



Grenfell Tower Inquiry

Day 116

April 19, 2021

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Monday, 19 April 2021

(10.00 am)

SIR MARTIN MOORE—BICK: Good morning, everyone. Welcome to today's hearing.

I'm very glad that we're able to be back here at Bishop's Bridge Road in order to conduct hearings in the usual way, albeit with limited attendance. We are looking forward to being able to open the hearings more widely as soon as we can. Quite when that will be will depend on Government advice, but we hope within the next month or two, we shall be back to full hearings in person.

Today we're going to start hearing evidence in Module 3, and I think your first witness, Mr Millett, is Mr Chapman. Is that right?

MR MILLETT: Yes, Mr Chairman, Mr Chapman, who I would like to call.

SIR MARTIN MOORE—BICK: Yes, thank you. So could you ask Mr Chapman to come in, please.

MR LEE CHAPMAN (affirmed)

SIR MARTIN MOORE—BICK: Thank you very much. Do sit down, make yourself comfortable.

Yes, Mr Millett, when you're ready.

Questions from COUNSEL TO THE INQUIRY

MR MILLETT: Mr Chairman, thank you very much. Mr Chairman,

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members of the panel, good morning.

Mr Chapman, good morning. Thank you very much for coming to the Inquiry today and helping us with our investigations. We are extremely grateful to you.

If you have any difficulty understanding any of my questions, or hearing any of my questions, or you would like me to put the question in a slightly different or clearer way, please just say and I can do that.

We will take a scheduled break at 11.15 or so, depending on how we are going, but if you need a break at any other time, again, please just let us know.

If you could keep your voice up as well, please, so that the transcriber, who sits to your right, can hear what you're saying and get that down, that would be extremely helpful, and also please, if you don't mind, avoid shaking your head or nodding, because "no" or "yes" doesn't come out on the transcript.

A. Okay.

Q. Right, thank you.

Now, you have given two witness statements to the Inquiry, and they will appear on the screen in front of you as we go to them. Can I just show you those so they're in the record.

The Phase 1 statement that you gave us is at {IWS00001000}. It's dated 18 May 2018. Is that your

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first statement to the Inquiry?

A. Yes.

Q. There is a second statement as well, which is {IWS00001619}, dated 11 February 2020. There it is. Is that your second statement?

A. Yes, that's my statement.

Q. Now, your first statement covered all your evidence on the subject of fire safety advice and signage and the smoke control system as well, didn't it?

A. Yeah.

Q. And I just want to deal with the formalities now with this statement on your screen, your second statement. Can you please go to page 10 {IWS00001619/10}. There you see at the foot of the page a signature next to the date 11 February 2020. Can you confirm that that is your signature?

A. Yes, that's my signature.

Q. Have you read this witness statement recently?

A. Yes.

Q. Can you confirm that its contents are true?

A. Yes.

Q. Thank you.

Now, I just want to ask you a few questions about your background to your living in the tower. You cover these at paragraphs 7 to 9 of this statement on page 2

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{IWS00001619/2}, if we could just have that up, please.

Just to summarise that, it's right, isn't it, that as at 14 June 2017, your home was flat 195 on floor 22 of Grenfell Tower?

A. Correct.

Q. You yourself moved into that flat in May 2014.

A. Correct.

Q. I don't think you had lived in Grenfell Tower before that date; is that right?

A. No.

Q. No. Naomi Li, who I think was and is your partner, was the formal leaseholder of that flat.

A. Correct, yes.

Q. And you lived with her.

A. Yes.

Q. Yes.

Now, in your Phase 2 statement, you refer both to RBKC and to the TMO. Before 14 June 2017, what did you understand to be the respective roles of those two bodies in relation to Grenfell Tower?

A. So I would — I understand that the RBKC's essentially the landlord of the building, they own the building, and the TMO is responsible for maintaining and doing the necessary maintenance of the building, and they essentially in my mind are as one responsible for

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1 looking after the building, if you like, between the  
 2 landlord and the management company.  
 3 Q. What was your understanding at that time of the  
 4 relationship between RBKC on the one hand and the TMO on  
 5 the other?  
 6 A. I thought that they would be closely linked and  
 7 communicate with each other.  
 8 Q. Did you know that the TMO was managed by a board, which  
 9 included resident tenants and leaseholders among its  
 10 membership?  
 11 A. No.  
 12 Q. Did you know that, as a resident, you could join the TMO  
 13 board and become involved in its work —  
 14 A. No.  
 15 Q. — and also to be elected to the board?  
 16 A. No.  
 17 Q. You didn't know that?  
 18 A. No.  
 19 Q. Did nobody ever tell you that that was something that  
 20 you were eligible for?  
 21 A. No, I don't remember being told that.  
 22 Q. Right.  
 23 Now, can we look at paragraph 8 of your statement  
 24 {IWS00001619/2}, it's on the screen in front of you.  
 25 You explain there that in early 2017 you became involved

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1 in the Grenfell Tower Leaseholders' Association, or  
 2 GTLA, and you say that that followed from your meeting  
 3 Shahid Ahmed in the lift in the building. Before that  
 4 encounter, had you heard of GTLA?  
 5 A. Yes, I had seen it on emails that my wife had received  
 6 from the Grenfell Tower Leaseholder Association, so  
 7 I knew of it but didn't necessarily know what it was.  
 8 Q. Right. So Naomi Li was on the email circulation list,  
 9 was she, for GTLA?  
 10 A. Correct, yeah.  
 11 Q. How did she come to be on that email circulation list?  
 12 A. I don't know.  
 13 Q. Did you ever discuss it with her?  
 14 A. No.  
 15 Q. At all events, we know that you did join the GTLA in  
 16 early 2017, didn't you?  
 17 A. Yes.  
 18 Q. And then I think you became secretary in about  
 19 March 2017.  
 20 A. Yes.  
 21 Q. What made you want to become secretary?  
 22 A. I think the fact that I'd raised issues or I made  
 23 complaints, and I felt that if I was involved in a group  
 24 of people collectively, maybe that might give it some  
 25 traction, rather than just one person complaining.

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1 Q. Right. Did anybody invite you to become secretary or  
 2 was this something you volunteered to do?  
 3 A. I'm not entirely sure. I think Shah and I had  
 4 conversations about my involvement in it, but I'm not  
 5 entirely sure of how that kind of evolved.  
 6 Q. Right.  
 7 Looking at paragraph 8 in this statement, you say  
 8 halfway down:  
 9 "I had been complaining about certain issues on an  
 10 individual basis and felt that joining them would be  
 11 a more effective way of escalating complaints because  
 12 there would be a high number of people complaining  
 13 together about the same issues."  
 14 What led you to think at the time that there would  
 15 be a high number of people complaining together about  
 16 the same issues?  
 17 A. I think if more than one person has an issue, then as  
 18 a collective body, maybe the — if the council or TMO,  
 19 if I refer to the council/TMO, I do apologise if I get  
 20 confused between them. Obviously if one person writes,  
 21 it's just one person, but if you're a group of however  
 22 many people, then your complaint has got kind of more  
 23 foundation upon which you can fall in terms of the way  
 24 it's recognised, then the council, rather than think,  
 25 "Oh, it's one person", they can think, "Okay, that group

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1 of people have that view".  
 2 Q. Right. You say, "that group of people have that view";  
 3 what issues particularly did you think had been the  
 4 subject of common complaint at that time?  
 5 A. At that time I think the lifts was an issue, the  
 6 antisocial behaviour was an issue, and the — I think  
 7 the gas pipe or the works taking place within the  
 8 building.  
 9 Q. Right. What specifically about the lifts was the  
 10 subject of common complaint at that time?  
 11 A. I think constant breakdowns was the main issue with  
 12 them, from my point of view.  
 13 Q. Right.  
 14 Were you aware at that time, so first quarter of  
 15 2017, of the existence of the Lancaster West Residents'  
 16 Association, or LWRA?  
 17 A. No.  
 18 Q. Did you become aware of the existence of that  
 19 organisation?  
 20 A. Only after the fire.  
 21 Q. Only after the fire.  
 22 Did you yourself have any involvement with the  
 23 Grenfell Compact?  
 24 A. No.  
 25 Q. Now, I want to look at paragraphs 32 through to 40 —

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1 I'm not going to read them all to you — on page 7 of  
 2 this statement {IWS00001619/7}. If we could turn to  
 3 that, please. You describe there:  
 4 " ... a report to the London Fire Brigade about  
 5 a fire at Grenfell Tower ... that resulted in the injury  
 6 of 3 people, caused by poor maintenance for which  
 7 TMO/RBKC were responsible. Shah had shown me a report  
 8 and I had seen the reference to three people being  
 9 injured. I only ever saw a hard copy of this  
 10 report ..."  
 11 Was that before or after you became secretary of the  
 12 GTLA?  
 13 A. I can't remember if it was before or after I became  
 14 secretary.  
 15 Q. Right.  
 16 Can I ask you to look at your first statement,  
 17 please, {IWS00001000/5}. This is your Phase 1  
 18 statement, which is already in the record, and you  
 19 explain here in some detail over a number of short  
 20 paragraphs the fire safety advice that you were given at  
 21 the tower. In summary, you say that before the  
 22 refurbishment your knowledge of the stay-put policy had  
 23 come from Naomi, who had been told about it by, as you  
 24 described them, "the fire safety people". That's  
 25 paragraph 33, can you see?

9

1 A. Yeah.  
 2 Q. Later you say the knowledge had come from posters which  
 3 had appeared in the communal areas in the building  
 4 a few weeks before the fire, but I want to ask you about  
 5 some of the other sources of fire safety advice.  
 6 Can I start by asking you about Link magazine. Can  
 7 we go to {TMO00873549}. This is an issue of  
 8 Link magazine, which is a publication by the TMO, and  
 9 this is the autumn and winter 2015 issue, issue 60,  
 10 which is described as a bumper issue and wishes "Merry  
 11 Christmas to all our readers".  
 12 Do you remember receiving copies of Link magazine?  
 13 A. No.  
 14 Q. You never saw it lying around anywhere, did you?  
 15 A. Well, I don't — I can't remember specifically receiving  
 16 a Link magazine. I remember seeing, you know,  
 17 newsletters from the council or the TMO, which I —  
 18 yeah, so I've probably seen bits and things, but I can't  
 19 say that I recognise the name Link magazine.  
 20 Q. Right. You see, one of the reasons I'm asking you about  
 21 this magazine is it's one of the means by which the TMO  
 22 communicated or say they communicated fire safety  
 23 advice, so I'm asking you whether you, as a resident of  
 24 the tower, ever saw it.  
 25 A. If they would have been delivered, it would have been

10

1 something I would have read —  
 2 Q. Right.  
 3 A. — you know, roughly as breakfast time reading or  
 4 something.  
 5 Q. Okay, and there would be a lot to read.  
 6 You never saw this come through the letterbox?  
 7 A. No, not specifically, no.  
 8 Q. Did you ever see it in the building?  
 9 A. No.  
 10 Q. Had you ever heard of it?  
 11 A. I feel like today's the first time I've properly heard  
 12 of it.  
 13 Q. Right.  
 14 Well, let's look at another document, the homeowners  
 15 newsletter, {TMO00873542}. This is an issue of the TMO  
 16 Homeowner News, issue 12, winter 2015, so it covers the  
 17 same period as the Link magazine we've just looked at.  
 18 Is this a document that you saw at the time, winter  
 19 2015, do you think?  
 20 A. This seems more familiar. I probably would have paid  
 21 more attention to this kind of thing, and I think I've  
 22 seen things like this before.  
 23 Q. How would you have seen it?  
 24 A. Erm ...  
 25 Q. How would it have come to you?

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1 A. Not sure if it would have been by post. Probably by  
 2 post. Other than that, I'm not sure.  
 3 Q. Right. You say it was more familiar; do you think you  
 4 had read it?  
 5 A. This probably, because it's relating to service charges  
 6 and financial things that would actually impact us, yes.  
 7 Q. Right, I see.  
 8 If we go to page 2 {TMO00873542/2}, we can see in  
 9 the big red banner at the very top "Fire safety", and  
 10 there's some basic fire safety advice there, including  
 11 ensuring your child's nightwear is fully flame  
 12 retardant.  
 13 If you go to page 3 {TMO00873542/3}, there is a box  
 14 with the words "Fire safety" in it and a smoke alarm,  
 15 and there's some advice in there about flat entrance  
 16 doors, if you look at that in the second paragraph  
 17 there. Do you see?  
 18 A. Yeah.  
 19 Q. Do you remember seeing fire safety advice in newsletters  
 20 like this, particularly focusing on flat entrance doors?  
 21 A. No, not specifically in this way.  
 22 Q. Not specifically in this way.  
 23 Let's just look at the third paragraph and see if  
 24 this rings a bell with you, Mr Chapman. It says this:  
 25 "Where a door is potentially non-compliant we will

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1 write to you, first seeking documentation confirming the  
 2 door is compliant with fire safety regulations. If  
 3 you're unable to provide this documentation we can  
 4 arrange for the assessor to visit ... your home, assess  
 5 the door and produce a report confirming whether it's  
 6 compliant and, if not, what action is required by you.  
 7 If the assessor confirms that action is required it's  
 8 essential that this is treated with priority."

9 Now, is that advice that you saw, first of all, in  
 10 a publication such as this, do you think?

11 A. No, I don't think I've seen that on this kind of  
 12 publication before.

13 Q. Do you think that that's the sort of advice you would  
 14 have seen otherwise?

15 A. Yeah, I didn't — I haven't seen any specific advice  
 16 regarding the nature of what this is talking about.

17 Q. Right.

18 What assumptions did you make about whether the  
 19 front door of the flat you lived in with Naomi Li was  
 20 compliant with fire safety regulations?

21 A. I think the door was not compliant with fire safety  
 22 regulations before we replaced it, because — would you  
 23 like me to go into further detail of why?

24 Q. I do, but we will come to that in due course.

25 Just on this document, the last paragraph on the

13

1 right—hand side in the same box says that you can  
 2 contact the TMO's health and safety team if you have any  
 3 queries about your flat entrance door.

4 Just opening up the point you wanted to tell us  
 5 a little bit about a moment ago, we know that you  
 6 changed your flat front door in 2016, didn't you?

7 A. Yeah.

8 Q. Before you did that, do you remember having any  
 9 discussion with the TMO about its required  
 10 fire resistance?

11 A. No. I think the only time I would have — I wanted to  
 12 get information was when I sent my emails, before.

13 Q. I see, okay. Well, we'll come back to the question of  
 14 your flat front door shortly.

15 Can we then turn to {TMO00873559}. This is an issue  
 16 of the TMO's Homeowner News, issue 13, from summer 2016.  
 17 If we go to page 4 in that {TMO00873559/4}, please,  
 18 again you can see a smoke alarm and the rubric,  
 19 "Fire safety in your home". This has got more detailed  
 20 fire safety advice in it, and again, particularly more  
 21 detailed fire safety advice about your flat entrance  
 22 door. You can see that in the right—hand column there  
 23 from the top, "Flat entrance doors".

24 Do you remember receiving this newsletter  
 25 particularly?

14

1 A. Not this specific one, no.

2 Q. So do I take it from that that you wouldn't have seen  
 3 the advice about flat entrance doors set out on that  
 4 page that I've just pointed out to you?

5 A. I don't remember seeing that.

6 Q. Right.

7 Can we look next at a different document. This is  
 8 {JRP00000028}. This is the TMO and Rydon Grenfell Tower  
 9 Regeneration Newsletter from May 2016. Do you remember  
 10 receiving letters like this during the refurbishment.

11 A. Yes.

12 Q. Did you read them?

13 A. Yes.

14 Q. You did. Do you think you read this one?

15 A. Yes, it seems very familiar.

16 Q. Right. Why does it seem very familiar?

17 A. Because it's talking about the heat metering system for  
 18 the hot water and the heating generally.

19 Q. Right. That's something you specifically remember, do  
 20 you?

21 A. Yes, because this kind of instruction manual that you  
 22 see for the heating, I remember having to refer to this  
 23 to understand it.

24 Q. Right, I see. So this was the document you went to in  
 25 order to work your heating in your flat?

15

1 A. Correct.

2 Q. Right, okay.

3 Now, if we go in that document, please, down to  
 4 page 4 {JRP00000028/4}, we can see that there is  
 5 a section entitled "The 'stay put' fire policy", and  
 6 I'll read this out to you:

7 "The smoke detection systems have been upgraded and  
 8 extended. The Fire Brigade has asked us to reinforce  
 9 the message that, if there is a fire which is not inside  
 10 your own home, you are generally safest to stay put in  
 11 your home to begin with; the Fire Brigade will arrive  
 12 very quickly if a fire is reported.

13 "The only reason you should leave your home is if  
 14 the fire is inside your home. In this case you and your  
 15 family should leave the flat immediately: close your  
 16 door behind you, leave the building and call the 999,  
 17 giving your address and postcode.

18 "If there is a fire in the block near your flat, and  
 19 you believe you are at risk and would prefer to evacuate  
 20 the building, then please do so using the stairs and  
 21 wait outside the building for the Fire Brigade to  
 22 arrive."

23 Do you remember reading that passage in this  
 24 document that was otherwise familiar to you?

25 A. Yes.

16

1 Q. You do. Do you think you understood it?  
 2 A. Yes, which is why that is in my head, of the stuff  
 3 I repeated to Naomi on the night of the fire.  
 4 Q. Right. Remotely, because you weren't in the building —  
 5 A. Correct, yeah.  
 6 Q. — on the night of the fire.  
 7 Can I then ask you to look at {TMO00899658/13}.  
 8 Now, this is a snapshot of the TMO website as it  
 9 appeared on 24 December 2016. You can see that from the  
 10 very top of the page, because it refers to  
 11 a British Library archive snapshot.  
 12 My first question is: did you know from the time you  
 13 started living in the flat that the TMO maintained  
 14 a website?  
 15 A. I knew they had a website, yes.  
 16 Q. Did you ever visit it?  
 17 A. Yes, for the reporting repairs, I believe.  
 18 Q. For any other reason?  
 19 A. Not that I can remember.  
 20 Q. Right.  
 21 Now, looking at this page, you can see — if we blow  
 22 it up a little bit more, you can perhaps see it a bit  
 23 better — "Fire and smoke alarms", and there is some  
 24 advice given under "Fire and smoke alarms", and then  
 25 there are a number of different categories: there is,

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1 "Fire Safety in the home", "Smoke Alarms", "Fire  
 2 resisting self closing doors" and "Replacing front  
 3 entrance doors". Do you see that?  
 4 A. Yeah.  
 5 Q. If you turn to the next page, please {TMO00899658/14},  
 6 the next one down is "Fitting of Security Gates at flat  
 7 entrance door", "Fire Risk Assessments", "Communal  
 8 corridors and staircases", "Evacuation Strategy" and  
 9 "Fire safety in blocks of flats".  
 10 My general question is: were you aware that you  
 11 could find fire safety advice on the TMO's website?  
 12 A. No.  
 13 Q. You weren't. So the TMO never told you to go there to  
 14 see the fire safety advice?  
 15 A. No.  
 16 Q. Right.  
 17 I want to ask you next about the complaints process  
 18 that the TMO operated.  
 19 Can we go, please, to your second statement, and  
 20 look at page 9 {IWS00001619/9}, paragraph 43. You say  
 21 here:  
 22 "On 13 May 2017 Shah wrote an email addressed to  
 23 Anthony Cheney at the TMO pursuing this issue  
 24 further ..."  
 25 You identified the issues in paragraph 41: gas,

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1 antisocial behaviour and lifts.  
 2 At paragraph 43 you go on, after referring to the  
 3 document, to say:  
 4 "I didn't draft the email but I put my name to it  
 5 along with Tunde because I agreed with the content and  
 6 the decision to move the complaint up to Stage 2. This  
 7 was because I was still not satisfied with the  
 8 information I had been given and continued to have  
 9 concerns about the progress of the works. At the time  
 10 I didn't understand the complaints process and what each  
 11 stage meant. I wasn't overly interested in those  
 12 details as my instinct was that it would never really be  
 13 dealt with by the TMO or RBKC internally."  
 14 Now, if we go, please, to the document, this is  
 15 {RBK00001012} — it's the same reference as in  
 16 paragraph 43 — we can see the email from GTLA dated  
 17 13 May 2017 to Mr Cheney, copied to a host of people,  
 18 including your MP, Victoria Borwick.  
 19 If you go, please, to page 5 in this email  
 20 {RBK00001012/5}, you can see that at the very bottom  
 21 it's signed, not in handwriting but it's written,  
 22 Lee Chapman and Tunde Awoderu.  
 23 If we go back to page 1 {RBK00001012/1}, we will  
 24 have to scroll down a little bit just to show you the  
 25 first paragraph, you say:

19

1 "You and the complaints team have carried out  
 2 an investigation into our case and reviewed the  
 3 available background information including the  
 4 previously provided response by Sacha Jevans, Executive  
 5 Director of Operations. Unfortunately we found your  
 6 investigation neither open nor transparent and not based  
 7 on fact but misleading information given by your  
 8 neighbourhood management team. So we therefore intend  
 9 to take our issues and concerns to stage two and final  
 10 level for the following reasons."  
 11 Then you set out your reasons.  
 12 When you said "stage two and final level" there, did  
 13 you mean that stage 2 was, as you thought, the final  
 14 level?  
 15 A. I, at the time, wasn't clear on what stages of complaint  
 16 there were or what would be the final level, but as  
 17 I think this email was drafted by Shah or Tunde, I read  
 18 it and thought, well, they probably know more than me  
 19 about the stage of complaint, so that's all I know.  
 20 Q. I see. To be fair to you, the context in which you're  
 21 referring to this email is your evidence that you didn't  
 22 understand the TMO complaints process.  
 23 A. No, I didn't understand it (inaudible), no.  
 24 Q. Would it be fair to say that you didn't appreciate that  
 25 in fact it was a three-stage process?

20

1 A. No, I wasn't aware of the stages.  
 2 Q. Right, okay.  
 3 Can we just look briefly then at {TMO00879692}.  
 4 This is the TMO complaints policy revised on  
 5 30 July 2015, as you can see, and agreed by the TMO  
 6 board on 10 September 2015. That page doesn't tell you  
 7 very much itself.  
 8 If we can turn to page 2 {TMO00879692/2}, there is  
 9 the beginning of the complaints policy, and 1.1 starts:  
 10 "All residents and customers have a right to expect  
 11 an excellent service from Kensington & Chelsea Tenant  
 12 Management Organisation (KCTMO) and to have matters put  
 13 right when they go wrong."  
 14 Did you ever see a copy this was complaints policy?  
 15 A. No.  
 16 Q. Did anybody ever bring its existence or how to find it,  
 17 perhaps, to your attention?  
 18 A. No.  
 19 Q. Did you ever refer to it before submitting a complaint  
 20 to the TMO?  
 21 A. No.  
 22 Q. Were you aware that complaints could be made in  
 23 different ways to the TMO?  
 24 If we look at paragraph 2.5, perhaps, before you  
 25 answer the question. If you look there at the bottom of

21

1 the page, it says:  
 2 "Complaints may be received in writing by letter or  
 3 email, telephone, through the KCTMO website, or at our  
 4 offices, at meetings or on home visits. Regardless of  
 5 the method of notification of the complaint, all  
 6 complaints will be responded to in writing."  
 7 Did you know that?  
 8 A. I would have expected anyway that they would receive  
 9 complaints in many different ways, so not specifically  
 10 on this point, but naturally you'd think you could write  
 11 a letter, email or phone.  
 12 Q. Right, I see. So you assumed that what is stated there  
 13 was in fact the position?  
 14 A. Yeah, pretty much.  
 15 Q. Right.  
 16 Now, can we go to your Phase 2 statement, please,  
 17 and look at paragraph 41 {IWS00001619/9}. You say:  
 18 "On 22 April 2017 I emailed my local MP,  
 19 Victoria Borwick [and you set out the reference].  
 20 I felt the need to do this because we had achieved  
 21 nothing from raising our concerns with RBKC and the TMO.  
 22 I had a sense that the people in the TMO and RBKC looked  
 23 down on the residents of Grenfell Tower and were  
 24 brushing us off. As a result I felt that the next step  
 25 was to approach the local MP. I was working full time

22

1 and so most of the emails I would send were in the  
 2 evening. I only raised issues that were important to me  
 3 (gas, anti-social behaviour and lifts). I included  
 4 a summary of these issues and essentially tried to  
 5 explain that no one was listening to us. I was really  
 6 trying to get some movement on these issues by  
 7 contacting my MP."  
 8 First of all, can you just give us a sense of why  
 9 you had the feeling that the TMO and RBKC looked down on  
 10 the residents of Grenfell and were brushing you off?  
 11 A. I think, given the emails that I've sent or, you know,  
 12 that have been sent by the Grenfell Tower Leaseholders'  
 13 Association, whenever we wrote a complaint, it felt like  
 14 the reply was always generic, it wasn't really  
 15 addressing the specific concerns, so that's why I kind  
 16 of felt that they weren't being dealt with. And I think  
 17 in my mind at the time, because we were effectively  
 18 living in a, you know, council-owned building, a social  
 19 housing building maybe, the council would maybe perceive  
 20 us to be raising issues that are not really big issues  
 21 to them. At that time, that was how I felt.  
 22 Q. Right.  
 23 Now, were you aware that your local councillor and  
 24 your MP could make a complaint on your behalf to the  
 25 TMO?

