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Grenfell Tower Inquiry

Day 121

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1 Tuesday, 27 April 2021 1 at page 23, that's {TMO00840364/23}, paragraph 121. You 2. (10.00 am) 2. SIR MARTIN MOORE-BICK: Good morning, everyone. Welcome to 3 "One of the first tasks I undertook on joining TMO 4 was to prepare a Grenfell Tower Regeneration Newsletter 4 today's hearing. Today we're going to hear further 5 evidence from employees of the TMO. 5 dated 11 September 2013 ... which picked up on issues 6 Yes. Mr Millett. 6 that had been raised from a residents' meeting prior to 7 MR MILLETT: Good morning, Mr Chairman. Good morning, 7 my joining the company. That Newsletter was principally 8 members of the panel. I now call Ms Claire Williams, 8 to introduce myself to residents and to let them know of 9 9 future events and drop-in sessions to be able to inform 10 SIR MARTIN MOORE-BICK: Good, thank you. 10 them of the planned works, progress etc.' 11 MS CLAIRE WILLIAMS (affirmed) 11 Were you responsible for preparing all of the Grenfell Tower refurbishment newsletters? 12 SIR MARTIN MOORE-BICK: Thank you very much. Now, do sit 12 13 down, make yourself comfortable. All right? 13 A. My predecessor, Paul Dunkerton, had started them. I had Yes, Mr Millett. 14 14 in my directory seven or eight previously. So 15 MR MILLETT: Mr Chairman, thank you. 15 I followed that route. I did prepare them, but the Questions from COUNSEL TO THE INQUIRY 16 16 information within them was on the basis that I'd asked 17 MR MILLETT: Ms Williams, good morning. 17 the housing management team and Rydon what information 18 Can I begin by thanking you very much for attending 18 they wanted to put in the newsletter, because obviously 19 once again to the Inquiry to give your evidence. We are 19 the first one I did was before Rydon were on board, but 2.0 2.0 very grateful to you. there were always messages perhaps the housing 21 If you have any difficulty understanding any of my 21 management team were working on, which meant that it was 22 22 questions, or you would like me to put the question important they had input so that we were being 2.3 23 consistent and being thorough. again, I can do that. 2.4 2.4 If you feel you need a break at any time, other than Who was it in the housing management team that you would 25 the scheduled breaks which we will take in the normal 2.5 routinely ask for information to put into the 1 way halfway through the morning and halfway through the 1 regeneration newsletter? 2 afternoon, we can take a break. If you need one, just 2 A. It would be the neighbourhood housing manager, who was 3 let us know. 3 Siobhan, Nicola, but I would also ask the neighbourhood 4 One other thing I would ask you to do, just by way 4 officer, the person with the -- the grassroots person, 5 5 of reminding you, is to keep your voice up, if you can, the person who had day-to-day dealings as well. It was so that the transcriber, who sits to your right, can get 6 easier just to ask them both, because sometimes one 7 your evidence down clearly. Don't nod, don't shake your 7 might miss something. 8 head, you have to say "yes" or "no" as the case may be. 8 Q. Between September 2013 and May 2016, who was the 9 Now, you have made a number of statements to 9 neighbourhood officer, as you say, who had the 10 the Inquiry. For the purposes of my questions, I'm 10 grassroots knowledge? 11 going to ask you about five of them. When you first 11 A. Jan Jones was the hands-on housing officer. 12 gave evidence to the Inquiry in Module 1 we went through 12 Q. Now, we've counted 21 newsletters distributed to the 13 those statements and you confirmed that they were true, 13 residents of the tower between September 2013 and 14 save for some corrections. 14 May 2016. Did you prepare them all? 15 Have you read or re-read any of those or each of 15 A. As I say, there were some before my time that 16 those statements recently? 16 Paul Dunkerton had done. 17 17 Q. Yes. 18 Q. And just again, have you discussed your evidence with 18 A. I'm not sure on the total numbers. I think we always 19 anybody before coming here today? 19 agreed that the newsletter would only go out if there 20 20 was something to say. We decided there wouldn't be 2.1 Q. Now, I'm going to begin my substantive questions to you 21 a monthly one automatically because some months there 2.2 by asking you about some of the means of communication 2.2 wasn't anything to report on. So I don't know if the 23 23 number's 21. It sounds -- as I say, I think before my that you had with the residents of Grenfell Tower during

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time, there was about seven or nine.

Q. But after your time, would you say you were responsible

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the project. Can I begin with newsletters.

Can we go, please, to your first witness statement

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- 1 ultimately for preparing all of those that went out to $2 \hspace{1cm} \text{the residents?}$
- 3 A. With the input from our housing management and Rydon, 4 ves
- 5 Q. Yes.

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Now, we have seen only two of those 21 newsletters which refer to fire safety advice specifically . I'd like just to look at those with you, if I can.

Can we please go first to the July 2014 newsletter at {CST00001919}. Let's look at the first page of that first to identify it. There it is, there's the now familiar digger on the front, the photograph there.

If we go to page 2 {CST00001919/2}, please, and look at the bottom of that page, you can see that there's a section which says, "Emergency fire arrangements". Do you see that?

- 17 A. Yes.
- 18 Q. It savs:

"Our longstanding 'stay put' policy stays in force until you are told otherwise. This means that (unless there is a fire in your flat or in the hallway outside your flat) you should stay inside your flat. This is because Grenfell was designed according to rigorous fire safety standards. Also, the new front doors for each flat can withstand a fire for up to 30 minutes,

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- which gives plenty of time for the fire brigade to arrive."
- 3 Do you remember who was responsible for drafting 4 that text?
- 5 A. With all the newsletters I was involved with, having
 6 gleaned the information from housing management and
 7 Rydon, I would do the draft and it would go to our
 8 communications team, who went through them to make sure
 9 there was no jargon and to make sure that the
 10 information read clearly.

So, whereas this might have come presumably from Janice Wray and myself, the text would have been checked by the communications team to make sure it was legible and that it would be easy to understand, that it wouldn't be too jargony.

- Q. Leaving aside the check that the comms team would do to eliminate jargon, it sounds as if and correct me if this is wrong it was you and Janice Wray who had the primary responsibility for drafting that paragraph in this newsletter?
- 21 A. I think you're right, yes, I think we would have asked 22 for something like that.
- Q. Was that wording based on the advice of any fire safety professional?
- 25 A. Yes, it would have been what had come from the

Fire Brigade and from Carl Stokes, our fire risk assessor.

Q. Can I go to the second newsletter dated May 2016, and
 that is at {JRP00000028/4}, please. The second arrow down has a section called, "The 'stay put' fire policy",
 and it says:

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

Then it continues, and you can see the advice set out there in those second and third paragraphs there, in particular in the last paragraph:

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

Again, was it Janice Wray and you who were responsible primarily for drafting that section of this newsletter?

- 24 A Ye
- 25 Q. And, again, was that based on any advice of

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- 1 a fire safety professional?
- 2 $\,$ A. Yes, again, I think -- I missed the date of this.
- 3 Q. This is May 2016.
- 4 A. May 2016. So I suspect this came from a query from
 5 a resident about where the assembly point was, so it was
 6 clear at that point we needed to get a wider message
 7 out.
- 8 Q. Yes. I'm going to come to that exact point in a moment.
 9 Can we go back, then, before we do, to the first
 10 newsletter from July 2014, and just have that up on the
 11 screen there to remind you of it {CST00001919/2}. There

it is, the second page, bottom paragraph. Just have that there. That was the first one I put to you this morning.

Can we now look at your first witness statement at paragraph 210 on page 38 {TMO00840364/38}, please. You're talking here about that newsletter, and you say this at the top of that page:

"The entry in the Newsletter was in part prompted by emails sent by Eddie Daffarn noting that he believed Rydon's site compound was taking up the Grenfell designated evacuation meeting point. The entry was to reinforce the fire safety strategy and the instructions and guidance of LFB that all occupants, except those occupying the flat where the fire was, should remain in

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1 the flat rather than evacuate to a meeting point." You see that? 2 2 "We could put something together to reassure them Now, that's how you put it there. 3 Let's then look, please, at the emails at the time. 3 that there is still a stay put strategy and reiterating 4 {TMO10006875}, please. This is an exchange of emails in 4 the procedures they should follow, works in hand to 5 July 2014 between Ben Dewis of the LFB, Janice Wray and 5 enhance fire safety in the loner term etc.? Perhaps this has already been done? 6 you that you referred to in that paragraph. 6 7 If we can go to page 2 $\{TMO10006875/2\}$, please, we 7 "I need to respond to this man and would like to be 8 8 see Ben Dewis' email of 8 July just above halfway down able to emphasise what we have already done (meetings, 9 to Janice Wray. He says: 9 letters etc).' 10 10 "Dear Janice. Now, I've shown you all of that. 11 "I received this email below from an Edward Daffarn 11 My questions are these: Janice Wray appears to be 12 12 who you may be aware of who lives at Grenfell Tower." asking you what the fire safety arrangements were at 13 Then he sets out the text of it: 13 Grenfell Tower at the time; was that because you were 14 14 "Dear Ben. responsible for fire safety arrangements during the refurbishment? 15 "Please be advised that residents of Grenfell Tower 15 are very concerned about fire safety after the recent 16 16 A. I read it slightly differently, I'm afraid. It says, 17 closure of all land and 'rights of way' to the West and 17 "We could put something together to reassure them". 18 North of Grenfell Tower 18 She's not saying there isn't a policy, she's saying 19 19 "We are also very concerned that we have no idea there is a policy and we need to reassure them. 2.0 where to assemble should there be a fire in 20 Q. Yes. 21 Grenfell Tower as there is no open space in the vicinity 2.1 A. Sorry, just to put a slightly different angle on it. 22 that is available to our community. 2.2 Q. Yes, I understand. My question is perhaps a slightly 2.3 "Please can you help ensure that the Fire Brigade 23 different one. She is asking you in particular about 2.4 2.4 will monitor the current changes on Lancaster West what the fire safety arrangements were at 25 Estate that impact on our fire safety and could you also 2.5 Grenfell Tower. Was she asking you in particular 1 inform us where we should assemble in the event of 1 because you were the person who was responsible for 2 a fire? 2 fire safety arrangements in the building during 3 "Thank you for your assistance with this matter." 3 refurbishment? He signs off, "Edward Daffarn, Grenfell Action A. I don't believe she is asking me what the arrangements 5 Group". Then Ben Dewis continues: 5 are for fire safety, because she's clear there's "The contractor has contacted the local station to 6 a stay-put policy, but during the works I was the 6 7 7 inform them of changes to access points and riser project manager for the contract, so I probably had more 8 8 access. The local station are making arrangements to knowledge about what was happening than anyone else. 9 9 Q. Right. My question was: why was she sending this carryout a familiarisation visit for local crews. 10 Unfortunately, it would appear the same courtesy has not 10 message to you and asking you these questions in 11 been given to the residents to update them on their 11 particular, rather than somebody else at the TMO? 12 Emergency Procedures. Could I ask what the measures 12 A. Because I would know what correspondence had gone out to 13 being taken in regard to Fire Safety at the premises are 13 the residents 14 during the refurbishment works. 14 Q. Now, you can see that she suggests writing to residents 15 15 "Regards. on fire safety. Was this when you decided to include 16 16 fire safety advice in the next newsletter?

"Ben Dewis [LFB]."

Can we please go to page 1 $\{\mathsf{TMO10006875}/1\}$ and scroll up further. You can see that Janice Wray, the same day, forwards Ben Dewis' message to her on to you, and she says:

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"Please see message below which I have just received from an LFB Inspection Officer who has received an e-mail from Eddie Daffarn. Do we need to write to residents on the issue of fire safety during the works?"

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25 you seen this?" So it was not just a case of putting

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A. Yes, it was.

Q. Did you discuss sending a letter to all residents of the

which went to all residents, but I believe as well as

that we put up posters and -- in the notice boards, and

to talk to people and just remind them and say, "Have

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I believe that we did some more reinforcement with Rydon

A. Not a letter as such, because we did the newsletter

tower expressly about fire safety?

- 1 something through the door, it was actually, you know, 2 when you had face-to-face contact, reminding people.
- 3 Q. Right. Was there a reason why you didn't send a specific letter to all residents about the fire safety 4 5 arrangements during the refurbishment as opposed to having it as an item among other items in the 6 7 regeneration newsletter?
- A. I don't remember talking about a letter as such, but you 8 9 do have to be wary about putting unsolicited letters 10 through doors, because people will perhaps not pay as 11 much attention to them, whereas with our newsletter, 12 I think people were expecting it and would be more 13 likely to read it. But I don't remember discussing 14 whether we sent a letter to people.
- 15 Q. Right.

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Was it your experience at the time, July 2014, that residents on the whole would pay more attention to the regeneration newsletter than to a specific circular letter on fire safety matters?

- 20 A. I hadn't thought of it that way, so no, I have no view 2.1 on whether they would do. It would be a vanity to 22 assume that they read my newsletters more than other 2.3 circular letters, but I think circular letters generally 2.4 are not as well received.
- 25 Q. Right.

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If you look at the message from Janice Wray to you in the middle paragraph, she says that you should put something together to reassure them that there is still a stay-put policy and reiterating procedures they should follow, et cetera, and then asks a question, "Perhaps this has already been done?"

My question is: what had you actually done to update residents about the emergency procedures to follow during the refurbishment?

- A. The emergency procedures effectively stayed the same: there was a stay-put policy. So, as you saw, the two newsletters were there just to remind people, and as I say, with verbal communication as well, just to keep people up to date, because whereas people would have possibly still had their tenant handbook, saying, you know, "This is the policy", a lot of people would have put it in a drawer ten years previously and not looked at it since. So this was a reminder.
- 19 Q. Yes, I see.

2.0 What is the answer to the second question she asks 21 in that paragraph, "Perhaps this has already been done?" 2.2 What had already been done?

23 A. We hadn't reminded people about a stay-put policy 2.4 previously. Obviously, you know, my role was to inform 25

residents about the regeneration works, so that wasn't

something I would normally have done, but we took the 2 opportunity to use my newsletter.

3 Q. Yes. I think you would agree with me that it looks as 4 if you took that opportunity in response to Mr Dewis' message to you, the TMO, which was in turn prompted by 5 Eddie Daffarn's own alert to him? 6

7 A. Yes, you're right, and again it went in the 8 Link magazine subsequent because we realised that 9 perhaps people needed a reminder.

10 Q. Yes.

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Can we look at $\{TMO10006884\}$, please. This is an email, not quite in the same chain but on the same date, and certainly on the same theme.

