathsf{6}}$ note. It's not for me to interpret what she meant
- 7 beyond that, I don't think.
- Q. Can we turn to page 2 within this email chain
 {TMO10026082/2}, and it's point 4 of Sacha Jevans' email
- to you and others, including Mr Black, and it says this:
- "Graham please start thinking about when we can start the Lanc West pilot (if not already)."
- What was the Lanc West pilot?
- $14\,$ $\,$ A. Sorry, I'm just trying to find that on this $\,...$
- Q. I'm terribly sorry. It's her email to you, so if you go slightly further up the page. You see at the very top?
- 17 A. Right.
- 18 Q. Sorry. Can you remember what that pilot was?
- 19 A. I'm starting to remember. I believe that we were
- $20 \hspace{1cm} \hbox{considering allocating a number of operatives to work} \\$
- 21 specifically and exclusively on the Lancaster West
- 22 Estate and to see how that improved our service delivery 23 for those residents.
- $24\,$ $\,$ Q. So given the purpose underlying the pilot, is it fair to
- say that there were genuine substance to the concerns

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- 1 expressed by Andrea Newton?
- 2 A. It would suggest that there was more than one person
- 3 saying such a thing, you're right . I'm always open to
- 4 trying new operational models to see if it's going to
- 5 help deliver a better service to the customer.
- 6 Q. Did you meet Sacha Jevans to discuss the concerns
- 7 identified by Andrea Newton and which the Lanc West
- 8 pilot appears to have been designed to remedy?
- 9 A. I don't recall, sorry.
- $10\,$ Q. How regular would your meetings be with Sacha Jevans?
- 11 A. Sacha and I would certainly have met at the monthly
- Repairs Direct management group, and probably once a month in between that.
- 14 Q. How efficient was Sacha Jevans about chasing you to
- answer requests, emails, or to see whether tasks had
- 16 been completed?
- 17 A. Very much so. Her PA also supported her in doing that.
- 18 Q. So can we take it that it is likely, if not probable,
- 19 that you did subsequently discuss the concerns expressed
- 20 by Andrea Newton with Sacha Jevans?
- 21 A. I may have done. I don't recall having a specific
- 22 conversation on that point.
- 23 Q. Can you remember whether the Lanc West pilot was
- 24 implemented?
- 25 A. No, I don't.

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- $1\,$ Q. Do you remember there being any pressure from executives
- $2\,$ $\,$ at the TMO to ensure that the Lanc West pilot was
- 3 implemented?
- 4 A. No, I don't recall that.
- 5 Q. Did you receive any correspondence from councillors
- 6 expressing concerns about the efficiency and
- 7 effectiveness of the service provided by Repairs Direct,
- 8 at least in relation to Lancaster West?
- 9 A. I received correspondence from councillors on behalf of
- $10 \hspace{1.5cm} \hbox{their} \hspace{.1cm} -- \hspace{.1cm} \hbox{of residents in their constituencies from time} \\$
- to time, and generally they would be about problems. So
- 12 I can't say if it was specifically about Lancaster West,
- but certainly I did receive correspondence from
- 14 councillors .
- 15 Q. Can I ask you to turn to {TMO00899676/3}.
- ${\it 16} \qquad \qquad {\it This is the witness statement of Shannon MacInnes},$
- and if we could look at paragraph 12, and in particular
 - the third line, she says this:
- 19 "A lot of residents were unhappy with the quality of 20 repairs works, the time it was taking to handle the
- 20 repairs works, the time it was taking to handle the 21 repairs and also the level of priority allocated to the
- 22 repair."

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- Were you aware of a lot of resident dissatisfaction
- $24 \hspace{10mm} \text{with the quality of repairs being carried out?} \\$
- A. I would disagree with the phrase that it was a lot. We

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1 did track resident satisfaction. There were a volume 2 of -- as a standard routine, there were -- a proportion 3 of all completed repairs received a follow-up call to 4 assess customer satisfaction with the service delivered. 5 and of course we also kept records of the volume of complaints received. The volume of complaints received, 6 7 as I recall, was in low percentage figures compared to 8 the number of repair works we completed. 9 Q. Were you aware of a reputation held by Repairs Direct 10 for poor management of repairs and indeed disdain for 11 residents? 12 A. No. I was not aware of that. 13 Q. Now, are you familiar with the name Samantha Burrell? 14 A. I am 15 Q. What was her role?