23

1 A. I knew that by writing to your local MP they could  
 2 essentially attack it from another angle, if you like,  
 3 but I wasn't — I've never been entirely sure of exactly  
 4 what they can do.  
 5 Q. Yes. What was the upshot of this approach, in brief?  
 6 A. Can you just change the word "upshot", just —  
 7 Q. Result.  
 8 A. I think by raising the awareness to the MP to at least  
 9 make her aware, and I think that the reply I got back  
 10 from her obviously showed that she'd actually looked at  
 11 it. What was done doesn't matter, but the fact that  
 12 she'd looked at it and was aware of the issue. So  
 13 I feel like before she wouldn't have been aware of it.  
 14 Q. Right.  
 15 Did you know whether RBKC itself, as opposed to the  
 16 TMO, had its own complaints procedure?  
 17 A. I'm not sure.  
 18 Q. You're not sure. Is that a —  
 19 A. Can you just repeat it again, sorry?  
 20 Q. Yes. Did you know whether the council, RBKC, had its  
 21 own separate complaints procedure?  
 22 A. In — separately from the TMO?  
 23 Q. Separately from the TMO.  
 24 A. No, because I think in my mind I just thought TMO, RBKC,  
 25 they should be aligned in their procedure, so it

24

1 wouldn't really be necessary to contact them separately,  
 2 if you like.  
 3 Q. Yes, I see. So does it follow from that that you never  
 4 explored whether you could, as it were, go round the TMO  
 5 and go direct to RBKC with your complaint?  
 6 A. No, and I felt that the amount of email addresses you  
 7 saw in the emails, with lots of different people from  
 8 different parts, that kind of everyone should kind of be  
 9 aware of what's going on anyway.  
 10 Q. I see. So does that tell us that the widespread  
 11 dissemination of that email showed that you weren't  
 12 aware of two separate chains of procedure?  
 13 A. Yes. Yeah, I think that's correct.  
 14 Q. Right.  
 15 Does it also follow that, before the fire, you had  
 16 never seen any policy or guidance as to how to make  
 17 a complaint formally and directly to the council, RBKC?  
 18 A. Yeah, correct.  
 19 Q. Okay.  
 20 Can I move to the topic, then, which we touched on  
 21 earlier, of flat front doors.  
 22 You moved into flat 195 after the general front door  
 23 replacement programme, didn't you?  
 24 A. Yes.  
 25 Q. I think in both statements that you've given us, you've

25

1 explained how you came to replace your flat front door.  
 2 Can we go to your first statement, please, at page 4  
 3 {IWS00001000/4}, and I would like to look with you at  
 4 paragraph 21. You say there:  
 5 "I understand that the TMO changed the front doors  
 6 to most of the flats. From what I could see, the new  
 7 doors installed by the TMO why write, a uniform colour  
 8 and style.  
 9 "Naomi and I changed our front door by ourselves.  
 10 I initially got in contact with Claire Williams to see  
 11 if they could change the door. She said she would find  
 12 out. When she came back to me she said because we were  
 13 leaseholders we would need to do it ourselves. I had  
 14 asked if there was a specific company they use that we  
 15 could contact. She said no, so we did it ourselves.  
 16 Claire Williams said that if we do get a new door we  
 17 would need to make sure it is fire resistance for at  
 18 least 30 minutes."  
 19 Now, you refer there to advice given to you by  
 20 Claire Williams that the flat front doors should have  
 21 fire resistance for at least 30 minutes. Were you aware  
 22 of the need to maintain your flat front door as a fire  
 23 door before that conversation with Claire Williams you  
 24 refer to?  
 25 A. No.

26

1 Q. Did the TMO, before that time, tell you or Naomi about  
 2 the importance of the front door having a functioning  
 3 self-closing device?  
 4 A. No.  
 5 Q. Now, we know you changed your front door in  
 6 November 2016. I think it's right that you bought  
 7 a green front door from some people called Global Door.  
 8 A. Yes, that's correct.  
 9 Q. And that was in their fire range, wasn't it, so to  
 10 speak?  
 11 A. Correct, yeah.  
 12 Q. Did you make sure that it had resistance to fire of at  
 13 least 30 minutes?  
 14 A. Yes.  
 15 Q. How did you go about that?  
 16 A. So obviously I emailed Claire Williams, because  
 17 I thought firstly she might be able to recommend the  
 18 specific company that the council used to replace the  
 19 door, because I thought then at least you're keeping in  
 20 line with what the council's policy is, if you like.  
 21 Obviously she gave me the advice that it needed to be  
 22 resistant for 30 minutes, so I think it was a case of  
 23 searching on Google to find a fire-rated door, and that  
 24 was how the search commenced.  
 25 Q. I see.

27

1 Can we go, please, to {IWS00002370}. Now, this is  
 2 an email from Global Door to you dated 12 November 2016,  
 3 subject, "Your First Class Order Confirmation", and then  
 4 there is a reference.  
 5 If you go to page 2 in that {IWS00002370/2}, you can  
 6 see that there is at the top a reference "FD30s Fire  
 7 Rated", that's all in red, and then in black:  
 8 "Door Reference 182054.  
 9 "Styles.  
 10 "Door Range: Fire."  
 11 Et cetera.  
 12 Is this document the document you relied on from  
 13 Global Door that told you that this was a 30-minute fire  
 14 door, or at least 30-minute fire door?  
 15 A. Yeah.  
 16 Q. It says, if you go to the top, as we've just seen, that  
 17 it's fire rated. Did you know what that meant?  
 18 A. No.  
 19 Q. No. So you were just relying on the fact that it said  
 20 FD30S?  
 21 A. Yes.  
 22 Q. I see.  
 23 Do you know if that standard complied with  
 24 fire safety regulations?  
 25 A. I would have presumed that if you are buying a fire

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1 door, that to be able to sell that, it should  
2 automatically comply with fire regulations.  
3 Q. Can we look at your second statement, please, on page 3  
4 {IWS00001619/3}. At paragraph 14, under "Flat Door",  
5 you say:  
6 "I have already provided the Inquiry with evidence  
7 relating to my front door at paragraphs 21–24 of my  
8 Phase 1 witness statement, where I set out the  
9 circumstances in which Naomi and I replaced our flat  
10 door to ensure that it was a fire door.  
11 "Surprisingly, despite being told by Claire Williams  
12 of the TMO that the door would have to have a  
13 thirty minute resistance to the fire, no one at the TMO  
14 ever asked to look at or be provided with copies of the  
15 fire—resistance guarantees that we obtained for the  
16 doors. There is no way that the TMO would have known  
17 whether our flat door complied with the fire safety  
18 requirement or not, even though we had been proactive in  
19 raising the issue of the door with them."  
20 Did you yourself ever ask for any assurance from  
21 Claire Williams or anybody else at the TMO that the door  
22 you had chosen was suitable?  
23 A. No.  
24 Q. Why was that?  
25 A. I think because of the nature of the way I asked her

29

1 anyway on the email, and then it was just kind of like  
2 a very, you know, straightforward response I had from  
3 her, it felt like it wasn't — no one seemed to really  
4 be that worried — well, I say no one; Claire Williams.  
5 It didn't seem like it was something that was  
6 necessarily followed and checked.  
7 Q. Does it follow from that that nobody ever asked you to  
8 let them check your front door to make sure that it did  
9 have a minimum 30 minutes' fire resistance?  
10 A. No one checked that.  
11 Q. Does it also follow that no one ever asked to check your  
12 front door to make sure that it had an operating  
13 self—closing mechanism?  
14 A. No one checked that.  
15 Q. Did you ever meet a man called Stokes?  
16 A. I don't remember.  
17 Q. Carl Stokes.  
18 A. The name — Carl Stokes?  
19 Q. Yes.  
20 A. No, I don't remember that name.  
21 Q. Did you ever meet anybody who asked to inspect your  
22 front door or its door—closer as part of a routine  
23 inspection?  
24 A. No, I don't remember any routine inspection.  
25 Q. Or even a non—routine inspection?

30

1 A. No, no one checked that door.  
2 Q. Right.  
3 Did you ever meet a fire risk assessor retained by  
4 the TMO?  
5 A. No.  
6 Q. I would like to turn to a different topic, which is the  
7 gas pipe installation in the stairwell, and to start, if  
8 I can, with your initial concerns about it, which you  
9 describe in your second statement at paragraphs 19 to  
10 48, from pages 5 to 10. There is a lot of material in  
11 that and we'll take that as read.  
12 Can we look at how this starts in your first  
13 statement, page 6 {IWS00001000/6}, and go to  
14 paragraph 43. You say there at the top of the page:  
15 "As the gas piping in the stairwell was being  
16 installed, we were told that our gas pipes would be  
17 changed so the gas pipes ran along the ceiling, coming  
18 into the flat above the front door and through the  
19 bathroom and toilet into the kitchen. We refused to  
20 allow this because I was concerned about the safety of  
21 this. We were told that eventually they would just turn  
22 off the old gas supply. This issue had not been  
23 resolved at the time of the fire. We had received  
24 letters from National Grid saying they needed access.  
25 I think the council said we would need to give access.

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1 I spoke to someone via the National Grid on the  
2 telephone and said I wouldn't allow it until I was happy  
3 that it was necessary and safe.  
4 "Living so close to the top, I was worried about  
5 fire safety as we would need more time to get out in the  
6 event of a fire. Also, I cannot stress how worried  
7 I was about the gas pipe."  
8 Now, you refer there to a discussion that you had  
9 had with the National Grid in which you refused access  
10 until you were happy that the works were necessary and  
11 safe.  
12 What kind of reassurance were you after?  
13 A. I think at the time, just to understand that they  
14 were — what they were doing was safe and was  
15 essentially agreed with higher powers, if you like, to  
16 know that what they were doing, you know, was compliant  
17 with fire regulations.  
18 Q. Was there any reason you had to think that the  
19 National Grid would not comply with the fire  
20 regulations?  
21 A. Yes. I think because of the way I saw the pipes  
22 installed outside on the ceiling and the fact that they  
23 intended to go through, you know, other rooms within the  
24 flat, to me that just didn't seem right, that a gas pipe  
25 would flow through those areas.

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1 Q. When you refer to Building Regulations, or fire  
2 regulations, what did you mean? Do you mean the  
3 regulations governing National Grid as a statutory  
4 undertaker —  
5 A. General regulations for the work that they do.  
6 Q. Right, I see. I mean, clearly you're not — well, maybe  
7 you are — an expert in gas risers, but does it come to  
8 this: looking at it as a layperson like me, you would  
9 think, "Well, that doesn't look safe to me, is this  
10 right?"  
11 A. Yeah, and that's exactly why I kind of challenged it,  
12 because it just didn't seem right, it didn't sit right  
13 with me, the fact that that was happening, and,  
14 you know, that was why I was worried about it.  
15 Q. You were after a reassurance from the National Grid;  
16 what would be the substance of the reassurance that you  
17 would get from the National Grid that would make you  
18 assured or reassured?  
19 A. I think I was expecting, firstly, someone to kind of go  
20 into a bit more detail on why it was okay, and also  
21 I would have expected a letter to kind of say, "It's  
22 completely safe, this is why". I mean, I understood the  
23 reason why they needed to replace the old gas pipes, but  
24 I didn't understand why they were going to install this  
25 new one in such an odd way, to me.

33

1 Q. I see.  
2 Did you get the kind of reassurance that you were  
3 seeking?  
4 A. No.  
5 Q. What was the result of this discussion in the end?  
6 A. I think it was probably left where we said, I wouldn't  
7 allow someone access until I was happy it was  
8 necessary — it was safe, and obviously the fire  
9 happened, so it never got to that — beyond that stage.  
10 Q. Now, if we go back to your second statement, please, and  
11 go to page 5 {IWS00001619/5}, you see you say in  
12 paragraph 21 on that page:  
13 "We were not consulted on the works and the works  
14 seemed to be done with no one from RBKC or TMO  
15 inspecting. If we hadn't raised concerns about these  
16 works, as detailed below, nothing would have been  
17 challenged or done about these works."  
18 Now, what gave you the impression that no one from  
19 RBKC or TMO seemed to be inspecting these works?  
20 A. I think in my head at the time I thought that the nature  
21 of the way it was being installed, how could anyone have  
22 checked it and said it was okay to do it? That would be  
23 my reasoning at the time, that it just didn't look  
24 right, and I'm pretty sure as a landlord, you wouldn't  
25 be happy with the works going about in the way that they

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1 were going.  
2 Q. I see. So you were drawing an inference, were you, from  
3 the fact that you didn't think they sat right, that they  
4 can't have been looked at by the TMO or RBKC?  
5 A. Correct.  
6 Q. I see.  
7 Can we look, then, at paragraph 22 together. You  
8 say this:  
9 "I had concerns about the gas pipes being done in  
10 this way, and was told that the pipes would be boxed in.  
11 However I had seen the way the workers had boxed in the  
12 central heating pipes and in my view this had been done  
13 very poorly, in what appeared to be the cheapest  
14 possible way. I had genuine concerns about this plan  
15 for the gas pipes as I did not think the workmen would  
16 box them in correctly. In any event, as I set out in my  
17 Phase 1 witness statement, my recollection is that by  
18 the time I had left for Malaysia (on 9 June 2017), the  
19 pipes were not boxed in for several floors below us."  
20 When you first had concerns about the gas pipes,  
21 what did you understand to be the process for raising  
22 those concerns?  
23 A. I don't think I understood the process for raising them  
24 being any different to what I'd previously thought in  
25 terms of writing a letter or making a phone call.

35

1 Q. I see. So were you no further forward in your  
2 understanding of the TMO's staged complaints policy?  
3 A. No.  
4 Q. You were no further forward in understanding that there  
5 was a separate complaints system for RBKC?  
6 A. No.  
7 Q. I see.  
8 A. I never looked at them as kind of a separate entity.  
9 I always thought the council choose the TMO to do — to  
10 maintain this work, they work together.  
11 Q. Right. Did anybody say to you that this wasn't their  
12 problem or business, you should talk to the  
13 National Grid if you have a problem?  
14 A. I don't remember, no.  
15 Q. Right.  
16 SIR MARTIN MOORE—BICK: Mr Chapman, can I ask you this: if  
17 someone from the TMO or the council had written perhaps  
18 a round letter to all the tenants saying, "This is what  
19 the work is, this is why it's being done in this way and  
20 the National Grid are happy that it's all safe and  
21 appropriate", would that have satisfied your concerns,  
22 do you think?  
23 A. I think somewhat, yes.  
24 SIR MARTIN MOORE—BICK: All right.  
25 A. To be honest, I probably would have still thought in my

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1 head it's not right, but at the end of the day, I don't  
 2 know how the regulations work. But if they're happy and  
 3 they're saying it's fine, then it must be fine.  
 4 SIR MARTIN MOORE—BICK: Yes, all right, thank you.  
 5 Yes, Mr Millett.  
 6 MR MILLETT: Now, at this time — is this right? — you  
 7 hadn't yet become involved in GTLA, or had you?  
 8 A. At what point, sorry?  
 9 Q. When the question mark arose over the installation of  
 10 the gas pipes.  
 11 A. I'm not sure specifically when I joined the GTLA, but  
 12 that was certainly kind of like a flash point in my  
 13 head, if you like, that it was a really big issue that  
 14 needed to be dealt with.  
 15 Q. All right. The dates may get a little close to each  
 16 other, but you have told us that you joined the GTLA in  
 17 early 2017 and became secretary in the March of that  
 18 year.  
 19 A. Yeah.  
 20 Q. I'm just trying to get a feel for whether at the time  
 21 you raised your concerns about the gas riser  
 22 installation you were yet involved in the GTLA.  
 23 A. I can't remember specifically, but that was probably the  
 24 thing that prompted me to really get involved and really  
 25 start trying to move things.

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1 Q. Yes, and you do list gas as one of your —  
 2 A. Yes, yes, that was my biggest worry.  
 3 Q. I see.  
 4 Looking, if we can, at page 6 {IWS00001619/6}, you  
 5 can see at paragraph 25 you say this:  
 6 "I was incredibly confused by the TMO's reluctance  
 7 to engage with this as an issue. It didn't make sense  
 8 to me that the landlord would not be interested in this  
 9 issue, especially as it was one which could damage their  
 10 own asset if the works were unsafe."  
 11 "This issue" there I think is the issue of the gas  
 12 pipes, the installation.  
 13 A. Yes.  
 14 Q. Yes.  
 15 What was it that made you think that the TMO was  
 16 reluctant to engage on this issue?  
 17 A. I think with the letters that we sent and the responses  
 18 that we got, it just didn't really seem to fully address  
 19 what we were raising. There never seemed to be specific  
 20 addressing, you know, of the individual parts of it, it  
 21 was just very generic.  
 22 Q. Now, we'll come back to paragraph 26 in a moment, but  
 23 just to come back to paragraph 16 in this statement, if  
 24 you go back to page 4 {IWS00001619/4}, you can see that  
 25 you had had a discussion in relation to the subject of

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1 windows with the TMO in March 2017, and had had a series  
 2 of complaints about that.  
 3 If you now go back to page 6 {IWS00001619/6} and  
 4 paragraph 26, you say this:  
 5 "On 16 March 2017, Tunde Awoderu, the Vice Chair of  
 6 the GTLA sent an email to Millicent Williams at the TMO  
 7 [and there is the reference]. This email followed on  
 8 from an earlier exchange about some of the complaints  
 9 that the GTLA had about Grenfell Tower. Tunde referred  
 10 to an earlier email that he had sent on 7 March 2017  
 11 about the exposed gas pipes. He explained that we did  
 12 not feel safe in the building and asked for an  
 13 independent adjudicator to investigate the gas pipes,  
 14 and for the residents to be provided with proof that TMO  
 15 had been authorised to carry out the gas works in this  
 16 way."  
 17 Let's look at that email itself, which is at  
 18 {TMO10046873/4}. There is the email. If you see the  
 19 date, 16 March, and look at the very bottom of the page,  
 20 it comes from Tunde Awoderu. He says in the second  
 21 line:  
 22 "Let me categorically confirm that to you and the  
 23 leaderships of the KCTMO and also I am referring to my  
 24 earlier email dated 7th March 2017, this attached  
 25 exposed gas pipe throughout the building has put our

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1 life in danger and we don't feel secure in the building  
 2 anymore. The leaderships of the KCTMO MUST [in  
 3 capitals, underlined and bold] find immediate remedy to  
 4 the serious concerns and secure the building by tonight.  
 5 "If you feel we are overstating our claim of 'Health  
 6 and safety', concerns we request the KCTMO to invite the  
 7 independent adjudicator to investigate the gas pipe  
 8 immediately.  
 9 "Again the extract from our earlier email dated  
 10 7 March 2017 for the information and convenience of the  
 11 recipients of this email [and then he sets out again].  
 12 "'Could you please kindly provide us the proof or  
 13 evidences that anywhere at RBKC or in London or in the  
 14 United Kingdom that gas pipe line exposed such a manner  
 15 and installed beside the staircase (only fire escape)  
 16 where there is no air can escape whatsoever. And  
 17 vandalism and antisocial are daily occurrences. This  
 18 newly installed exposed gas pipe line is easy target of  
 19 vandalism and one incident can have serious catastrophic  
 20 consequence for the whole building.  
 21 "'Could you please kindly provide us the health and  
 22 safety certificate authorised that the KCTMO or the  
 23 National Grid that they obtained permission before  
 24 installing the gas pipe going through the entire  
 25 staircases of the Building?'

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1 "Please read comments send to us from one of the  
2 resident of this building:  
3 "'I'm absolutely shocked by the dodgy work and the  
4 risk to the building. I walked up the communal stairs  
5 tonight and I'm surprised that there is not even  
6 protection. If there was a gas leak on one of those  
7 pipes and someone was smoking that would be the end of  
8 the building.'  
9 "This is quite scary and not truth but fact of the  
10 matter and sometime 'hardest things to find in this  
11 world something is in front of us'.  
12 "We demand that the KCTMO must made this building  
13 secure and give assurance that the building is secure  
14 before everybody goes to bed.  
15 "We wait to hear from you and the leaderships of the  
16 KCTMO not in due course but NOW [bold, caps]."  
17 Now, we can see that for the terms and tone in which  
18 it's written.  
19 Do you know whether there were any discussions  
20 within GTLA before that email was sent by Mr Awoderu?  
21 A. I don't remember.  
22 Q. Right.  
23 Do you know why Mr Awoderu was asking for  
24 an independent adjudicator?  
25 A. I think — I mean, at some point I know that we'd

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1 discussed getting someone independent to assess the  
2 works, and I think that — well, I'm not sure what he's  
3 referring to exactly, but that was our kind of thing  
4 that we thought, we need to get someone independent of  
5 us and of RBKC to look at it and tell us if it was okay  
6 or not.  
7 Q. Now, if we go to the next email up in the chain, it  
8 starts at the bottom of page 2, and goes over in  
9 substance to page 3 {TMO10046873/3}, and is sent to  
10 Millicent Williams but copied to a host of others. If  
11 we can go to page 3, you will see the rest of it:  
12 "Dear Millicent Williams,  
13 "I am writing to further support all issues raised  
14 by Mr Awoderu."  
15 I should have pointed out the date. This is  
16 20 March 2017, so four days later.  
17 My first question is — if you look at the list of  
18 email recipients at the bottom of page 2, top of page 3,  
19 and for present purposes top of page 3, if we can  
20 scroll — there it is, that would help. My question is:  
21 how did you collate that list?  
22 A. So I think I looked at emails that were sent before,  
23 from, you know, Grenfell Tower Leaseholders'  
24 Association, and who I thought was maybe important at  
25 that — who was important to contact. So I wasn't maybe

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1 entirely sure of exactly who to write to, but, you know,  
2 you can see there's like councillor or Robert Black, and  
3 I understood that Robert Black and Laura Johnson was  
4 quite high up in RBKC, TMO, whichever one it was, so I  
5 thought that that — that was how I kind of formed the  
6 names, if you like, to go in this email.  
7 Q. I see.  
8 You can see that in fact the email goes beyond the  
9 TMO and RBKC, and goes, for example, to individuals at  
10 parliament.uk. You can see that at the very last entry  
11 on page 2, "shaylorc", which I think is Shay Lorcan, at  
12 parliament.uk. Where did you get their name from?  
13 A. So I'm not sure whether I thought that person was the  
14 secretary of the MP for our area or not. I'm not sure.  
15 I would assume that that is probably why I copied that  
16 name in.  
17 Q. I see.  
18 Quentina Layne, Octavia, do you know who she is?  
19 A. No.  
20 Q. Do you know how you got her name to add to this list?  
21 A. No, I probably looked at the previous emails and  
22 thought, okay — if I wasn't sure, probably better to  
23 leave it in.  
24 Q. Looking at the second paragraph, which is on the screen  
25 in front of you, you say:

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1 "We are sincerely concerned as residents living in  
2 the tower and that the fire risk that the recent  
3 installation of gas pipes has brought to the building.  
4 It is not just the installation itself that causes some  
5 alarm, but it is the risk that exposed pipes of any kind  
6 can cause to residents. The fact that these pipes have  
7 natural gas, which I'm sure you will understand is  
8 extremely [combustible] makes us feel in grave danger in  
9 the event of one of the pipes being compromised."  
10 Then you say a little bit further down, towards the  
11 bottom of the page:  
12 "Having seen these pipes numerous times, I am  
13 seriously concerned about how I will get out of this  
14 building alive in the event of a fire with this added  
15 risk. At no point were we advised that a Gas pipe would  
16 be installed in a communal area, nor were we informed of  
17 the need to be extra vigilant. At the 22nd floor it is  
18 a very long way down from the window in the event that  
19 after 30 minutes of fire our house is engulfed."  
20 Can you explain what you meant in this email by the  
21 reference to the installation causing some alarm which  
22 you see in the first main paragraph I read to you?  
23 A. Can you just go back to the first para?  
24 Q. Yes.  
25 A. The first one, just so I can make reference to that.

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1 Q. Yes, absolutely, can we scroll back up. Yes, thank you.  
 2 It's the paragraph where you say:  
 3 "We are sincerely concerned as residents living in  
 4 the tower ..."  
 5 In the second line there you say:  
 6 "It is not just the installation itself which causes  
 7 some alarm, but it is the risk that exposed pipes of any  
 8 kind can cause to residents."  
 9 My question again: can you explain what you meant  
 10 when you refer to the installation causing some alarm?  
 11 A. So I think the installation is related to the pipe being  
 12 installed without boxing or whatever it was supposed to  
 13 have around it. That's kind of like the first issue of  
 14 the installation. Then the other issue was the fact  
 15 that if gas is flowing through that pipe without the  
 16 fire rated box around it or just the pipes generally, if  
 17 someone is smoking in the stairwell or something like  
 18 that, the risk of a fire from that.  
 19 Q. Certainly. The "causing some alarm" I'm interested in.  
 20 A. Okay.  
 21 Q. What did you mean by that? Did you mean that it wasn't  
 22 just you who was alarmed but there were others in the  
 23 building?  
 24 A. Yeah, there were others in the building that were, yeah,  
 25 concerned. I think "some alarm" was me trying to be

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1 polite.  
 2 Q. I see. So it was an understatement intended to  
 3 communicate a rather graver —  
 4 A. Correct, yes.  
 5 Q. — sense of disquiet?  
 6 A. Yeah.  
 7 Q. Had you talked to members of GTLA before sending this  
 8 email about this question?  
 9 A. I'm not sure exactly what point I would have spoken to  
 10 the other members of the Grenfell Tower Leaseholders'  
 11 Association. I know we discussed it at points, but,  
 12 yeah, I'm not sure in relation specifically to this. It  
 13 may have been that when I wrote some of the emails  
 14 I didn't necessarily consult with them, but I knew that  
 15 it was an issue so I should try and, you know, keep  
 16 momentum.  
 17 Q. To what extent did you know that others in the building  
 18 shared your sense of alarm?  
 19 A. So I think once — when I'd walked down the stairwell  
 20 before and seen the pipes, I think there was someone  
 21 smoking once in the stairwell and I said, "Oh, don't you  
 22 worry about these pipes?" and they said, "Yeah,  
 23 of course", as they were smoking. But that's why I knew  
 24 that, you know, it wasn't — I'd heard that kind of  
 25 anecdotal quote, if you like, and obviously I knew of

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1 the issues with — that Shah and Tunde, you know, we had  
 2 raised, and I think there was someone else at some point  
 3 that we had also discussed it with. So I knew it wasn't  
 4 just us three, if you like.  
 5 Q. Right.  
 6 How many members did the GTLA have at this point,  
 7 can you remember?  
 8 A. I'm not sure of active members. I think there were  
 9 a number of people that had essentially signed up to the  
 10 emails, but I'm not sure of the active numbers of people  
 11 within the Grenfell Tower Leaseholder Association.  
 12 Q. Right. Did you have a system or means by which you  
 13 could collect their views?  
 14 A. Not really, because we didn't get responses from the  
 15 emails that we sent from many people.  
 16 Q. Did you send an email round about your concerns about  
 17 the gas installation at this point before writing this  
 18 email?  
 19 A. I don't think so.  
 20 Q. Right.  
 21 A. I don't remember, I should say.  
 22 Q. If we go in your second statement, please, to page 6  
 23 {IWS00001619/6}. We've just looked at paragraph 26,  
 24 I would like to look now at paragraph 27, and you refer  
 25 to this response in that paragraph.