14 Can we look at the second email down. You here send 15 an email to Simon O'Connor, 8 July, copied to 16 Janice Wray and Christina Stephanou, who I think was the 17 Rydon resident liaison officer, wasn't she?

18 A. Yes

19 Q. And you say:

"Simon

"Thanks for this.

22 "I think we should use the coffee morning and your 23 signage (new noticeboard up in main entrance) to remind 2.4 residents that we have a 'stay put' policy. This is 2.5 because the doors should be FD30 (if you look the TMO

1 renewed these to tenants in the last few years) and most of the leaseholders doors are the originals which should 2 3 also be smoke/fire resistant.

> "I will work with my colleague Janice to give you the appropriate 'stay put' signage for the noticeboard, and we will respond to the fire brigade too."

7 Is it right that you gave directions to 8 Simon O'Connor about the stay-put policy only in 9 reaction to Ben Dewis' message to you? It looks that 10 way on the documents. Is that correct?

11 A. Yes

12 Q. Yes. 13

Now, can we go forward in time to {TMO00860222}, please. This is another email exchange between you and Janice Wray dated 29 April 2016, shortly before the second newsletter with fire safety advice was prepared in May 2016 that we saw earlier on.

If you look at the last line of that email, under question 2, you see that you say:

"They asked how we publicised our stay put policy." They being the LFB:

"I attach the relevant newsletter, and I will put this in the May 2016 one again.'

So it looks like the reference to the fire safety arrangements at Grenfell Tower went into the May 2016

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- 1 regeneration newsletter, again in reaction to or as 2 a result of the LFB asking you how you publicised your 3 stay-put policy?
- 4 A Yes
- 5 Q. Yes. Did you only include fire safety advice on evacuation procedures in the May 2016 newsletter 6 following the LFB intervention?
- 8 A. I'm trying to remember. I suspect it was a case that in 9 the interim, if you speak to people and there were 10 people who were unclear, I would have put it in again. So it could be partially the LFB or partially from, 11 12 you know, discussions with residents saving. "Oh. 13 I didn't know about that", okay, it gets put in the
- 15 Q. Right. You see, we've seen no fire safety advice in any 16 of the regeneration newsletters between July 2014 and 17 May 2016.
- 18 A. Right.

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19 Q. Can you explain why that is?

newsletter again

- A. I would expect that the notices are up in the building 20 2.1 and the message has been put out there through the 22 Link magazine and through our contractor and other 2.3 sort of meetings, other drop-in meetings, et cetera.
- 2.4 Q. Would it be fair to say that fire safety advice was only given specifically to residents in the regeneration

- 1 newsletters ad hoc, sporadically and reactively to 2 external prompts?
- 3 A. Yes
- Q. Why was there no permanent strategy to keep residents 5 regularly informed and updated about the evacuation 6 procedures during the refurbishment?
- 7 A. As I've said, the emergency procedure stayed the same, 8 which was stay put. I ... we took measures to remind 9 people of what the policy was. We spoke to them, we put 10 it in the newsletter. That was the way we demonstrated 11 that we'd told people about the stay-put policy and that 12 we'd informed them.
 - I don't know what -- you'd expect us to put it in every newsletter, that would be unusual and would take emphasis off the other areas of information we wanted to get across to them.
- 17 Q. Yes, I see.
- 18 You referred to Link magazine earlier on. Just to 19 be clear, Link magazine was a magazine that was sent to 2.0 all TMO residents across the borough, wasn't it?
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- 2.2 Q. So it wasn't Grenfell-specific?
- 23 Oh, no, no, it went to all residents.
- 24 Q. Can we please look at your second witness statement at 25 $\{TMO00842312/22\}$, please, paragraph 94, you say there

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- 1 towards the top of the page:
- "I have been asked what language and special needs provision was in place for communicating fire safety advice to residents. It was not my role to communicate fire safety advice to residents and I am not the best person to provide this information."
 - Whose role was it to provide fire safety advice to residents during the refurbishment?
- A. The fire safety advice to residents was given initially 10 in their handbook, it would be given out by my colleague 11 who managed health and safety, and then obviously 12 I managed the regeneration contract, and that's why we 13 put in our newsletter the fire safety advice that we 14 did.
- 15 Q. Yes. I'm just trying to understand what you say in that 16 second sentence of paragraph 94, where you say it wasn't 17 your role to communicate fire safety advice to
- 18 residents. If it wasn't your role. Ms Williams, whose 19
- 20 A. The health and safety team would be advising across the 2.1 organisation on what the fire safety advice was.
- 2.2 Q. I see.
- 2.3 A. And, as I say, within the building, the fire safety 2.4 advice did not change during the refurbishment.
- 2.5 Q. I mean, given that we've seen and you've said that you

- 1 had a role in devising or drafting those two sections of 2 the regeneration newsletter, July 2014 and May 2016, is
- 3 it not in fact the case that you did have a role in
- communicating fire safety advice to residents at least
- 5 6 A. I had the means by which to communicate fire safety 7 advice. I wasn't the instigator of the fire safety 8 advice, and the fire safety advice did not change. So 9 it was an appropriate means of communication, but, as 10 I say, I wasn't the instigator of that advice and, as 11 I say, I was the means by which it was rolled out.
- 12 Q. Yes, I see
- 13 Let me just try it in a slightly different way. You 14 say here it wasn't your role to communicate fire safety 15 advice to residents: if it wasn't your role to do that. 16 can you reconcile that statement with your role in the 17 appearance of fire safety advice in the July 2014 and 18 May 2016 newsletters?
- 19 A. Yeah. No, I reiterate that the organisation had 2.0 a health and safety team who would roll out fire safety 21 advice. My newsletter was the means by which that was 2.2
- 23 If the fire safety advice during the regeneration 2.4 works had changed, I would have obviously had to include 2.5 that at very early days within any meetings or within

- any communication. But the fire safety advice to residents during the works had not changed.
- 3 Q. Now, I want to ask you about your relationship with 4 residents' groups.

Sticking with this statement and the same page $\{TMO00842312/22\}$, can you just go down to the next paragraph. You say:

"I have been asked to detail the interaction I had with the Grenfell Compact. The TMO gave the Compact recognition during the refurbishment, with Peter Maddison and Kiran Singh attending their meetings.

I believe that the details of meetings would also be advertised in the refurbishment newsletter. I did not attend any of these meetings."

Now, it's right, isn't it, that the Grenfell Compact was only granted recognition in September 2015?

- 17 A. I would have thought it was about that time, if not 18 a bit earlier, yes.
- 19 Q. Were you aware that it was granted recognition after 20 something of a battle?
- 21 A. I'm aware there was a lot of toing and froing, yes.
- 22 Q. Right.

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- Why did you not attend any of the meetings of the Grenfell Compact?
- 25 A. I believe the Compact wanted to take things up to

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- a higher level, so they wanted to meet my director rather than myself.
- 3 Q. What was the basis or source of that belief?
- A. I was never asked to attend, and I think quite early on
 they were clear that they wanted decision—makers over
 things that weren't just the refurbishment. It was
 more —— you know, there were other areas to cover,
- 8 whereas obviously my role was specifically about the 9 refurbishment.
- 10 Q. Right.
- Did you yourself decide not to attend those meetings or were you directed not to do so?
- 13 A. I don't think they ever asked for me. I don't think the 14 Compact themselves ever asked for me.
- Compact themselves ever asked for me.

 Q. Even if they didn't ask for you, did it not occur to you
- at the time that you ought to go, if only to hear their concerns from the horse's mouth and be able to address, to the extent that you could, those concerns
- 19 face—to—face?
- A. I was able to review the minutes that came out of those
 meetings, and I was asked to deal with any issues that
 were refurbishment related. I wasn't asked to attend,
- and, as I say, obviously I had a keen interest, but,
- as I say, it was done via debriefings with the minutes.
- $25\,$ $\,$ Q. Yes, I understand that, I just want to see if I can dig

- a little deeper.
- Did it occur to you at the time that it would be a good idea for you to go along to the Compact meetings, see the individuals involved, hear their concerns, and
- 5 be able to address those concerns face—to—face if you
- 6 could?
- A. I wasn't asked, and Peter Maddison, my director, had
 a very good understanding on all the issues that would
- be raised, and I would have just been an extra body.
- So, no, I was quite happy to understand from
- 11 Peter Maddison what had been asked, what the issues
- were, and, as I say, they weren't all to do with the
- 13 refurbishment, there were other issues raised which were
- 14 taken up by him and Kiran Singh as managers.
- 15 Q. Yes. I mean, is it fair to say that you were closer to
- $16 \hspace{1.5cm} \hbox{the day-to-day detail of the refurbishment than} \\$
- 17 Peter Maddison was?
- 18 A. Yes
- $19\,$ $\,$ Q. Yes. I mean, did he tell you not to attend the meetings
- $2\,0\,$ and that he would handle those Compact meetings even in
- 21 respect of refurbishment questions?
- $22\,$ $\,$ A. I never saw anything to say that the Compact wanted me
- $23 \hspace{1cm} \hbox{there.} \hspace{0.25cm} \hbox{I think it was their forum, it was their option.} \\$
- 24 If they'd asked, I would gladly have attended. But
- 25 I think, as I say, that they wanted to take it to

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- 1 a higher level with Mr Maddison in attendance.
- Q. Even if Mr Maddison didn't have a firm grip on the
 detail, the day—to—day detail of the refurbishment?
- $4\,$ A. I believe that many of the people there would have --
- 5 well, I know they did. I believe that —— I know there
- 6 was a list of issues raised which I then dealt with the
- 7 minute they were presented to me. So issues with the
- 8 refurbishment were dealt with very promptly, and, as
- 9 I say, the Compact did not ask for me to be there.
- 12 paragraph 220.

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- You say at the top of the page there:
- "I had seen some blogs at some point and I decided that they were negative and vitriolic and that I would not look at them again. Those blogs were ultimately
- blocked on our system so they could not be viewed."
- Who was it at the TMO who decided to block the blogs on the TMO's system?
- 20 A. I don't know.
- Q. Do you remember when the blogs were blocked on the TMO's system?
- $2\,3\,$ $\,$ A. No, I was told that that was the case, so I don't
- $24 \hspace{10mm} \text{remember, I'm afraid.} \hspace{10mm} \text{It would have been fairly early} \\$
- 25 on, 2013/2014, I suspect.

- 1 Q. Right. Even vaguely, do you remember how far you were 2 into the refurbishment project when the blogs were 3
- 4 A. No. No. I'm afraid I don't, because we didn't look at 5 them, so I don't know.
- Q. Okay. 6

7 Now, before you stopped looking at them, did you yourself consider that they raised criticisms or 8 9 concerns that might have some validity or at least be 10 worth investigating?

- 11 A. The early ones I looked at, I wasn't familiar with their 12 subject matter. It was about ... I don't know, was it 13 about the libraries or the nursery? They were issues 14 which I wasn't familiar with, so ...
- 15 Q. Right. So just to put my question again, those that you 16 did see --
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- 18 Q. -- was there anything that you saw in there that you 19 thought might have some validity or be worth 20 investigating?
- 2.1 A. The only one I did see that I remember pertinent to the 2.2 regeneration works was a comment saying, "When are they 2.3 going to start? They told us they were going to start 2.4 and they haven't started yet. Why are the TMO not 25 keeping to their timetable?" That was the only one,

- I think, that I remember that related to the 1 2 regeneration works.
- 3 Q. Did you investigate that question or suggest that it
- 4 should be answered? 5 A. The style of the blog was rhetoric. I knew from where
- I was that obviously works were going to move forward 6 7 and where we were in the programme, so I was -- I felt 8 that we were responding to that blog by actually saying,
- 9 "Look, this is what's happening to our programme, this 10 is where we are". So that was the only one that I saw
- 11 that was anything to do with the work I was involved 12
- Q. Did you actually take up the question, "When are these 13 works going to start?", and seek to address that 14 15 question with any resident in the tower?
- 16 A. By the time I came on board, we were actually doing 17 consultation with residents and following through the 18 timetable that had been put in the previous newsletters.
- 19 So the previous newsletters gave a start on site of 2.0 early 2014, so as far as I was concerned, I was still on
- 21 track for what had been rolled out earlier. So, no. 2.2 I didn't take it up with anybody in the tower, because
- 2.3 we were -- I think we were a month or two late, but the
- earlier newsletters all said, "Start on site early 2.4
- 25 2014", which is what did happen.

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- 1 Q. Well, when you say you decided that these were negative 2
 - and vitriolic, and you wouldn't look at them again,
- 3 I mean, leave aside the rhetoric, what was it about them
- 4 that you thought was negative and vitriolic?
- 5 A. They were libellous, they were clearly slanted,
- unsubstantiated information. That was ... you know, 6 7
- that was probably the crux of it.
- Q. Did you consider that the blogs might be a way in which 8 9 the residents or some of the residents of Grenfell Tower
- 10 sought to bring issues that affected them personally and
- 11 their homes to the TMO's attention?
- 12 A. As a means of communication with the TMO, it was not 13 perhaps an appropriate media. I think the blocking of
- 14 the blogs meant that we didn't treat it as
- 15 an appropriate communication.
- 16 I think there was concern over how representative 17 the blogs were, and, as I say, a lot of time they were 18
- libellous, unsubstantiated and clearly slanted. There 19 was never any comment about the good work we were doing
- in terms of employment initiatives, you know, all the 2.0
- 21 things we did with residents, they were just overlooked.
- 22 It was sort of slanted in one way, and so it wasn't
- 23 something we would look at as a communication to be
- 2.4 responded to

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25 Q. Let me just show you one example of a blog to see if you

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- can help with it, {IWS00002230}, please. Now, this has
- 2 become known as the "Stairs of Shame" blog, dated
- 3 13 August 2014. I know that's about 11 months after you
- arrived at the TMO. You can see the photographs and
- 5 particularly the middle photograph in the blog about
- 6 what Mr Daffarn described as the "stairs of shame", and
- 7 he gave some evidence about that last week.
 - Just looking at it, does this ring a bell with you? Is this one of those that you looked at and decided was
- 10 negative and vitriolic or —
- 11 A. I hadn't seen this at the time.
- 12 Q. You didn't see this at the time?
- A No 13
- Q. All right. So can we say with some confidence that 14
- 15 mid-August 2014 postdated the time that you stopped 16
 - looking at the blog? Yes?
- 17 A. Yes, I wouldn't have seen this.
- 18 Q. All right.
- 19 Did you yourself not consider that by deciding not 2.0 to read the blogs you were essentially cutting yourself
- 21 off from a source of information about the service that
- 2.2 the TMO was providing to the residents of Grenfell Tower
- 23
- 2.4 This was not a means of communication with the TMO. As
- 25 I've said, it was unsubstantiated information, perhaps

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by a very limited group of residents, and there were 2 other ways of raising issues with us. The style of 3 this, the approach of this, is not something that would 4 be useful, and most of us couldn't see it because it was 5 blocked from the server, so --SIR MARTIN MOORE-BICK: Can I just ask you: you said in your 6 7 statement that you regarded the blogs that you did see as being unhelpful and vitriolic in language and so on; 8 9 presumably someone told you that they were blocked or 10 did you try and see later ones and found you couldn't 11 get access to them? 12 A. I think, yeah, initially I knew that they were there 13 when I started my job, I did look, and then after 14 a time, they were -- you couldn't find them at all, they 15 were cut off the server. I think it was ... sorry, ask 16 your question again, sir. I got a bit lost. 17 SIR MARTIN MOORE-BICK: I was wondering whether somebody

18 told you and others that the blogs had been blocked or 19 whether you just couldn't get access to them when you 20

2.1 A. I think I might have tried to get access to see what the 2.2 latest was, and at that time I couldn't get it, and at that point I was probably told that that's why. 2.3 2.4 SIR MARTIN MOORE-BICK: All right. I don't know whether you

know who took the decision to block them?