15 Q. What was her role?

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A. Samantha Burrell worked in the call centre for the TMO
 for a period of time, and latterly, towards the end of
 my time at Repairs Direct, she moved into working in
 a customer service role for me handling complaints.

20 Q. Could I ask us to go to {TMO00894344/10}.

If we go to paragraph 44, and it's really the first line, Samantha Burrell explained that Repairs Direct carried out customer satisfaction surveys, and in relation to those surveys, she says at paragraph 45, just below:

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"Residents were called and asked to give marks out of 10. We had to maintain over a 90%—95% satisfaction rate, so if I was to make 10 calls who gave marks under 6, I would have to call another 10 residents to make sure percentage went higher."

If we go over the page $\{TMO00894344/11\}$ to paragraph 46, she said this:

"However, in my view these statistics did not provide a true picture of the repairs carried out. When I commenced employment with Repairs Direct, the ethos was to select specific jobs which was almost a guarantee positive reaction to the works for example, a tap repair, to bolster the percentage."

Were you aware of the efforts to bolster satisfaction rates of repairs as set out here by Samantha Burrell?

- 17 A. Absolutely not, and my firm belief was that the calls18 were selected at random.
- $\begin{array}{ll} 19 & \text{Q. Was there any doubt at any time about resident} \\ 20 & \text{satisfaction with the quality of repairs?} \end{array}$
- A. I was very clear about residents' perception of the
 quality of repairs. We had our customer satisfaction
 surveys, as you see here, we had our complaints data and
 we had feedback from resident meetings.
- 25 Q. Thank you.

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Can I now turn to a separate topic, which is that of vulnerable persons, and if I could ask you to turn to {TMO00866011}.

Now, this is, as you see, a TMO senior management team meeting on 18 February 2016, and if we go to page 4 {TMO00866011/4}, item 8.1, it's under the heading "Supporting People Policy", it's recorded that:

"TB [Teresa Brown] advised there was not a mechanism for staff to feedback information on resident vulnerabilities which led to the development of this policy. A CRM process is being [developed] around this.

12 "TB and GW [you] will [discuss] the most suitable
13 mechanism for RD staff to feedback any concerns.

14 "The form and policy will undergo some further15 amendments and

16 "HC [Hash Chamchoun] added that CAS ..."

17 Do you know what that is?

- A. It was the assisted living areas. Forgive me, I can't
 remember the exact interpretation of the letters, but it
 was the assisted living areas.
- Q. "... needs to be included in the document. TB to ask
 David Noble to discuss amendments with HC."

Do you recall discussion about the supporting people policy and how Repairs Direct staff would report back identified vulnerabilities of residents?

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1 A. Yes, I do.

2 Q. What was the substance of that discussion?

3 A. Effectively, the reality —— what we all understood was that, due to the nature of Repairs Direct's work, we 5 possibly entered more of the properties than any other 6 part of the TMO and encountered more of the residents on 7 a daily basis than other people. The PDAs that the 8 operatives held and on which they received their work 9 would flag any known appropriate vulnerability, and that 10 could be that it was, perhaps, a mother with very young 11 children or a fragile elderly person, or it could flag 12 an alert for a potential violent resident, for example.

If they encountered something that differed to that, they could —— (a) they were empowered to walk away if they felt any way in danger to themselves, but if they felt that the resident was in another way vulnerable that hadn't been notified, then they would flag that to their planner by calling our office, and they would notify it to the customer service centre and Teresa Brown's team would follow up it.

21 Q. Thank you.

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Can we go to $\{TMO00866013/1\}$.

Now, this is the TMO's supporting residents procedure which seems to have come into practical effect in or about April 2016.