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1 You say in the third line:  
 2 "The reason that I felt the need to do this was  
 3 because I was concerned that the TMO were for some  
 4 reason assuming that GTLA emails were only really on  
 5 behalf of Tunde and Shah, because they were the Chair  
 6 and Vice Chair. I felt that the way to make the TMO and  
 7 RBKC actually take notice would be to email separately  
 8 in order to show that this was an issue that was  
 9 concerning a large number of us."  
 10 When you say "large number", can you give us a feel  
 11 for how many?  
 12 A. Not specifically, no. I mean, other than speaking to  
 13 people on kind of like an ad hoc basis, if you like, to  
 14 know that there were other people involved. I mean, the  
 15 large number I think was kind of assumed, that because  
 16 you — you know that obviously the only people you  
 17 really speak to are the people involved with this  
 18 specific issue, but other people maybe had an issue but  
 19 didn't want to talk about it, didn't want to contact  
 20 anyone about it.  
 21 Q. Right, I see. So when you say "a large number of us",  
 22 was that strictly accurate or was that a ...?  
 23 A. I —  
 24 Q. Was that generous?  
 25 A. I think — I mean, I can think of when we kind of stood

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1 in the corridor once trying to get signatures for  
 2 something, I don't know if it was relating to the fire  
 3 box or something else, and we had a list of a number of  
 4 people, and by that I think more than ten, but I think  
 5 the definition of "large number" — because I can't  
 6 quantify it for you, I can't really say whether it's  
 7 large or small.  
 8 Q. No. At any rate, not you alone.  
 9 A. Correct, yes.  
 10 Q. And not Mr Awoderu alone.  
 11 A. Yeah, not just us three who were always sending emails.  
 12 Q. Can we then go, please, to {RBK00001574/2}. If you look  
 13 halfway down page 2, you can see that there is an email  
 14 from you to Laura Johnson at RBKC dated 23 March 2017,  
 15 copied to Robert Black and also to GTLA and  
 16 Tunde Awoderu himself, and also Judith Blakeman, who was  
 17 a councillor.  
 18 You say:  
 19 "Dear Ms L. Johnson,  
 20 "Please may I ask for your assistance with  
 21 outstanding issue in Grenfell Tower.  
 22 "I am writing you with regards to the fire safety  
 23 report, which the Grenfell Tower Leaseholder's  
 24 association has already requested.  
 25 "As you have already seen, your asset (Grenfell

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1 Tower) is subject to what we believe is a health and  
 2 safety risk, due to a gas main being installed within a  
 3 high risk area of the building namely; communal fire  
 4 escape. Given this has already been requested, I would  
 5 like to understand what progress has been made [in]  
 6 getting this report and cascading it through to us.  
 7 "If the RBKC feels that it has contracted out this  
 8 work with a duty of care, then it should be relatively  
 9 straight forward to make this available without delay.  
 10 "The potential risk to life and also to our common  
 11 assets is without doubt, very high. Given that this GAS  
 12 MAIN is installed through our communal fire escape,  
 13 I cannot imagine the possible consequences of a fire in  
 14 this building and as a duty of care the RBKC must ensure  
 15 that we can get out in an emergency, if there is a need  
 16 to evacuate. To be clear, if we cannot get out people  
 17 will die or [at] best suffer serious injury."  
 18 Now, there is more in this email that I can show  
 19 you, as you will recall, but just pausing there, given  
 20 that, as you say in your second statement at  
 21 paragraph 31 {IWS00001619/7} — and if we need to see  
 22 that, we can see that — by this time, 23 March 2017,  
 23 you had not yet received a response from  
 24 Millicent Williams to your 20 March email, why did you  
 25 think it was necessary to send this message to

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1 Laura Johnson?  
 2 A. I think given the severity, in my view, of what issues  
 3 we were raising and that the works were still  
 4 continuing, we should have had a response by that point.  
 5 Q. I see. So four days was too long to wait?  
 6 A. Yes.  
 7 Q. I don't want to put words in your mouth, but that's the  
 8 sense I'm getting.  
 9 A. Yeah, yeah, I felt that this was a very, very urgent  
 10 issue, and it just wasn't being dealt with. I mean,  
 11 this kind of nature, anywhere else in your life,  
 12 you know, you raise what you view is, you know, almost  
 13 a life and death kind of issue, that it would be dealt  
 14 with the severity with which it's intended.  
 15 Q. Why didn't you just chase Millicent Williams up first  
 16 for an answer, telling her how you felt?  
 17 A. I think because of all the different people that we'd  
 18 emailed and were involved, and I understood that  
 19 Laura Johnson was one of the big bosses, if you like,  
 20 and I presumed that, you know, they're all in their  
 21 offices, you know, and they're probably quite close to  
 22 one another, if you're emailing one person, they're  
 23 probably going to say to another person, "What's going  
 24 on?" And just really to kind of — so different people  
 25 know that this is a big issue and someone needs to take

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1 notice of it.  
 2 Q. Right.  
 3 Now, you say in your second statement at  
 4 paragraph 31 {IWS00001619/7} that you had assumed that  
 5 Tunde Awoderu or Shah Ahmed told you that Laura Johnson  
 6 was the person to contact. Did they explain to you why  
 7 she was the person at RBKC to contact?  
 8 A. They did at the time, but I can't remember the reason.  
 9 Q. Right.  
 10 Now, you refer in the part of the email which we've  
 11 just looked at together to RBKC having a duty of care to  
 12 ensure that you could safely evacuate in the event of  
 13 an emergency. What led you to think that?  
 14 A. If you own the building, surely you are responsible for  
 15 ensuring the safety of the people in that building. You  
 16 are the landlord.  
 17 Q. Now, I asked you earlier on about the stay-put policy  
 18 and you confirmed that you were aware of that policy.  
 19 A. Yes.  
 20 Q. Given that stay put was the policy in place at  
 21 Grenfell Tower, can you just help us why you nonetheless  
 22 were concerned about whether you could evacuate from  
 23 your flat?  
 24 A. Yes. So I think being so high up, knowing — I mean,  
 25 because the lifts had broken many times, you know, the

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1 time it took to get down the stairs, I think ... well,  
 2 I mean, let me just think about what I'm saying.  
 3 Yes, so I think because we were living so high up,  
 4 and we knew of these issues, we knew it would be  
 5 a long — it would take a long time to get down the  
 6 stairs, that I thought that obviously the higher you  
 7 live, obviously the more serious it is, because if you  
 8 lived on the lower floors and there was a fire, you  
 9 could either get down the stairs or maybe you could jump  
 10 out the window, something like that. But being so high  
 11 up, knowing that that communal stairwell is your only  
 12 way of getting out, was my big worry at that time, and  
 13 I remember going to bed thinking, "I really hope nothing  
 14 ever happens".  
 15 Q. Really?  
 16 A. But what can you do? You live somewhere and you have to  
 17 trust that the people that are responsible for that  
 18 building are looking after the health and safety,  
 19 because that's normally the number one thing that  
 20 everybody worries about in day-to-day life.  
 21 Q. What I'm really driving at, Mr Chapman, is that if the  
 22 stay-put advice was good and reliable advice, stay put  
 23 in your flat if there is a fire elsewhere in the block,  
 24 why were you concerned about whether you could get out?  
 25 A. Because of this work that was going on around, okay,

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1 I understand you have been given the advice that you  
 2 stay put if it's not in your flat, but my real concern  
 3 was okay, that's fine, providing you can get out  
 4 eventually and if the fire doesn't spread, and in my  
 5 mind that — the gas pipe, having seen the work, knowing  
 6 that there were gaps within that, and knowing how smoke  
 7 travels, how can you be sure that if you do need to get  
 8 out, you'll be able to get out?  
 9 Q. I wonder if we can together put our finger on the  
 10 essence of it. I think you might just have done that,  
 11 and forgive me for putting words into your mouth, but  
 12 was the essence of your question directed to a fire not  
 13 in a flat but in the main escape route?  
 14 A. I'm not sure exactly. I mean, I had in my head about  
 15 the escape route and the gas and the gas leaking and  
 16 there being a fire in the escape route, that being one  
 17 of my bigger issues at the time was worried about  
 18 an actual fire related to the gas pipe within the  
 19 communal area or in the stairwell.  
 20 Q. Right. I mean, given that the gas pipe was being  
 21 installed in the actual escape route, did you ask the  
 22 TMO why and how come the stay-put policy was relevant?  
 23 A. I never questioned the stay-put policy because I thought  
 24 that's something that must have agreed within, you know,  
 25 the Fire Brigade and the council, so I never think to

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1 kind of question that advice, because the Fire Brigade's  
 2 kind of separate to any other organisation anyway.  
 3 Q. Now, further down in the email, if we turn the page to  
 4 page 3 {RBK00001574/3}, at the top of that page, you can  
 5 see you said:  
 6 "In 2010 a fire in the building resulted in the  
 7 injury of 3 people, as per LFB report, which was caused  
 8 by poor [maintenance] for which the TMO/RBKC was  
 9 responsible. I'm sure you can understand that for this  
 10 reason a number of residents are extremely concerned of  
 11 the same thing happening again. We have received verbal  
 12 communication from a number of residents who feel that  
 13 the building's integrity has been compromised due to the  
 14 appearance of the pipe. One neighbour said they do not  
 15 believe that it is a gas main and they will continue to  
 16 smoke in the communal staircase."  
 17 Now, the incident that you refer to in to 2010 was  
 18 one, by this time, which was some seven years previous.  
 19 Why were you still concerned about the maintenance of  
 20 the building at that point?  
 21 A. Specifically I can't remember the full detail, but from  
 22 that report or the summary of that fire, I seem to  
 23 remember it was caused by — I could be wrong but,  
 24 you know, some bags being left somewhere they shouldn't  
 25 have been or something like that. So I think in my head

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1 I thought: there's a fire that happened then, people  
 2 have been injured, so by bringing up this kind of old  
 3 issue just of what I perceived to be as poor maintenance  
 4 or, you know, the mistake, if you like, of the TMO or  
 5 council, raising — pulling that issue up from the past  
 6 and bringing up this issue now, just to give some  
 7 relevance to the two things that: don't let this happen  
 8 again.  
 9 Q. In the rest of this email, three paragraphs down, you  
 10 say:  
 11 "There are many people in this building who are  
 12 immobile, very young or suffer from mental health  
 13 issues, I would ask for your undivided help in getting  
 14 this manner resolved for all interested parties."  
 15 How did you know that there were many people in  
 16 Grenfell Tower who were immobile, young or suffering  
 17 from mental health issues?  
 18 A. Having seen people in the building who weren't able to  
 19 move, having seen very young children, or even on our  
 20 floor, the very young children that lived on our floor.  
 21 And mental health, I mean, I knew of someone who was  
 22 suffering with mental health and they didn't like to go  
 23 outside. So that was why I kind of — people that  
 24 I knew had issues, or had some issue in getting out,  
 25 that's why I put this on here.

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1 Q. Were you aware of a system that allowed residents to  
2 report to the TMO that they had a physical or mental  
3 vulnerability ?  
4 A. No.  
5 Q. Were you aware that residents could ask the TMO to  
6 assess them for a personal emergency evacuation plan, or  
7 a PEEP as it's called, if they needed assistance when or  
8 if they had to evacuate the tower?  
9 A. No, because it wasn't relevant to people within our  
10 apartment/flat.  
11 Q. Right.  
12 As secretary of the GTLA, as you were from  
13 March 2017, did you know whether any residents of  
14 Grenfell Tower had asked the TMO --  
15 A. No.  
16 Q. -- to prepare a PEEP for them?  
17 A. No.  
18 Q. Did you know, at best I suppose as secretary of the  
19 GTLA, what information the TMO had about those residents  
20 of the tower who were vulnerable who might need a PEEP?  
21 A. No.  
22 MR MILLETT: Mr Chairman, I note the time.  
23 SIR MARTIN MOORE--BICK: Yes.  
24 MR MILLETT: I have one or two more questions on this email  
25 chain, if I can just complete those before the break.

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1 SIR MARTIN MOORE--BICK: Yes, that seems sensible.  
2 MR MILLETT: Thank you.  
3 If we go up the chain to page 1 then  
4 {RBK00001574/1}, we can see on that page, second email  
5 down, there is a response to you from Laura Johnson at  
6 RBKC, copied to Robert Black, on 28 March 2017, so a few  
7 days later, and she starts:  
8 "Mr Chapman,  
9 "Thank you for your e-mail and I can confirm I am  
10 aware of your concerns around the installation of the  
11 gas riser in the stairwell of Grenfell Tower. The gas  
12 installation is the responsibility of National Grid  
13 which I do not believe would fit any installation which  
14 contravenes any Health and Safety legislation."  
15 Then she goes on:  
16 "I can assure you that KCTMO and RBKC take our  
17 health & safety responsibilities very seriously and are  
18 committed to complying with our statutory obligations  
19 and implementing effective control measures to mitigate  
20 risks to residents, their visitors, our staff and our  
21 contractors. To assist us with this KCTMO employ a  
22 competent and experienced Health and Safety Advisor,  
23 Janice Wray. Additionally, in relation to fire safety  
24 specifically, Janice is supported by a competent  
25 independent consultant who undertakes our Fire Risk

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1 Assessments and provides a range of fire safety  
2 inspections, advice and guidance as necessary. Further,  
3 as necessary, KCTMO will seek advice, guidance and  
4 clarification from other professionals such as Building  
5 Control Officers, the Health & Safety Executive etc.  
6 There is a formal governance structure within KCTMO for  
7 Health and Safety with a Committee which reports to the  
8 Executive Team. As such RBKC and KCTMO do not see that  
9 it is necessary to instruct an 'independent adjudicator'  
10 at this time."  
11 If we then go to {TMO10016490}, and it's necessary  
12 to link the two emails together, you can see that  
13 earlier the same day, 28 March 2017, only a couple of  
14 hours beforehand, 15.51, you had received an email from  
15 Sacha Jevans, executive director of operations for the  
16 TMO, which also referred to Janice Wray and to  
17 Janice Wray being supported by an independent  
18 consultant, you can see that, and there is a summary  
19 with lots of bullet points on that.  
20 If we go to page 2 {TMO10016490/2}, if we look at  
21 the third paragraph down, she says:  
22 "However, I can confirm that we have provided our  
23 Fire Safety Consultant with copies of all National Grid  
24 proposals made available to us and we have progressed  
25 all concerns, queries and observations raised by him.

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1 Further, we instructed this Consultant to undertake an  
2 inspection of on-site works and we have again raised all  
3 issues he has highlighted with the National Grid and we  
4 have received confirmation that these will be  
5 addressed."  
6 Then further down again, you can see that it says,  
7 just two paragraphs up from where it says "Leasehold  
8 consultation":  
9 "It has been suggested that we seek London  
10 Fire Brigade's approval, report or certification for  
11 this work. We have reviewed this and I can advise you  
12 it is our intention to raise this with the Fire Brigade  
13 and request their input at our next regular liaison  
14 meeting (scheduled for 29 March)."  
15 So that was the next day, in fact.  
16 Were you aware that the TMO had employed  
17 an independent consultant to provide advice on  
18 fire safety?  
19 A. No.  
20 Q. Now, Sacha Jevans says, as you can see, that the  
21 consultant would inspect the on-site works and that the  
22 TMO was raising this with the LFB. Were you reassured  
23 by that?  
24 A. No, as I think I understood that this consultant was  
25 maybe not independent and basically being paid by RBKC

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1 or the TMO, so I felt that they weren't maybe as  
 2 independent as they could be.  
 3 Q. Right.  
 4 You received two emails, one from Laura Johnson and  
 5 one from Sacha Jevans, both senior people respectively  
 6 at RBKC and TMO, on the same day. Why did you still  
 7 have concerns after having received those emails?  
 8 A. I think given the amount of kind of content that had  
 9 been pushed, if you like, to, you know, these people in  
 10 RBKC/TMO and how much kind of traction we had — not  
 11 traction, but how much we'd really tried to move things  
 12 and just the slowness in which we were getting  
 13 responses, and the way in which things were being very  
 14 generic with the responses, it just felt like they were  
 15 really dragging their feet to kind of address what we  
 16 were asking for.  
 17 Q. Right. You say dragging their feet; I mean, it's fair  
 18 to say that this concern had arisen and had been  
 19 generated, and we've seen the emails, all really  
 20 happening over a maximum two-week period in the second  
 21 half of March 2017. What was it about the pace of these  
 22 answers that led you to think that they were slow to the  
 23 point of being dangerous, if that's the right way of —  
 24 A. The fact it was about work that was continuing to take  
 25 place despite raising these issues without addressing

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1 the concerns, first of all, without addressing — you  
 2 know, and just the work continuing felt like it  
 3 wasn't ...  
 4 Q. Right.  
 5 Now, you say in your statement — and there is no  
 6 need to go to it, but it's paragraph 34, your second  
 7 statement {IWS00001619/8} — in fact what the GTLA had  
 8 wanted was an independent fire safety report of some  
 9 sort.  
 10 Why did you want an independent fire safety report?  
 11 A. To look at the — to look at it as it was, not be  
 12 influenced by the people you put there. When I say  
 13 independent, I mean someone that really is completely  
 14 independent, to assess it without any bias, with us  
 15 saying, "Oh, can you look at this, we're worried about  
 16 it", but just to assess it as it was.  
 17 Q. So was the essence of your concern that the fire risk  
 18 assessor wasn't truly independent?  
 19 A. Correct, yes.  
 20 Q. I see.  
 21 Do you think that the TMO had really addressed your  
 22 point about the relevance of the stay-put policy to  
 23 a fire in the escape route?  
 24 A. No, I don't feel that that was ever addressed.  
 25 MR MILLETT: Right.

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1 Mr Chairman, is that a convenient moment?  
 2 SIR MARTIN MOORE-BICK: Yes, I think it is, thank you.  
 3 Mr Chapman, we'll have a short break now. We will  
 4 come back at 11.40, please. As with all other  
 5 witnesses, I must ask you not to talk to anyone about  
 6 your evidence or anything relating to it while you're  
 7 out of the room. All right?  
 8 THE WITNESS: Okay, yes.  
 9 SIR MARTIN MOORE-BICK: Would you like to go with the usher,  
 10 please.  
 11 THE WITNESS: Okay.  
 12 (Pause)  
 13 SIR MARTIN MOORE-BICK: Right, 11.40, please. Thank you.  
 14 (11.25 am)  
 15 (A short break)  
 16 (11.40 am)  
 17 SIR MARTIN MOORE-BICK: All right, Mr Chapman, ready to  
 18 carry on?  
 19 THE WITNESS: Yeah.  
 20 SIR MARTIN MOORE-BICK: I will let you pour some water  
 21 first.  
 22 THE WITNESS: Thank you. Okay.  
 23 SIR MARTIN MOORE-BICK: Right.  
 24 When you're ready, Mr Millett.  
 25 MR MILLETT: Mr Chairman, thank you.

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1 Mr Chapman, can I then turn next to how the  
 2 complaint about the gas pipes progressed.  
 3 Can we start with {RBK00000166}, please. This is  
 4 an email on 21 April 2017 from the GTLA to Laura Johnson  
 5 and Sacha Jevans. Do you see that?  
 6 A. Yeah.  
 7 Q. It's the second email down, I should have pointed that  
 8 out to you, halfway down the page. And again, a host of  
 9 other copyees.  
 10 If you turn the page to page 2 {RBK00000166/2}, you  
 11 can see that it starts with your reference to the email  
 12 of 30 March. Then if you go to page 3 {RBK00000166/3},  
 13 just very briefly, you can see that it was signed by you  
 14 and Tunde Awoderu.  
 15 Going back, if we can, to your reference on page 2  
 16 {RBK00000166/2} to the email of 30 March 2017, was that  
 17 a reference to the two emails of 28 March, each from  
 18 Sacha Jevans and Laura Johnson respectively that we  
 19 looked at, or was there a further email of 30 March?  
 20 A. Point 3, are you making reference to there?  
 21 Q. I'm making a reference to the very first thing you say  
 22 in the email.  
 23 A. Yeah. Yes, it must have been from the email. I'm not  
 24 sure — I think I maybe was addressing both — I was  
 25 accepting that I had received both of their emails by

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1 the way I started with "Dear Laura" and "Dear Sacha".  
 2 Q. Yes. It's just the date I —  
 3 A. Oh, yeah, yeah.  
 4 Q. Just to be clear, the date is an error for the 28th?  
 5 A. Oh, okay, yeah.  
 6 Q. That's what it looks like and I'm just asking whether  
 7 I'm right.  
 8 A. I'm not entirely sure.  
 9 Q. All right.  
 10 Now, going to the substance of this email, if we go  
 11 to page 3, we've seen the signature, and on page 1 to 2  
 12 we've seen the multiple recipients. Again, the same  
 13 question: why were others copied in to the email?  
 14 A. I don't know.  
 15 Q. Right. If we go to page 2 {RBK00000166/2}, it says:  
 16 "90% of the residents in Grenfell Tower signed the  
 17 letter for KCTMO the tenant led organisation regulated  
 18 and appointed by our landlord RBKC to implement the  
 19 following urgent issues and concerns raised by us."  
 20 Just pausing there, which letter were residents  
 21 asked to sign?  
 22 A. So I think this is in relation to — basically the  
 23 points that we were making, we were — I say "we" as in  
 24 the Grenfell Tower Leaseholders' Association, not me  
 25 personally. Basically, when people came into the

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1 building, I believe Shah, maybe Tunde as well, were  
 2 basically talking to people and then asking them to sign  
 3 what we were saying, essentially, to put a name, so  
 4 that's where this 90% of residents comes from, out of  
 5 the people in the building.  
 6 Q. Right.  
 7 A. But ...  
 8 Q. So were you and/or Shah and Tunde standing at the front  
 9 door taking views as people came in and out? How did it  
 10 work?  
 11 A. I mean, I personally wasn't, but from what I remember —  
 12 from what I remember, I'm not entirely sure, but I'm  
 13 pretty sure they were standing by the entrance, talking  
 14 to people coming in and out.  
 15 Q. Right. And did they, when they signed, get a chance to  
 16 read the letter fully so that they understood what it  
 17 was they were signing, do you know?  
 18 A. I'm not sure, to be honest, I can't answer that.  
 19 Q. Right.  
 20 Staying on the same page, you can see that it says  
 21 in the fourth paragraph down:  
 22 "The KCTMO, the tenant led organisation regulated  
 23 and appointed by our Landlord RBKC, need to implement  
 24 the following urgent issues and concerns raised by us:  
 25 "1. Need an independent advisor to investigate the

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1 root cause of the major gas leakages in Grenfell Tower.  
 2 "2. Need to stop further extension of the gas pipe  
 3 work on the North and East side of the building with  
 4 immediate effect until all the investigation is  
 5 completed. Need an explanation as to why the  
 6 National Grid knocking on individual flat to gain access  
 7 to carry out their work on 20th April 2017?  
 8 "3. Independent investigation by independent  
 9 adjudicator, health and safety inspector and fire  
 10 brigade inspectors funded by the RBKC and KCTMO on  
 11 following areas:  
 12 "1. To carry out full health & safety inspection of  
 13 physical aspect of the premises including structural  
 14 problem as well as onsite documentation.  
 15 "2. Observation made and hazards identified.  
 16 "3. Level of risk to gas pipe at stairwells now  
 17 extending to north east side in Grenfell tower taking  
 18 into account level of vandalisms and anti-social  
 19 elements at stairwells.  
 20 "Any recommendation necessary to ensure ongoing  
 21 legal compliance."  
 22 Then there are other matters as well: concierge,  
 23 absence of consultation, involving the building  
 24 insurance company and their opinions, and removal if  
 25 unsafe. There are various other matters as well that

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1 are set out.  
 2 Just at this point, it's right, isn't it, that RBKC  
 3 and the TMO had told you that they had a health and  
 4 safety manager, Janice Wray, and an independent  
 5 fire safety assessor, and had met with or were going to  
 6 meet with the LFB? In the light of that, why did you  
 7 still consider that it was necessary to have  
 8 an independent adviser?  
 9 A. I think going to my earlier point of thinking that the  
 10 person that was going to be instructed by the RBKC or  
 11 TMO would not be fully independent, this is why we were  
 12 really pushing it, that we would want to get someone  
 13 completely independent. Obviously they would be paid by  
 14 us, but I think we, in our minds, were debating as to  
 15 how independent it could really be.  
 16 Q. So was the problem with independence the fact that the  
 17 fire risk assessor was being paid by the TMO?  
 18 A. I think so, yes.  
 19 Q. But why would that compromise their independence?  
 20 A. It's a good point, I'm not entirely sure, because if we  
 21 paid them, it would be the same thing for us.  
 22 Q. Exactly.  
 23 A. I take that, but yeah, I think we just didn't believe  
 24 that this person would be fully independent for —  
 25 because of the way that we'd been — emails that we'd

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1 had back before.

2 Q. Right.

3 Was there anything in the past, in your experience  
4 with Carl Stokes, the FRA, that might lead you to think  
5 that his independence had been compromised, leaving  
6 aside the question of payment?

7 A. No. I mean, the name didn't really mean anything to me  
8 at the time. I didn't know that name.

9 Q. Now, if we go to {TMO00846947/2}, you can see that there  
10 is an email on 22 April, Saturday, at 9.30 in the  
11 morning from you to Victoria Borwick, and Shay Lorc  
12 I think appears to be Lady Borwick's secretary, copied  
13 to Tunde Awoderu and the GTLA, subject "Serious Concerns  
14 at Grenfell Tower".

15 If we look down page 2 to the first subheading  
16 number 1, you can see that you address "Gas Pipe Main  
17 exposed in communal areas", and you say:

18 "We were advise that the National Grid disconnected  
19 the mains gas supply to the tower on the 30th of  
20 September, due to an apparent Gas Leak, as a result in  
21 recent months the National Grid has been installing a  
22 mains gas supply pipe, though the communal staircase  
23 (please see attached picture), which we believe to be  
24 unsafe and have requested an independent fire/health and  
25 safety report in order to ensure the safety of residents

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1 in the building. Regrettably, RBKC has failed to  
2 facilitate this request and has advised us that their  
3 internal department has done this, yet we believe this  
4 to have bias in the interests of RBKC rather than [a]  
5 non-biased independent body.

6 "Despite the repeated requests and liaison with  
7 senior members of the RBKC, they have failed to return  
8 with sufficient proof that the National Grid has  
9 completed the work to a high standard."

10 Then you go on in the next paragraph to refer to the  
11 concerns you have: vandalism; increase of number of  
12 people smoking in the communal stairwell, "yes ... next  
13 to a gas pipe"; and vandalism to windows and doors in  
14 the communal areas, which you believe could be  
15 life-threatening.

16 My question is: why did you write to your Member of  
17 Parliament at the same time as renewing your request to  
18 the TMO and RBKC?

19 A. I think the reason I wrote to the MP was because, okay,  
20 yeah, we're sending emails and trying to push RBKC, but  
21 almost to kind of just clarify all the points, make her  
22 aware of it so that she could push or at least enquire  
23 from her side, because, you know, the role of the MP is  
24 anyway to take constituents' issues if you feel they're  
25 not being resolved, and obviously we sent many emails

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1 and for whatever reason we felt they weren't being

2 resolved, so that was why I found it necessary —

3 I thought that is like a different way in. Take aside  
4 the complaints procedure, that's just another way to at  
5 least get to the people inside and just making — having  
6 more of a kind of — not public awareness but, you know,  
7 other senior people within society that might be able to  
8 stamp their feet, something like that.

9 Q. I see.

10 Now, in that first paragraph I read to you at the  
11 very end of it, you can see you say that you "believe  
12 this to have bias in the interests of RBKC rather than  
13 [a] non-biased independent body". What was the basis  
14 for your allegation that RBKC's internal department was  
15 biased?