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1 A. No. I don't.

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SIR MARTIN MOORE-BICK: All right. 2.

Yes, Mr Millett.

MR MILLETT: Were there, in your experience at the time, other blogs or groups of residents within the TMO estate more generally who were exhibiting the same level of dissatisfaction with the management of their building, or was this limited to the residents of Grenfell Tower?

A. My involvement at the TMO was in managing this contract. so I wouldn't know about TMO-wide, if that was your question, but in terms of Grenfell, this was the only

11 12 blog I was aware of.

13 Q. I see. Did anybody ever say to you, "Oh, well, don't worry about the Grenfell Action Group, we get these 14 15 blogs all across the estate, we get them all the time". 16 or did you get the impression that this was a one-off 17 for that building only?

18 A. I think this was -- as I say, in terms of my knowledge, 19 which is, you know, I was -- the Grenfell project was 2.0 all I was involved with at the time, so this was the only one I was aware of. But nobody told me there were 21

2.2 others. So ...

23 Q. Did you at any point ask yourself: well, how come these 2.4 residents of this building in particular feel so 25 strongly about the way that their building is managed?

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A. I was speaking to lots of residents at the time, I was doing consultation with residents. I know that this isn't the general feeling. I've met many people, people who have disassociated from this particular group, so I know that this isn't the way that most residents think

7 Obviously this blog -- as I say, I know -- I had 8 seen some that covered the library or the nursery or 9 something like that, so I know that it wasn't just about 10 the tower, I know there were other issues covered in it.

Q. Let me ask the question slightly differently: did you at any point ask yourself, how come the residents responsible for this blog felt so strongly about the way that their building was managed that they felt it necessary to articulate themselves in the way that one can see here?

A. I. again, believe from talking to people and being, you know, out there on the streets and talking to different people -- I was dealing with a project at Verity Close initially , which was new windows, and I think one of the authors of this lived in Verity Close until he moved, Mr O'Connor, in 2014. So I knew what people were thinking, and this was not the way that people were thinking. You know, I was talking to people

and asking people questions, and, as I say, people would

1 disassociate from the Grenfell Action Group. They would tell me specifically, "I'm not part of that, we do not 2 3 think like that, we think that, you know, what you're doing for this building is positive, thank you".

So that is why, it is talking to people and it's knowing your residents, that's why I think this isn't representative.

Q. Right. 8

> Did vou ever ask anybody else at the TMO the question: why are these particular residents who have published this blog so aggrieved?

12 I don't know I would have put it in such straightforward 13 terms, but I think this blog had been going for a little 14 while, and, as I say, as far as I'm concerned it covered 15 other subjects. I think there were other people who 16 were -- RBKC, I believe, were also sort of mentioned. 17 So, no, I didn't ask in those specific questions: why 18 was it these residents?

> But obviously I met Mr Daffarn, I know Mr O'Connor who was involved with this, he moved to Ireland early 2014, so I suspect his input should have reduced, and, as I say, I met many people, enough to know that this was not representative.

24 Q. When you say not representative --

2.5 A. Yeah.

- 1 $Q. \ \ --$ was that so during the entire time that you were 2 responsible for managing the refurbishment project?
- 3 A. I didn't look at it, because -- I haven't seen all of 4 the comments on it because I didn't look at it. so 5 I don't know about that. I'm afraid.
- Q. Did there ever come a time when you learnt that what 6 7 those responsible for this blog were saying, Mr Daffarn 8 in particular, was in fact representative of many people 9 in the building?
- 10 A. I cannot say that I'm ever aware that anything Mr Daffarn said was representative of many people in the 11 12 building.
- 13 Q. Right.

When you arrived at the TMO in September 2013, did 14 15 anybody tell you, whether David Gibson or 16 Peter Maddison, about the residents at Grenfell Tower?

- A. I was given a briefing before I started, there was 17 18 a chap called Paul Dunkerton who had been the main 19 post-holder. Then there was a gap, there was probably a three—month gap with a temporary chap. 20
- 2.1 Q. Yes.
- 2.2 A. So he gave me a briefing, and then Peter and David, my 2.3 managers, would also give me a briefing. So I don't 2.4 remember either of them -- I don't know whether they did 25 it together or separately, but I got a lot of

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- 1 information over a period when I started, and I was 2 aware that there was an active resident in the building, 3 yes.
- 4 Q. Just one?

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- 5 A. No, I think there was also a leaseholder group.
- 6 Q. Right. So what did they tell you about the residents, 7 their concerns, the way they expressed their concerns, 8 the way they communicated with the TMO?
- 9 A. Obviously it would have been said there was a blog, but 10 I wasn't aware of a lot of the long-standing history, 11 perhaps, which I now am, because a lot of the 12 information I could review was in the electronic 13 directories , in the files , and there was clearly -- the $\,$ 14 three-month, the temporary chap, there was -- the files 15 were very scant. Paul Dunkerton's information was 16 generally good, but there were still gaps in that.

So -- yeah, so I was getting to grips, and I was briefed by, as I say, Peter and David more than anybody else, but I don't know that they briefed me on all the ins and outs of the issues prior to my arrival.

- 2.1 Q. Yes, I see. So, just to be clear -- and correct me if 2.2 this is wrong -- they never told you, did they, about 23 the history of the EMB, the Estate Management Board?
- 2.4 A. I was aware that there were concerns over it, but 25 I didn't know anything more about their background.

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- Q. What about the Lancaster West Residents' Association?
- A. Yeah, no, I think when we spoke last time about the
- 3 Lancaster West Residents' Association, I wasn't so clear
- 4 on them. So I know there was a Lancaster West
- 5 Residents' Association, because it's my understanding
- they took over from the EMB, effectively, or they had 6
- 7 a role on influencing the estate decisions. But, as
- I say, I didn't have any involvement with them when the 8
 - scheme started, because they didn't -- they weren't in
- 10 place, so I think they only came in place probably
- 11 a similar time to the Compact, I would think, about the
- 12
- end of ... yeah, about the same time as the Compact.
- 13 about the autumn.
- 14 Q. Right

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- 15 Did anybody give you a history of the Grenfell 16 Action Group, GAG?
- 17 A. Only in the terms of the fact that it existed and 18 Mr Daffarn was probably the main mover.
- 19 Q. What did they say about him?
- 20 A. I don't remember. It was many years ago, and I think it 21 was, you know, the fact that I would probably meet him
- 22 very soon, was probably the gist, because, as I say, as
- 2.3 I was going out on the estate, I would be involved.
- 2.4 Can we then look, please, at {TMO10007353}. This is 2.5 an email from Peter Maddison to Janice Wray,

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- 1 4 September 2014, and Peter Maddison says:
 - "As we discussed briefly, I think Mr Daffarn's blog is scaremongering and could be quite frightening to
 - "I think we need to send out a very clear message to residents in a letter or newsletter about the current safety of the block and how we will maintain this over the duration of the works.

"It would be good to be able to put out a clear statement with the support of the Fire Brigade."

11 We can see that you're copied in to this.

12 He then goes on to say:

13 "However, before we do so. I think we need to do a further belt and braces check on Fire Safety compliance 14 15 in the block and [stitch] the Fire Brigade into this."

Do you remember what your response was to this

- 18 A. No.
- 19 Q. Did you in fact attempt to arrange putting a statement 2.0 out with the support of the Fire Brigade?
- 21 A. As I remember, this was all about the same time as the 2.2 Ben Dewis email, so I think -- as I say, I hope I've got 23 the timescale right, but this was again reiterating the
- 2.4 stay-put policy. Peter perhaps wasn't as hands-on in
- 2.5 terms of what we'd already done with the Fire Brigade,

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- and also we had Carl Stokes attending the block on a regular basis, so I think that was what he was asking us to do, which I think we already had in hand.
- 4 Q. Yes. Did you in fact do a further belt and braces check on fire safety compliance within Grenfell Tower?
- A. I believe that's why Carl Stokes was there on a very
 regular basis, to he was our fire risk assessor and
 the idea was that obviously he did supplementary checks
 to Rydon's own checks in terms of their work and any
- Q. Right. So are you saying that the belt and braces check
 on fire safety compliance in Grenfell Tower was actually
 done by Carl Stokes as part of his fire risk assessment?
- 14 A. I obviously haven't seen my or Janice's response, but
 that is what I would expect it would be, yes.
- Q. I'm just asking you whether you remember whether therewas in fact a further belt and braces check.
- A. I think Carl went there on a regular basis, so I don't
 know if this coincided with one of his checks or whether
 he did an additional one as a result of this.
- Q. Can we go to {TMO00846106/2}, please. This is an email
 exchange between you and Peter Maddison on
 13 April 2015, copied to David Gibson. You say:
- 25 "Please see the attached message from Grenfell

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1 Community Unite sent Easter Monday.

"I have sent a holding message, and have touted around the proposed response as attached.

"Robert Black walked by on Friday and we discussed the fact that the preference was not to meet up with the Grenfell Community Unite group which could be a showcase for Mr Daffarn."

Now, this is April 2015. It's right, I think, that by this time, in fact the week before, 6 April 2015, David Collins had asked the TMO to recognise Grenfell Community Unite as a residents' association for Grenfell Tower. Do you remember that?

- 13 A. I remember the correspondence. I don't remember the 14 date.
- 15 Q. Right.

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- Do you know why Robert Black was concerned that the meeting would be "a showcase for Mr Daffarn"?
- 18 A. It was my wording, "showcase", I don't know that was19 Robert Black's wording.

I think what had happened previously with meetings with Mr Daffarn in attendance was that the agenda would be disrupted by Mr Daffarn raising issues in a loud voice, and effectively making an organised meeting quite difficult to hold. I think that that is really the gist, that we ... there were still issues about how

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Were sem issues about no

Mr Daffarn was able to attend a meeting and behave.

So -- but, as I say, the "showcase" word, please don't

3 attribute that to Robert Black because this is mine.

4 Q. I see. I was going to ask you.

So when Robert Black walked by and you discussed the fact the preference was not to meet up with the Grenfell Community Unite group, was that his preference or was it your preference or did you share that preference?

A. I had no feelings particularly about the Grenfell
 Community Unite. If they were going to be
 a representative group then that would be great.

Q. When you said "which could be a showcase for
 Mr Daffarn", were you adding those words because that
 was your impression, or were you reciting something that
 you perceived Robert Black felt as well?

16 A. I don't honestly remember. I don't know if Robert Black
 17 had been to meetings with Mr Daffarn, I don't know.

18 Q. I see

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Going back to an earlier answer of yours just
a moment ago, you referred to earlier meetings at which
you said Mr Daffarn was disruptive, raising issues in
loud voice.

Can you remember, what were those previous meetings with Mr Daffarn in attendance where you say Mr Daffarn disrupted the agenda?

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A. The first meeting I went to, the first meeting with residents, was September 2013, so literally probably a week after I'd arrived, and it was -- Peter Maddison was there, myself, I think there were a couple of councillors, and Mr Daffarn arrived with a friend who -the agenda was clearly laid out, it had been publicised, and Mr Daffarn quite early on chose to shout his opinions about different issues. He sidetracked the meeting. He effectively meant that other people were uncomfortable, other residents were eye-rolling, and it meant that other residents couldn't hear the information which was being imparted. They couldn't even, you know, ask the questions they would normally do if it were in a proper meeting forum. It was, as I say, upsetting because it meant other residents didn't hear what thev'd come to hear, couldn't understand what was being proposed, because Mr Daffarn just wanted to spoil it.

I attended other consultation — I had other consultation meetings with Mr Daffarn, for example in the drop—in, in the show flat, where again he would come in, shout the odds, make other people leave the room. The flat had several bedrooms and a living room. People would walk out of the room. So, again, that meant that they didn't hear what we were there to present.

So, as I say, it was ... you needed to manage

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- 1 Mr Daffarn so that the residents could get information, 2 and that was what was difficult.
- 3 Q. Did anybody to your knowledge, including you, actually 4 try to talk to Mr Daffarn to get to the bottom of what 5 his concerns really were?
 - A. I was probably, you know, the third or fourth person on the scheme, and obviously I had directors as well, so during my time there, the only time I felt that we ever contacted and got through to Mr Daffarn was we had a meeting about the heating in the show flat, we showed what the new set-up would be with the radiators, with the boiler, and we had our consultants there, because obviously the M&E stuff is really complicated and you do need to understand enough about it, and the system is different, and I think a lot of the work in the tower was different, and that was -- you know, people had lived there for 10, 20 years, so any change means you need to talk people through it.

And so he was there, again, being very difficult . You know, lots of residents there, all trying to understand something, and so the M&E consultant, who was a chap, took him to one side, and he must have spent, oh, half hour with him, and at the end Mr Daffarn, as he walked by me, said, "That's the best information I've ever got out of the TMO", and that was because he

- 1 listened. And I did follow it up with an email, because 2 it was the first time I'd ever heard Mr Daffarn say 3 something positive, and I said, "Thank you for saying that you understood this and that this was a useful 5 meeting for you".
- 6 Q. Yes, I see.