1		First of all, are you familiar with that document?	1	Can we go to page 11 {TMO00862541/11}, which ought
2	A.	I don't recall reading it particularly .	2	to be appendix 1 of the report. This sets out the
3		Can you help as to whether your staff were trained on	3	findings of a health check on the Repairs Direct
4		the requirements of this procedure?	4	service, and if we go about a third of the way down, we
5	A.	Yes, my staff were trained on what to look for in terms	5	see in the far left — hand column "Op05", and it's
6		of resident vulnerability and how to handle that, should	6	recorded:
7		they encounter it.	7	"Backlog of repairs dates to January 2017 — total
8	Q.	So you hadn't seen the document, but your staff were	8	number 5,400 jobs."
9		trained on its requirements?	9	Now, given the concerns raised about the backlog
L O	A.	Yes, I believe so. I was certainly aware that the	10	which had been a consistent feature during your time at
L1		training was going to take place in support of that and	11	Repairs Direct, can you account for how this backlog
L2		that was a requirement.	12	amassed from January 2017 onwards?
L3	Q.	Can you now remember when that training took place and	13	A. Sadly, in the immediate aftermath of the fire,
L4		who was responsible for providing it?	14	I dedicated a number of my team to work on the
L5	A.	I don't remember when. I believe it was delivered by a	15	Lancaster West Estate on the other homes which had been
L6		member of Teresa Brown's team during one of our	16	evacuated in the immediate footprint of Grenfell Tower,
L7		Toolbox Talks with the operatives.	17	so we were replacing doors that had been $$ that the
L8	Q.	Can we turn to {TMO00901356}, and this should be	18	police had opened forcibly, we were reassuring residents
L9		a Repairs Direct operative summary form.	19	of the safety of the properties and helping to encourage
20		There is a list here of the types of issues that may	20	people to move back in.
21		affect a resident and a box for comments.	21	I'd also devoted a number of my staff to increase
22		Now, have you seen this form before?	22	the speed with which we turned around void properties to
23	A.	It's not familiar to me particularly, no.	23	create more opportunities to re-home people who were in
24	Q.	Can you help us as to whether that was used by	24	temporary accommodation following the fire.
25		Repairs Direct operatives?	25	At the same time, productivity of the teams reduced
		105		107
1	Α.	It may have been. I would have been surprised. I would	1	significantly, for a couple of reasons. Obviously they
2		have expected them to have rung the office and delivered	2	felt, as everyone did, the gravity of the huge horror
3		the information first —hand having left the property,	3	that had occurred.
4		rather than fill out —— try and find a form in the van	4	Excuse me
5		to fill out and hand in.	5	And they were struggling to conduct their day—to—day
6	Q.	Would there or should there have been as part of that	6	work. And residents across the borough were also
7		process some form of document to record what	7	frankly scared of the risk of fire in their own
8		a Repairs Direct operative had found, particularly if it	8	property.
9		concerned a vulnerability or a disability of	9	I'm sorry, can I have a moment?
L O		a particular resident?	10	SIR MARTIN MOORE—BICK: Would you like to stop for a minute?
L1	A.	So my expectation and my understanding of the process	11	THE WITNESS: Could I, please?
L2		they followed was, having called the planner in the	12	SIR MARTIN MOORE-BICK: Yes. The usher will take you out
L3		office, that the planner would have immediately	13	for a minute, if you would like to go out.
L4		completed an email to record the nature of the concern	14	(Pause)
L5		being flagged by the operative and that would have been	15	I think the best thing is if we rise just for a few
L6		sent to the housing team to follow up.	16	moments, and as soon as Mr Webb feels able to carry on,
L7	Q.	Thank you.	17	then of course we will resume.
L8		Can I now turn to the issue of the health check	18	MR KINNIER: Thank you, sir.
L9		audit review after the fire at Grenfell.	19	SIR MARTIN MOORE-BICK: Thank you.
20		Could I ask you to go to $\{TMO00862541/5\}$.	20	(12.38 pm)
21		Now, this is a report entitled "Repairs Direct —	21	(A short break)
22		The Way Forward", prepared by the interim managing	22	(12.46 pm)
23		director for Repairs Direct, Chris Furlong, for a TMO	23	THE WITNESS: Thank you for that.
24		board meeting held on 18 January 2018, so that's after	24	SIR MARTIN MOORE—BICK: All right now, Mr Webb?
25		you'd left the company in November 2017.	25	THE WITNESS: Yes, thank you.