16 A. Just a feeling.

17 Q. Based on what?

18 A. How things might work, just a perceived impression.

19 Maybe not — not based on anything, but just what I had  
20 in my mind.

21 Q. Right.

22 Had what you had in your mind evolved from something  
23 you yourself had seen and heard directly, or something  
24 that you had heard through conversations with  
25 Tunde Awoderu?

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1 A. I think understanding what had happened in the past when  
2 things were raised, you know, from what I'd heard with  
3 people within the building. Knowing that — you know,  
4 I had heard before — at that point, I knew of things  
5 that had happened with regards to the refurbishment and  
6 people disagreeing and trying to, you know, discuss  
7 things with the council, just generally, not anything  
8 specific, and I think that kind of had obviously made me  
9 have this impression that the council would essentially  
10 be against the residents, because of — you know, they  
11 might think that, "Well, they keep complaining, so,  
12 you know, we need to prove that we're right". I think  
13 that was the impression that I had at the time, that it  
14 was kind of like an us against them, even though my view  
15 was that we need to work together to get this resolved.

16 Q. You say the impression you had at the time was that it  
17 was like us against them, even though your view was that  
18 you needed to work together to get this resolved.

19 Are you drawing a distinction between the "us and  
20 them" idea coming from somewhere else, as distinct from  
21 your own personal view that you needed to co-operate  
22 together?

23 A. So I think my personal view at the time was, regardless  
24 of who's right and who's wrong or what the issue is, we  
25 need to all work together to at least sort these issues

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1 out, okay? Knowing that, you know, in any part of  
 2 society, people will think someone's trying to achieve  
 3 this and someone's trying to achieve that, my view was:  
 4 let's just be clear and factual with what we think are  
 5 the problems, and that was exactly what I tried to do  
 6 with all my kind of communication, and where I felt it  
 7 was necessary to make it stronger, I would. That was  
 8 why I tried to address it.

9 But I did try and — you know, like this thing about  
 10 the bias, I wanted to show that I thought that this was  
 11 a thing, or this was something that would also maybe  
 12 play a fact, which is why I put this on this email.

13 Q. Was it really your own personal opinion that RBKC was  
 14 biased or were you trying to reflect the opinions of  
 15 others in GTLA?

16 A. I think it was people's opinions generally. I wouldn't  
 17 say specifically GTLA, but I think people's opinions  
 18 generally that I'd spoke to around the building.

19 Q. Right. And your personal view?

20 A. I would say that my personal view is I just took  
 21 a balanced approach to the facts at the time and what  
 22 was the issues.

23 Q. Yes.

24 Now, can we go, then, to {TMO00846963}. This is  
 25 an email, and you can't see it on this page, from

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1 Anthony Cheney, who is head of contract management at  
 2 the TMO, dated 5 May 2017, and it comes from the  
 3 complaints team, as you can see, to GTLA, and also to  
 4 Laura Johnson, as you can see.

5 Your email address is not listed in the recipients  
 6 here. Did you receive a copy yourself?

7 A. I believe so, but I can't remember specifically.

8 Q. When emails came to Grenfell Tower Leaseholders'  
 9 Association, did they automatically get forwarded on to  
 10 you?

11 A. I think they were normally forwarded on. I'm not sure  
 12 if it was automatic, but they were normally forwarded.

13 Q. I follow.

14 Do you remember receiving or seeing this email, or  
 15 a copy of it?

16 A. I believe so, with this stage 1 complaint. It looks  
 17 like the format I've seen before.

18 Q. Right. In fact, we know that you did see it at some  
 19 stage, because you responded to it, together with  
 20 Mr Awoderu —

21 A. Yeah.

22 Q. — later in that month.

23 The email is addressed to the association:

24 "Dear Grenfell Tower Leaseholder's Association

25 "Stage 1 Complaint ..."

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1 And it's given a number.

2 Had you made a formal complaint — I say "you"; had  
 3 the GTLA made a formal complaint to the TMO before this?

4 A. I'm not sure.

5 Q. Right. Had you intended your email of 21 April 2017  
 6 that we've just looked at to be a formal complaint to  
 7 the TMO?

8 A. Yes. I think all of my emails I thought would be  
 9 treated as a formal complaint.

10 Q. I see, and that includes those in March as well, does  
 11 it?

12 A. Correct, yes.

13 Q. Now, if we go to page 3 in this document  
 14 {TMO00846963/3}, you can see under "Conclusion"  
 15 Mr Cheney says:

16 "This response together with the previous  
 17 communication has reiterated KCTMO's continuing  
 18 endeavour to address your concerns regarding a number of  
 19 these items. National Grid have confirmed that the work  
 20 they have undertaken meets with safety requirements. We  
 21 have sought the views of the fire brigade and [KCTMO's]  
 22 fire safety consultant, both of whom confirm that the  
 23 works meet necessary standards and are appropriate in  
 24 the context of the fire strategy for Grenfell Tower. We  
 25 do not see it necessary to instruct or fund an

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1 independent adjudicator at this time. National Grid  
 2 hold the responsibility to inspect and ensure gas safety  
 3 on their network in multi occupancy buildings.

4 "Our independent fire consultant confirm that the  
 5 programme to complete the fire rated boxing will address  
 6 any concerns surrounding the stairwell.

7 "I would again offer the suggestion of a meeting  
 8 with our Neighbourhood Management Team and suggest that  
 9 a member of National Grid is invited to discuss any  
 10 further concerns you have in regard to this to cover all  
 11 items to your satisfaction. I am happy to facilitate  
 12 their attendance and address any questions you may have  
 13 personally.

14 "Based on the information available, I do not uphold  
 15 your complaint."

16 Did you take up the offer to meet with the  
 17 neighbourhood management team and a member of the  
 18 National Grid as offered here?

19 A. I don't think at this stage we were — we'd taken up the  
 20 offer that was offered to us. I think it was something  
 21 that we were considering what we should do next.

22 Q. So I think the answer is no, you didn't?

23 A. No. No, we didn't.

24 Q. And why didn't you?

25 A. I'm not sure. I don't remember.

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1 Q. Right. Was there any discussion within the GTLA about  
2 whether you should take up the offer made by Mr Cheney  
3 that we've just seen here?  
4 A. I think we did talk about this in the sense of that  
5 before meeting — before my time there, that there  
6 was — you know, they'd tried to arrange meetings in the  
7 past to discuss things but then they could never get the  
8 availability of the other person. I believe that was  
9 discussed at that point, but I don't remember any more  
10 detail from that.  
11 Q. Right.  
12 We then move to stage 2 of this complaint,  
13 {TMO00846977}, please. This is an email from the GTLA  
14 dated 13 May 2017 from you and Tunde Awoderu to  
15 Mr Cheney, and a long list of others. Again, we see the  
16 cast of copyees there. Your email says, if we just  
17 scroll down a bit:  
18 "You and the complaints team have carried out  
19 an investigation into our case and reviewed the  
20 available background information including the  
21 previously provided response by Sacha Jevans, Executive  
22 Director of Operations. Unfortunately we found your  
23 investigation neither open nor transparent and not based  
24 on fact but misleading information given by your  
25 neighbourhood management team. So we therefore intend

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1 to take our issues and concerns to stage two and final  
2 level for the following reasons ..."  
3 It's the email we looked at at the very start of  
4 your evidence when I asked you about "stage two and  
5 final" there.  
6 On a different point within that paragraph, why did  
7 you consider that there was a lack of transparency in  
8 the investigation into your complaint?  
9 A. I think we felt that the information we'd been — was  
10 being answered was just very generic, not addressing the  
11 specific things that we had raised in my opinion.  
12 Q. What would you have liked to have seen that wasn't  
13 generic but was specific?  
14 A. I think breaking down almost every point and coming up  
15 with an answer for every point of what we'd raised.  
16 Q. I see.  
17 A. Whether they believed it was — whatever they believe,  
18 and just what the answer would have been to that.  
19 Q. When you're referring here to misleading information —  
20 you see you say in the fourth line "not based on fact  
21 but misleading information given by your neighbourhood  
22 management team" — was that misleading information  
23 relating to an issue concerning fire safety?  
24 A. I can't remember what that was there for and why I put  
25 that in.

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1 Q. Right.  
2 You see, if we go down to page 2 {TMO00846977/2}, at  
3 the bottom of the page, we can see that there's  
4 a heading, "Anti-social behaviour/serious crime and  
5 incident at Grenfell Tower", and then there is  
6 a quotation that you make from their email:  
7 "Our Neighbourhood Management Team has  
8 investigated ..."  
9 Then you say underneath the quotation:  
10 "We are shocked and horrified of the misleading  
11 information given by your neighbourhood management team  
12 when the crime in Grenfell Tower is extremely high and  
13 it's based on fact of life of Grenfell Tower residents  
14 experiencing on regular basis."  
15 So the reference — is this right? — to misleading  
16 information in the first paragraph, is that in fact  
17 a reference to GTLA's complaints about antisocial  
18 behaviour?  
19 A. I believe so, yes.  
20 Q. Yes.  
21 Now, towards the end of this email, if we go to  
22 page 5 {TMO00846977/5}, it's quite a long email — in  
23 fact, I think what would be helpful is if, instead of  
24 going straight to page 5, we scroll through it. We can  
25 pick it up at the bottom of page 2, as we have,

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1 antisocial behaviour, and then go to page 3  
2 {TMO00846977/3}, where you can see that Mr Cheney deals  
3 with noise, and then lifts at the bottom of page 3.  
4 Then on page 4 {TMO00846977/4}, concierge and security,  
5 and then item 6, and then we can see his conclusion.  
6 It looks from that, at least, that he has dealt  
7 point by point with the complaints in the 21 April email  
8 we saw earlier; is that fair?  
9 A. Yeah, that's fair.  
10 Q. Then on page 5 {TMO00846977/5}, three paragraphs down,  
11 you say:  
12 "We the residents of Grenfell Tower demand the KCTMO  
13 as a tenant led organisation reassure us by providing us  
14 the copy of the reports from the London Fire Brigade,  
15 Heath and safety inspector and confirmation from the  
16 National Grid that location of the main gas pipe is safe  
17 and KCTMO and RBKC are prepared to take full  
18 responsibility of any fire risk hazard NOW [in caps] and  
19 in the foreseeable future.  
20 "We MUST explore every avenue and MUST ensure our  
21 managing agents KCTMO and RBKC deal with our serious  
22 issues and concerns in first instance with an open mind  
23 before we can take it further to housing ombudsman, or  
24 consider legal proceeding with a view to save costs and  
25 undue stress to us."

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1 Now, we can see here that you were still after or  
 2 asking for reports from the LFB, the health and safety  
 3 inspector and confirmation from the National Grid. Had  
 4 you been provided with any reports from any of those  
 5 bodies to date?  
 6 A. No, none.  
 7 Q. Did you ever get them?  
 8 A. No.  
 9 Q. Did you press for those even outside the complaints  
 10 procedure after this?  
 11 A. No, I think we stuck within this procedure.  
 12 Q. Right. Even within this procedure, did you press for  
 13 sight of those documents that you had asked for?  
 14 A. I think because we'd asked for them already, that was  
 15 enough.  
 16 Q. Right. Did anybody ever explain to you why they weren't  
 17 prepared to give you these documents?  
 18 A. No.  
 19 Q. Did you ever ask for an explanation as to why you  
 20 shouldn't see these documents?  
 21 A. No.  
 22 Q. Why is that?  
 23 A. Erm ...  
 24 (Pause)  
 25 I think my — if you're asking RBKC and the KCTMO

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1 that — to me it's quite straightforward: you ask them  
 2 for something and they give it to you, and I don't think  
 3 at the time I ever thought you need to go around them to  
 4 try and get something, just if you ask them, that should  
 5 be enough. We are the customer ultimately to the  
 6 service that they're providing.  
 7 Q. Yes, and we can see you didn't get it. My question is  
 8 simply why you didn't continue to press for them.  
 9 A. I don't know.  
 10 Q. Right. Was there any discussion within the GTLA about  
 11 whether you should continue to press for these  
 12 documents?  
 13 A. Not that I remember.  
 14 Q. No.  
 15 Moving on in time to early June 2017, if we can,  
 16 {TMO10017418}, please. Now, this is an email of  
 17 6 June 2017 from Catherine Dack to the GTLA. Subject,  
 18 "Stage 2 Response". It's an email that is signed, if  
 19 you go to page 3 {TMO10017418/3}, you can see, by  
 20 Peter Maddison, the director of assets and regeneration.  
 21 You see that?  
 22 A. Yes.  
 23 Q. If we go back to page 1 {TMO10017418/1}, we can see that  
 24 Mr Maddison deals with your stage 2 complaint response,  
 25 confirms receipt of the complaint, and says in the

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1 second line of the first main paragraph that it's been  
 2 passed to him as senior manager responsible for the  
 3 services that you complained about, and he says:  
 4 "As part of the complaints procedure, I have carried  
 5 out an investigation of your case and reviewed all  
 6 available background information. Thank you for your  
 7 further correspondence relating to a number of issues  
 8 you have raised relating to Grenfell Tower, this matter  
 9 is being considered at Stage 2 ..."  
 10 Then he sets out his summary of the understanding of  
 11 the complaint.  
 12 Then the first item he deals with there, you can  
 13 see, is "Gas Mains Located in the Stairwell", and he  
 14 says, I'll read it all to you:  
 15 "You complain that residents are concerned about the  
 16 health and safety implications of National Grid locating  
 17 the new gas mains in the stairwell of Grenfell Tower.  
 18 "The correspondence from Sacha Jevans and  
 19 Anthony Cheney has explained that responsibility for  
 20 this work rests with National Grid and they are  
 21 responsible for ensuring the works meet necessary  
 22 standards. KCTMO has reviewed the proposals with our  
 23 Fire Safety consultant and with the Fire Brigade who  
 24 have confirmed that the proposals are acceptable.  
 25 "However, at this stage, the works are not complete

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1 and National Grid are yet to complete the work to  
 2 install a fire-rated boxing around the pipe.  
 3 I therefore propose to keep this complaint open until  
 4 this work is complete at which point we will review the  
 5 works and take further professional advice to confirm  
 6 that the installation is satisfactory."  
 7 Were you satisfied with that response?  
 8 A. I think the fact they kept the complaint open and they  
 9 recognised that the work wasn't complete, I wouldn't say  
 10 we were satisfied, but at least that they weren't saying  
 11 it was nothing.  
 12 Q. Yes.  
 13 Can I then go to different topics, and to start  
 14 with, some questions about the refurbishment itself.  
 15 Can I go, please, with you, to {RYD00009231}. This  
 16 is a TMO/Rydon Grenfell regeneration newsletter dated  
 17 June 2014, and I think you have said you were familiar  
 18 with this kind of document. We saw another one earlier.  
 19 This one is dated June 2014, so shortly after you had  
 20 moved into the tower.  
 21 If we go to page 2 {RYD00009231/2}, you can see it  
 22 says, after giving some contact details:  
 23 "Drop in and find out more ...  
 24 "The Resident Liaison Team will be holding regular  
 25 coffee mornings in their office. The times will be on

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1 a new information board to be put up in the main  
 2 entrance. All residents are welcome and we look forward  
 3 to seeing you there."  
 4 Did you know about these drop—in sessions?  
 5 A. I knew about them, but I couldn't attend them because  
 6 I was working shifts at the time.  
 7 Q. Right. Do you recall how frequently they were held?  
 8 A. I don't remember the frequency.  
 9 Q. Right. Do you know other people in the building who  
 10 would go to those meetings?  
 11 A. No.  
 12 Q. Right.  
 13 Did you yourself feel that you were provided with  
 14 opportunities to understand and ask questions about the  
 15 refurbishment works?  
 16 A. The only part of the refurbishments at the time when  
 17 I moved into the building that I understood that we —  
 18 there was kind of a consultation or there were like  
 19 an informed group was regarding the installation of the  
 20 heat exchange units, and I remember going to a meeting  
 21 about that. That's the only thing I remember having any  
 22 kind of — attending any direct meeting about something  
 23 regarding the refurbishment.  
 24 Q. I understand. That's not quite an answer to my  
 25 question. I'll just ask it again.

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1 At the time, did you think that you had been given  
 2 sufficient opportunity to understand and, if necessary,  
 3 ask questions about the refurbishment or any particular  
 4 aspect of it?  
 5 A. Me personally, no.  
 6 Q. You say, "Me personally, no"; did you think at the time  
 7 you hadn't been given a sufficient opportunity?  
 8 A. In terms of the refurbishment generally, I think because  
 9 a lot of the things around it were before I kind of  
 10 moved in, in my — under my understanding, it happened  
 11 before I moved in, and then it took a while before  
 12 I became interested, because if you like, it wasn't my  
 13 direct issue when I first moved in, because it wasn't  
 14 my — I didn't own the property, if you like.  
 15 Q. Right.  
 16 Did you receive or did you see documents such as  
 17 this in the regeneration newsletter?  
 18 A. Yes.  
 19 Q. You did. Did you read them?  
 20 A. Yeah. Skim read them, I would say.  
 21 Q. Right.  
 22 Can we go to {ART00002606}. Now, this is one from  
 23 July 2014, memorable because of the digger on the front,  
 24 "The ramp is demolished". Do you remember receiving  
 25 this one particularly?

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1 A. Yes.  
 2 Q. You do. At the foot of page 1 you can see it says:  
 3 "Coffee mornings: successful coffee mornings were  
 4 held on 26 June and 10 July. Those who came told us  
 5 that they found it really helpful to have their  
 6 questions answered."  
 7 I take it that you weren't able to go to those  
 8 coffee mornings?  
 9 A. Correct, yeah.  
 10 Q. If we go to page 2 {ART00002606/2}, it says under, "So  
 11 what's next?":  
 12 "1. Christina Stephanou [whose photograph is on the  
 13 left] will be visiting each household. You will have  
 14 received a letter inviting you to make an appointment.  
 15 If do not make one then she will still need to visit you  
 16 and will have to call on you unannounced."  
 17 Did you or Naomi meet Christina Stephanou either at  
 18 the time or afterwards?  
 19 A. Yes, we did meet her at some point.  
 20 Q. Was it in your flat or at a meeting?  
 21 A. I think we arranged a meeting for her to come to our  
 22 flat.  
 23 Q. I see. What was that meeting connected with?  
 24 A. I can't remember that.  
 25 Q. Right. What happened at the meeting?

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1 A. Well, I think the meeting came from this letter, that's  
 2 why we arranged for her to come. I can't remember the  
 3 content of what we discussed, but I do remember her  
 4 coming into the flat.  
 5 Q. Right.  
 6 What impression did you gain from that meeting about  
 7 Rydon and their RLO and their system for dealing with  
 8 matters of concern?  
 9 A. I think at that stage we didn't have necessarily any big  
 10 issues of concern anyway, but felt that the process that  
 11 she came in and whatever we spoke — I remember it being  
 12 quite positive. Although I don't remember the content,  
 13 I do remember, you know, thinking that: okay, they're  
 14 trying to engage and keep us informed.  
 15 Q. Right.  
 16 Now, if you go to the bottom of page 2, you can see  
 17 that it says "Emergency fire arrangements":  
 18 "Our longstanding 'stay put' policy stays in force  
 19 until you are told otherwise. This means that (unless  
 20 there is a fire in your flat or in the hallway outside  
 21 your flat) you should stay inside your flat. This is  
 22 because Grenfell was designed according to rigorous fire  
 23 safety standards. Also, the new front doors for each  
 24 flat can withstand a fire for up to 30 minutes, which  
 25 gives plenty of time for the fire brigade to arrive."

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1 Did you read that when you saw this regeneration  
2 newsletter?  
3 A. Yeah, because I remember at the time something about —  
4 thinking the hallway outside your flat was slightly  
5 different to what we'd previously thought, in terms of  
6 not just within your flat, if that makes sense.  
7 Q. I'm not sure it does. Can you just —  
8 A. So before that we knew the stay-put policy if the fire  
9 was in your flat, but this one seemed — I remember it  
10 being slightly different because it was about the  
11 hallway outside your flat.  
12 Q. In the third line there?  
13 A. Yes.  
14 Q. I see, I see, and that struck a chord with you, did it?  
15 A. Yeah, because it just made me think: that's a bit  
16 different, slightly different to what we had before.  
17 Q. Right, I see.  
18 Apart from that impression of difference, what other  
19 impression or understanding did you gain from reading  
20 that?  
21 A. At the time, there was nothing.  
22 Q. Right.  
23 A. Nothing else from that. Now, yes. But ...  
24 Q. Yes.  
25 Windows. Now, in your statements you have discussed

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1 in some detail your concerns about the windows and their  
2 installation, so I think I only need to ask you one or  
3 two additional questions.  
4 Can we go to your first witness statement, please,  
5 at page 2 {IWS00001000/2} and look at paragraph 11  
6 together. You say there:  
7 "After the new windows were installed, it became  
8 clear that they were badly installed. The windows  
9 themselves seemed fine, it was the bad installation and  
10 gaps around the windows that caused problems."  
11 If you go to page 3 {IWS00001000/3}, paragraph 14,  
12 you say:  
13 "I contacted the TMO about this issue on  
14 25 March 2018."  
15 I think it's actually 2017.  
16 "I was told to contact Rydon about this. I was put  
17 in contact with Ben Bailey at Harley Facades and had  
18 email contact with him. I exhibit this email chain as  
19 LC/1. This email chain shows I emailed Ben Bailey at  
20 Harley Facades on 14 May 2017. I attach six photographs  
21 of the windows to this email, which I exhibit  
22 individually [and then you do so] ... I also described  
23 the problems with the windows in the email. I will not  
24 repeat the contents here but I described gaps between  
25 the window frames and walls and explained you could feel

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1 the wind through these gaps."  
2 Now, it's right, isn't it, that those windows or  
3 gaps weren't fixed by the time of the fire?  
4 A. Correct.  
5 Q. Do you know whether anybody else had experienced issues  
6 with the windows or problems with the windows that you  
7 have described here?  
8 A. No, I wasn't aware of anyone else having problems with  
9 the windows.  
10 Q. Right. Did you or anybody else identify the poor  
11 installation of the windows as a fire safety issue?  
12 A. No.  
13 Q. No.  
14 Can I just ask you a question or two about  
15 Textburst. If you go to {TMO00853697/15}, I'm going to  
16 show you part of the witness statement of  
17 Claire Williams of the TMO to the Inquiry dated  
18 20 January 2020, when she describes the Textburst  
19 system. At paragraph 70 she says:  
20 "The system was piloted at Grenfell Tower and  
21 publicised within the organisation. I recall using it  
22 to send out information to Grenfell Tower residents in  
23 relation to the refurbishment, for example, if the lifts  
24 were out of action, or to advise them of upcoming  
25 resident consultation meetings. I also recall the Call

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1 Centre asked me to use it to update residents when  
2 a lift was out of order at Grenfell Tower."  
3 Were you aware that the TMO operated a Textburst  
4 system during the refurbishment whereby it could send  
5 text messages to all residents about the refurbishment?  
6 A. No.  
7 Q. So I take it you never got any?  
8 A. No, I don't think we ever received any or ever knew  
9 about it.  
10 Q. Right. Did you ever register your mobile or did Naomi  
11 ever register her mobile with the TMO so as to be able  
12 to receive Textburst messages?  
13 A. Yeah, if there was anything like that that we had the  
14 opportunity to, we would have registered.  
15 Q. Right. Do I take it from that that you were never told  
16 that you could register to get Textburst messages?  
17 A. Correct.  
18 Q. Right.  
19 Did you ever get texts from the TMO about lifts?  
20 A. No.  
21 Q. Did you ever get texts from the TMO about anything to do  
22 with the refurbishment or the maintenance of the  
23 building?  
24 A. I don't recall any, no.  
25 Q. What about Naomi Li, do you recall her ever receiving

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1 any texts like that?

2 A. I don't recall her receiving any, and if she had have

3 received some, she would have told me anyway.

4 MR MILLETT: Yes.

5 Now, Mr Chapman and Mr Chairman, we have come to the

6 end of our prepared questions. I think there are one or

7 two further questions I might need to go back after or

8 I have been asked to ask, which I will certainly

9 examine. But I think, given we have plenty of time

10 before 1 o'clock, unusually, particularly for me, we

11 might want to take 20 minutes rather than the usual 15.

12 SIR MARTIN MOORE-BICK: Yes, and that won't put us in any

13 difficulty?

14 MR MILLETT: No, because the next witness I don't think is

15 going to be available until 2 o'clock.

16 SIR MARTIN MOORE-BICK: Right.

17 Well, Mr Chapman, as you heard Mr Millett say, he

18 thinks he has asked most if not quite all the questions

19 he needs to ask you, and we need to provide

20 an opportunity for other people to suggest further

21 questions.

22 So we'll have a break now. We'll take a slightly

23 longer break than usual and come back at 12.40, please.

24 As I said to you before, please don't talk to anyone

25 about your evidence or anything relating to it while

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1 you're out of the room.

2 THE WITNESS: Okay, understood.

3 SIR MARTIN MOORE-BICK: We will see you at 12.40. Thank you

4 very much.

5 (Pause)

6 Right, Mr Millett, thank you. 12.40, please.

7 Thank you.

8 (12.21 pm)

9 (A short break)

10 (12.40 pm)

11 SIR MARTIN MOORE-BICK: Right, Mr Chapman. Well, we will

12 see if we have any more questions for you.

13 THE WITNESS: Okay.

14 SIR MARTIN MOORE-BICK: Yes, Mr Millett.

15 MR MILLETT: Yes, Mr Chairman.

16 Mr Chapman, I have one observational question for

17 you, and that is that during the refurbishment works

18 between 2014 and August 2016, did you notice the fire

19 control switch on the ground floor, by the lifts?

20 A. Yes.

21 Q. Can you describe what you saw?

22 A. I think it was like a silver box with a --- I don't know,

23 a square thing for a key, I imagine, to turn. That's

24 what I think it might be.

25 Q. Right. What sort of condition was it in, do you

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1 remember?

2 A. I would say good condition.

3 MR MILLETT: Right.

4 Well, Mr Chapman, you will be glad to know that

5 I have no further questions for you, and it remains only

6 for me to thank you very much for coming to the Inquiry

7 and assisting us with our investigations. We are

8 extremely grateful.

9 SIR MARTIN MOORE-BICK: Yes, Mr Chapman, it's right that

10 I should thank you on behalf not only of myself but my

11 fellow panel members for coming along to answer

12 questions today. It really has been very helpful and

13 useful to hear what you have to tell us, so thank you

14 very much.

15 THE WITNESS: Thank you.

16 SIR MARTIN MOORE-BICK: Now you're free to go.

17 THE WITNESS: Thanks.

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

19 (The witness withdrew)

20 SIR MARTIN MOORE-BICK: Now then, Mr Millett, we have

21 another witness today, don't we, but he's going to give

22 evidence from abroad?