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- A. But, as I say, it was only because the M&E consultant -there were, as I say, I don't know how many people there, 30, give or take -- spent a half hour with Mr Daffarn to talk him through everything.
- 11 Q. Right. That's an insight.
- 12 Did you learn something from that experience, that 13 that might be the best way to address, cater for, co-operate with Mr Daffarn in order to assist him with 14 15 his concerns? So to take the M&E example, that that 16 might be the best way of actually, as you put it, 17 managing Mr Daffarn?
- 18 A. Yes, but bear in mind he's one household. There are 120 19 households there. But also he had -- he was able to or would shift the goalposts slightly . So, for example, 2.0 21 with the windows, we had a meeting with the windows. 2.2 again in the show flat, "This is how you open them". 2.3 They had two mechanisms: they had a casement operation, 2.4 then they had a tilt -and-turn so that you could clean

 - them. So we showed people how these worked, and again,

single-glazed aluminium windows. So, you know, all different, this is our chance to roll out to people, you know, we stood there and showed them how to open the windows. They later on had a handbook and, again, we did it again.

you know, people had only before had sliding

But -- so he saw the windows, we had really positive feedback from that window session. There wasn't one person who said, "These windows are, you know, not what we wanted", because obviously we'd consulted with them sort of a year previously. But then I think probably about this time, April 2015, Mr Daffarn says he doesn't want his windows in unless we acknowledge Grenfell Community Unite. He's on the 16th floor in a building where you've got mast climbers to access the building.

So, you know, he'd always move the goalposts slightly, so it was quite hard to deal with his different concerns

I think one of my issues is that he would never engage with me. I think he would -- if he saw me, I would have longed for him to say "Good morning". He wouldn't do that. He would walk by saying, "Oh, the TMO are rubbish, this place is a slum". He was -- yeah, he would walk by like that, and I think at one point Simon O'Connor was with me when he did that, and

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- Simon O'Connor of Rydon said, "Do you know how 1 aggressive that sounded?" and he took him to task, but 2. 3 nobody else did.
- 4 Q. Did you ever have any training or ask for any training 5 from those who were supervising you about conflict 6 resolution or resident engagement to deal with not just 7 what it was that Mr Daffarn was saying, but the way in which he was saying it? Did you ever receive any 8 9 training or guidance?
- 10 Yes, I have had conflict resolution training. I've done 11 quite a lot of resident engagement. My previous role, 12 which -- probably there nearly five years, was dealing 13 with regeneration of a 1960s estate, which meant dealing with -- I think I dealt with residents, say, 15 blocks, 14 15 and also where leaseholders are paving for their work. 16 so very difficult resident engagement because people 17 were paying, you know, and that always means they were 18 more likely to engage.

So I have done that before, but I think Mr Daffarn did need more attention. I think that -- you know, I don't know how you would deal with somebody who clearly for a long time there were issues that he felt needed to be raised, and so it's not as though it was just with the refurbishment, I think, you know, it was with RBKC he had issues, it was with the TMO, it was

- 1 something that was perhaps too big to manage for me,
- 2 because my role was to deal with 120 households, not one
- 3 household.
- 4 Q. Did you go to anybody more senior to you in the TMO and
- 5 ask for assistance in dealing with the matters that
- Mr Daffarn was raising and the way in which he was 6 7 raising them?
- A. You appreciate if Mr Daffarn put in complaints or 8
- 9 anything like that to us, we would read them very
- 10 carefully and co-ordinate them. I think Peter Maddison
- 11 became the person to co-ordinate responses from him,
- 12 because he would quite often go to different people to
- 13 ask the same question. But I think it's not just
- 14 a question of me and how I managed resident engagement,
- 15 it's also an issue of Mr Daffarn and how he perceived
- his landlord. So I think even if I had had advice on 16
- 17 a one-to-one basis. I think it would still have been
- 18 a mountain to climb. As I say, I dealt with many other
- 19 residents and I'd never had any issues of the scale that
- 20 Mr Daffarn presented, I'm afraid.
- 2.1 Q. You see, he would say -- and we've heard his evidence,
- 2.2 and I'm summarising it, probably unfairly and
- inaccurately, I hope not but I may be, and there is 2.3
- 2.4 a risk of that -- that he had to resort to this kind of
- 25 method of communication because the TMO had routinely

- 1 ignored, belittled and marginalised him and all the
- other residents so far as he could see in the building. 2
 - What would you say to that?

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- A. I would say that Mr Daffarn had issues before we even
- 5 started on site, because I think the previous blogs were
- about the KALC, weren't they, the early ones that I saw? 6
- 7 So I think he'd had issues for a long time, and I think
- 8 the way they manifested themselves in terms of the blog
- 9 and the way he dealt with us wasn't conducive to 10
- building a relationship. I think his preference was for
- 11 an adversarial stance rather than for a negotiation, and
- 12 I think that's why when David Collins came on board into 13 the block, who I know has been here. David Collins'
- 14 style of dialogue was more approachable, which is why
- 15 I think more people then joined the Compact. Prior to
- 16 that it had been Mr Daffarn and a small group of his
- 17 friends. But when Mr Collins sort of came on the scene,
- 18 he was more approachable, and that expanded the
- 19 membership of it.
- 2.0 But, as I say, it's very difficult, but, as I say,
- 21 I've dealt with many other people in terms of this 2.2 building, and I know that Mr Daffarn isn't
- 2.3 representative, and I hope that people felt that I dealt
- 2.4 with them fairly and appropriately in my role.
 - Q. So your recollection is, to be blunt, that Mr Daffarn

- was an outlier and that the majority of people in the
- 2 building didn't feel the way he felt? Is that your
- 3 recollection?
- 4 A. Yeah. So people did have issues, but not on the same
 - scale or took the same stance as Mr Daffarn.
- Q. Right. 6

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Now, going back to this email $\{TMO00846106/2\},$ there was a discussion with you and Mr Black about whether the

What did you decide, that you shouldn't meet them?

TMO should meet Grenfell Community Unite.

- 11 A. It was me passing the message on. I didn't make the
- 12 decision
- 13 Q. How was not meeting Grenfell Community Unite ever going 14
- 15 A. We were already talking to the residents on a one-to-one
- 16 basis, and getting a lot more feedback, perhaps. But
- 17 I think that Grenfell Community Unite, as I say, I don't 18
- think it was just issues about the refurbishment, it was
- 19 about other areas that Mr Daffarn and the group wanted
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- 2.1 Q. Can we look at Peter Maddison's response to you of the 22 same day, 13 April 2015, at page 1 {TMO00846106/1},
- 23 please. You've sent him a draft of something, and he
- 2.4 says to you in paragraph 2 as one of his main comments:
 - "Some redrafting of the following para is needed

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- 1 (see highlighted section)."
 - And I'll read this to you:
- 3 "In your email you ask whether the TMO would
- acknowledge the Grenfell Community Unite group as
- 5 a representative voice of leaseholders and tenants.
- 6 I am advised that this group will not be recognised by
- 7 the TMO, as there is a Residents Association already in
- 8 existence. The TMO are currently working with the
- 9 existing Lancaster West Residents Association, and are
- 10
- currently making arrangements with them to hold an AGM.
- 11 Mr Daffarn will have historic communication from the TMO
- 12 dating back to early 2014 relating to forming
- 13 an alternative residents' group."
- 14 Now, it's right, isn't it, that Lancaster West
- 15 Residents' Association wasn't actually functioning
 - before the AGM, was it?
- 17 A. That's true.

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- 18 Q. Yes. What arrangements were the TMO in fact making for
- 19 the Lancaster West Residents' Association to hold
- 2.0 an AGM?
- 2.1 A. It was being managed by our resident engagement team, so
- 2.2 I'm not -- I wasn't involved with what they were doing
- 23 in terms of the AGM.
- 2.4 Q. So you don't know?
- 2.5 A. No.

Q. Right.

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- 2 Do you know how Grenfell Tower residents could raise 3 their concerns through the Lancaster West
- 4 Residents' Association at the time, April 2015?
- 5 A. As the Lancaster West Residents' Association wasn't in being, I would expect any of their concerns, if they 6 were about the refurbishment, to go to Rydon. If they 8 were about their housing, to go to the housing office at 9 the base of the tower, or 100 yards from the base of the 10 tower. You know, they had direct communication with us. 11 The Lancaster West Residents' Association would probably
- 12 have a wider overview of the estate and what was
- 13 happening but, as I say, there was already access to the 14 TMO via the local housing office.
- 15 Q. Right.
- 16 Now, you refer to historic communications with 17 Edward Daffarn. Were you aware that Janet Edwards had 18 actually told Edward Daffarn in September 2014, so six 19 or seven months before this, that the TMO did not object 2.0 to residents forming a Grenfell Tower improvement works 21 residents' group, as well as working with the
- 22 Lancaster West Residents' Association?
- 2.3 A. I ... with this document, it looks to me as though 2.4 I started it and then Peter added things in, so it might

25 not all have been my wording, some of this. I don't

- 1 think I knew about Janet Edwards' communication at the 2
- 3 Q. Do you know why the TMO initially refused to recognise this residents' group?
- 5 A. You've referred to Janet Edwards' previous
- communication. It says they will not be recognised as 6
- 7 there is already a residents' association in existence.
- 8 That's —— I'm sorry, I only know what's here.
- 9 Q. Right. So you don't have any knowledge of the history 10 of this; is that right?
- 11 A. No, I don't.
- 12 Q. Do you agree that before the Grenfell Compact was 13 recognised, as it was eventually in July 2015, after 14 residents had invited Victoria Borwick, the MP, to 15 intervene, the only way that residents could raise
- 16 concerns with the TMO was on an individual basis?
- 17 A. Well, the EMB pre-dated the Lancaster West
- 18 Residents' Association, didn't it? So previously,
- 19 presumably if there was an estate problem, whether it
- 2.0 was dumping or antisocial behaviour, they would have --21
- again, on immediate things you would expect them to 2.2 report direct to the TMO. Any of these
- 2.3 residents' associations would probably be more
- 2.4 overriding across estate issues. Otherwise we were
- 25 there doing a day-to-day job and you would talk to us

- straightaway rather than go to a residents' association. 2
- Q. Right. But what was your experience of the EMB by and
- 3 indeed before April 2015 being an effective conduit for 4 Grenfell Tower residents to raise their concerns and
- 5 worries with the TMO?
- A. I think the EMB, when I started, was winding down. 6
 - I suspect they weren't meeting as often. I don't know
- 8 whether the residents of Grenfell belonged to the -- how
- 9 many residents of Grenfell belonged to the EMB.
- 10 Q. That's right.

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- 11 A. Yeah, so I'm sorry to dance around it, but I don't
- 12 actually know how many of the Grenfell residents were
- 13 involved in the EMB prior to the work, so I don't know
- 14 how many -- yeah. But, as I say, we were always there.
- 15 The office was originally in the base of the tower, then
- 16 it moved 100 vards away.
- 17 Q. So given that the EMB was in a state of being wound down
- 18 in September 2013 when you joined the TMO, is it right
- that between that time, late 2013 and the spring of 19
- 2.0 2015, indeed summer of 2015 and the recognition of the
- 21 Grenfell Compact, the only way that residents could
- 22 raise their concerns and worries about the refurbishment
- 2.3 with you was on an individual basis?
- 2.4 Yes, which people did, ves.
- 25 Yes, so there was no collective voice?

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- 1 A. No. but bear in mind there's 120 households with
- 2 disparate issues or disparate concerns, so ...
- 3 Q. But they weren't all disparate, were they? There were
- some common issues, weren't there?
- 5 A. There were some common issues, but people had also
- raised them individually, which became a pattern, so ... 6
- 7 Q. Was there a reluctance, so far as you could perceive it, 8 in the TMO come spring of 2015 to allowing the Grenfell
- 9 residents to express themselves collectively so as to
- 10 make a louder, larger voice?
- 11 A. No, I don't think there was. I think what you would
- 12 want is for it to be a representative group, and
- 13 I think, as I say, with David Collins being there, that
- meant that more people were attracted to the group and 14
- 15 their numbers increased.
- 16 Q. I see.

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- A. And that would make it more, as I say -- being 17
 - representative would be a more useful body.
- 19 MR MILLETT: I see.
- 2.0 Mr Chairman, is that a convenient moment? I've come 21 to a reasonably natural break.
- 2.2 SIR MARTIN MOORE-BICK: Yes. Well, if it suits you, I'm
- 23 sure it would be a good point. Thank you
- 2.4 Well, as you know, Ms Williams, we have a break
- 2.5 during the morning. We'll take it now. We'll come back

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1 at 11.35, please. As with everyone else, I have to ask 2 you please not to talk to anyone about your evidence or 3 anything relating to it during the breaks. All right? 4 Thank you very much. THE WITNESS: Thank you. 5 SIR MARTIN MOORE-BICK: Would you go with the usher, please. 6 7 (Pause) 8 Right, 11.35, please. 9 (11.18 am) 10 (A short break) 11 (11.35 am) 12 SIR MARTIN MOORE-BICK: All right, Ms Williams, ready to 13 THE WITNESS: Yes. 14 15 SIR MARTIN MOORE-BICK: Thank you. 16 Yes Mr Millett MR MILLETT: Ms Williams, I just want to go back to the blog 17 18 question very briefly, if I may. Can the witness please be shown $\{RBK00000857/7\}$. 19 20 Now, this is the end of a report update by you, if you 21 look at the bottom of the page there, date: 22 19 August 2014. If you look at the top of the screen, 2.3 you see that it says -- and if we could just scroll up 2.4 a tiny bit more —— under "Complaints", paragraph 5: "The Grenfell Action Group blog continues with

1 negative comment.

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"There has been a complaint from a resident in the adjacent finger blocks about ramp removal (received in Jan 2014, before Rydon appointed); which has been taken up by Cllr Blakeman and is being dealt with by Kiran Singh/Peter Maddison."

Now, that was written by you.

Looking at that, does that trigger a recollection about whether in fact you did see the "Stairs of Shame" blog on 19 August?

- 11 A. The second paragraph there refers to an external ramp 12 which had, I think, eight steps in it, which was 13 an alternative access from the walkway down to the street level . So it's not the stairs that you showed me 14 15 previously, it's a different item.
- 16 Q. What was the reference, then, to the Grenfell Action 17 Group blog continuing with negative comment? What was 18 that a reference to?
- 19 A. I suspect that Peter Maddison had brought to my 2.0 attention -- he would intermittently look at it. He 21 would have brought to my attention something. But, as 2.2 I say, I don't remember what it was, but I wouldn't be 23 looking at this stage.
- 2.4 Q. I see. Are you sure you hadn't read the blog on that 25 day and, as a result of that, put that into this message

or this report?