SIR MARTIN MOORE-BICK: Thank you. 1 1 environment and trying to do the best we could for 2 Yes, Mr Kinnier. 2 everyone around us 3 MR KINNIER: Thank you, sir. 3 MR KINNIER: Mr Webb, thank you very much. 4 Can we go back, just briefly $\,--\,$ only a few more 4 Sir, that is the end of my questions as it stands. SIR MARTIN MOORE-BICK: Yes. 5 questions, Mr Webb --5 A. Yes. MR KINNIER: May I have the usual opportunity? 6 Q. $\,--\,$ to the document we were at $\{TMO00862541/11\}$ and go to 7 SIR MARTIN MOORE-BICK: Yes. the bottom of this page, "Op11": 8 8 MR KINNIER: Might I ask for ten minutes to see if there are 9 "There is no structured approach to categorising 9 any further questions I have missed out --10 10 SIR MARTIN MOORE-BICK: No. of course. repairs into types of repairs (e.g. FRA Actions, 11 complaints actions, standard repairs etc.) and as such 11 MR KINNIER: -- or indeed whether there are any further 12 12 are difficult to manage, monitor or prioritise. questions others may have. 13 Now, given the emphasis that had been put on 13 SIR MARTIN MOORE-BICK: Yes, of course, 14 14 prioritising FRA actions since at least January 2016, Well, Mr Webb, you may know that when counsel gets 15 can you explain that particular finding? 15 to the end of his questions, or thinks he has, we have A. No, I can't, and, I mean, obviously it postdates my time 16 a short break to enable him to take stock, and to enable 16 17 there. I can only assume that some of the processes 17 others who aren't present in the room to suggest 18 I had put in place had unravelled in the time since. 18 questions that perhaps ought to be asked. Q. Can we turn over the page $\{TMO00862541/12\}$, roughly THE WITNESS: Of course. 19 19 20 two-thirds of the way down, and look at "Op19", where it 20 SIR MARTIN MOORE-BICK: So we'll break now until 1 o'clock. 2.1 21 At 1 o'clock we will get you back in and see if there 22 "Repairs Processes are inefficient and not working. 22 are any more questions for you, but I hope we will quite 2.3 "A lack of consistent working is causing jobs to 2.3 soon get to the end of the whole business. All right? 2.4 fail 2.4 THE WITNESS: Thank you, sir. 25 Are you able to explain this particular finding? 25 SIR MARTIN MOORE-BICK: So if you go with the usher, we'll 109 111 1 A. No, I'm sorry, I can't. 1 see you at 1 o'clock. Q. If we can turn to page $16 \{TMO00862541/16\}$, the fourth THE WITNESS: Thank you. 2 3 row, we see there "Hs08" on the far left, which says: 3 (Pause) "There is a Health and Safety Training Matrix for SIR MARTIN MOORE-BICK: Right, Mr Kinnier, we will come back 5 workforce but is not up-to-date 5 in at $1\ \text{o'clock}$. If you find you need more time, then "Staff are not up-to-date with ... training." 6 just let the usher know and she will tell us. 6 7 7 MR KINNIER: Thank you, sir. Given the concerns that had previously been raised 8 8 SIR MARTIN MOORE-BICK: All right. about training which we discussed earlier on this 9 9 (12.50 pm) morning, are you able to explain this conclusion here? 10 A. No. I mean, what I can say is that in the immediate 10 (A short break) 11 aftermath of the fire, as I explained earlier, the staff 11 12 productivity had dipped considerably. They were 12 SIR MARTIN MOORE-BICK: Right, Mr Webb, I'm sorry we kept 13 13 struggling with the aftermath of the fire, as much of you waiting longer than I indicated, but sometimes that 14 us, and we had diverted a number of resource to work on 14 happens. 15 15 THE WITNESS: I'm sure, thank you. particular issues on the Lancaster West Estate to make SIR MARTIN MOORE-BICK: Anyway, we'll now see if there are 16 those homes fit for rehabitation, and also to turn 16 17 17 around void properties as quickly as we could to provide any more questions for you. 18 alternative living for those who had been made homeless, 18 Yes, Mr Kinnier 19 and therefore the available staff for day-to-day tasks 19 MR KINNIER: Thank you, sir.

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Mr Webb

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Certainly, even between the date of the fire and the

earlier comment about the amount of work that had built

had slowed down, which I think also speaks to your

date of my departure, some of our regular processes

slipped because we were very much in a reactive

and technical competency on the part of Repairs Direct $112 \label{eq:112} \label{eq:112}$

Just a few more questions, if you'd bear with me,

Now, we touched on and we discussed Ms Burrell's

views earlier in examination. In her witness statement

she'd suggested that there'd been a lack of oversight

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up in a backlog.