23 MR MILLETT: He is, Mr Chairman, by videolink from overseas,

24 and he is ready to go but not until 2 o'clock, because

25 that is when we told him he will be ready to go. So

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1 I don't know whether it's good or bad, but it

2 necessitates a longer lunch break.

3 SIR MARTIN MOORE-BICK: It just is a fact.

4 MR MILLETT: It's a fact, yes.

5 SIR MARTIN MOORE-BICK: In that case, we will break now, we

6 can all have the benefit of a slightly longer lunch

7 break, and we will come back ready to start his evidence

8 at 2 o'clock.

9 MR MILLETT: Yes, thank you.

10 SIR MARTIN MOORE-BICK: Thank you very much. 2 o'clock,

11 then, please.

12 (12.43 pm)

13 (The short adjournment)

14 (2.00 pm)

15 SIR MARTIN MOORE-BICK: Yes, Mr Millett.

16 Now, our next witness, I think, is Mr Collins; is

17 that right?

18 MR MILLETT: Yes, that's right, Mr Chairman, Mr Collins,

19 whom we are taking by videolink from overseas.

20 SIR MARTIN MOORE-BICK: Yes.

21 MR DAVID COLLINS (called)

22 (Evidence via videolink)

23 SIR MARTIN MOORE-BICK: Good afternoon, Mr Collins.

24 THE WITNESS: Good afternoon.

25 SIR MARTIN MOORE-BICK: Can I just ask, can you see me and

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1 hear me clearly?  
 2 THE WITNESS: I can.  
 3 SIR MARTIN MOORE—BICK: Good, thank you very much.  
 4 Well, thank you for making yourself available to  
 5 give evidence. You should have on your screen the words  
 6 of the affirmation. Is that there for you?  
 7 THE WITNESS: I do.  
 8 SIR MARTIN MOORE—BICK: Good. Could I ask you to make the  
 9 affirmation, then, please.  
 10 (Witness affirmed)  
 11 SIR MARTIN MOORE—BICK: Very good, thank you very much.  
 12 Now, can I just run through a couple of things  
 13 before I invite Mr Millett to put some questions to you.  
 14 First of all, and I have done this with every  
 15 witness who has given evidence over a link of this kind,  
 16 can I ask you to confirm that you're alone in the room  
 17 from which you're giving evidence?  
 18 THE WITNESS: I am.  
 19 SIR MARTIN MOORE—BICK: Thank you.  
 20 Can I ask you to confirm, if you would, that your  
 21 mobile phone is in another room, please?  
 22 THE WITNESS: I have it on airplane.  
 23 SIR MARTIN MOORE—BICK: Is it possible for you to put it  
 24 somewhere completely out of reach?  
 25 THE WITNESS: Shall I?

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1 SIR MARTIN MOORE—BICK: Yes, could you do that? I'm sorry  
 2 to be so demanding.  
 3 (Pause)  
 4 Thank you very much.  
 5 Finally, could I ask you to confirm that you have no  
 6 other electronic device with you that is capable of  
 7 receiving messages?  
 8 THE WITNESS: I have not.  
 9 SIR MARTIN MOORE—BICK: No.  
 10 I'm sorry we have to go through all that, but it's  
 11 been a protocol which we've applied to all the witnesses  
 12 who are giving evidence from remote locations for  
 13 reasons which I probably don't need to explain.  
 14 I will be inviting Mr Millett to put some questions  
 15 to you in just a moment. Can I just tell you first that  
 16 we shall have a break during the afternoon somewhere  
 17 round about 3.15 or 3.20 or thereabouts, but if you feel  
 18 that you need a break for any other reason at some other  
 19 time, will you just indicate that and we will do our  
 20 best to accommodate you.  
 21 All right, is there anything you would like to ask  
 22 me before we start?  
 23 THE WITNESS: No, there isn't, thank you.  
 24 SIR MARTIN MOORE—BICK: Thank you very much. In that case,  
 25 I'll invite Mr Millett to put some questions to you.

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1 Yes, Mr Millett.  
 2 Questions from COUNSEL TO THE INQUIRY  
 3 MR MILLETT: Thank you very much, Mr Chairman.  
 4 Mr Collins, good afternoon. I can see you, because  
 5 I'm looking into the monitor. Can you see me and hear  
 6 me?  
 7 A. I can.  
 8 Q. Thank you.  
 9 Can I start by thanking you very much for coming to  
 10 the Inquiry, even though remotely, and assisting us with  
 11 our investigations, we are extremely grateful to you.  
 12 My questions are intended to be short and simple,  
 13 but if you have any difficulty understanding a question  
 14 or you would like me to put it a different way or to  
 15 break it up, I am very happy to do that.  
 16 As the Chairman has just said, we will take  
 17 a scheduled break during the course of the afternoon,  
 18 but if you need a break at any other time, please just  
 19 let us know and we can take a short break.  
 20 Can I also ask you, please, to keep your voice up  
 21 and clear so that the transcriber who is sitting in this  
 22 room with us here can get down what you're saying.  
 23 Also, not to nod or shake your head, because a "yes" or  
 24 "no" doesn't go onto the transcript, you have to say.  
 25 Now, you have made one witness statement to

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1 the Inquiry and you will find it on the screen, I hope,  
 2 in front of you, when it's brought up. It's  
 3 {IWS00002334}. Can we just have the first page of that  
 4 there. Yes, there it is.  
 5 Can you confirm for us, please, that that is the  
 6 first page of your witness statement to the Inquiry  
 7 dated 21 September 2020?  
 8 A. That is.  
 9 Q. Can you please go to page 32 {IWS00002334/32}. There is  
 10 a signature there, it's quite faint, above the date,  
 11 underneath the statement of truth. Is that your  
 12 signature?  
 13 A. That is.  
 14 Q. Have you read this statement recently?  
 15 A. I have, over the weekend.  
 16 Q. Can you confirm that its contents are true?  
 17 A. As far as I can tell.  
 18 Q. Yes.  
 19 Now, this is a very detailed statement which will be  
 20 published on the Inquiry's website as of now, or later  
 21 today. My questions are intended to be directed to any  
 22 further assistance that you can give us in addition to  
 23 that statement.  
 24 Can I begin with some background, very briefly.  
 25 It's right, isn't it, I think, that you lived at

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1 flat 185 in Grenfell Tower on floor 18?  
 2 A. I did.  
 3 Q. And you did so from April 2014 until 31 October 2016.  
 4 A. I did.  
 5 Q. Is it right that you rented your flat directly from the  
 6 leaseholder of that flat, Tunde Awoderu?  
 7 A. Correct.  
 8 Q. Yes.  
 9 Now, we know that during your time as a resident,  
 10 you became the Chair of Grenfell Compact, and I will  
 11 come back to that at some point later on.  
 12 Can I start with some basic questions about  
 13 fire safety information.  
 14 When you moved into Grenfell Tower, what fire safety  
 15 information, if any, were you given?  
 16 A. None ever, as far as I'm aware. There may have been  
 17 a leaflet, but I'm —  
 18 Q. Right.  
 19 A. I'm not certain.  
 20 Q. So, to be clear, did you ever see something called  
 21 Link magazine?  
 22 A. I have. Whether it was the version ...  
 23 Q. Right. Did you get Link magazine through the door?  
 24 A. I wouldn't recollect.  
 25 Q. What about Grenfell Tower refurbishment newsletters?

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1 A. I've seen it in other places.  
 2 Q. Right. What about Grenfell Tower refurbishment  
 3 newsletters, did you ever receive those?  
 4 A. Yes.  
 5 Q. You did. Did you read them?  
 6 A. Not always.  
 7 Q. No. Let's look —  
 8 A. And not fully, necessarily.  
 9 Q. Right.  
 10 A. Especially at first.  
 11 Q. Forgive me, Mr Collins, it's my fault, I think there is  
 12 a slight delay on the line, and I'm overspeaking,  
 13 I don't mean to. I'll bear that in mind.  
 14 Can I ask you to look at {ART00002606}. That is  
 15 a Grenfell Tower Regeneration Newsletter dated  
 16 July 2014.  
 17 Just from the first page, do you think that was  
 18 familiar?  
 19 A. I do not.  
 20 Q. Can we go to page 2 {ART00002606/2}, please, and look at  
 21 the bottom of that page. You will see the words  
 22 "Emergency fire arrangements", and it says:  
 23 "Our longstanding 'stay put' policy stays in force  
 24 until you are told otherwise."  
 25 Et cetera.

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1 Do you remember seeing that or receiving that?  
 2 A. I did know of the procedure, like I wasn't sure — like,  
 3 I wouldn't recommend — I didn't feel like — oh, this  
 4 is a story. I didn't feel like I would be safe to stay  
 5 in the tower —  
 6 Q. Right.  
 7 A. — if there was a fire.  
 8 Q. Were you clear in your mind about the fire safety  
 9 procedure to follow if there was a fire during —  
 10 A. Sorry, and I didn't know why I didn't feel safe, but  
 11 I didn't — I felt like if there was a fire in the  
 12 tower, it wouldn't be safe to stay in there.  
 13 Q. Right.  
 14 Did you understand the fire safety procedures that  
 15 this document was describing?  
 16 A. No, not really.  
 17 Q. Right.  
 18 A. I knew of the stay-put policy.  
 19 Q. Right.  
 20 Did you have any information about emergency fire  
 21 arrangements from any other source other than this  
 22 newsletter that you can remember?  
 23 A. I heard from several sources that the right thing to do  
 24 was to stay in the tower —  
 25 Q. What were the other sources —

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1 A. — and await someone coming to rescue you.  
 2 Well, residents.  
 3 Q. Right.  
 4 A. In meetings, they talked about the stay-put strategy,  
 5 they talked about that's how we were supposed to act.  
 6 We didn't have a lot of information from the council or  
 7 the TMO, as far as I'm — I was aware.  
 8 Q. Did you ever visit the TMO website?  
 9 A. I did, but only to find out their service standards and  
 10 whether they were met.  
 11 Q. Were you aware that you could find fire safety advice on  
 12 the TMO website?  
 13 A. I was not.  
 14 Q. Now, I want to ask you some questions about  
 15 communications with residents during the refurbishment,  
 16 and I'd like to start by looking at your statement on  
 17 page 6 {IWS00002334/6}, please, paragraphs 24 to 29.  
 18 You describe there the relationship between the TMO and  
 19 residents about the refurbishment, and you say — and  
 20 I'm summarising — that you became aware that a majority  
 21 of the residents of the tower had concerns about the  
 22 refurbishment, paragraph 25. There was a meeting on  
 23 17 March 2015 attended by over 100 residents, and that's  
 24 paragraph 27, as you can see on the screen.  
 25 Then you say in paragraph 26:

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1 "By this time [this is March 2015], I had gravitated  
2 towards Edward Daffarn. He was thinking most clearly  
3 about how the community could respond. He had the  
4 drive, knowledge, insight and determination to do  
5 something and to communicate the voice of residents in  
6 the face of very little response."  
7 Had you actually spoken to Edward Daffarn about your  
8 own concerns?  
9 A. I had —  
10 Q. And what was the occasion for that?  
11 A. — on several occasions.  
12 Q. I'm sorry.  
13 A. We had — we spoke on several occasions about the tower,  
14 our concerns. I'm not sure, what do you mean?  
15 Q. Had you shared your own private concerns with  
16 Mr Daffarn?  
17 A. Sure. I was very concerned about the tower and everyone  
18 in it, really, and the treatment, how they were met or  
19 how they weren't listened to, and it had been over  
20 multiple years, that was my experience. It wasn't just  
21 Ed, it was Steve Power and other people, quite a lot of  
22 people talked about the tower and the treatment of  
23 the — the terrible treatment, the words they would use  
24 would be terrible, how they were treated over years.  
25 Q. Do you —

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1 A. And I wasn't sure at first, I wasn't sure about the  
2 assumptions, but over time it became really clear, they  
3 weren't assuming the treatment.  
4 Q. Can I ask you to go to {TMO00837884}. This is a letter  
5 dated 24 March 2015 to Claire Williams. It's quite  
6 a long letter, and the signature to it at the end is on  
7 page 5 {TMO00837884/5}, if we can just see that.  
8 So this is a letter, can you confirm, you wrote to  
9 Claire Williams on that date, and the subject is  
10 "185 Grenfell Tower & Grenfell Tower Regeneration  
11 works"; yes?  
12 A. Yes.  
13 Q. Can we go to page 2 {TMO00837884/2}, please. If you  
14 look at the second paragraph down on that page, you  
15 refer to a meeting, and halfway through that paragraph  
16 you say:  
17 "The minutes of that meeting demonstrate ..."  
18 And I should have said, this is a meeting on  
19 Tuesday, 17 March 2015:  
20 "... an overwhelming community and shared sense of  
21 poor consultation from TMO and Rydon, extreme  
22 dissatisfaction with the process of consultation,  
23 concerns over the on-going safety of work, safety within  
24 residences and communal areas, and massive unhappiness  
25 with the quality of work being performed within and

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1 around people's homes and lives."  
2 Now, you refer to the minutes there. Did you have  
3 the minutes of that meeting to hand when you wrote this  
4 letter?  
5 A. What's the date of the letter?  
6 Q. It's 24 March 2015. I can show you the minutes, if it  
7 would help your recollection.  
8 A. I may not at the time.  
9 Q. Right.  
10 A. I may have had drafts of the minutes.  
11 Q. Right.  
12 A. I had spoken at least with people. I'm certain the  
13 minutes exist, and they're in my statement.  
14 Q. They do, and my question was really whether you had the  
15 minutes in front of you when you wrote this letter.  
16 A. I don't know. I can't say for sure.  
17 Q. No, thank you.  
18 What prompted you to write this letter?  
19 A. I could check.  
20 Q. Well, let me just show you the minutes, and see if your  
21 recollection improves. {MET00070936}, please. You can  
22 see that this is an email from you to John Willis above  
23 it, and this is the email you wrote on 25 March to  
24 Claire Williams the next day, then there are the minutes  
25 set out below. Can you see that? "Minutes from the

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1 Grenfell Tower Emergency Residents Meeting"; yes?  
2 A. Yes.  
3 Q. Yes.  
4 Does that prompt your recollection, if you just look  
5 at the substance of it, as to whether you had the  
6 minutes in front of you when you wrote the letter?  
7 A. I'm familiar with the minutes. Whether they were in  
8 front of me when I wrote the letter, I'm not sure.  
9 Q. Do you remember what prompted you to write —  
10 A. I was aware of the content at the time, that's for sure.  
11 Q. Do you remember what prompted you to write the letter?  
12 A. I don't know. So many occasions I thought about this,  
13 but I don't know how to explain — I don't have the  
14 ability to go into the detail.  
15 Q. All right.  
16 A. There were so many reasons.  
17 Q. Well, I'll try and keep it general, then, to help you.  
18 A. I wasn't unsure, I wasn't uncertain, I didn't think the  
19 work was done well.  
20 Q. Did you expect this letter to be treated as a formal  
21 complaint to the TMO?  
22 A. I did, though at the time I wasn't aware or I didn't  
23 have awareness of the complaints process.  
24 Q. Can we go back to the letter, please, it's the previous  
25 document, and look at the bottom of the first page

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{TMO00837884/1}, and I'll read it out to you. It says, in the second-last paragraph:

"Secondly, please could you recognise that the consultation with Grenfell Tower residents, and the nature of the proposed and on-going construction works within the tower, are not fit for purpose. Even if TMO or Rydon believe they have consulting with residents, those consultations have failed or have not been fit—for-purpose. The fact that over half of the residents of the Tower met last week and said so is evidence enough.

"The consultation I have personally experienced involved a Rydon Site Manager and Liaison Officer explaining in 2014 the minimal impact the improvement works would have on the aesthetics and layout of the flat. Then in 2015 a Rydon Site Manager and TMO representative (yourself) explaining the extreme aesthetic, layout and safety issues which will result from the works (when we were told pipes will be exposed, space lost, the fixtures and fittings will not be as we were told they would be, hot pipes will be running where children's hands can reach them, etc)."

And you continue.

If you thought that the consultation wasn't fit for purpose, as you say, what form of consultation were you

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expecting?

A. I wasn't expecting, I just wasn't certain it was working, and that I wanted to improve — like I wasn't certain it was working. It wasn't working. By all impressions, it wasn't working. Whatever they were doing, it wasn't working well.

Q. What wasn't working specifically? Can you explain in a bit more detail what it was that wasn't working, as you saw it?

A. They changed the requirements, in the room, yeah, where the HIU unit was — the heat interface unit was to be placed. It was going to be in a kitchen cupboard, it was going to be concealed, and then after, there was no communication, essentially there was no consultation about the matter, and they told us it was going to be inserted somewhere where we didn't want it. We believed there were safety issues associated with where it was going to be put.

We weren't sure about the design — it's not the design, but the design specifications of the tower, they didn't seem to meet the original quality, and I wasn't sure about the design solutions, whether we could see them or not, there was still concern amongst people in the tower about the design of things that we couldn't see at the time.

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Q. Can we go to {MET00070936}, please. These are the minutes that I've just shown you as set out in your email to Claire Williams of 25 March 2015, and if we go to page 2 {MET00070936/2}, please, you can see that under the subheading "Impact on community and main concerns", towards the top of your screen, it says:

"Lack of meaning of consultation with residents and feeling of total disregard for tenant and leaseholders well-being.

"Information provided to residents by TMO/Rydon keeps changing without any consultation or agreement from tenants and leaseholders.

"Residents not satisfied with the standard of works carried out in communal hallway and will not allow this vandalism inside our homes.

"Grave concerns at standard of works that have already been carried out inside a number of residents' properties by Rydon.

"Concern that TMO/Rydon are using cheap materials and workmanship 'cutting corners'."

If we look at the last paragraph on page 2, "Other issues", we see that there were concerns raised, among other things, about changing floor numbers without consulting residents, and also problems with access into Grenfell Tower and lack of signposting. Do you see

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that?

Now, although —

A. They are true, right? So far as we were aware, that was true.

Q. Now, you didn't attend this meeting, did you?

A. No.

Q. But you did see the minutes, I think, clearly, because —

A. I did.

Q. — you have been able to — yes.

A. I was involved thereafter.

Q. Did the specific concerns expressed in these minutes that I've picked out just now and read to you reflect your own individual concerns at the time?

A. They do feel that way.

Q. You say they feel that way; do you recall —

A. And look as well. I do.

Q. Right. Do you —

A. Very well.

Q. I'm sorry, I was about to ask you another question, but did you want to add something at the end there?

A. A little forceful. No, no need.

Q. That's okay.

Were you personally aware which residents were raising these concerns about quality of work or lack of

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1 meaningful consultation?  
 2 A. I do not. It felt like a good number. A lot of people.  
 3 It wasn't everyone, sure, but there were a lot  
 4 complaining.  
 5 Q. And how did you know that yourself?  
 6 A. I was listening.  
 7 Q. But you weren't at the meetings, so who were you  
 8 listening to?  
 9 A. I was listening to lots of people. I wasn't at all the  
 10 meetings, I was at some. I was at meetings that even  
 11 before 17 March people were talking about the tower and  
 12 what wasn't working well, and we weren't sure — I can't  
 13 name individuals. It isn't — it doesn't feel like  
 14 an individual thing to me. It's like it wasn't  
 15 everyone, and yet there were so many people talking  
 16 about the tower and the problems with the refurbishment.  
 17 Q. Right. Did the minutes —  
 18 A. — not sure on an individual name. Like, it wasn't Ed's  
 19 initiative, you know, it wasn't one person trying to  
 20 impersonate everyone, you know, people felt it wasn't  
 21 right, a lot of people. That's how it felt. And  
 22 I can't name — I mean, I can say Willie or I can say  
 23 Steve or whoever, but it wasn't one person.  
 24 Q. Do you agree that none of the concerns set out in these  
 25 minutes, certainly those I've picked out and read to

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1 you, at least explicitly refer to fire safety?  
 2 A. Correct.  
 3 Q. Yes.  
 4 A. It isn't a matter of fire safety.  
 5 Q. Do you remember what, if any, specific fire safety  
 6 matters residents were concerned about so far as regards  
 7 the refurbishment?  
 8 A. There weren't fire safety issues in particular. I mean,  
 9 there are some, and yet it isn't a matter of  
 10 fire safety. I mean, it evidently was a fire safety  
 11 problem, but it wasn't fire safety. It's about the  
 12 culture and the leadership. For me, in my instance, I'm  
 13 looking at culture and leadership and how things are  
 14 done, and not the fire safety issues in particular. I'd  
 15 say they're outcomes. Whether you have a safe building,  
 16 it's all about the leadership and about the culture, it  
 17 isn't about ... sometimes the standards — sometimes  
 18 leadership is more important than the standards that you  
 19 purport to follow.  
 20 Q. Can we go back to your letter, {TMO00837884/2}, please.  
 21 I'd just like to ask you about a paragraph on page 2,  
 22 the third paragraph there, where you ask Ms Williams,  
 23 Claire Williams, the following:  
 24 "Please can you address the failings in the  
 25 consultation process, and the poor standard of

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1 construction works being performed in and around the  
 2 Tower, with immediate effect?"  
 3 How were you expecting Claire Williams to address  
 4 the failings of the consultation process? By which  
 5 I mean, what is it exactly that you wanted her to do?  
 6 A. I think it would have been simple to consult more and to  
 7 involve residents in what they were doing and how they  
 8 were involving residents.  
 9 Q. Being specific, more what? More newsletters, more  
 10 meetings? Can you give us an idea of what, in practical  
 11 terms, you wanted to see that you weren't getting?  
 12 A. We wanted a one-to-one. It wasn't a one-to-one. We  
 13 wanted to be engaged as a group, and not to be kept  
 14 apart or to be separated, not to be able to meet.  
 15 Remarkably, we weren't able to meet with the TMO or  
 16 Rydon. We weren't allowed, in their terms, we weren't  
 17 allowed to be a group and to have a consultation, and  
 18 that made no sense.  
 19 Q. Did you raise with Rydon your concerns about the quality  
 20 of the construction works that you've set out on page 2  
 21 of this letter? And you set out the details from  
 22 halfway down there, as we see. Did you raise those with  
 23 Rydon?  
 24 A. I don't think I did. I raised the consultation process  
 25 with them.

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1 Q. Right. Why didn't you raise these specific matters with  
 2 Rydon directly?  
 3 A. I don't know.  
 4 Q. Do you know that they had a resident liaison officer?  
 5 A. They weren't interested, they weren't there, no one was  
 6 coming to a meeting. We were asking to meet and to  
 7 raise our concerns. It wasn't until June or July that  
 8 they would meet and address our concerns.  
 9 Q. I see.  
 10 A. And the concerns are raised in the minutes, in the  
 11 letters, you know, they were raised and yet they weren't  
 12 met.  
 13 Q. Can we look at Claire Williams' reply. This is  
 14 {TMO00837882}. She replies to your letter on  
 15 8 April 2015, and in the second paragraph, paragraph 2  
 16 on that first page, she says, let's just look at it  
 17 together:  
 18 "Consultation: this has been ongoing since 2012. In  
 19 2014 we asked residents on their preference for  
 20 consultation — as obviously fatigue had settled in. 90%  
 21 asked for individual information through their letter  
 22 box (newsletters or updates), but we have continued to  
 23 hold informal sessions and drop-ins to reach more  
 24 people. Since your residency this has been held on  
 25 26 September (am/pm) in the foyer and also

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1 Dec 14/Jan 2015 (am/pm/eve) in flat 145 to evidence the  
2 heating layout."  
3 Now, first of all, so far as you were concerned, is  
4 what Claire Williams is saying there about newsletters,  
5 updates, informal sessions and drop-ins true?  
6 A. I wasn't aware at the time —  
7 Q. I see.  
8 A. — about those things.  
9 Q. So is this right, Mr Collins: when Claire Williams set  
10 out what I've just read to you in this letter, that was  
11 news to you, was it?  
12 A. They weren't in my mind at the time at all.  
13 Q. Right.  
14 A. I did not know about them.  
15 Q. Right. I see.  
16 A. I couldn't think about them. They were the past, right?  
17 We were there in the present and we didn't have  
18 consultation. I didn't know what to do.  
19 Q. You say they were in the past. This is April 2015, and  
20 she's explaining that there have been informal sessions  
21 and drop-ins in December and January. I mean, to be  
22 fair to the TMO, it wasn't the distant past —  
23 A. (Inaudible).  
24 Q. — and so what I'm really just keen to explore is why  
25 you would say that what she is saying there is either

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1 not true or insufficient.  
2 A. Where do I start? By April, we had an understanding or  
3 we began to understand what it would — how hard is  
4 this, to try and talk about something. It's really hard  
5 to explain. We weren't happy, or people weren't happy  
6 about the disruption, they looked like they weren't  
7 happy about their — what was happening within their  
8 flats, and that's distant in time from when they told us  
9 it would be all right. They told us certain things in  
10 December and then in January they changed the plan, so  
11 we hadn't had a consultation about that.  
12 Q. Right.  
13 A. So what I mean, the consultation, it wasn't met, it  
14 wasn't — the requirements weren't met, the requirements  
15 of the consultation weren't met. There wasn't enough  
16 consultation at the time it was needed.  
17 Q. So are you saying that there was consultation but you  
18 weren't involved in it and then it stopped, and you were  
19 complaining about it stopping?  
20 A. It wasn't a stop.  
21 Q. Right.  
22 A. I don't understand.  
23 Q. Well, you see, in paragraph 2 of this letter,  
24 Claire Williams is responding to you and explaining that  
25 there has been consultation and giving you the details

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1 of what it was. I suppose to put the question another  
2 way, what was wrong with what she was saying there?  
3 A. It wasn't adequate —  
4 Q. It wasn't adequate?  
5 A. — to the task. Yeah, it wasn't adequate.  
6 Q. What exactly was it —  
7 A. — wasn't up to the scale of the problem.  
8 Q. Right. What would have been up to the scale of the  
9 problem that you weren't seeing but you wanted to see?  
10 A. I don't know, yet I have worked in instances where we've  
11 developed engagement strategies where we've engaged  
12 people and we've found out their needs and their  
13 requirements, like what they need, right? And —  
14 Q. Yes, I see.  
15 Can we go to page 2 of this letter {TMO00837882/2},  
16 her response. I just want to ask you about —  
17 A. We wanted to have a safe place to live.  
18 Q. Of course.  
19 A. And we weren't met in that desire.  
20 Q. I see.  
21 A. We didn't feel like we were ever met in our desire to  
22 have a safe tower, and I understand the requirement of  
23 community engagement is to have something being met,  
24 have the community engaged, and if we're not, then how  
25 do we do it? We can't move them. We can complain, but

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1 we can't move them towards us. We can't get them to do  
2 something.  
3 Q. No, I understand that. Let me try and see if I can put  
4 it a different way.  
5 In an ideal world, what would you have wanted  
6 Claire Williams to have said to you that would have  
7 given you complete reassurance?  
8 A. "Okay, we're interested to hear what you would like to  
9 do about this", I don't know, some show of interest.  
10 We did have a show of interest, it was later, it was  
11 near to Christmas in 2015, and it was after several  
12 things had happened and we had our MP visit, and then  
13 Sacha Jevans was interested to meet and to move forward  
14 in some way to begin to understand, like, what was  
15 happening isn't — but the problems, you know. There  
16 was a point at which — there was only a point it felt  
17 like where there was an interest in doing something  
18 different.  
19 Q. Yes, I see.  
20 Can I then go back to this letter at paragraph 3 on  
21 page 2 {TMO00837882/2}, which should come up now. She  
22 says, let's read this together:  
23 "Works: The health and safety of the works is  
24 subject to rigorous inspection by Rydon's own H&S team,  
25 as well as the clerk of works employed by the KCTMO.