- 2 A. No, I suspect I would have had something pointed out to
- 3 me, and as I was doing this report, I thought, well,
- 4 I would put this in because there was a -- you know, it
- 5 comes under the complaints area. So I don't know what
- it was and, like I say, it would have been on somebody 6 7 else's screen.
- Q. The date of the "Stairs of Shame" blog is 13 August and 8 9 the date of this is 19 August. Does that help you?
- 10 A. As I say, they're two totally different staircases.
 - There is no connection between this comment here and the blog photo. There was another staircase.
- 13 Q. Right.

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14 So although the blog was blocked on the system, it 15 does seem that Peter Maddison, at least, could have access to them from time to time and then would relay 16 17 what he'd seen to you: is that right?

- 18 A. I think you could ask to have it reinstated.
- 19
- 20 A. But, as I say -- yeah, so Peter Maddison may dip into 21 it, but, as I say, I don't know how often he looked.
- 22
- But, as I say, I think he had it on his system if he
- 2.3 wanted to look.
- 2.4 Do you actually remember Peter Maddison telling you the 25 GAG blog is continuing with negative comment?

- 1 A. I think we were -- I was aware, anyway, because I know
 - Councillor Blakeman would quite often refer to it, so
- 3 I knew it was still going on, but, as I say, I don't
- remember what this particular one is about. But I do
- 5 know, as I say, that you could ask to have the block
- removed from your PC, and I know Peter did. 6
- 7 Q. Now, I'd like to turn to the topic of complaints policy.

In your first witness statement, if we can go to that, please, at paragraph 132 on page 24 {TMO00840364/24}, under the heading "Defect reporting/complaints", you say:

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12 "All complaints and issues raised by residents on 13 works were initially directed to Rydon's RLOs for 14 progression within Rydon whilst they were on site. 15 I would then take up any matter that could not be

16 straightforwardly resolved."

17 What kind of matters would not be straightforwardly 18 resolved, as you put it?

- 19 A. It could be that, say, Rydon had been working on 2.0 an area, let's say, you know, a duct in the hallway, and 21 then the resident would say to them, "Well, look,
- 2.2 you know, that's chipped", and they would say, "Well,
- 23 that's not our work", so then -- it would still be the
- 2.4 resident would still perhaps perceive it as Rydon's
- 2.5 work, so I would come in then and say, "No, that's

1 something the TMO need to deal with".

2 Q. I see

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Can we go to your second statement, please, $\{TMO00842312/19\},$ paragraph 81. You say there:

"It is important to distinguish between complaints made by residents, concerns raised by residents and queries raised by residents. The majority of communications I had with residents throughout the refurbishment project were not responding to complaints but rather addressing queries from residents to do with the works undertaken in their individual properties."

Then you go on.

How did you yourself define a complaint?

- 14 A. A complaint I would say would be something that was ... 15 could be multifaceted, it could be serious and sort of 16 organisational. It could be something that couldn't be 17 resolved quickly and straightforwardly.
- 18 Q. How would vou define a concern?
- 19 A. A concern would be, "Rydon didn't turn up, where are 20 they?"
- 2.1 Q. Why is that not a complaint?
- 2.2 A. Because it could be that Rydon — their workers tended to work in pairs, and it could be that they'd been 2.3 2.4 longer at Mrs Smith's so they didn't get to this
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resident's at the allocated time, purely because they

- 1 were held up in another property. So find out where 2 they are, "Sorry, they've been delayed, they've found
- 3 problems at Mrs Smith's, they'll be with you in
- ten minutes".
- 5 Q. How did you define a guery?
- A. A query would be, "Why are you doing it like this?" or 6
- 7 about perhaps the process rather than anything else.
- 8 Yeah, as I say, it could be anything, you know,
- 9 obviously there's a bit of common sense here. So
- 10 a query could be, you know, "Why are you doing works in 11 number 6 and not in my flat?" or something like that.
- 12 It could be just a straightforward question just about 13 the process
- 14 Q. And what would be the distinction between a concern 15 raised by a resident and a query raised by a resident?
- 16 A. Negligible. I suspect if I'd put just one word,
- 17 I should have said "concerns/queries". It's
- 18 a terminology issue. But appreciate while you're
- 19 working in people's homes over a period of two years, we 2.0 saw a gamut of everything.
- 21
- Q. Yes, indeed, and I'm bound to suggest to you that the 2.2 distinctions between a complaint and a concern and
- 23 a query are themselves negligible, or at least easily
- 2.4 blurred?
- 2.5 A. As I say, I think complaints tend -- I would think if

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1 they were, as I say, multifaceted, can't be dealt with

- 2 easily or if they were more serious and organisational
- 3 would be my own distinction. I've obviously not got the
- 4 TMO policy in front of me, this is my own take on it,
- 5 but concerns or queries -- you know, again they could be
- something I followed up in writing. If they were -- if 6
- 7 it was, say, a query about the process, I might, having
- 8 talked the resident through it face-to-face, I might 9 then put it in writing, just to make sure they had
- 10 something to refer to in case one of their friends asked
- 11 the question.
- 12 So -- yeah, so either of those, even though I might 13 have dealt with them face-to-face, I could have followed
- 14 up in writing, email, whatever.
- 15 Q. Did you report on concerns and queries within the TMO?
- A. No, we didn't. I would -- if something had -- if 16
- 17 a resident had a concern and then it proliferated, if it
- 18 didn't resolve, I perhaps would have escalated it. But
- 19 I can't think of anything that would come into that
- 20
- 2.1 Q. Something that you saw as a complaint, as you define it,
- 2.2 did you record that?
- 2.3 A. If there had been anything that had come to my attention
- 2.4 as a complaint or had come to housing management's or
- 2.5 Rydon's, I would have recorded it, yes.

- 1 Q. Right. And where would you have recorded it?
- A. I would have used the -- one of the systems called CRM, 2. 3 customer relationship manager.
- 4 Q. Right.
- 5 A. Which was one of the newer systems the TMO had, it was
- one of the most user friendly, it had all the repairs 6
- 7 on, and it was easiest for everyone to use. There was,
- 8 as I say, pop-ups, there was prompts on it. So,
- 9 for example, you know, if people had mobility issues.
- 10 couldn't get to the door bell in five minutes, there
- 11 would be a little note on CRM saying, "Allow time for
- 12 resident to get to the door".
- 13 Q. Right.
- A. So it was a really -- CRM was the most user friendly 14
- 15 system the TMO had to record complaints. And, as I say,
- 16 complaints was a pop-up as well.
- Q. I see. But is it right that that would require you and 17
- 18 others at the TMO to exercise a judgement about whether 19 what you were being told was a complaint, which would
- 2.0 then have to be recorded in the way you've described, or
- 21 was a concern or query, which would not?
- 2.2 No, as I've said, if a concern or a query continued,
- 23 I then would have treated it as a complaint.
- 2.4 Q. Right.
- 25 Can we look at the complaints policy you have

referred to, {TMO00879692}. What I'm going to show you 1 Q. Right. 2 is the version of the complaints policy at the time of 2 Can we go to page 3 {TMO00879692/3}, please. Now, 3 the fire, and you can see that on page 1, it's dated 3 here we can see that there is a heading, "Enquiry or 4 30 July 2015 and agreed by the TMO board in the 4 Complaint", and under 3.1: 5 September of that year, and was to be reviewed in 5 "An enquiry (a service request) is defined as: July 2018. "'A first time request for information, advice or 6 6 7 In fact, do you remember that when you arrived at 7 for an action to be undertaken.' e.g. estate cleaning 8 the TMO, you were provided with the TMO complaints not undertaken, estate lighting not working or a repair 8 9 policy dated May 2010? 9 10 A. I was provided with a big folder and I suspect that 1.0 "A complaint may arise as a result of a service 11 would have been in it. 11 request not being actioned. 12 12 "3.2. A complaint (a service failure) is defined Q. Did vou read it? 13 A. I -- if it was in there, I would have read it at the 13 "'An expression of dissatisfaction about a KCTMO 14 14 15 Q. Let's read it into the record but also just quickly look 15 service (or a service provided by a KCTMO contractor) 16 at it, {TMO00831399}, please, let's just pop that up. 16 not resolved immediately to the customer's satisfaction, 17 There is the first page of it. 17 about the level, quality or nature of a service which 18 Can we look at the second page of it 18 the customer feels should have been provided."" {TMO00831399/2}, "Introduction". This is May 2010, as 19 19 Then under 3.3 there is a longish list of the 2.0 2.0 potential topics of complaint, and you can see what you can see. Paragraph 1.1: 21 "All of our residents and customers that use our 21 those are. I won't read them all out to you, but the 22 services have a right to expect a good service from the 22 2.3 23 "• rude, unhelpful or inappropriate behaviour by Kensington & Chelsea Tenant Management Organisation ... 2.4 and to have things put right when they go wrong." 2.4 staff That's just the first sentence, but do you remember 2.5 " • poor communication." 1 reading this when you first joined the TMO in 1 Were you familiar with the different definitions and 2 September 2013? 2 categorisations as between enquiry on the one hand and 3 A. I don't remember explicitly when I joined in 3 complaint on the other? September 2013, no, but if it was in the booklet, if it A. I think when I gave my understanding, it does align with 5 5 was in the pack I had, I would have read it. Q. Right. 6 6 Q. But were you familiar with that distinction? 7 7 I would like to use, if I can, the version that was A. I did say if it proliferated I would escalate it, so, 8 revised in the summer of 2015, if we can just go back to 8 yeah, as I say, I did understand this. Even though I've 9 9 that. That's the previous document, {TMO00879692/2}. perhaps not phrased it the same way as this, my 10 please. There you see again paragraph 1.1. 10 understanding was this. 11 Just looking at it, were you familiar with the 11 Q. When you were responding to complaints properly 12 complaints policy from 2013 and with this document, 12 so-called, in other words falling within this 13 13 which is a revised version of it, from the summer of definition, did you use this policy? 2015? 14 14 A. Yes, you would read this 15 A. I was aware that there was a policy, yes. Q. You say, "Yes, you would read this", but did you 15 16 Q. Yes, but were you familiar with it? 16 personally follow the guidance in this policy when 17 A. Probably I was when it first came out, but then perhaps 17 entertaining complaints? 18 I'd need to be refreshed on it. 18 A. Yes. 19 Q. Well, did you ever read it? 19 Q. You did. A. I would have read it when it first came out. I think it 2.0 2.0 Can we go to page 11(sic), please, in this document 2.1 was rolled out, I think ... I think there was work done 21 and look at paragraph 4.1 {TMO00879692/3}, "Time limit 2.2 with each team on it. 2.2 for making a complaint". There is the time limit set 23 Q. Well, when the 2015 version was rolled out in the 23

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SIR MARTIN MOORE-BICK: We need to scroll down a bit.

MR MILLETT: Yes, absolutely.

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A. Yes

September of 2015, did you read it?

1 There is the time limit there, and it's a 12-monthDavid Collins' email of 6 April 2015, and I'm going to 2 time limit. 2 show you that email and at the same time have the 3 I'm sorry, I'm actually looking at the wrong screen. 3 transcript up, if we can. The email is {TMO00846104}, 4 Can we go to page 11, please. We haven't moved on, 4 and at the same time if we can please have up the transcript for $\{Day56/166\}$. 5 I don't think. 5 6 I'll show you the email first and then show you the (Pause) 6 SIR MARTIN MOORE—BICK: There is a 12—month time limit 7 7 transcript. You may remember being shown this last 8 referred to in paragraph 4.1 which we now have on the 8 time, but in the second paragraph of Mr Collins' email 9 9 to you of 6 April, he says: 10 MR MILLETT: Yes. Can we go to page 8 {TMO00879692/8}, 10 "As you know, on the 17th March 2015, upwards of 100 11 please, and paragraph 17, "Monitoring and Review". Over 11 residents gathered in our Community Rooms to attend an the page at 9 {TMO00879692/9}, 17.1: 12 12 Emergency Meeting to discuss our community's concerns 13 "Performance on complaints against agreed targets 13 regarding the Grenfell Tower Improvement Works. Details 14 14 and trends will be reported to the Operations Committee of the meeting and outcomes can be found summarised 15 and the TMO Board. Performance information will also be 15 16 available on our website and through our 'The Link' 16 Then two paragraphs down, there's a heading, 17 resident magazine." 17 "Problems with the works", and then a list of bullet 18 Did you play any part yourself in reporting targets 18 points, and if you just take a second to look at those 19 and trends to the operations committee or performance 19 bullet points there. 20 2.0 against those targets and trends? (Pause) 2.1 A. No, that would probably be the complaints team who led 21 Then if we look across, once you have read those on that. 2.2 22 bullet points, to the right-hand side of the screen, at 2.3 Q. Right. 23 line 3 I asked you about this list, and you're asked the 2.4 Can we please go to {TMO10040839}, please. Now, 2.4 question at line 6: 25 this is ... I'll wait for it to come up. 2.5 "Question: Looking at that, is it right that you 67 SIR MARTIN MOORE-BICK: Yes, we have it, Mr Millett. 1 1 were aware, when you received this email at the very MR MILLETT: Yes. 2 2 least, about complaints and concerns about the quality 3 (Pause) 3 of work being conducted by Rydon? 4 Yes, I think I have a wrong reference and I'm going 4 "Answer: I know that this was really useful to get 5 an understanding of residents' views. I'm aware that in 5 to come back to that later on. Do you remember whether there was any oversight of 6 relation to that first point about appalling standard of 6 7 7 managers' investigations into complaints generally? work undertaken by Rydon in communal areas, a photograph 8 8 A. The complaints team themselves would pick up from CRM had been taken of works in progress, ie not the finished 9 9 what the issues were, then I believe they would take it work. So that was something that we were able to deal 10 to managers if there was any shortfall in performance, 10 11 if targets weren't being met or if they felt that the 11 Now, you said at the time that David Collins' 12 complaint responses were inadequate. But, as I say, 12 concerns about standards of work was a specific incident 13 13 they would take that up with the managers of each where work had not been completed. 14 department. 14 In fact, it's right, isn't it, that on 15 15 Q. Do you remember the guidance which told you that if you 6 January 2016, so some nine months later, do you 16 received what you thought was a complaint, then you were 16 remember that the Grenfell Tower residents petitioned 17 responsible for forwarding that on promptly to the 17 the RBKC housing and property scrutiny committee? 18 complaints team, either by telephone or by email? 18 A. I was aware they'd put in a petition, yes. 19 A. Yes, they, as I say, monitored the system, so unless 19 Q. And do you remember that they were seeking 2.0 2.0 they had the full information, they couldn't do it, so an independent investigation of the regeneration works? 21 2.1 ves. Α 22 Q. Right. 2.2 Q. Now, I don't know, were you present on 6 January 2016 at 23 23 Now, can I ask you about some specific complaints. a meeting at which Edward Daffarn spoke to or addressed

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A. No

the committee?