1	operatives, and in particular she mentioned that RD	1	THE WITNESS: Thank you, sir.
2	operatives had the minimum relevant skill	2	SIR MARTIN MOORE-BICK: If you would like to go with the
3	accreditations, which were not monitored, and training	3	usher, she will look after you.
4	was not readily available, and Repairs Direct was not	4	THE WITNESS: Thank you.
5	part of any accreditation training or monitoring health	5	(The witness withdrew)
6	and safety schemes.	6	SIR MARTIN MOORE-BICK: Yes, Mr Kinnier, that's obviously
7	First of all, would you accept those criticisms that	7	a convenient point at which to break. I think I'm right
8	she makes?	8	in saying we don't have any further witnesses for today.
9	A. No, that's certainly not my recollection and my	9	Is that right?
10	impression of that.	10	MR KINNIER: That's right, sir, and you have the opening
11	Q. Is it right to say that Repairs Direct operatives were	11	statements in relation to the issue of smoke control
12	only required to have minimal relevant skill	12	tomorrow morning.
13	accreditations?	13	SIR MARTIN MOORE—BICK: Yes, and we shall start that at the
14	A. No, they would have been required to have had a core	14	slightly earlier time of 9.30.
15	apprenticeship, which we would have confirmed with	15	So we will break now until 9.30 tomorrow morning,
16	City & Guilds or the appropriate accrediting body, and	16	please.
17	then we often upskilled them so they could conduct more	17	MR KINNIER: Thank you, sir.
18	than one task. So, for example, rather than having to	18	SIR MARTIN MOORE—BICK: Thank you very much.
19	send both an electrician and a plumber to do some work	19	(1.10 pm)
20	on a boiler, we would train the plumber on how to	20	(The hearing adjourned until 9.30 am
21	isolate the electrics and make him more of a —— what	21	on Wednesday, 30 June 2021)
22	we'd call a multiskilled technician.	22	on Wednesday, 30 Julie 2021)
23	Q. She charged Repairs Direct with having no monitoring of	23	
24	training of Repairs Direct operatives. What would you	24	
		25	
25	say to that allegation?	23	
	113		115
1	A. Again, I wouldn't agree with that. We sponsored	1	INDEX
2	a number of operatives who were going through, in their	2	PAGE
3	own time, evening classes to further their skills, and	3	MR GRAHAM WEBB (sworn)1
4	when they achieved those further qualifications, we	4	,
5	expanded the range of work that they were allocated to,	5	Questions from COUNSEL TO THE INQUIRY1
6	to put those skills to use.	6	***************************************
7	MR KINNIER: Thank you.	7	
8	Sir, I have no further questions arising. The final	8	
9	thing for me to say is to thank you, Mr Webb, for	9	
10	attending to give evidence today.	10	
11	THE WITNESS: Thank you.	11	
12	SIR MARTIN MOORE—BICK: Yes, Mr Webb, I'd like to thank you		
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1.3		12 13	
13	very much on behalf of all the members of the panel. It	13	
14	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people	13 14	
14 15	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case	13 14 15	
14 15 16	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it 's the second time round.	13 14 15 16	
14 15 16 17	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it's the second time round. THE WITNESS: It is, yes.	13 14 15 16 17	
14 15 16 17	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it 's the second time round. THE WITNESS: It is, yes. SIR MARTIN MOORE—BICK: I remember seeing you on the	13 14 15 16 17	
14 15 16 17 18 19	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it 's the second time round. THE WITNESS: It is, yes. SIR MARTIN MOORE—BICK: I remember seeing you on the previous occasion.	13 14 15 16 17 18	
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14 15 16 17 18 19 20 21 22 23	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it's the second time round. THE WITNESS: It is, yes. SIR MARTIN MOORE—BICK: I remember seeing you on the previous occasion. THE WITNESS: Yes. SIR MARTIN MOORE—BICK: So thank you very much for giving us more of your time to come and tell us what you know. THE WITNESS: I'm happy to help, sir.	13 14 15 16 17 18 19 20 21 22 23	
14 15 16 17 18 19 20 21	very much on behalf of all the members of the panel. It is very helpful to us to hear directly from those people who were involved in these matters, and in your case it's the second time round. THE WITNESS: It is, yes. SIR MARTIN MOORE—BICK: I remember seeing you on the previous occasion. THE WITNESS: Yes. SIR MARTIN MOORE—BICK: So thank you very much for giving us more of your time to come and tell us what you know.	13 14 15 16 17 18 19 20 21	

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