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1 There have been comments on the workmanship to the  
 2 communal area, but it is all work-in-progress — as we  
 3 need to test pipework before it gets insulated and boxed  
 4 in; and at that point plastering and decoration is  
 5 undertaken.”  
 6 At the time, Mr Collins, do you remember whether you  
 7 found that explanation that these were works in progress  
 8 reassuring or not?  
 9 A. Not really.  
 10 Q. What about the fact that Rydon's health and safety team  
 11 and the clerks of works were undertaking inspections,  
 12 did you find that reassuring?  
 13 A. There wasn't a lot of trust about Rydon or the clerk of  
 14 works.  
 15 Q. So what was wrong with the reassurance or what was  
 16 insufficient about that reassurance?  
 17 A. I don't know.  
 18 Q. Did you respond to this letter at the time pointing out  
 19 the deficiencies in Claire Williams' response?  
 20 A. I did.  
 21 Q. You did?  
 22 A. I tried at least.  
 23 Q. Right.  
 24 A. I felt uncertain that we were getting anywhere with the  
 25 community sense of, it wasn't fair.

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1 Q. Well, we may come back to the response later.  
 2 Can I then ask you some questions about the  
 3 foundation of Grenfell Community Unite.  
 4 Now, you cover that in your statement at  
 5 paragraphs 27 and 28 {IWS00002334/6}, where you describe  
 6 the residents' meetings on 17 and 26 March 2015. If we  
 7 have that up in front of us, it's your statement at  
 8 page 6, please, paragraph 28. You say there that there  
 9 had been a meeting on 17 March — this is  
 10 paragraph 27 — with 100 residents in attendance, but  
 11 you were away. There was another meeting the following  
 12 week which you deal with at paragraph 28, and you see  
 13 that there, you say:  
 14 "Following that meeting, Edward set up the next  
 15 meeting for 26 March in (his) Flat 134. He invited as  
 16 many residents as possible. I was part of the group who  
 17 met that evening; there were approximately 20 households  
 18 in attendance. We quickly inaugurated and committed to  
 19 a residents' voice/group to speak together with the TMO  
 20 & Rydon, which was named Grenfell Community Unite."  
 21 Now, that's what you say in your statement. I've  
 22 read that to you so that that's the background for the  
 23 questions that I'm now going to ask you.  
 24 Can you go, please, to {TMO00846124}. This is  
 25 an email exchange in April 2015 between Edward Daffarn,

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1 Claire Williams and you about Grenfell Community Unite.  
 2 If we go to page 3 {TMO00846124/3}, we see an email  
 3 of 6 April 2015 from you to Claire Williams, copied to  
 4 Edward Daffarn, and in that you can see in the second  
 5 paragraph, do you see, it says:  
 6 "As you know, on the 17th March 2015, upwards of 100  
 7 residents gathered in our Community Rooms ..."  
 8 And you explain that there and the next paragraph,  
 9 and you can see, if you look down the page, problems  
 10 with the works are identified.  
 11 Then if you turn to page 4 {TMO00846124/4}, the next  
 12 page, still within your email here, you can see that  
 13 about halfway, just below halfway down you say:  
 14 "On the 26th March 2015 representatives from  
 15 approximately 20 households in Grenfell Tower gathered  
 16 to form 'Grenfell Community Unite' as a  
 17 community/residents group. We believe that by so doing  
 18 residents can speak with a collective voice to address  
 19 our concerns the Improvement Works."  
 20 Then you go on, at the bottom of the page, three  
 21 paragraphs up, to ask for a meeting with the TMO. If  
 22 you look at the foot of page 4 and over to page 5, you  
 23 say this. Just read with me. You say:  
 24 "As time is such a pressing issue, please could you  
 25 respond by 5pm on Wednesday 8th April 2015 to:

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1 " "? Confirm your willingness to acknowledge the  
 2 Grenfell Community Unite group as residents/community  
 3 group, a representative voice for the tenants,  
 4 leaseholders and renters of Grenfell Tower?"  
 5 Then over the page, top of page 5 {TMO00846124/5}:  
 6 " "? Confirm your willingness to meet with Grenfell  
 7 Community Unite members in a public meeting to discuss  
 8 the aforementioned issues, and a number of specific  
 9 requests we have for TMO and Rydon?"  
 10 You see that?  
 11 Now, why did residents need a collective voice?  
 12 A. We didn't feel individually that we would be listened  
 13 to. We weren't, was our experience, and many people.  
 14 Q. What was your personal experience of not being listened  
 15 to as an individual?  
 16 A. Of being told not to worry about the windows, for  
 17 instance, told not to worry about things, to not do it,  
 18 to not have a voice.  
 19 Q. Can you recall a specific complaint or concern or worry  
 20 that you had about the refurbishment which you tried to  
 21 raise yourself with the TMO before March 2015?  
 22 A. Before March?  
 23 Q. 2015.  
 24 A. Yeah, I hadn't really much about the refurbishment.  
 25 Q. What about on other issues?

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1 A. Before that time. Yeah, I wouldn't want to talk about  
2 that at the moment. I did have someone try to break  
3 into my flat, and I wasn't — you know, my complaint was  
4 not met joyously. I was turned around and — "dumped  
5 on" isn't — you know, isn't — that's not factual.  
6 Yeah, I was dumped on. I was told like — it wasn't my  
7 fault, yet I was questioned about why I'd even have  
8 someone try to break in to me, like it was my problem,  
9 you know, trying to turn it on the victim and not have  
10 any responsibility. That was my feeling.  
11 Q. I see.  
12 Can I ask you, did you try and raise these  
13 concerns —  
14 A. Yeah, there were several times I raised fire safety or  
15 issues throughout the ...  
16 Q. Right. Did you try to raise concerns about the  
17 refurbishment yourself with Rydon?  
18 A. Well, with Rydon and TMO.  
19 Q. Right. Did you use —  
20 A. I raised things about the boiler location, and they  
21 weren't listening to those. So in a one-to-one  
22 situation they could kind of ignore and not take any  
23 notice, and they would tell you things that were ...  
24 that they weren't sure, "Maybe you won't have hot water,  
25 you know, if you don't do it the way we'd like you, then

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1 you may not have hot water". There were subtle threats,  
2 and I wasn't sure about those things as an individual.  
3 Yet as a group we knew full well they were using that  
4 tactic with others, and the vulnerable were less likely  
5 to be able to resist those kind of tactics, forceful.  
6 Q. Right.  
7 Does that mean that Grenfell Community Unite would  
8 only be raising issues, concerns, worries, complaints  
9 that were common to everybody in it?  
10 A. That was the plan.  
11 Q. That was the plan. So it wouldn't be —  
12 A. (Inaudible).  
13 Q. Am I right in thinking that it wouldn't be a mechanism  
14 or group for individuals to raise individual concerns or  
15 complaints that were not within the norm —  
16 A. At the time —  
17 Q. — experienced by the members?  
18 A. — we needed to. It was so bad we needed to. We had  
19 our councillor eventually, she was able to try to get  
20 the TMO to do something about individual complaints.  
21 Like she didn't do so well — it reached a point where  
22 she couldn't get purchase. She was a TMO board member,  
23 but once she started to talk in a way where she wanted  
24 to take forward our issues, then she wasn't listened to.  
25 It's quite hard to explain what happened. But

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1 individual issues became quite important to her, and we  
2 had to try and find a way to take individual issues to  
3 the TMO through her or, you know, if we couldn't do it,  
4 then by email, complaints process.  
5 Q. Right.  
6 A. It didn't seem to produce much of an outcome, the  
7 complaints process.  
8 Q. Was that Councillor Judith Blakeman?  
9 A. Correct.  
10 Q. Right. Why not use the Lancaster West  
11 Residents' Association?  
12 A. There was a woman who couldn't use the bathroom,  
13 you know, she had to walk I think it was to  
14 Shepherd's Bush to be able to use a bathroom. She  
15 didn't have — and there was just things like we had to  
16 raise these sorts of concerns.  
17 Q. Yes, I've seen that in the papers, I understand that and  
18 the nature of the complaints.  
19 Really what I'm just trying to get a handle on here  
20 is the nature of —  
21 A. And I wasn't —  
22 Q. — the process.  
23 A. I wasn't sure this was the real one, you know. How  
24 could you have a building where people live where  
25 they're not able to use the bathroom and they are

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1 vulnerable? Like it's not real. Well, it is, but it's  
2 not a joke.  
3 Q. Did you know of the existence of the Lancaster West  
4 Residents' Association?  
5 A. I did.  
6 Q. Was there a reason why you and others couldn't use the  
7 Lancaster West Residents' Association as the conduit for  
8 bringing home your concerns and complaints and issues to  
9 the TMO that way?  
10 A. As far as I knew, they were not functioning, and I did  
11 try to email and to telephone, and was — no response.  
12 Q. Yes, I see.  
13 A. They were not functioning, as far as I'm aware. I never  
14 met them until the new members, September 2015.  
15 Q. Can we look at another document together, TMO — I'm so  
16 sorry, Mr Collins, I may have cut you off in your —  
17 A. The moment we could have been met in our complaint, like  
18 it was early in the year, it wasn't late, it wasn't  
19 2016, it was earlier, we'd have needed to be met with —  
20 the community within the tower would need to have been  
21 met with by the TMO, and it would have been early 2015.  
22 Q. Right. Can we look at TMO00 —  
23 A. But — it's okay.  
24 Q. If you want to add something, please do. I don't want  
25 to cut you off.

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1 A. Threatened — there was legal threats against people who  
 2 wanted works done in the manner they were told. There  
 3 were legal threats, you know.  
 4 Q. Can I show you {TMO00846102}. Now, this is an email  
 5 from Claire Williams to Peter Maddison, copying  
 6 David Gibson in, dated 13 April 2015. Now, I certainly  
 7 don't expect you to have seen this at the time, but  
 8 I just want to show you what it says in the third line.  
 9 It says:  
 10 "Robert Black walked by on Friday and we discussed  
 11 the fact that the preference was not to meet up with the  
 12 Grenfell Community Unite group which could be a showcase  
 13 for Mr Daffarn."  
 14 I have to ask you this question —  
 15 A. I —  
 16 Q. I'm sorry.  
 17 A. I can't talk about Edward Daffarn, you know, it's like  
 18 how can you do that? How can you not listen to  
 19 a tower block for one reason, and to blame someone for  
 20 the problem, because you can't do your job?  
 21 Q. Well, I've put to you the document because I wanted to  
 22 ask a slightly different question. Perhaps in the light  
 23 of your answer, forgive the question, but I think  
 24 I should ask it.  
 25 At any time, did you yourself think that Grenfell

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1 Community Unite might have been a showcase for  
 2 Mr Daffarn?  
 3 A. Do you seriously want me to begin to try to answer that  
 4 question?  
 5 Q. The reason I do is because there are other people in  
 6 this Inquiry who would like me to ask that question, and  
 7 it is of interest, because there are two sides to the  
 8 story.  
 9 A. No.  
 10 Q. So no?  
 11 A. No.  
 12 Q. Can I take you back to your statement —  
 13 A. (Inaudible), that's the problem. There was a story  
 14 about two landlords of a free house, and it caught fire,  
 15 and they didn't wake up. There was two people in the  
 16 street who saw the fire and entered into the fire to  
 17 wake up the landlord, and on waking up, he found he had  
 18 set his own house on fire. His buns had caught fire in  
 19 the oven, in the kitchen. And he took it out on the  
 20 people, like he didn't think it was his fault, he didn't  
 21 want to admit his mistake, and I just can't believe  
 22 we're doing this, trying to take it out on ... it's  
 23 a disgrace.  
 24 Q. You see, the reason I'm asking you that —  
 25 A. It wasn't(?) one person.

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1 Q. — is because that was the recorded internal view of the  
 2 TMO —  
 3 A. There are —  
 4 Q. — and I'm just asking you to comment on it.  
 5 A. There are videos, there are recorded meetings where we  
 6 have, I don't know, 20 people talking about the same  
 7 issues. It's not Ed. Ed ... you know, there are ...  
 8 Q. Can we go back to your statement at page 10  
 9 {IWS00002334/10}, paragraphs 43 and 44. You say at  
 10 paragraph 43:  
 11 "The TMO did not and would not agree to meet a group  
 12 of residents from April through July 2015, despite  
 13 knowing of the Janet Edwards email of 17 September 2014.  
 14 This caused great consternation to many residents in the  
 15 community group.  
 16 "As a result of this environment, in the early days  
 17 of the Grenfell Community Unite group (April and  
 18 May 2015) we had to focus our attention where we could  
 19 make progress. In doing so, we let go of some of our  
 20 broader safety and wellbeing concerns. We had instead  
 21 to focus on the most basic of engagement issues, for  
 22 instance being acknowledged by local authorities as  
 23 having a voice."  
 24 You refer there to the broader safety and wellbeing  
 25 concerns there. What safety and wellbeing concerns were

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1 you referring to?  
 2 A. I don't know, you'd be best to refer to minutes.  
 3 I haven't got the wherewithal right now.  
 4 Q. Right.  
 5 A. I'm a bit upset —  
 6 Q. Okay.  
 7 A. — to talk about the detail.  
 8 Q. All right. Would it help to take a break? Would you  
 9 like a break?  
 10 A. I'm okay.  
 11 Q. All right.  
 12 A. I'm all right.  
 13 Q. Okay.  
 14 A. But I don't want to talk about — they're in the  
 15 minutes, you know. I'd be happy to talk about the  
 16 minutes, where they're described in detail.  
 17 Q. Well, let's move forward in time, then, May 2015,  
 18 {MET00070991}. This is a letter from —  
 19 A. Mr Millett, I just want to say, it's a long time ago,  
 20 and to remember the detail as well as being upset, it's  
 21 quite hard to do.  
 22 Q. No, I understand. Let me be a little bit more specific  
 23 in my —  
 24 A. The minutes explain, during the minutes.  
 25 Q. I understand. Let's tread a little bit more carefully

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1 then with the next document.  
 2 {MET00070991/3}. This is an email or a letter from  
 3 Grenfell Community Unite, Pilgrim Tucker, to  
 4 Robert Black at the TMO. It's dated 13 May. It's also  
 5 sent to Nicholas Paget-Brown, the then council leader,  
 6 under a separate email. If you want to see that I'll  
 7 show that to you as well. You can see that  
 8 Pilgrim Tucker, who was the community co-ordinator,  
 9 wanted a meeting, basically, with residents.  
 10 Do you know why Pilgrim Tucker wrote to the chief  
 11 executive of the TMO?  
 12 A. She'd asked us if we would like her to do it or Unite  
 13 The Union to do it on our behalf, because we'd made no  
 14 headway ourselves with the authorities.  
 15 Q. Right.  
 16 A. So we thought she might be able to get an audience or  
 17 a meeting with someone.  
 18 Q. Why did Pilgrim Tucker write to the chief executive of  
 19 the TMO and the leader of RBKC and not to you or  
 20 Mr Daffarn, do you know?  
 21 A. Oh, we're fully aware. We were copied, I believe.  
 22 Q. Did you receive a response to these letters?  
 23 A. Hold on. Can I check, is there a signature?  
 24 Q. Well, that's a good question. I have the document in  
 25 front of me, and I can go to the bottom of the page.

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1 Pilgrim Tucker —  
 2 A. Please.  
 3 Q. — is who signed it. That's there on the foot of the  
 4 page.  
 5 A. So cc.  
 6 Q. Yes. If you want to see the emails that sent them out,  
 7 we can look at those.  
 8 A. We were fully aware of the letter and its purpose. We  
 9 were trying to get a meeting.  
 10 Q. Yes.  
 11 A. And she was able to do that. Well, eventually. But not  
 12 with — I mean, not with Robert Black.  
 13 Q. Did you receive a response, or did Pilgrim Tucker  
 14 receive a response to these letters, that you know of?  
 15 A. Never. We did not.  
 16 Q. Now, one of the steps — is this right, Mr Collins —  
 17 that you took as a group was to make contact with your  
 18 local councillors? I think you have mentioned  
 19 Judith Blakeman.  
 20 A. Correct.  
 21 Q. Do you remember why you felt it necessary to take that  
 22 step?  
 23 A. Because blinking no one else would listen to us. We  
 24 tried every way we could possibly find to get a voice  
 25 and to be heard.

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1 Q. And is it right —  
 2 A. And there was a blog, right, but that wasn't our voice,  
 3 that was Ed, that was Francis, that wasn't the voice of  
 4 the tower.  
 5 Q. Yes, I see.  
 6 Do you remember, is this right, that through  
 7 Judith Blakeman and Robert Atkinson, the councillors,  
 8 you were able to get a meeting on 11 July 2015?  
 9 A. Could we just — could you repeat, please?  
 10 Q. Yes. Well, I can show you your witness statement where  
 11 it's set out, page 14 {IWS00002334/14}. It may help you  
 12 if you see it in your statement, paragraphs 58 to 63.  
 13 You explain at paragraph 58 and following the lead-up  
 14 there, if you just read in your statement, that  
 15 Pilgrim Tucker told the residents of  
 16 Councillor Blakeman's willingness to meet, and there  
 17 were then notices in lifts and a film made by  
 18 Constantine Gras.  
 19 At 61 you say:  
 20 "As a result of this meeting, [Councillors] Blakeman  
 21 and Atkinson persuaded the TMO to agree to meet the  
 22 community about their concerns.  
 23 "We asked for a meeting in the Lancaster West Estate  
 24 Community Rooms. As insisted on by TMO/Rydon, the  
 25 meeting happened in the show flat (Flat 145) on 11 July

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1 2015."  
 2 A. Yeah.  
 3 Q. That's what you say in your statement.  
 4 Did you attend the meeting on 11 July 2015?  
 5 A. I did, yes.  
 6 Q. Do you know, to the best of your recollection, why they  
 7 agreed to meet you, having previously refused to do so?  
 8 A. I don't know.  
 9 Q. Did they explain?  
 10 A. Councillor Blakeman may have — I don't know.  
 11 Q. Did anyone at the meeting explore that question? Did  
 12 anybody ask: how come you're prepared to meet us now but  
 13 not before?  
 14 A. I don't think so.  
 15 Q. Now, let's move on in time, {MET00041424}. This is —  
 16 when it comes up you will see it — the letter that  
 17 Councillors Blakeman and Atkinson prepared in order to  
 18 report back to the residents about the meeting, and you  
 19 can see that it's dated 16 July 2015, and it says:  
 20 "Dear Grenfell Tower Resident."  
 21 Do you see that?  
 22 A. I do.  
 23 Q. In the first paragraph it says:  
 24 "We are writing to report back to you on the meeting  
 25 held last Saturday with residents of Grenfell Tower,

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1 Peter Maddison (Assets and Regeneration Director of the  
2 TMO) and Simon Lawrence of Rydon. The meeting was  
3 facilitated by ourselves, Councillors Robert Atkinson  
4 and Judith Blakeman and was very well attended. The  
5 issues raised were as follows."

6 Then if you look down the screen with me, we'll  
7 scroll, it deals with the siting of the HIU boiler unit,  
8 electrical safety, pipework, access to the flat,  
9 security, and then over to page 2 {MET00041424/2},  
10 please, general everyday working, individual matters,  
11 complaints, redecoration, timeframe and then action.

12 Now, I've shown you that letter very quickly,  
13 Mr Collins, and I know this was some time ago, but on  
14 what I've shown you thus far, do you remember seeing  
15 a copy of this letter when it came?

16 A. I do, kind of. I've seen it in email, for sure.

17 Q. Now, looking at the very bottom of page 3  
18 {MET00041424/3}, just above the signature, it says:  
19 "Victoria Borwick MP is visiting Grenfell Tower on  
20 Friday 17 July and she has been given a copy of this  
21 letter. Unfortunately we do not have the resources to  
22 circulate it to every household prior to her visit."

23 Do you know, given what's said there, whether this  
24 letter was circulated among all the other residents of  
25 the tower?

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1 A. I do not.  
2 Q. Do you know in general whether other residents, other  
3 than you and those in Grenfell Community Unite, received  
4 this letter?

5 A. I do not, unfortunately, no.

6 Q. Now, the headings that I've shown you set out the issues  
7 discussed. Do you remember whether any fire safety  
8 specific concerns were raised at the meeting?

9 A. They were, yet not the ones we would have liked to if  
10 we'd known.

11 Q. No, I understand that. Can you tell us what they were?

12 A. There were concerns about electrical outage, the  
13 shortage, about the HIU. I don't know of others.  
14 Fire safety?

15 Q. Yes.

16 A. Yeah, I don't know.

17 Q. In general, Mr Collins, did you get some comfort, or any  
18 comfort, from this letter that at last to some extent  
19 Rydon had been engaged on issues troubling the community  
20 for so long?

21 A. Not really. Not until we met our MP.

22 Q. Right.

23 A. And then I felt certain something would change.

24 Q. Right.

25 A. Maybe. But we will see.

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1 Q. Why did this letter not give you at least a grain of  
2 comfort?

3 A. I don't have a sense of that. It just didn't feel like  
4 we'd made any ground or been heard, and there was  
5 an argument within the meeting.

6 Q. Between whom?

7 A. Between the TMO and Rydon and ourselves.

8 Q. About what?

9 A. We weren't ignorant, yet we felt like we weren't treated  
10 well.

11 Q. Can you elaborate a bit more?

12 A. Someone in the meeting, one of the supervisors, and he  
13 wasn't very sure of himself, he said something which was  
14 a bit foolish, that we should be grateful for what we  
15 have, rather than grumbling at problems that weren't  
16 ours or we shouldn't worry about things.

17 Q. Right.

18 A. And he wasn't very happy, he was angry, and there was  
19 a reaction.

20 Q. Right. You say one of the supervisors; which  
21 organisation did that supervisor belong to?

22 A. Jason North, yeah, I shouldn't ...

23 Q. Rydon?

24 A. Rydon.

25 Q. Can we go back to page 2 of this letter to the residents

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1 {MET00041424/2}. Complaints. I showed you the heading.  
2 I'll show you the text. It says:

3 "Although Rydon are available to receive complaints,  
4 the TMO is not and it is difficult to raise issues with  
5 them. The TMO out-of-hours service is a disaster.  
6 Residents have reported on many occasions when lifts are  
7 not working, without response. When the water was  
8 turned off, no water bottles or other arrangement was  
9 offered to affected households. There is a need for  
10 both the TMO and Rydon to treat residents with proper  
11 respect, engage with them properly and apologise when an  
12 apology is justified. Mr Maddison said he was at the  
13 meeting to apologise on behalf of the TMO when services  
14 are not working or things go wrong."

15 Do you agree with what is said there, namely that  
16 Rydon were available to receive complaints but the TMO  
17 was not?

18 A. Rydon would receive complaints, yeah, that's fine to  
19 say, but they weren't really there to resolve. If there  
20 wasn't a will from the TMO to implement a solution, the  
21 client wouldn't do anything, so what would Rydon do in  
22 those circumstances? I wouldn't do anything if the  
23 client didn't require me or pay me to.