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When you came to give evidence in Module 1 on

20 October last year, you were asked about

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1 Q. You weren't? 2 A. No 3 Q. There is a written version of the speech, and I just 4 want to ask you about that. Can you go, please, to {TMO00831064}. Now, this is 5 entitled "Resident Speech to Scrutiny Committee, 6th 6 7 January 2016", and it starts: 8 "Thank you for allowing the residents of 9 Grenfell Tower the opportunity to inform the 10 Scrutiny Committee of the ill treatment, incompetence 11 and plain abuse that we have experienced at the hands of 12 the TMO during the Grenfell Tower Improvement Works." 13 Now, if you just cast your eye down that screen and 14 then lower down the page, if we could just have that 15 scrolled down, please, a bit further so we can see the title of the next part, "Lack of consultation/resident 16 17 18 My first question is: have you ever seen this 19 document before? 20 A. Yes 21 Q. Did you see it at the time, January 2016? 2.2 A. I don't think so. I don't think I saw it for a month or 2.3 two after that.

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Q. Right. So you did see it, do you think, in the February

A. Yeah. I didn't see it immediately

Q. No, but not long afterwards? 2.

or March of 2016?

3 A. Mm.

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Q. I see

Let me just show you one part of it, page 3 $\{TMO00831064/3\}$, please, and it's under the heading "Poor workmanship and site management", and I'll just read you two paragraphs, the first two:

"The Grenfell Tower RA is calling for an independent investigation into the awful quality of individual works and the general poor management of the Improvement Works project. There are far too many examples of poor quality works and poor site management to list to you individually but some examples include a number of residents who were left without any hot water for months on end, a vulnerable, disabled, non-English speaking women being denied a toilet in her own home for three days and being forced to walk to a friend's in Shepherd's Bush in order to take a shower for three months.

"Other examples of poor workmanship and site management include the shoddy design of the communal hallway cupboards, the lack of care and concern by a number of contractors to deliver a proper job inside residents homes, heating pipes being laid across

residents carpets, existing decorations inside residents properties destroyed and little effort from the TMO to make good any of the damage they have caused as a result of removing radiators and even one example of workmen using a pet dog's water bowl belonging to a resident as a vessel to drain a toilet system."

Were you yourself made aware of these concerns raised by residents or a resident to the housing and property scrutiny committee at the time?

10 A. In the first paragraph it talks, "too many examples of poor quality works", so I don't know what that means. 11 12 It's not specific.

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A. I don't know about a number of residents who were left without any hot water for months on end. They would have been screaming, and I'm not aware of anybody in that situation. I don't know about the vulnerable. disabled, non-English-speaking women being denied a toilet . I don't know about that. I would deny the shoddy design of the communal hallway cupboards. I would also deny the lack of care and concern by a number of contractors. I don't know anything about heating pipes being laid across residents' carpets.

Existing decorations in residents' properties destroyed, I think there were one or two cases where

Rydon went back and dealt with issues that were decorative, possibly when the radiators went in. And I know about the workman who used the pet's water bowl, and in fact that workman not only was -- went back to apologise to that resident, but also I believe they paid him for a new dog bowl. So I'm aware of some specific incidents, but the generalised ones I do not know about.

Q. Right.

After you saw this list or these two paragraphs in the month or two after the speech, did you yourself investigate what is said here?

We had asked through the Compact, I think, for them to be specific about where the complaints were coming from so that we could deal with them. As you appreciate, generalised comments you cannot deal with. You know. I would love to be knocking on doors and saying, "Look, I've heard you've got a problem, let me help you". This does not give us the means to do that. But, as I say, the Compact were asked when they first brought up the generalised comments to come back to us with specific issues. Because also, we need to know about these things straightaway so we can deal with them.

23 Talking of knocking on doors, I think it's right, isn't 2.4 it, that the TMO actually carried out a door-knocking survey in December 2015 and spoke to 77 of the 120

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1 households about the works; is that correct? 2 3 Q. Can I just show you the document, it's {TMO00831064}. 4 I'll just show you parts of this. We will look at page 1 to start with. 5 If we go to page 9 in this $\{TMO00831064/9\}$, you can 6 7 see under paragraph 8: "Door Knocking Survey - December 2015." 8 9 If we look at the foot of the page, we get the 10 figures I've just put to you, and then: 11 "A summary of the feedback received is as 12 follows ... ' 13

And over to page 10 $\{TMO00831064/10\}$, you can see it says:

" $\bullet~90\%$ of residents confirmed that the improvements to the heating and hot water were working effectively .

"• 85% of residents confirmed that they understood how to operate the new heating system.

"• 83% of residents are happy with the new windows.

 $^{\prime\prime}$ $\bullet~97\%$ confirmed that they understood how to operate the windows. $^{\prime\prime}$

Now, it's right, in fact, isn't it, just looking at that, that those results are based on a series of narrow questions about very specific aspects of the refurbishment, aren't they?

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- 1 A. I actually was on this, but I don't remember the survey form, I'm afraid.
- Q. Did you, when you saw the speech, carry out
 an investigation into Mr Daffarn's complaints about the
- 5 quality of the workmanship that he listed, so far as he listed them?
- 7 A. As I say, it was very generalised. I'm just trying to think sorry, can you give me the chronology again
- between this door—knocking, and when was the speech by
- 10 Mr Daffarn?

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- 11 Q. Yes, the door-knocking was in December 2015.
- 12 A. Yeah, I was on it, so I remember —
- 13 Q. Yes, and the speech was 6 January 2016.
- 14 A. Right, okay.
- Q. I think you said you saw this document, of which these
 results form a part, a month or two later. So that's
 the chronology.
- 18 A. Yeah.
- Q. Did you actually carry out an investigation into
 Mr Daffarn's complaints in his speech so far as he
- 21 listed them specifically?
- 22 A. I believe by then the Compact was up and running, so
- 23 I don't know whether through the Compact we asked him to
- $24\,$ clarify . But I don't personally remember, you know, it
- 25 would have been Peter Maddison who would have led on

- that. But I don't remember personally doing anything,
- $2\,$ unless it went through the Compact, and then we had
- 3 a matrix of issues.
- 4 Q. Well, the matrix of issues had started, in fact, with
 - Judith Blakeman's assistance in the August of 2015.
- 6 A. Yeah.

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- 7 Q. And then there was another version published or produced
- 8 in the May of 2016. But at this point —— so this is
 - five months or so after the first matrix was produced,
- $10\,$ $\,$ which was very detailed -- were you not concerned that
- 11 there were still potential issues with the quality of
- 12 the works that you were project managing?
- 13 A. As I say, I didn't see it until a bit later, and I would
- 14 think the Compact would have given more specific issues.
- 15 You appreciate Mr Daffarn's speech seemed to be
- ${\tt 16} \qquad {\tt a headline issue, didn't it? He didn't say, you know,}$
- $17\,$ "On this floor there's an issue, on that floor there's
- a problem". And I would say as well that we had our
- 19 clerk of works employed by the TMO, and their comment
- 20 was that the quality on the scheme was consistent -- out
- of 10, it was consistently an 8 out of 10. There were
- issues with progress, but in terms of the quality ofwork, the clerk of works reports which went throughout
- the project were giving the quality rating as high.
- 25 So I think, you know, if we'd had the specific

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- 1 information, if there was a problem, then I would hope
- 2 that it would have been resolved and that it would be
 - something that was historic and not ongoing.
- 4 Q. Now, you agreed with me a moment ago that there were
- 5 these two matrices of refurbishment issues, one in
- 6 August 2015 and one in May 2016.
- 7 Let's just look at the second of those two at
 - {MET00045755}. Do you remember seeing this document?
- 9 A. Yes.
- $10\,$ Q. You do

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- Just scanning down it, for those not familiar with
- 12 it , you can see that it 's divided into columns. There
- is a number column, an outstanding issue column, and
- $14 \hspace{1cm} \hbox{a TMO/Rydon/RBKC response column}.$
- Were the issues listed in the matrix registered as
- 16 complaints with the complaints team?
- 17 A. I don't think so. I think because it was an ongoing
- 18 piece of work that it -- I didn't register it and
- 19 I don't think Peter did either. I think it was still, 20 you know, wider issues, it's not a single topic
 - you know, wider issues, it's not a single topic
- 21 complaint.
- 22 Q. Why weren't these issues listed in the matrix registered
- as complaints to be dealt with by the TMO complaints
- 24 team?
- 25 A. Yeah, as I say, I suspect, because you can see from some

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1 of these comments that, for example, the first one, in 2 the response it says we're waiting for feedback on 3 residents' survey, and so there are a lot of things that 4 are works in progress, they're sort of a continuous 5 thing where they're being monitored, and I believe the complaints process wouldn't have been the best forum for 6 7 this, unless you set it up as complaint by the Compact. 8 There are many issues and some of them are, as I say, 9 ongoing, and so they wouldn't have a close-out date. 10 Q. So do I take it from that that the concern —— I don't 11 want to use the word "concerns" or "queries" or

- 12 'complaints", but the matters raised in the matrices. 13 both August 2015 and May 2016, were investigated and 14 dealt with by the TMO outside the complaints policy?
- 15 A. I believe so, because I don't remember ever seeing any of these issues on the complaints log. But, as I say, 16 17 the reason for that would be that they were ongoing. 18 that there was discussion between parties. It's like. 19 you know, if you have a meeting -- a regular meeting set up and there are things outstanding, you keep track of 2.0 21 them through the meeting and log them as actions and 22 resolution times. Some of these, if they're dependent 2.3 on discussion with residents, it means that it's quite 2.4 hard to pin an end date on them.
- 25 Q. Was there a clear system in operation from the middle of

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- 1 2015 -- let's take that date, which is the time when the 2 Compact is recognised, July 2015, taking us through 3 August 2015 and down to May 2016 -- was there a system operating clearly within the TMO which would tell you 5 which Grenfell-related complaints would be dealt with 6 within the matrix system, if you like, and which would 7 be dealt with under the TMO's standing complaints 8 policy? 9
 - A. I don't think there was, but, as I say, this -- the Compact was being led by -- from my team, from my director, and it seems more -- I don't know his stance on this, but for me this seems more appropriate to keep it outside the complaints system.
 - Q. Right.

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What would you do if a complaint had had an origin before the refurbishment but now intersected with the refurbishment, such as, for example, concerns about fire safety in the building which had pre-dated the refurbishment but which might have been seen to be exacerbated by the refurbishment? Which system would it fit into, the complaints system or the matrix system?

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2.2 A. I'm not sure. I think it all needs a little bit more 23 thought and, as I say, I think you could be splitting 2.4 hairs a little bit to the extent here as to which some 25 would be on the complaints system and some -- this was

- 1 an ongoing discussion with a resident group. There 2 would be other issues that other people were discussing 3 which again would perhaps not be appropriate for the 4 complaints system.
 - Q. Right, I see.

Just so I can understand supervision and lines of reporting, you were obviously at the front end of receiving this; who was supervising you in your management or resolution of these concerns or issues?

- 10 A. I wasn't at the front end of receiving this, this went 11 to Peter Maddison.
- 12 Oh. I see. It went direct to him, did it?
- 13 A. Yeah, veah,
- 14 Q. Did you have any role in these?
- 15 A. Well, yes, he would then show it to me and we would talk 16 about what I needed to do to resolve issues that were in 17 my area of responsibility, and then he would write the 18 response.
- 19 Q. Right.

20 Were you concerned when you saw the matrix dated 21 May 2016 that there were still issues being raised by 22 residents?

- 23 A. No, I felt it was a positive sign that the Compact was 2.4 doing something active, and that the relationship was
- 2.5 improving that we were able to discuss these things.

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1 Q. Now, looking at page 3 of this document $\{MET00045755/3\}$, 2 if we can, you can see under item 10 there's something 3 under the heading "Drafts and poor workmanship":

"A number of windows are not properly installed and there are lots of draughts. The shutters are making excessive noise in some flats."

And it goes on in that vein, and then:

'The heating keeps being cut off. Residents would like to have a timetable setting out when all the outstanding matters will be finalised."

11 And then the resolution column:

12 "All reported window issues have been resolved by 13 Rydon, with residents signing to say they are happy 14 works are completed."

15 Do you know who completed the entry on behalf of 16 TMO/Rydon there?

- 17 A. I would think that would be Peter.
- 18 Q. Right.

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- 19 Were you aware yourself of the reported issues with 2.0 windows?
- 21 A. Yes, we had -- I would think of the concerns raised. I'd 2.2 think the windows is probably one of the issues that
- 23 I would say that we were taking seriously, because they
- 2.4 were issues in terms of resident use and then
- 25 installation .

1 Q. I may come back to windows in due course, if we need to. 1 Q. Right. 2 Can I then move on to a slightly different topic, 2 I mean, were you concerned in the summer of 2014 --3 which is the vote of no confidence. 3 it's only six months or so after you arrived at the 4 Can we please go to {RBK00054227}. This is an email 4 TMO -- that at least according to this GAG blog post of from Kitty Mortimer at RBKC to Roger Keane at RBKC, both 5 5 June 2014, there was such an atmosphere of hostility and involved in housing. It's dated 16 June 2014, and it distrust towards you personally over your management of 6 6 appears to forward a Grenfell Action Group newsletter. 7 the refurbishment? A. No, because, again, I was talking to residents at 8 If we can just look down at page 2 {RBK00054227/2}, 8 9 please, it has a bit of graffiti on the wall, "Listen to 9 drop-in and I felt there was no animosity towards me. 10 10 the voiceless", and then four paragraphs down --People were saying, "Thank you for explaining things". 11 I should read you the first paragraph: 11 So obviously I was aware that there was this sort of 12 12 "All residents of Grenfell Tower (Tenants swell underneath, but what I was seeing face-to-face 13 Leaseholders, renters, etc) are invited to attend an 13 with residents was that they knew we were getting on Emergency Residents Meeting to be held in the Caretakers 14 14 with the job, they knew that we were on site and 15 Office ... This meeting will be run by the residents of 15 they ... they had particular issues perhaps to their own 16 Grenfell Tower for the residents of Grenfell Tower. 16 property, but not as a -- not across the board. It 17 "RBKC Councillors (Labour and Conservative). 17 was --18 Officers and representatives of the TMO will not be 18 Q. Right. And the drop-ins were drop-ins -- is this right? -- that the TMO had arranged in order to engage 19 19 2.0 20 Then two paragraphs on from that: with the residents about the refurbishment? 21 "We wish to discuss a vote of 'no confidence' in 2.1 A. Yeah, to show them different elements, like the HIU, 22 Claire Williams and the TMO and their ability to manage 2.2 the, as I say, windows, the heating, that sort of thing. 2.3 2.3 the Grenfell Tower improvement works properly. Q. Let me explore that issue a little bit further next. 2.4 "We wish to discuss the TMO's refusal to allow the 2.4 Can we go, please, to the newsletter for residents of Grenfell Tower to form a Residents Group to 2.5 1 August 2012. Now, I appreciate this is some 13 months 1 help us through the improvement works ..." 1 or so before you arrived at the TMO. This is at $\{TMO00838191\}.$ I'm going to focus, when we look at 2 Then it goes on over the page. I don't think we 2 3 need to see that and, in fact, there is nothing there. 3 consultation, on the question of the cladding, the My question here is: first of all, do you remember exterior rainscreen. 5 the Grenfell Action Group calling for a vote of no 5 If we look at that document, it's dated 1 August 2012. 6 confidence in you, Ms Williams? 6 7 7 A. I would have seen that, yes. First, is this document familiar to you? 8 8 Q. What did you do about that? A. Yes. A. I probably would have talked to my manager, David, and 9 9 Q. Did you see this document or this kind of document when 10 Peter Maddison. 10 you first arrived at the TMO in September 2013? 11 Q. Right. Do you remember doing so? 11 A. Yes, it was in Paul Dunkerton's directories 12 A. I don't, but obviously it was a while ago, so ... 12 Q. Right. 13 Q. Right. 13 If we look, then, at the first page, it's "Feedback Were you generally aware of the resentment, at least 14 14 from Residents", you see that? 15 A. Yes. according to this message, that members of the Grenfell 15 16 Action Group felt towards you personally? 16 Q. And then if you go to page 3 {TMO00838191/3}, please, 17 A. No, generally it was directed towards my director. 17 this is as a result of a meeting on 26 July 2012. It 18 Q. Do you know what the outcome of this meeting was? 18 says, under "Cladding Systems" in the blue oblong box on 19 A. Sorry, which year was it? 19 the left: 2.0 2.0 Q. This is June 2014. 'Various cladding options have been shown to 2.1 21 A. 2014. No. you will have to refresh my memory. residents with the composite Zinc cladding system being 2.2 2.2 favoured by the majority." 23 Q. Did anybody in the housing department discuss this with 23 Do you see that?

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A. Yes.

Q. Then it goes on to give the advantages

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you?

A. I don't remember, sorry.

Then if we go to the next document, the choice of zinc is reiterated. This is {TMO10049897}. This is only a week or so later $\,--\,$ this is a week or so before, actually, this is the lead-up to it. Then if you go to page 3 $\{TMO10049897/3\}$, we can actually see 9 August, so this is a week or so later, feedback.

If you go to the first page, you will see a little chronology, and a lot happening at the end of July and early August. Do you see that?

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Q. Then under the entry for 26 July 2012 it says:

"Evening consultation meeting and day time drop-in sessions. External canopy: Residents would like to see a new canopy which offers protection and shelter around the block. External Cladding proposal favourable to residents seemed to be for profiled Zinc. Although we seem to have some feedback on the type of cladding it is still undecided on your preferred colour for the

First, in relation to the canopy, I know you arrived more than a year later, but what happened to the proposal from the residents that there should be a new canopy offering protection and shelter around the block?

2.4 A. It's my understanding that the canopy was there 25 specifically because things had dropped out of higher

level windows and it was to protect people walking at ground floor level. But when it went to the planners, I think the planners wanted the building to have an unencumbered front entrance, they wanted it to be a neater, cleaner look. So the planners were not keen on a canopy.

Meanwhile, Siobhan Rumble, who was the neighbourhood housing manager, was doing work with residents about why things were falling out of the windows. I think generally it was to do with the fact that people had their windows open and the curtains knocked things out. It wasn't -- I don't think it was people always, you know, having a fight and throwing things out of the window. It was just that things were falling off window cills. There was a chap on one floor. I think, whose dad had dementia and he was throwing things out the window, but otherwise they had cameras on the outside and they actually identified I think on one or two elevations where the stuff was coming from.

So housing management did quite a lot of work to actually understand where things were dropping from. stop residents doing it, and then obviously the planners, as I say, weren't keen on it, because they thought it destroyed the entrance to the building, the whole -- the view of the block. It's an aesthetic

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thing.

2 Q. Do I take it from that answer that RBKC, to your

3 knowledge, essentially overruled or ignored the

4 residents' desire for the protection and shelter around

the block that a new canopy would offer in favour of the 5 aesthetic look? 6

7 A. That's probably -- as I say, that's -- you have been 8 very good at summarising my view; I don't know if that

was the actual view, but that's what I've been led to 10 understand

11 Q. I see.

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12 Moving on, then, to the question of zinc.

13 Both of these letters, as I've said to you, clearly

14 I hope, pre-date your time at the TMO by just over a

15 year, and I think you say they were on the

16 Paul Dunkerton directory when you came in. So can

17 I take it that you were familiar with the previous

18 discussions and consultations with residents about the

19 zinc cladding when you started at the TMO?

20 A. I was aware because of these newsletters, but I don't

2.1 know what else they were shown.

2.2 Q. I see.

2.3 A. So these mention a lot of zinc, but I don't know what

2.4 else was shown.

2.5 Q. Now, can we go to {TMO00837599}, please. This is

1 a newsletter of October 2014 put out by the TMO and 2 Rydon. It's a regeneration newsletter. Again, I assume

3 that you were responsible, at least in part, for

4 producing this document?

5 A. Yes

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6 Q. Yes. We can see on the front page a coffee morning.

> If you go, please, to page 2 {TMO00837599/2}, you can see at the very top of the page:

"Cladding: the Council has selected a smoke silver metallic (grey) colour for the cladding. You can still view a sample of this above the main entrance. We've started erecting a frame on the outside of the building on which to place the insulation and cladding. This will cause the external walls to vibrate, so please remove all valuable items away from walls connected to the outside of the building. If you need to escape the noise, please use the available quiet spaces mentioned above."

There below it is the colour chosen for the cladding: "Grey colour chosen for the cladding".

21 Now, as far as you were aware, was it ever 2.2 communicated to the residents that the material for the 23 cladding had been changed from zinc to aluminium 2.4 composite material, ACM?

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25 A. We had lots of sample boards that the architects had

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residents?

2 showed cladding. I don't know what they showed. 3 I think that the architects, as the second planning 4 application was put in, I think these drawings all said 5 cladding -- I think some of them said zinc, but I think some of them said "To be agreed" or something like that, 6 7 because at that time it was possible that zinc wasn't 8 the only option. So I haven't looked for these 9 architects' display boards in my system, but I think 10 some of the drawings might have said zinc, some might 11 have said, "Cladding to be agreed". 12 Q. With great respect. Ms Williams, I find that a bit 13 surprising, given the chronology, because we know, don't 14 we, from your Module 1 evidence and the record, that ACM 15 was selected by the TMO finally in the earlier part of 16 2014, certainly by the end of July, and the planners had 17 approved the change to ACM from zinc in late 18 September 2014, to the best of my own recollection of 19 the record, and here we are in October 2014. 2.0 Is it really right that in October 2014 there was

produced which were A0, sort of large boards, which

still discussion of an alternative for zinc?

- 22 A. I think it was a historic note on the drawings.
- 2.3 Q. Right.

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2.4 A. I don't think it was a new note. I think that some of 25 the architects' drawings had been amended and some

- 1 hadn't
- 2 Q. Right.
- 3 Was the change from zinc to aluminium clearly 4 signalled to the residents?
- 5 A. Not by myself, no.
- Q. By anybody else? 6
- 7 A. I don't know, I suspect not.
- 8 Q. Do you know why that is?
- 9 A. I think, as you say, it wasn't agreed until we were ... 10 I think the mast climbers were already up before we'd 11 agreed what we were going to use. I think we were quite 12 a way in. So, no, it wasn't mentioned and that was 13 an omission.
- 14 Q. Was the reason -- and I think it would follow from your 15 last answer that the answer is no. but let me ask 16 anyway -- for the switch from zinc to ACM ever 17 communicated to the residents?
- 18 A. I can't remember that it was. I suspect not.
- 19 Q. No.
- 2.0 Is there a reason why the residents weren't asked 21 for their view about whether, instead of zinc, there 2.2 should be aluminium composite material?
- 23 A. I can't think there was a reason. I suspect it was 2.4 because the decision wasn't made until the project was

25 on site. 1 Q. We can see that, in this newsletter, you say,

"the Council has selected a smoke silver metallic (grey) 2

3 colour for the cladding". There is no reference here to

the fact that, in actual fact, the council had not only 5 selected smoke silver, but had actually selected

aluminium composite with a polyethylene core instead of 6 7

zinc with a honeycomb core. Why wasn't that change, which was a change from the position in mid-2012, clearly communicated to the

11 A. I ... it wasn't communicated to the residents, I don't 12 think, unless anybody had asked the specific question. 13 and I don't think they did. It was an omission rather 14 than anything else, but, as I say, I think it was 15 because it was fairly late on in the scheme that that 16 decision was made. And also, because it was the council 17 who obviously gave us planning approval, you know, there

> I notice from the previous newsletter you showed me that it said residents -- they didn't seem to have a colour preference. Well, you know, that would be -the planners had the ultimate decision over what the finish -- the colour finish was. It wasn't us. I'm afraid. It wasn't the TMO, and even the residents, because the planners were very mindful that the building

was limited option for the residents to input into that.

- 1 was close to the Westway motorway, and so they didn't
- 2 want any distraction to motorists, and so they were
 - fairly careful about what they wanted to choose.
- Q. Well, did you ever give the residents a specific
- 5 opportunity, directed to them and for their own benefit,
- to study the options for cladding being discussed with 6
 - the planners in the summer of 2014?
- 8 A. No, we didn't.
- 9 Q. Why is that?
- 10 Because the planners would be the people who made the
- 11 ultimate decision. That would be sort of asking --
- 12 trying to consult with them on something that we had no
- 13 sway over. It would have been negative consultation,
- because you're saying, "Look at this, this is what --14
- 15 you know, what do you want to do with it?", but in fact
- 16 it was actually a planning decision as to what that
- 17 final finish would be. So it would be lip service, it
- 18 wouldn't be consultation.
- 19 Q. Well, you say that, and although it may very well be the
- 2.0 case that the planners would have the ultimate decision 21
- over the colour, the planners didn't have the ultimate
- 2.2 decision over whether it should be zinc as opposed to
- 23 ACM, which was a TMO decision, wasn't it?
- 24 A. Yes
- 2.5 Q. Yes, and that decision was something which, do you

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3 understand the reason for the change? 4 A. Yes. I think perhaps the change of personnel between Paul Dunkerton and what he presented and where I'm 5 coming from as starting point meant that there was a gap 6 7 there, because I didn't know what he'd shown them, what was -- been on the table. So if I'd been aware that 8 9 they had all been shown this and they all loved this and 10 then it changed subsequently, I would probably have been 11 keener to publicise, but I think perhaps the change in 12 appointment meant that I didn't have that previous 13 knowledge of what the residents had been shown and what 14 they felt strongly about and what they didn't, because 15 I would have obviously tried to be a consistent voice

accept, should have been the focus of consultation and

engagement with the residents so that they could

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Q. You will remember from Module 1 — we looked at it,
 I think, in Module 1 — that the NBS specification which
 was sent as part of the tender package in November 2013,
 therefore under your watch, contained zinc Proteus with
 a honeycomb core as the prime choice, with a number of
 alternatives, one of which was Reynobond with a PE core.

and, as I say, the change of personnel meant that that

consistency didn't happen.

Given the fact that it was Reynobond with a PE core that was ultimately chosen by the TMO, rather than the

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zinc, why not give residents an opportunity first of all to know that, and second of all to provide their views about it?

- A. As you say, it would have been perhaps more productive to say, "We did show you this, but it's become this", but I think the residents ... what I probably concentrated on in the newsletter, as we're looking at it, is the look of it, so that people can understand what it would be like finally. I didn't go back and say, "Look, you talked about this, but now we've got that". It was an omission on my part, and, as I say, my view is that it was the change in personnel.
- Q. Now, can I then turn very briefly back to fire safetyadvice to residents.

Can I take you to your first witness statement, please, at page 18 {TMO00840364/18}, paragraph 97. You say here, under the heading, "The fire and safety measures within Grenfell Tower at 14 June 2017":

"97. I was not ultimately responsible for fire and safety measures within the Tower but I am aware that on 17 October 2014 Carl Stokes conducted a Fire Risk Assessment for Grenfell Tower ... I had met and knew Carl Stokes but his engagement was by Janice Wray, TMO's Health and Safety Manager.

"98. I believe I would have seen a copy of the fire

risk assessment at the time. It recorded amongst other things, that the fire strategy for residential areas was a 'stay put' strategy which he confirmed meant that residents remain within their own dwelling during a fire incident unless the fire is in that dwelling or it is otherwise affected, in which case they should immediately evacuate the dwelling and call the fire and rescue service. He went on to say that the fire service or TMO employees will arrange for a general evacuation of the building at any time if this is appropriate or the resident can leave at any time if they so wish. He noted that information had been provided to all residents in the form of tenants' handbook, letters and briefing sheets etc. and articles on fire safety advice and emergency procedures were also included in the residents' magazine called 'Link'."

Now, we've covered already this morning, and I'm not going to go back over, the means of communication with residents of fire safety advice. I just want to ask you a specific question about what you say here about TMO employees arranging for general evacuation of the building at any time.

My question is: did you yourself ask Janice Wray or Carl Stokes which TMO employees would arrange for a general evacuation of the building if appropriate?

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1 A. No.

 $2\,$ $\,$ Q. Do you know who they were?

3 A. No

 $4\,$ $\,$ Q. Why did you leave that matter up in the air?