24 Q. Yes, I see. What kind of —

25 A. The client wasn't(?) very engaged with us.

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1 Q. I'm sorry, I overspoke again. Could you just repeat  
2 what you just said?  
3 A. And the TMO out-of-hours service — yeah. And this is  
4 Judith Blakeman, who's a TMO board member. Remember,  
5 she is writing this about her own organisation.  
6 Q. Yes. Yes.  
7 What kind of complaints were residents raising with  
8 Rydon?  
9 A. Out of hours noise, workmen in lifts, workmen being  
10 inappropriate on the outside of the building, making  
11 noise, interrupting people's — they may be working  
12 shifts and trying to sleep and they weren't able to,  
13 there were babies who weren't needing quiet all the time  
14 but they needed like their own space and they weren't  
15 able to have it. I mean, there were so many — lifts at  
16 the weekends, lifts not working, doors not functioning,  
17 not being fixed, not being repaired in time. I mean ...  
18 I don't want to go into it all.  
19 Q. No. I mean, this may be a —  
20 A. There were doors — I mean, doors were open and then  
21 people were able to bring rubbish, and there were fire  
22 risks, you know, associated with having rubbish in the  
23 base of the tower and not being able to get rid of it,  
24 and no doors locked, so you can't prevent people from  
25 bringing the rubbish in. I mean ... and then blaming

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1 residents for things that they couldn't do, I mean ...  
2 Q. I see.  
3 Can we go to {TMO00852424}, please. What I'm going  
4 to show you is part of an email chain between  
5 Peter Maddison at the TMO and Councillor Judith Blakeman  
6 about the letter to residents that I've just shown you  
7 and we've looked at together.  
8 Can we go to page 3 {TMO00852424/3}, please, the  
9 particular email that I would like to look at with you  
10 is dated 16 July from Peter Maddison to  
11 Councillor Blakeman. At paragraph 4 he says:  
12 "KCTMO has a very clear complaints policy and a  
13 number of residents who attended the meeting on Saturday  
14 have used it quite extensively in the past. It is quite  
15 misleading to suggest that it is difficult to raise  
16 issues with us. We hold regular and frequent drop in  
17 sessions in the block in addition to a wide range of  
18 other potential points of contact. As you are aware,  
19 some residents have been actively encouraging residents  
20 not to engage with Rydon and KCTMO to serve their own  
21 agenda."  
22 Now, I just want to put a number of things to you,  
23 because that's what Peter Maddison has said in this  
24 communication.  
25 First, do you agree that KCTMO had a very clear

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1 complaints policy?  
2 A. No.  
3 Q. Had you ever seen its complaints policy?  
4 A. Never, in all my time there.  
5 Q. Did you know it existed as a document?  
6 A. Eventually. I didn't know or hadn't heard of  
7 a document.  
8 Q. Did the TMO ever bring to your attention the existence  
9 of a document called "complaints policy"?  
10 A. I don't know. I don't think so.  
11 Q. Right.  
12 A. I don't think they had.  
13 Q. Were you aware of any residents who encouraged others  
14 not to engage with Rydon and KCTMO?  
15 A. I wanted to talk with them as a group and have  
16 a grown-up conversation.  
17 Q. Yes.  
18 A. That was the only thing. We wanted a voice, we wanted  
19 to talk to them.  
20 Q. You see, Peter Maddison is —  
21 A. — from their ability to move forward with the project,  
22 we didn't want to take away from the tower or from the  
23 refurbishment project, we wanted to put things right on  
24 track. I don't understand.  
25 Q. Yes. You see, I just need to ask you what you know of

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1 this allegation, you see.  
2 A. They wanted to distract us and to not listen to what we  
3 had to give. They didn't care about our concerns, is  
4 the appearance. I mean, in all fact they didn't care,  
5 because they didn't meet with us until forced to do so  
6 by our MP.  
7 Q. Can we look at the last sentence of paragraph 4  
8 together. I'll read it again:  
9 "As you are aware, some residents have been actively  
10 encouraging residents not to engage with Rydon and KCTMO  
11 to serve their own agenda."  
12 To the best of your knowledge, Mr Collins, was that  
13 true?  
14 A. Not to my awareness.  
15 Q. Right.  
16 A. There may have been, but I don't know.  
17 Q. When Mr Maddison says that there is an agenda, "to serve  
18 their own agenda", to the best of your recollection of  
19 what you perceived at the time, did anybody involved in  
20 the Grenfell Community Unite group have an agenda?  
21 A. An axe to grind?  
22 Q. If you like.  
23 A. I don't know. We'd like to have a safe home, somewhere  
24 to live, be at peace. I don't know, be quiet in the  
25 evening. I wouldn't think our job is to try to improve

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1 the TMO, yet we ended up having to try and do that. It  
 2 makes no sense. Why would we do that?  
 3 Q. Do you remember, casting your mind back to the 11 July  
 4 meeting, before this email, whether there was any  
 5 discussion at that meeting about the complaints policy?  
 6 A. I'm sorry. I didn't hear.  
 7 Q. I will repeat the question. Do you remember, doing the  
 8 best you can —  
 9 A. Can I take a break actually?  
 10 MR MILLETT: Mr Chairman, yes —  
 11 A. It might be a good time.  
 12 SIR MARTIN MOORE—BICK: I was going to say in a minute or  
 13 two we'd have come to that anyway, but let's take it  
 14 now.  
 15 We will come back at 3.30, that's our time. I think  
 16 it might be a different time your time. But anyway,  
 17 15 minutes or so, 3.30 our time, and we will resume  
 18 then.  
 19 I don't suppose you've got much opportunity to talk  
 20 to anyone about your evidence, but if you do, please  
 21 don't take it. All right?  
 22 THE WITNESS: All right.  
 23 SIR MARTIN MOORE—BICK: All right, thank you very much. We  
 24 will see you at 3.30.  
 25 All right, good, thank you very much. 3.30, then,

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1 please.  
 2 (3.14 pm)  
 3 (A short break)  
 4 (3.30 pm)  
 5 SIR MARTIN MOORE—BICK: Hello again, Mr Collins. Can I just  
 6 check that you can see me and hear me clearly?  
 7 THE WITNESS: Sure, very well.  
 8 SIR MARTIN MOORE—BICK: Very good, thank you very much. Are  
 9 you ready to carry on?  
 10 THE WITNESS: I am, thank you.  
 11 SIR MARTIN MOORE—BICK: Thank you very much. Well, then,  
 12 I'll invite Mr Millett to continue with his questions.  
 13 Yes, Mr Millett.  
 14 MR MILLETT: Thank you, Mr Chairman.  
 15 Mr Collins, welcome back. I'm going to ask you some  
 16 questions now, if I can, please, about some specific  
 17 complaints, fire safety related in particular, which  
 18 were raised by the Grenfell Compact.  
 19 The first relates to floor numbering. Now, can  
 20 I ask you please to go to {MET00040986}. This is  
 21 a document entitled "Grenfell Tower issues matrix", and  
 22 this is a version dating from August 2015. There was  
 23 another one dated May 2016. This is a document which  
 24 you can see has a number down the left-hand side,  
 25 "Resident issue", and a column for that, and then

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1 "TMO/Rydon Response".  
 2 Is this a document you have seen before, do you  
 3 think?  
 4 A. Yes.  
 5 Q. Yes.  
 6 A. Very familiar.  
 7 Q. I think it's right that actually you helped collate the  
 8 issues in this issues matrix, didn't you?  
 9 A. Some of.  
 10 Q. Some of them. Just to help your recollection, you  
 11 helped — is this right? — Councillor Blakeman to pull  
 12 this together, did you?  
 13 A. Correct, and everyone in the team.  
 14 Q. Who else in the team helped?  
 15 A. Willie, Antonio, Marcio, Hanan, Turufat, Hiwot,  
 16 several — many other people, I'm not sure of the names,  
 17 unfortunately. Dennis, Steve. So many — Mariem.  
 18 Q. Right.  
 19 Now, in respect of floor numbering, can we go to  
 20 number 23 on page 2 {MET00040986/2}, and you can see the  
 21 nature of the complaint:  
 22 "Change floor numbers back to reflect current flat  
 23 numbers and find an alternative numbering system for the  
 24 two new floors."  
 25 Then it says in the right-hand column —

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1 A. The floor numbering was ridiculous. It was completely  
 2 incredulous that you would have a difference in two  
 3 between the number — it just didn't make sense. You'd  
 4 have a number on your door and that would be completely  
 5 different from the number of the floor.  
 6 Q. Yes.  
 7 A. So it wouldn't make sense. If there was a fireman  
 8 looking for a door, he wouldn't know the floor.  
 9 Q. It's right, I think, isn't it, that this issue about  
 10 floor numbering had been a problem, a concern, of  
 11 residents of Grenfell Tower for quite some time before  
 12 August 2015?  
 13 A. Yeah, throughout the year.  
 14 Q. And can we just make that good by —  
 15 A. As soon as it was introduced, it was a crazy idea.  
 16 Q. Can we look at {MET00070936/2}, please.  
 17 A. Even my mum thought it was crazy. She couldn't make  
 18 sense of how you could have a different number to your  
 19 floor on your door.  
 20 Q. Yes.  
 21 This is a document we looked at earlier. You will  
 22 remember, Mr Collins, I showed you this. This is the  
 23 second page of the minutes of the 17 March 2015 meeting.  
 24 If you look at the bottom of page 2 — I read this  
 25 out to you before, but I'll just take you back to it —

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1 under "Other issues", it says, "changing floor numbers  
2 without consulting". Do you see that?  
3 A. Of course.  
4 Q. So does this tell us that, as early as March 2015, the  
5 numbering of the floors was an issue that you were  
6 putting forward to the TMO?  
7 A. Mm—hm, as soon as the first meeting.  
8 Q. What happened to that complaint that you had all raised  
9 between March 2015 and August 2015? Can you give us  
10 a sense of that?  
11 A. There's no sense of any resolution to the complaint.  
12 It's like our complaint met a blank slate. It wasn't  
13 heard like a complaint that matters, and needs solving  
14 or something better, you know. How do you do that?  
15 I don't know.  
16 Q. Can we go back to —  
17 A. They did send a response — the TMO sent something to  
18 RBKC, and it seems like at some point in time — I don't  
19 know how we got the information, it may even have been  
20 a freedom of information request to get the final  
21 resolution, which was nothing would be done, but at  
22 least we knew it was because the council didn't want to  
23 do anything because the Post Office weren't sure about  
24 the new postcode. I mean, it didn't make sense.  
25 Q. Can we go back to the matrix we looked at in the

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1 previous document, please, and go to the response that  
2 was given by TMO and Rydon, bottom of page 2  
3 {MET00040986/2}, over to the top of page 3. The  
4 response is, as you can see:  
5 "Royal Mail requires the lower floors to be  
6 numbered, so that the address is easily identifiable for  
7 the emergency services in the case of any incident.  
8 Floors have been re-numbered and temporary signage  
9 fitted until the final version is available. The floor  
10 levels have been altered and it is not possible to  
11 revert to the old numbering."  
12 Now, that was the response.  
13 A. Yeah.  
14 Q. What did you think of that response?  
15 A. It didn't make any sense. Why would you have — why  
16 couldn't you find a way to make it work so the new  
17 floors had a numbering and then you knew the old floors  
18 made sense? You knew if you were floor 18, 185 was  
19 floor 18, rather than it being 185 and then that being  
20 on the 21st floor.  
21 Q. Yes.  
22 Were there any concerns expressed at this time, by  
23 which I mean between March and August 2015, about the  
24 change in floor numbering in relation to fire safety?  
25 A. Many times.

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1 Q. Can you tell us the nature of the fire safety concerns  
2 about floor numbering?  
3 A. I couldn't detail all the complaints.  
4 Q. No, but what was the gist of the complaint? What was  
5 the gist of the fire safety problem that this numbering  
6 presented?  
7 A. It's pretty obvious; you wouldn't have a clue which  
8 floor to go to if you were a fireman trying to find  
9 a flat that night.  
10 Q. Can we then move to a different document later in the  
11 year, {TMO10010093/2}. I'm going to show you an email  
12 from Councillor Blakeman to Peter Maddison at the foot  
13 of that page. Can you see, there is an email from  
14 Judith Blakeman to Peter Maddison and Claire Williams,  
15 copied to Councillor Atkinson and Councillor Lasharie,  
16 2 October 2015, "Dear Mr Maddison", and then if you turn  
17 to the next page {TMO10010093/3}, she says:  
18 "I am writing to let you have the issues raised with  
19 members of the Grenfell Tower Compact at last Saturday's  
20 surgery with my colleague [Councillor] Atkinson in  
21 advance of your meeting next week. They are as  
22 follows ..."  
23 If we scroll down to point 6, please, lower down  
24 page 3 of the document, she says:  
25 "They continue to have an issue with the numbering

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1 of the floors, as do the ward councillors. Whatever the  
2 Post Office requires, the new system of numbering is not  
3 effective and could prove dangerous in the event of an  
4 emergency. The notices about the floor number changes  
5 are not prominent or secure and in any case would not be  
6 helpful to children, anyone who does not read English or  
7 indeed anyone with literacy problems. The solution the  
8 residents propose is that the lower floors should have  
9 a new name, such as 'Lower Grenfell'. We believe that  
10 this issue does require some further consideration."  
11 Now, I think it's right, isn't it, that you weren't  
12 actually at the meeting the previous Saturday, were you?  
13 A. I don't know that particular day.  
14 Q. Right.  
15 A. There were many meetings.  
16 Q. Did you know that a meeting with Councillor Atkinson was  
17 taking place that was referred to?  
18 A. I did.  
19 Q. Were you aware of the concerns that would be raised?  
20 A. I believe I was. There were minutes.  
21 Q. When Councillor Blakeman says, "the new system of  
22 numbering is not effective and could prove dangerous in  
23 the event of an emergency", do you know yourself what  
24 she had in mind by saying that it could prove dangerous  
25 in the event of an emergency?

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1 A. There is an email I sent to her and to others about the  
2 floor numbering.  
3 Q. Yes. My question was slightly different : what did you  
4 think she meant when she said that the new system of  
5 numbering could prove dangerous in the event of  
6 an emergency?  
7 A. You wouldn't know where to go if there was a fire —  
8 when there was a fire, you wouldn't know —  
9 Q. Right.  
10 A. — which floor, and if there was a phone call received  
11 and someone hadn't the floor number, or they hadn't told  
12 the operator like the correct floor, there wouldn't be  
13 a way to facilitate for someone to understand if —  
14 like, where the floor was, where the ... I just ...  
15 I can't understand.  
16 Q. She says — I read this to you, the third line :  
17 "The notices about the floor number changes are not  
18 prominent or secure ..."  
19 Do you know how the floor number changes were shown  
20 at the time within the building? So this is 2015.  
21 A. You've got photographs in my Inquiry evidence. There  
22 are ... there are ...  
23 Q. Shall I show you those?  
24 A. It's quite simple A4 ...  
25 Q. Can we go to {IWS00002331}, please.

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1 A. And they fell off within two weeks. They were  
2 temporary.  
3 Q. I'm afraid that's in landscape, Mr Collins.  
4 A. They were temporary at the time.  
5 Q. Is that it that I'm showing you?  
6 A. Mm—hm.  
7 Q. "New floor numbering"?  
8 A. That's it.  
9 Q. If we go to {IWS00002314}, there it is on the floor.  
10 A. Yeah, two weeks after.  
11 Q. Yes, in fact I think less. I think you took the first  
12 photograph, according to your statement, on  
13 2 December 2015 and the second one on 10 December 2015;  
14 is that right?  
15 A. Because I wasn't sure about the quality of it all.  
16 Q. Right.  
17 A. And whether it would, you know, stay the distance.  
18 Q. Once it had fallen on to the floor, what happened next,  
19 do you remember? Was it replaced?  
20 A. I don't remember.  
21 Q. In 2016, after these concerns were reported to the TMO,  
22 can you remember what signage was in place in the  
23 stairwells to show the floor numbering, as you went up  
24 the stairs?  
25 A. There wasn't any, I thought.

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1 Q. Right.  
2 A. There may have been on some or a few floors, but there  
3 wasn't any — and it wouldn't have been ... it wouldn't  
4 have been correct, it would have been — it would have  
5 been the old floor. If there had been a sign, it would  
6 have been the old floor number, I would expect.  
7 Q. What about in the lifts? What about inside the lifts?  
8 A. Inside the lifts there weren't floor — there wasn't  
9 a ... you wouldn't be able to tell which flat was on  
10 which floor inside of the lift.  
11 Q. Right.  
12 A. Outside the lift, there was a signage.  
13 Q. There was, right.  
14 A. On the ground only, on the ground floor only.  
15 Q. So if you got into the lift on the fifth floor and  
16 wanted to go to flat —  
17 A. You would not —  
18 Q. You wouldn't know?  
19 A. No.  
20 Q. I see.  
21 Do you remember whether you made or whether the  
22 Compact made any further complaints or raised any  
23 further concerns about the signage of floor numbering  
24 after December 2015?  
25 A. All the time. I mean, we weren't sure whether we could

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1 get an answer. It was in the matrix. It was  
2 a continual issue. It wasn't resolved.  
3 Q. Not resolved.  
4 Now, can I ask you then about complaints about  
5 fire safety inspections.  
6 Can we go back to Councillor Blakeman's email of  
7 2 October, that's {TMO10010093/3}, please. I showed you  
8 paragraph 6; now I would like you to look at paragraph 7  
9 with me. It says this:  
10 "They would like another independent inspection of  
11 the arrangements in the event of a fire. Perhaps this  
12 might be better carried out at the end of the project,  
13 although I think they have concerns about what would  
14 happen during the works in the event of a fire,  
15 especially because of the floor numbering problem. This  
16 request should also receive further consideration."  
17 Why did —  
18 A. I think that was a problem all the time, it wasn't just  
19 during the refurbishment.  
20 Q. What did the Compact members mean by an independent  
21 inspection?  
22 A. They wanted someone who would be independent of the TMO,  
23 RBKC, Rydon. To feel like someone independent had had  
24 a look at it.  
25 Q. Did you ever get —

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1 A. Not —  
 2 Q. — anybody independent to have a look at it?  
 3 A. I don't think — there was CS Stokes. We didn't feel  
 4 like CS Stokes or any of the bedfellows of the TMO were  
 5 independent. We didn't feel like there was ever  
 6 independence of opinion or oversight.  
 7 Q. What was it —  
 8 A. There was no overlooking to it, the TMO. There was no  
 9 ability to speak to them, let alone have an independent  
 10 opinion over their operations. You couldn't get a sight  
 11 of things. Not independently. Even the council weren't  
 12 able or willing.  
 13 Q. Can we go to {TMO00829535}. This is an email dated  
 14 11 April 2016 from Judith Blakeman to Peter Maddison and  
 15 "Complaints", copied to you as well as Edward Daffarn.  
 16 The subject was "External Fire Alarm Incident at  
 17 Grenfell Tower", and she says:  
 18 "Dear Mr Maddison  
 19 "A representative of the Grenfell Tower Compact  
 20 attended the councillors' surgery last Saturday to ask  
 21 us to enquire formally about the recent incident  
 22 involving the fire alarm that went off at  
 23 Grenfell Tower. This incident occurred on the afternoon  
 24 of Sunday 3rd April. The internal fire alarm was set  
 25 off and activated the fire smoke extractors throughout

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1 Grenfell Tower, automatically shutting down the communal  
 2 heating system.  
 3 "The first person to attend the incident was the  
 4 TMO's heating engineer rather than the Fire Brigade and  
 5 residents are asking whether there is a link between the  
 6 fire alarm being activated and the Fire Brigade at  
 7 North Kensington fire station being notified."  
 8 Pausing there, do you know which representative of  
 9 the Grenfell Compact Councillor Blakeman was referring  
 10 to?  
 11 A. Edward —  
 12 Q. Right.  
 13 A. — I believe.  
 14 Q. Were you informed of this issue before  
 15 Councillor Blakeman's email?  
 16 A. I was not. I may have been — I'm not sure if I was  
 17 copied on the original.  
 18 Q. Do you know why the issue was raised with  
 19 Councillor Blakeman instead of the TMO?  
 20 A. Because she was the only person who would listen to us  
 21 by this point.  
 22 Q. Looking at the third paragraph down, you see they say:  
 23 "They would like confirmation that there is an  
 24 automatic communication to the local fire brigade when  
 25 the fire alarm and smoke extractors are activated inside

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1 Grenfell Tower, clarification as to how the residents of  
 2 the Tower should react on discovering a fire in the  
 3 common parts of the Tower and who is responsible for  
 4 shutting down the smoke extractors in the event of  
 5 a false alarm."  
 6 Then if you look at the last sentence of her email,  
 7 she says:  
 8 "Can you also advise whether the Fire Brigade will  
 9 be undertaking a full review of the fire safety  
 10 arrangements at Grenfell Tower once all the works are  
 11 completed?"  
 12 Now —  
 13 A. I felt this was an important email at the time, and yet  
 14 it wasn't met or resolved.  
 15 Q. We saw earlier an email of 2 October that members of the  
 16 Grenfell Compact had asked for an independent  
 17 fire safety inspection. This email asks again for  
 18 a full review of the fire safety arrangements. Can you  
 19 remember what it was that led to these concerns about  
 20 fire safety and a request for inspections?  
 21 A. Edward would be better able to answer that.  
 22 Q. Right.  
 23 A. I wouldn't be able to adequately.  
 24 Q. Okay.  
 25 A. I know about concerns, but I don't know enough to say it

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1 clearly.  
 2 Q. Okay.  
 3 Were you aware at the time that the TMO commissioned  
 4 regular fire risk assessments for Grenfell Tower?  
 5 A. I was not. I was not aware.  
 6 Q. So it would follow that you wouldn't know or didn't know  
 7 that you could ask for a copy of the fire risk  
 8 assessment from the TMO and read it for yourself?  
 9 A. I did not.  
 10 Q. Right. Did Mr Daffarn never tell you that?  
 11 A. He didn't, or I don't know, he may have. I wasn't  
 12 listening if he was telling me.  
 13 Q. Right, okay.  
 14 Can I just ask you then some questions about the  
 15 complaints process and take you back a little bit in  
 16 time to December 2015.  
 17 Can we go to {TMO00846242}. Now, it's a document  
 18 entitled "Grenfell Tower Compact meeting  
 19 14 December 2015", and you can see the attendees listed  
 20 in the first paragraph there. You've got the MP,  
 21 Victoria Borwick, Councillor Judith Blakeman,  
 22 Peter Maddison and Sacha Jevans from the TMO. It goes  
 23 on to say:  
 24 "Throughout the meeting residents also raised  
 25 matters of individual concern to themselves, which are

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1 collated at the end of these notes.  
 2 "David Collins (DC) for the Compact said that  
 3 residents wished to raise four issues."  
 4 Then they're numbered. I'll just show you what the  
 5 four issues were and then ask you some questions.  
 6 If you look on the first page, you can see the first  
 7 one is:  
 8 "The location and/or relocation of the HIUs."  
 9 Then if you go down to the bottom of page 2  
 10 {TMO00846242/2}, you will see the second one is:  
 11 "An independent investigation into what had gone  
 12 wrong, including into the effectiveness of the  
 13 complaints procedure."  
 14 3 —  
 15 A. We wanted an independent investigation into the TMO and  
 16 its handling of the regeneration works. At the time,  
 17 that was the most significant thing we could have  
 18 gotten. It's all we wanted, really, was an independent  
 19 investigation.  
 20 Q. Yes.  
 21 A. To see — to uncover, you know, what might have been  
 22 uncovered.  
 23 Q. Yes. Can I just finish this little tour of the document  
 24 just to remind you of what the four points were you  
 25 raised. The third one is on page 3 {TMO00846242/3}:

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1 "The state of the building and making everything  
 2 good at the end of the process."  
 3 Then the fourth one is:  
 4 "Compensation for residents who had spent their own  
 5 money making works good in their homes."  
 6 Underneath that:  
 7 "Matters raised of concern to individual  
 8 householders."  
 9 And various particular complaints from particular  
 10 individuals in relation to their particular homes.  
 11 Now, I showed you all of that.  
 12 Were the four issues that I've shown you in this  
 13 document issues that the Compact had prepared together  
 14 as a group?  
 15 A. Yes, correct. We prepared those before the meeting.  
 16 Q. Was the idea that at this meeting you, you Mr Collins,  
 17 would speak for the Compact?  
 18 A. We'd voted on those. We'd done a workshop thing to  
 19 establish what were the most significant things to raise  
 20 at that —  
 21 Q. I see, and that workshop was before this meeting, was  
 22 it?  
 23 A. Yeah.  
 24 Q. And were you the —  
 25 A. I never had —

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1 Q. Sorry.  
 2 A. I hadn't raised them all in the meeting myself.  
 3 Q. No, I'm not suggesting that these were just off your own  
 4 bat. My question was: was the idea that you would speak  
 5 for the Compact as a group and then the individual  
 6 concerns would be raised separately by those who had  
 7 them?  
 8 A. I don't know. As I remember, the meeting was quite —  
 9 it was quite tough. There were a lot of individuals  
 10 with the presence of mind to explain to the MP their own  
 11 individual troubles.  
 12 Q. Right.  
 13 A. And so we didn't do all the things that I'd like to have  
 14 done in terms of the Compact and what we wanted to do  
 15 with an independent authority to look into the TMO.  
 16 Q. Right.  
 17 A. We weren't able to get to that.  
 18 Q. I see. So just summarising it, is this fair —  
 19 A. There is a meeting audio. There's a recording of —  
 20 Q. There is, there is.  
 21 Is this fair as a summary: the four issues that you  
 22 raised were issues common to all those in the Compact,  
 23 and the individual issues raised at the end were just  
 24 those experienced by those individuals?  
 25 A. I haven't read the individual issues. The common issues

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1 were discussed, they were raised and they were voted on  
 2 by everyone. They were the most significant and  
 3 important issues at the time to us.  
 4 Q. Now, let's go back to the middle of page 1  
 5 {TMO00846242/1}, under "The location and/or relocation  
 6 of the HIUs". We can see there is a paragraph at the  
 7 very bottom of the page that says:  
 8 "VB asked the TMO to blitz all the outstanding work  
 9 so that everyone would have heating and hot water by  
 10 Christmas. She asked the TMO to visit every flat to  
 11 ensure that heating and hot water were available; then  
 12 the other outstanding issues should be addressed."  
 13 Then it continues:  
 14 "SJ [Sacha Jevans] said that the TMO would  
 15 door knock every flat in the coming week. VB  
 16 [Victoria Borwick] asked that all complaints should be  
 17 recorded at these visits so that there was no need for  
 18 residents to go through the complaints procedure, which  
 19 was both time consuming and tedious. She was surprised  
 20 that the TMO was relying on the complaints procedure.  
 21 She felt that going through the Compact would have been  
 22 a more positive way of dealing with problems."  
 23 Do you know what it was that led Victoria Borwick to  
 24 comment on the complaints procedure being time consuming  
 25 and tedious?

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1 A. I would not know her experience.  
 2 Q. Right. Was that something raised by the residents  
 3 themselves or was it just an observation that  
 4 Lady Borwick, or I think Mrs Borwick as she then was,  
 5 mentioned herself?  
 6 A. An observation, I would suspect. It wasn't something  
 7 I'd raised.  
 8 Q. What did you understand her to mean when she said that  
 9 going through the Compact would have been a more  
 10 positive way of dealing with problems?  
 11 A. It would have been.  
 12 Q. More positive than what?  
 13 A. If they'd had the wherewithal to listen to us, to  
 14 engage.  
 15 Q. Right.  
 16 Did you agree that going through the Compact was  
 17 a more effective method of bringing your complaints and  
 18 problems and concerns about the building home to the  
 19 TMO?  
 20 A. It would have. It would have helped certain individuals  
 21 to have the confidence to talk about the problems that  
 22 they faced. I mean, the building and the tower in —  
 23 the troubles they faced. They may not have had  
 24 a bathroom or their kitchen was condemned and they  
 25 didn't have the confidence or the ability or the

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1 technology or the wherewithal to enter into a dialogue,  
 2 a long-standing complaint, maybe two or three years of  
 3 no resolution, and no one interested to learn or to  
 4 implement a solution to your problem, and you need to  
 5 face up to someone and have a conversation, like, that's  
 6 a hard thing to do if you don't have confidence or  
 7 you're vulnerable or you don't feel good and your mental  
 8 health isn't stable, you know, all these things, and we  
 9 had all of this in the tower. It was a normal  
 10 community.  
 11 Q. I understand.  
 12 A. It wasn't everyone fabulous all the time trying to do  
 13 everything and to help everyone, but, you know, we did  
 14 what we did.  
 15 Q. I understand.  
 16 A. We tried to help, and the Compact would have helped, and  
 17 the absence of the Compact would have helped the TMO.  
 18 They wouldn't have had to listen.  
 19 Q. Can I just look at the —  
 20 A. And Judith Blakeman as well, she helped individuals. So  
 21 individuals were able to go through the MP, and through  
 22 our councillor, to be able to get their stories, get  
 23 their problems aired. But it wasn't — I mean, it's  
 24 a desperate mechanism to have to go to your MP to try to  
 25 get heard in your own community. How do you do that?

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1 And that gets to the council.  
 2 Q. Was your impression that Victoria Borwick understood  
 3 that things had got as bad, the way the residents saw  
 4 it, that they had to come to her?  
 5 A. She began — she got an inkling, and she didn't like  
 6 what she saw or heard.  
 7 Q. What gave her the inkling?  
 8 A. Hearing the stories. I think she knew something wasn't  
 9 right with the tower, with mismanagement, and I doubt  
 10 she was ... I doubt she was popular within RBKC.  
 11 Q. Can I —  
 12 A. But I don't know.  
 13 Q. No. No, it's interesting.  
 14 Can I take you back to the document again, bottom of  
 15 page 2 {TMO00846262/2}, where the second common topic —  
 16 A. Mr Millett, the audio from that meeting is most  
 17 informative. You really must listen to these meetings.  
 18 They were recorded. There's a purpose to listening.  
 19 They really explain our community well and how we worked  
 20 and how we didn't work, how we worked well, and it's  
 21 really important to listen to those.  
 22 Q. Mr Collins, you can be sure that they will be put into  
 23 the record so that those outside this room today can  
 24 hear those.  
 25 Now, can I just take you to the document which is at

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1 the bottom of page 2:  
 2 "An independent investigation into what had gone  
 3 wrong, including into the effectiveness of the  
 4 complaints procedure.  
 5 "PM said the cost of an independent investigation  
 6 would have to come out of the overall contract price.  
 7 Residents said it should not come from the Grenfell  
 8 project because the learning process would inform  
 9 projects on other tower blocks that are in the pipeline  
 10 for refurbishment. Residents said that the lack of  
 11 trust and fear of the TMO needed to be investigated  
 12 independently."  
 13 Then it goes on:  
 14 "DC asked on behalf of the Compact for an  
 15 independent person to investigate the outstanding issues  
 16 and complaints. VB suggested that JB could do this but  
 17 JB pointed out that she had already tried and failed to  
 18 get a number of matters resolved. It was important that  
 19 it should be looked at by an outside person independent  
 20 of the Council and the TMO."  
 21 Now, just that last sentence there, do you remember  
 22 who it was that said it was important that it should be  
 23 looked at by an outside person independent of the  
 24 council and the TMO? Was that you or was that  
 25 Victoria Borwick?

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1 A. Several people. It was Lady Borwick, Judith Blakeman,  
2 myself, the whole — I mean, that was our most  
3 significant — that was our number one issue.  
4 Q. Yes.  
5 Why did she ask for an independent person to  
6 investigate the outstanding issues and complaints? What  
7 was the value of independence here? Can you explain to  
8 us?  
9 A. The TMO had a monopoly effectively on social housing in  
10 the borough. They didn't have — I think they did  
11 have — I don't understand fully, like, why or how you  
12 have a monopoly. But I do know that — I do know about  
13 power dynamics, and if you don't have competition, like  
14 your performance — it isn't necessary to perform to  
15 a high level without any competition. In the borough,  
16 there was an absence of competition in social housing,  
17 so you didn't have to perform. It was quite clear.  
18 Q. Was fire safety one of the concerns that you wanted the  
19 independent investigator to look at?  
20 A. It wasn't the preoccupation at the time.  
21 Q. No, I understand.  
22 A. It was a result.  
23 Q. Can we go to {TMO10011718}, please.  
24 A. Fire performance is oftentimes — if you have good  
25 quality, oftentimes your safety or your fire safety will

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1 be good as well. You know, you're not looking at  
2 fire safety independently of other qualities of  
3 a building.  
4 Q. Was that your experience?  
5 A. Very much. You could talk to experts in the area of  
6 health and safety and they'll tell you the same thing.  
7 That's how we train people. I train people in  
8 construction businesses in the UK and overseas in health  
9 and safety and in performance, and oftentimes it's  
10 quality, health and safety, cost. It's not independent.  
11 Safety isn't independent of quality.  
12 Q. Now, we may risk straying into expert evidence here,  
13 Mr Collins.  
14 A. All right.  
15 Q. Better be careful with that. I appreciate your  
16 professional background very much, but I think we'd  
17 better be careful.  
18 A. That's why I did what I did. It's why I got involved.  
19 Q. Indeed, and I absolutely understand that.  
20 Can I just show you this document. It's an email  
21 from Councillor Blakeman to various people, but in  
22 particular Robert Black and Barbara Matthews and  
23 Sacha Jevans, as you can see. Subject, "Grenfell Tower  
24 Issues", and it's 4 January 2016.  
25 If you go a little bit lower down the page to the

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1 very bottom, you can see what I've just shown you is  
2 a response to an email from you to Victoria Borwick on  
3 3 January 2016, which runs over to the top of page 2  
4 {TMO10011718/2}. That's a detailed email I just want to  
5 look at with you.  
6 You refer to the meeting of 14 December in the first  
7 paragraph, then in the second paragraph you say:  
8 "As you heard, there are many problems here. There  
9 are many individual cases, problems and issues. As  
10 a resident's association ('Grenfell Tower Compact' in  
11 the language of TMO) we are overwhelmed by individual  
12 cases, many of us having our own. We have found the  
13 best chance an individual has of getting a successful  
14 resolution to a problem is to communicate with the TMO  
15 through our local Councillors. As a resident's  
16 association we receive no response from the TMO to the  
17 problems of individual residents; and it occurs like  
18 there are too many individual issues for us to keep  
19 abreast of too. It is the problem as seen from the  
20 level of community we wish to see addressed, which is  
21 why we asked you to come and visit us, and why I am  
22 writing this letter."  
23 Now, you refer there to being overwhelmed by  
24 individual cases. Why were individual cases being  
25 raised with the Compact group if the role of the Compact

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1 group was to deal with common issues, common to all  
2 residents, or common at least to all members of the  
3 Compact?  
4 A. They are common. We all have our common and slightly  
5 different issues with the windows, with the doors,  
6 with — I don't know, with the pipework. They're all  
7 similar.  
8 Q. Right. So when you say, "there are too many individual  
9 issues for us to keep abreast of", do you mean there are  
10 too many individual instances of the same kind of  
11 complaint or same kind of concern, or too many  
12 individual issues of different kinds?  
13 A. You have different kinds, you have some people who have  
14 got more severe issues, or they can't understand English  
15 or their mental health or they may be vulnerable, and  
16 then we've got other issues where, I mean, Edward's  
17 being victimised by people within the community,  
18 you know, like — we weren't able to do everything, and  
19 we had to put up a brave front and try and deal with —  
20 and we didn't have all the time in the world.  
21 Q. Right.  
22 Did Grenfell Compact receive individual complaints  
23 from residents about anything within the building?  
24 A. They did.  
25 Q. And what did it do with those complaints? When

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1 a resident raised a complaint about something in their  
 2 flat, what did the Compact do?  
 3 A. Then we raised those through our councillors.  
 4 Q. Right. As individual complaints or as Compact  
 5 complaints?  
 6 A. As individual and Compact. There would be individual  
 7 complaints and more community complaints.  
 8 Q. Was there a process within the Compact for working out  
 9 which were individual complaints affecting only one flat  
 10 or one individual resident, and which were common  
 11 complaints common to most or all of the residents of the  
 12 building?  
 13 A. I'm sorry, Mr Millett, there were many complaints and  
 14 I'm not able to explain what we did with them all. If  
 15 it was obvious that a complaint was an individual, they  
 16 may be able to do something through the councillors.  
 17 There was ...  
 18 Q. Did you get the impression that the Compact had become  
 19 the first port of call for any resident with a complaint  
 20 or a problem or a concern about their flat, as opposed  
 21 to going directly to the TMO and using their complaints  
 22 procedure?  
 23 A. Some would come to us and talk about their issues, yeah.  
 24 Some would go to the TMO. I don't know.  
 25 Q. If we go to the third paragraph in this email, which is

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1 still on the screen, you say:  
 2 "You heard but a small number of the individual  
 3 issues people have faced, and continue to face, on  
 4 a daily basis. It is shocking, but no surprise to me,  
 5 that when we carried out our survey at the end of  
 6 November, 68% of residents (two out of every three) said  
 7 they experienced being lied to, threatened, harassed or  
 8 pressured by the TMO in the last 12 months. I know we  
 9 need to stick to the facts of what is happening, rather  
 10 than inflaming things, which is why we surveyed  
 11 residents to get a handle on what is actually  
 12 happening."  
 13 Now, the 68% there, do you know how many residents  
 14 you actually talked to?  
 15 A. Many.  
 16 Q. Yes.  
 17 A. I'm not sure without the detail in the spreadsheet.  
 18 Q. Right.  
 19 A. There are numbers in the spreadsheet. 70 ... 60 or  
 20 70 —  
 21 Q. Of those individuals responding, did they give you  
 22 an insight about what they did about their own  
 23 experiences?  
 24 A. Some told stories at length. I'd been an hour on the  
 25 doorstep with someone talking about their issues.

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1 Q. Did they tell you anything about whether they'd used the  
 2 TMO's own complaints procedure?  
 3 A. Most didn't have a clue about the complaints, even its  
 4 existence.  
 5 Q. Right. Did you ask them?  
 6 A. Most people, they wouldn't do it. They don't —  
 7 Q. Did you ask them the question: well, do you know about  
 8 the TMO's complaints procedure?  
 9 A. They knew — some knew, some had used. Most were not  
 10 comfortable with it or with the resolution, with the  
 11 solution it led to.  
 12 Q. Now, in the fourth paragraph —  
 13 A. It took a long time to complain. You had to write in  
 14 plain English and send a letter, an email. You might  
 15 get a response, you might not. It might take months.  
 16 There might not be a response. You had to keep on it,  
 17 on them. You wouldn't get an answer. Unlikely.  
 18 I didn't. I'd often have to ... yeah.  
 19 Q. Right.  
 20 Going back to the email that you wrote, in the  
 21 fourth main paragraph down, or I think the middle of  
 22 page, you say:  
 23 "I believe it would be foolish to imagine the  
 24 problems we and you hear about are simply a result of  
 25 the construction project. Yes, the construction project

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1 has increased their frequency, but listening to people  
 2 instances of [neglect], poor service, incompetence, poor  
 3 communication, and even malice have been happening for  
 4 years. It is the force and the number of issues which  
 5 have come to the surface during the refurbishment  
 6 project which have led to the residents association  
 7 being formed, and residents demanding something must be  
 8 done to change the long-term treatment of our  
 9 community."  
 10 You moved into the tower in April 2014, didn't you?  
 11 A. I did.  
 12 Q. How did you know or how did you go about learning about  
 13 residents' concerns which pre-dated the refurbishment  
 14 project?  
 15 A. Spending time on the doorstep, meeting people outside  
 16 the sports centre, talking to people, spending time in  
 17 meetings, listening. Hours, hundreds of stories.  
 18 Q. Right.  
 19 A. Like I'm not sure I can relay — I can even remember.  
 20 I got the sense that something wasn't right at the  
 21 tower, and people weren't treated well, with respect.  
 22 It wasn't like respect was ...  
 23 Q. Can we go to page 3 of your letter, your email  
 24 {TMO10011718/3}. In the second main paragraph down, you  
 25 say:

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1 "Furthermore, given we have a slot with the RBKC  
2 Scrutiny Committee this coming Wednesday at 6.30pm, it  
3 would be most beneficial if you could find a moment to  
4 speak to individual members of that committee and to ask  
5 to take seriously the issues we will be raising."

6 How did you get a slot with the RBKC housing and  
7 scrutiny committee?

8 A. That's a good question. How did we get a slot? I think  
9 Judith Blakeman brokered one. We had a petition —

10 Q. Yes.

11 A. — where, of the 60 to 70 households we spoke to, 90%  
12 told us they'd like an independent investigation into  
13 the TMO and the refurbishment, and that wasn't a joke.  
14 We felt insulted at the time. So I don't quite know how  
15 that led to a meeting. But there was a petition. And  
16 then Judith Blakeman most likely.

17 Q. I see. Were you aware of — I'm sorry, do you want to  
18 carry on?

19 A. It may have been Edward as well.

20 Q. Right.

21 Were you aware of any process whereby residents of  
22 Grenfell Tower could raise a complaint before the RBKC  
23 housing and property scrutiny committee?

24 A. I'm not aware.

25 Q. Were you aware that the TMO reported to the RBKC housing

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1 and property scrutiny committee?

2 A. I wasn't aware. Well, kind of by the end of things  
3 I was aware. But not at the time. Not in January 2016.

4 Q. Can I ask you to look at {MET00070990}, please. Now,  
5 this is an email chain in July 2017. We looked at this  
6 earlier on in your evidence, Mr Collins.

7 Can we go to page 3 {MET00070990/3} at the very  
8 bottom, where you will see that there is an email  
9 from —

10 A. Can I interject, Mr Millett?

11 Q. Of course.

12 A. I didn't want to lead the Compact, like it wasn't  
13 a thing for me, like I didn't want to do this. I'd much  
14 rather have done as little as I possibly could, I can  
15 not be interested in the tower and — that's a bit too  
16 much, but like I wasn't out to get anything.

17 Q. Right.

18 A. I was just listening to people and trying to represent  
19 as best. That's all I did, all I tried to do.

20 Q. Yes.

21 A. And I'm really sorry.

22 Q. No, it's very helpful to hear your story.

23 Can I just ask you to look at this document.

24 At the very bottom of page 3, you can see that there  
25 is a line that says:

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1 "On 4 July 2016 at 20:46, David Collins ...  
2 wrote ..."

3 Can you see that?

4 Let's take it slowly. Turn the page

5 {MET00070990/4}. We can't see the addressee, but if we  
6 go over to page 4, we can see that you are writing to  
7 "Rock". Now, of all the names in this inquiry that  
8 we've been able to identify, we have only come up with  
9 one candidate, and that's Councillor Feilding—Mellen.  
10 Would I be right about that?

11 A. You are.

12 Q. If we look at the third paragraph down, you say:

13 "At Grenfell Tower we recognise that we were in  
14 effect 'guinea pigs' for a wider regeneration programme  
15 the Council is to undertake. We know that works will in  
16 due course commence at Treverton Tower and  
17 Raymede Tower, presumably also while residents are in  
18 occupation. As well as sharing the resident viewpoint  
19 and experience, we would like to meet and discuss what  
20 can be learned from our experiences so that a 'Grenfell  
21 Pathway' for future tower block refurbishments can be  
22 devised to assist the Council, the contractors, and the  
23 TMO in the future. Our recommendations for this  
24 'Pathway' would include ..."

25 Then you have a list of them underneath that

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1 paragraph, and we can see them:

2 "1. Promises made to residents are kept.  
3 "2. There is a senior manager ...  
4 "3. Communications are clear, personable ...  
5 "4. ... flexibility in the approach ..."

6 And I'm summarising, I hope not unfairly, and so on.  
7 Also, importantly, 6:

8 "The issues residents raise are treated as valid and  
9 accurate in the first instance, respected and dealt with  
10 fairly, quickly and appropriately."

11 It goes on over the page.

12 A. I would have thought in April — that was so important  
13 in April 2015, that would have been the point in time to  
14 listen. But it wasn't. The complaint wasn't heard at  
15 that time.

16 Q. Now, if you go over the page to page 5 {MET00070990/5},  
17 you can see that there are actually a total of 15  
18 recommendations that you're making to the TMO in  
19 a spirit of assisting them to learn lessons from the  
20 Grenfell Tower refurbishment, I think is what you have  
21 said.

22 My question is: how did you arrive at these  
23 recommendations?

24 A. Judith Blakeman helped a lot.

25 Q. Right.

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1 A. She had the wherewithal to begin it, I think, and then  
 2 there are some that I wrote, that I added.  
 3 Q. Right.  
 4 Can you remember, just looking back to page 4, and  
 5 looking again at page 5 — perhaps we could have pages 4  
 6 and 5 up together — which ones you had added? There  
 7 they all are. Can you point out any that were yours?  
 8 A. Promises made to residents are kept. There is a senior  
 9 manager or director—level resource, executive  
 10 accountability. Budget control. Number 4, there is  
 11 enough flexibility in the approach to communicate  
 12 alternative forms of communications if they're needed.  
 13 Formal collective consultation ... I don't know.  
 14 Q. What about item 10 on page 5:  
 15 "The TMO will ensure it knows and understands the  
 16 personal circumstances of every resident and makes  
 17 special arrangements where these are needed."  
 18 A. No.  
 19 Q. Right.  
 20 Now, you exchanged further correspondence with  
 21 Rock Feilding—Mellen about the Grenfell Tower review, as  
 22 you called it.  
 23 If I can take you up to the first page of this email  
 24 run {MET00070990/1}, we can see an email you sent on  
 25 11 July 2016 to Rock Feilding—Mellen, copied to

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1 Judith Blakeman, and if we look at the last paragraph on  
 2 page 1, you say this:  
 3 "As far as I can tell the biggest issue with the TMO  
 4 report is the TMO were asked to complete it. We can  
 5 talk about the balance of power on Wednesday, and how it  
 6 affects people's behaviour. One of the things I have  
 7 observed this past year or two is a lack of checks and  
 8 balances around and upon the TMO and how it operates.  
 9 The organisation being asked to investigate the  
 10 allegations made about itself is a perfect example, and  
 11 the apparent acceptance of the report without question,  
 12 is another example. There is much to say about the  
 13 balance of power, but it is perhaps best to leave it  
 14 till we have time together in person. I look forward to  
 15 seeing you on Wednesday."  
 16 How did you come to observe a, as you call it, lack  
 17 of checks and balances on the TMO and its operations?  
 18 A. Apparently there were not any. I couldn't see any.  
 19 I couldn't see anyone seeing a problem and then doing  
 20 anything. There was no challenge on the TMO.  
 21 Q. What was your understanding of RBKC's role in overseeing  
 22 the TMO's management of Grenfell Tower, including its  
 23 complaints processes?  
 24 A. Hold on, I'm not sure I follow.  
 25 Q. Did you have any understanding —

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1 A. Not to this subject.  
 2 Q. Let me try the question again.  
 3 Did you have any understanding at any time during  
 4 the period we've been looking at about RBKC's oversight  
 5 of the TMO's management of Grenfell Tower?  
 6 (Pause)  
 7 A. It's a bit hard. Was there oversight?  
 8 Q. Well, that's a different question. That may be the  
 9 question you had in your mind at the time, but —  
 10 A. The absence — there was an absence of oversight. That  
 11 must be clear. There wasn't oversight, there wasn't  
 12 accountability. It would appear there was no  
 13 accountability. I haven't seen any since the Inquiry  
 14 begun, from the TMO.  
 15 Q. Yes.  
 16 A. So where were the checks and balances? I haven't seen  
 17 any.  
 18 Q. Mr Collins, I've come to the end of —  
 19 A. I may be overegging this, but I'm not sure. I haven't  
 20 seen any checks and balances. And whether Rock was able  
 21 to check and balance — like I haven't seen him again.  
 22 I tried to meet him after the tower fire and I wasn't  
 23 able to see him to talk about what happened.  
 24 Q. Why was that?  
 25 A. I don't know.

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1 Q. Did he give you a reason?  
 2 A. He wasn't there anymore.  
 3 Q. I see.  
 4 A. He wasn't at the building.  
 5 Q. Mr Collins, I've come to the end of my prepared  
 6 questions, but you may not have come to the end of what  
 7 you wanted to say, so I didn't want to cut you off at  
 8 all. Is there anything you wanted to say on the subject  
 9 of the last question we discussed together?  
 10 A. I don't know. The balance of power ... I don't know.  
 11 MR MILLETT: Okay.  
 12 Mr Chairman, I have come to the end of my prepared  
 13 questions, but I anticipate there may be one or two  
 14 further questions waiting in the wings for me to  
 15 examine.  
 16 SIR MARTIN MOORE—BICK: Yes.  
 17 MR MILLETT: It is 4.30, and I am going to trespass on your  
 18 time to go beyond just to take a break to examine those  
 19 questions.  
 20 SIR MARTIN MOORE—BICK: Do you think 15 minutes will be long  
 21 enough?  
 22 MR MILLETT: I hope it's long enough.  
 23 SIR MARTIN MOORE—BICK: Well, if longer is required, you can  
 24 let us know.  
 25 MR MILLETT: I'm grateful.

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1 SIR MARTIN MOORE—BICK: Mr Collins, as you have heard,  
 2 Mr Millett has come to the end of his prepared  
 3 questions, but he needs an opportunity to check that he  
 4 has not omitted anything, and indeed other people who  
 5 are not sitting in the room but are watching the  
 6 proceedings may wish to suggest further questions that  
 7 we ought to ask you.  
 8 So we will have a break now, probably until 4.45,  
 9 unless anyone suggests we need more time, and then at  
 10 that point we will see whether there are any more  
 11 questions for you.  
 12 I'm sorry to prolong the afternoon a bit more, but  
 13 I think it's the only way we can do it, and we will hope  
 14 to get you away before very long. All right?  
 15 THE WITNESS: Okay.  
 16 SIR MARTIN MOORE—BICK: So we will break now. As I said to  
 17 you on previous occasions, please don't talk to anyone  
 18 about your evidence while we're on the break, and we  
 19 will see you at 4.45. All right?  
 20 Good. Thank you very much indeed.  
 21 4.45, then, please.  
 22 (4.30 pm)  
 23 (A short break)  
 24 (4.45 pm)  
 25 SIR MARTIN MOORE—BICK: Mr Collins, I see you're back there.

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1 You can obviously see me and I hope hear me too; yes?  
 2 THE WITNESS: Thank you, yes.  
 3 SIR MARTIN MOORE—BICK: Good. Thank you very much.  
 4 Well, now, we will find out if there are any more  
 5 questions for you.  
 6 MR MILLETT: Mr Collins, I have one or two questions for  
 7 you.  
 8 My first is a general one: do you remember receiving  
 9 the TMO/Rydon Grenfell Tower Regeneration Newsletters?  
 10 A. Some I did. I read some in detail with interest.  
 11 Q. Were you aware that some of those newsletters contained  
 12 reference to the TMO's complaints process and how to  
 13 raise a complaint?  
 14 A. I did not, or I wasn't clear.  
 15 Q. Let me show you an example. Can we go to {JRP00000028},  
 16 please.  
 17 A. Whether the complaints process worked is a relevant line  
 18 of enquiry — line of question.  
 19 Q. This document is dated May 2016, as you can see, and  
 20 it's headed "Grenfell Tower Regeneration Newsletter",  
 21 with TMO and Rydon's branding at the top. There is  
 22 a recent photo of the building, and then underneath —  
 23 A. Mr Millett, by May 2016 they would have included the  
 24 complaints procedure, because, like, we'd told them  
 25 enough things by that time.

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1 Q. Ah, okay, that's interesting.  
 2 A. As for whether earlier in the project it would have  
 3 been.  
 4 Q. Right. So let me just see if I can follow that up  
 5 a little bit, because I was going to ask you to go,  
 6 please, to page 5 in this document {JRP00000028/5}, and  
 7 go to the pink box where it says "Complaints". I'll  
 8 just read it to you:  
 9 "We always want to ensure that complaints are dealt  
 10 with efficiently. To help us help you, please always  
 11 report problems as they happen. You should do this  
 12 first to Lynda Prentice or Christina Stephanou, then  
 13 contact Claire Williams if it isn't resolved quickly.  
 14 KCTMO's complaints procedure will then operate — your  
 15 complaint will be acknowledged within two working days  
 16 and we'll investigate and respond within 10 working  
 17 days."  
 18 A. If only.  
 19 Q. Right. I don't think the transcript recorded your mirth  
 20 before you answered there, but I think the audio will.  
 21 A. My reaction is a little — yeah.  
 22 Q. My concrete question was: to the best of your  
 23 recollection, when did the reference to complaints first  
 24 make its appearance in the refurbishment newsletters?  
 25 A. I don't know.

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1 Q. Was it about this time?  
 2 A. I don't know.  
 3 Q. In general terms, is it your evidence that the reason  
 4 why this newsletter, this regular newsletter about the  
 5 refurbishment, included something about complaints was  
 6 because of your or the Compact's efforts in that  
 7 respect?  
 8 A. I would not have a clue.  
 9 Q. Right. The reason I say that is because I thought you'd  
 10 said something earlier which suggested that that was the  
 11 case.  
 12 A. It's —  
 13 Q. When you received —  
 14 A. — the likelihood it may have been included because we  
 15 complained, but I don't know for sure.  
 16 Q. Right. Did you ever yourself have cause —  
 17 A. That is me being suspicious.  
 18 Q. Yes.  
 19 Did you ever yourself have cause to look at this  
 20 pink box, see that there was a way you could complain to  
 21 the TMO and then utilise that route?  
 22 A. I always took that route. I talked to everyone.  
 23 Q. Right.  
 24 A. I tried to, you know, get people on board. I wasn't  
 25 able to do that. I tried, but it didn't work. You

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1 weren't likely to get a response quickly.  
 2 If there were simple things that could be fixed  
 3 within a flat, for instance, if there was a fixture or  
 4 fitting that wasn't quite working, of course you could  
 5 get that resolved with a Rydon representative, you could  
 6 get — yeah, you could get that working, a fixture or  
 7 a fitting. Rydon would be quite amenable or helpful  
 8 even at times, if they could — the workmen were quite  
 9 friendly, generally, did their best.  
 10 Q. Yes, thank you very much.  
 11 A. But that wasn't about the TMO complaints.  
 12 Q. No. No, I understand that.  
 13 Well, unless there is anything you would like to add  
 14 in answer to my question, Mr Collins, it only remains  
 15 for me to express my gratitude to you for giving us your  
 16 assistance today with our investigations. We're very  
 17 grateful, and thank you very much indeed. Thank you for  
 18 your time.  
 19 SIR MARTIN MOORE—BICK: Yes, it just remains then,  
 20 Mr Collins, for me to thank you very much for making  
 21 yourself available to give evidence. I'm sorry that we  
 22 have gone rather longer into the afternoon, or perhaps  
 23 even the early evening as far as you're concerned, than  
 24 we'd hoped, but it has been very helpful to hear from  
 25 you and hear what you have to tell us, so thank you very

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1 much indeed. That's all we have for you, so now you're  
 2 free to finish. All right?  
 3 THE WITNESS: Thank you.  
 4 SIR MARTIN MOORE—BICK: Thank you very much, and goodbye.  
 5 THE WITNESS: Ms Chairwoman and Mr Chairmen.  
 6 (The witness withdrew)  
 7 SIR MARTIN MOORE—BICK: Yes, Mr Millett. That presumably is  
 8 what we have for today.  
 9 MR MILLETT: That is the evidence for today, and tomorrow we  
 10 have four further witnesses from the BSR groups whom  
 11 Mr Rawat will be taking.  
 12 SIR MARTIN MOORE—BICK: Good. Thank you very much. And  
 13 that will be at 10 o'clock tomorrow.  
 14 MR MILLETT: Yes, thank you very much.  
 15 SIR MARTIN MOORE—BICK: Good, thank you very much. Until  
 16 10 o'clock tomorrow, then, please. Thank you.  
 17 (4.52 pm)  
 18 (The hearing adjourned until 10 am  
 19 on Tuesday, 20 April 2021)  
 20  
 21  
 22  
 23  
 24  
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