A. This would not be my area of business. As a project
 manager, I managed many different types of contracts.
 Some might be — as I've said, for TMO I did a window
 replacement contract, a cavity fill contract, external
 works contracts, but we had no general involvement with

 $10 \hspace{1.5cm} \text{interior areas or ongoing management.} \\$

Q. Did you ever ask Janice Wray: what are the arrangements
 for TMO employees to arrange or assist with general
 evacuation of the building if it became appropriate?

14 A. No, I didn't.

15 Q. Why is that?

A. Because again, as I say, this — my team dealt with contracts on the properties. You would be there for four months, but say possibly doing outside works. Most of the contracts we ran were outside works, apart from the kitchen and bathroom replacement programmes. So we weren't involved with the day—to—day management of the buildings.

23 Q. Right.

Was it not important for you to know what
 Carl Stokes meant here when he said that TMO employees

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- 1 will arrange for general evacuation of the building, 2 given that you were managing the refurbishment project? 2 3 A. It was something that I knew was dealt with by other 3 4 areas of the business, so, no, I didn't interrogate him 4 as to what his report -- the detail of his report meant, 5 5 6 6 7 Q. When you say you knew it was being dealt with by other 7 8 8 areas of the business, can you tell us, please, who that 9 9 10 10 A. The health and safety team would be talking to housing 11 management about how they -- because housing management 11 12 12 had a longer term involvement in the building. As 13 I say, the project management team that I worked in, we 13 14 14 would deal with one contract in one block, then you move 15 on and you deal with another contract in another area. 15 16 16 So you have no long-term involvement with any of the 17 properties . It's -- the Grenfell contract, you 17 18 understand, was a one-off. 18 19 Q. Indeed, but we've seen earlier this morning that you 19
 - assessment, seek to understand what arrangements there

were involved on two occasions in putting fire safety

advice, which refers to the stay-put policy, into the

regeneration newsletters. Given your responsibility at

least to that extent, can you explain why you didn't,

when you saw what Carl Stokes had said in his fire risk

- 1 were for departing from the stay-put policy and assisting with the undertaking of a full building or 2 3 partial building evacuation?
- A. As far as I was concerned, the emergency plan for the 5 building was the same, and as I wasn't involved in the
- day-to-day management of that area, I didn't ask. And 6 7 as I say, I think teams like mine work on many different
- 8 contracts in different areas. It's --
- 9 Q. Right.

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- 10 A. It's something I felt wasn't my role.
- 11 Q. I'm just trying to ascertain in clear terms who was 12 actually responsible for ensuring that there were
- 13 arrangements in place for a general evacuation of the 14 building at any time.
- 15 A. Yeah. No. I would assume it would be the health and 16 safety team, housing management and the Fire Brigade.
- 17 Q. You say you assume --
- 18 A. Yes.
- 19 ${\sf Q}.\ \ --$ but did you actually yourself take any steps to make 2.0 sure that they knew what it was that Carl Stokes himself 21 had understood in this context?
- 2.2 A. I know that this report would have been sent to the 23 appropriate people, so no.
- 24 Q. I see.
- 25 Well, let's look then a little bit more closely at

98

fire risk assessments as a different topic, and first within that topic can I ask you about the extent of your

Can we start with paragraph 51 of your second statement, please, at page 11 {TMO00842312/11}. You say on that page at paragraph 51, under the heading "Matters raised in the Inquiry's letter of 5 July 2017":

"I would say that my role as Project Manager encompassed some aspects of fire safety and health and safety and I have endeavoured to outline the extent of this involvement below."

And we will see that.

In your evidence in Module 1, you said that you hadn't in fact had any specific training in health and safety matters and no training or detailed knowledge or experience of the legislation or regulations under the Fire Safety Regulatory Reform Order 2005. That's what you said at {Day54/88} to {Day54/89}. Do you remember

- 20 A. No, but I'm sure you can show me.
- 2.1 Q. Right. I'm putting that to you and asking you just to 22 confirm that, but that's right, isn't it?
- 2.3 A. Yes.
- 2.4 Q. Right.
- 2.5 Were you familiar with any of the specific guidance

- 1 about fire safety for building owners?
- A. I might have some knowledge from experience, but 2 3 limited, I would suggest.
- Q. Okay. Let me see if I can help you more specifically.
- 5 Were you familiar at all with the Local Government 6 Association's guidance published in July 2011 entitled
- 7 "Fire safety in purpose-built flats"?
- 8 A. I don't think so, no.
- 9 Q. Were you familiar with the Government's guidance that 10 preceded it called "Fire safety risk: sleeping
- accommodation", published in 2006? 11
- 12 A. No
- 13 Q. Were those pieces of guidance ever referred to at any 14 time when you were at the TMO, just in passing?
- 15 A. I don't remember.
- 16 Q. Right.
- 17 In respect of the specifics of your own role, when 18 it came to the fire risk assessments and the significant 19 action plans produced by Carl Stokes --
- 2.0 A. Yeah.

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- 21 $Q_{\cdot \cdot} = -1$ of we look at paragraph 57 of your statement on 2.2 page 12 {TMO00842312/12}, if we can just flip to that,
- 23 you say there in the third line: 2.4
 - "If any of the findings identified related to the refurbishment works, Janice Wray would send Carl's

report to me to forward to Rydon to complete. I would a.n.other from the fire brigade. We talked through our 2 then liaise with Rydon for them to take them forward. 2 Grenfell scheme, specifically 4 issues ... ' 3 However, my understanding is that Carl Stokes would also 3 Then if you look at item 4, you say: attend Grenfell Tower to carry out fire safety 4 4 "Carl, can you please confirm that the lifts are inspections directly with Rydon." 5 5 either fireman's or fire fighting $-\mbox{ I did}$ not realise To be clear, it's right, isn't it, I think from that there was a difference!" 6 6 7 that you took responsibility for Carl Stokes' action 7 Now, just pausing on that, does that prompt your points, at least so far as they related to the 8 8 recollection about what the conversation was about? 9 refurbishment? 9 A. No, sorry. I'm not clear whether I'm just asking for 10 1.0 A. Yes, Janice had to attribute them to somebody and clarification for my own education or whether it was 11 I would be the person for the refurbishment, yes. 11 discussed as an item, I don't remember. 12 Q. Do you recall taking responsibility for any of the 12 Q. Do you remember whether there was a guery from Ben Dewis 13 action points that did not concern the refurbishment? 13 or Matthew Ramsey or Dan Hallissey of the LFB over the 14 14 A. I hope I wouldn't, because if they weren't part of my type of lifts in the building? 15 role, I shouldn't have taken them on. 15 A. Sorry, I don't remember. 16 $\mathsf{Q}.\;\;\mathsf{So}\;\mathsf{I}\;\mathsf{think}\;\mathsf{the}\;\mathsf{answer}\;\mathsf{is}\colon\;\mathsf{no},\;\mathsf{not}\;\mathsf{knowingly}?$ 16 Q. Right. 17 17 A. Exactly Do you know or can you remember why either you or 18 Q. Right. 18 they were concerned about the type of lifts in the 19 Now, can I then look at the next thing, which is 19 2.0 an LFB site visit on 12 March 2014, and for that we need 20 A. It could have been a throwaway comment on their part 21 to go to your first statement, please, at page 32 21 and, as I say, I could be just trying to educate myself, 22 $\{TMO00840364/32\}$, paragraph 179. You say there: 22 so I don't remember enough. "The Fire Brigade visited Grenfell Tower on 12/132.3 2.3 Q. Well, let's go up the chain and see if we can get some 2.4 March 2014 as arranged. In attendance from LFB were 2.4 further detail from you about it. 25 Ben Lewis, Matthew Ramsey and Dan Hallissey and they 2.5 Carl Stokes responds at the top of page 1 103 1 made several observations in $\ensuremath{\text{relation}}$ to the dry $\ensuremath{\text{riser}}$, 1 $\{\mathsf{TMO10005454}/1\}$ and he says: 2 doors open in firefighting situation, smoke vent to 2 "Good afternoon to you both, ref point 4 Claire you 3 lobby and stair etc. Matthew Ramsey was very unhappy 3 are correct both are the same and both lifts in with the dampers not being functional and he referred to Grenfell Tower are fire fighting lifts . 5 an enforcement notice. Bruce Sounes of Studio E 5 "By the way 6 architects attended with me." 6 "A fireman's lift is 7 "Definitions. Now. I think the reference there to Ben Lewis is 8 8 a mistake for Ben Dewis, isn't it? "noun ... 9 9 And then he refers to a method of carrying a person, A. Yes. 10 Q. Yes 10 and then underneath that: 11 Do you recall any discussion at that meeting about 11 "A firefighting lift is ..." the lifts? 12 12 Then he gives you a definition: 13 13 A. I know I wrote an email afterwards, but I don't remember "A lift that must be installed in buildings over 14 what the email said. 14 18metres in high [sic] or where the basement level is 15 Q. Let me show it to you, {TMO10005454}. That's the first 15 more than 10 m below the ground floor level. Today it 16 page of the email, and it's sent to you by Carl Stokes. 16 will conform to the requirements of EN81-72: 17 17 But if we go to the second page, page 2 $\{TMO10005454/2\}$, Fire fighting lifts . 18 please, you can see what prompts that email, which we're 18 "I think he is getting confused with fireman 19 going to come back to later. 19 controls and fireman's switches etc which are fitted to 2.0 2.0 Here is the email from you to Janice Wray, copied to a fire fighting lift. 21 21 "There are slight differences between a fire Carl Stokes and Bruce Sounes on 12 March 2014, subject: 2.2 "Grenfell and finger blocks - visit with fire brigade". 2.2 fighting lift and an evacuation lift though.'

102

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a definition.

Do you remember what you made of that response?

A. No, I think I'd asked Carl what it was and he'd given me

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You say in the introductory paragraph:

"I had a great time on site this am with our

architect and Daniel Hallissey and Matthew Ramsey and

- 1 Q. Did you know if the lifts in Grenfell Tower were 2 intended to be used for evacuation purposes?
- 3 A. I don't know. I don't think this particularly helped 4 me I
 - Q. Right.

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6 Did you forward or otherwise convey the fact that 7 the -- I'm sorry.

8 Did you tell the LFB that the lifts in 9 Grenfell Tower were firefighting lifts?

- 10 A. I wouldn't have told them because I hadn't understood 11 the distinction, so no.
- 12 Q. Right.

13 Clearly you have been asked a question, passed it on 14 to Carl Stokes and got an answer that they are 15 firefighting lifts . Is there a reason why you didn't 16 pass that back to the LFB?

17 A. As I say. I don't know they actually asked the question. 18 It could have been me. I might have heard it in 19 conversation saying, well, you know, if it was 20 a firefighting lift, and I thought, "Oh, I don't know 2.1 what that is". So it could have been me just asking 22 a question to Carl so that I $\,--\,$ so I was more educated 2.3 in what the differences were. I don't know that they

25 Q. Right.

asked a question.

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I mean, it does appear from the email that you sent Claire Williams(sic) that I've just shown you that your question about whether the lifts were firefighting lifts had arisen as a result of discussion of the Grenfell scheme, and then you ask Carl Stokes the question.

Given the source of the question in your mind which you then passed on to Carl Stokes, why is it that you didn't simply pass the information back to the LFB?

A. As I say. I think if it had been a specific question from the LFB, I would have said, "Is this a firefighting lift? We need to tell the LFB". I didn't ask it that way, so that's why I think it's more me trying to understand what the difference is, because I've specifically -- you know, if you look at the way that I've phrased the rest of it, you know, it's clear they need a response, whereas in that one it was more saying, "Carl, what's the difference?"

So I think -- I can't tell whether they did ask a question. I suspect from my phraseology they didn't, because I haven't asked the question in the right way for Carl to respond.

106

- 2.2 Q. Having been told by Carl Stokes that the lifts were 23 firefighting lifts , what were you going to do with that 2.4 information?
- 2.5 A. As I say, I think it was possibly something for me just

to understand, but I still wouldn't understand, and as

- it says here, there is a slight difference between
- 3 a firefighting lift and evacuation lift. So I haven't
- 4 asked that, I haven't gone back and asked more. So
- 5 I think this is purely for me to understand the issue.
- 6 Q. Were you aware during your role as project manager in 7 relation to the refurbishment that the lifts at
- 8 Grenfell Tower did not in fact meet the full
- 9 firefighting lift standards?
- 10 A. No, I wouldn't know that.
- 11 Q. Did you ever raise or discuss the issue of firefighting
- 12 lifts with Apex or Rydon or any other contractors during
- 13 14 A. No
- 15 Q. Do you recall a discussion about flat entrance doors in 16 Grenfell Tower?
- 17 A. The new ones and the old ones, we probably talked about.
- 18 Right. Do you remember a discussion with the LFB about 19
- 20 A. Not myself with the LFB. I would have talked to Rydon,
- 21 I would have talked to residents, the occupational
- 22 therapist, but I didn't talk to the LFB about the fire
- 23 doors at all.

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- 2.4 Can we then look back at your email below this one to 2.5
- Janice Wray of 12 March at page 2 {TMO10005454/2}. I've

107

shown you paragraph 4. If we look at paragraph 2 on that page, you said this:

"Matthew was very unhappy about the existing state of the smoke vents to each lobby - of those looked at about 30% were not in the right position. I have been chasing RGE for 2 months now on their servicing records and had nothing back. Janice, do you want to chase Simon Coleman or Dil on this as I am obviously getting nowhere. Matthew said about issuing us with notice to confirm fully functional in 6 weeks, but maybe I can deal with Daniel on this, assuming that we do have some servicing records?"

13 Did Matthew Ramsey explain to you that there was no working smoke management system in the building? 14

- 15 A. I think he was talking about a deficiency notice, but
- 16 I don't know exactly what he said about the system.
- 17 I suspect there were areas of it that weren't working.
- 18 I don't know if it was all not working.
- 19 Q. I mean, you're right that he did in fact issue
- 2.0 a deficiency notice, but that was later in the month, 21 24 March 2014.
- 2.2 At this point, 12 March 2014, do you remember 23 whether Mr Ramsey told you or explained to you that the 2.4 smoke management system wasn't working?
- 2.5 A. I think there was something about it that was working

1	0	but not the whole lot.	1	event of [an] activation, we cannot guarantee that the
2		Right, do you remember what?	2	system will work."
3	Α.	That's my recollection. I think the —— oh, the	3	Had Dil Singh provided you with that information?
4		deficiency notice would tell you, but I thought that the	4	A. No, I don't think I've seen this email before.
5		smoke detectors were going to the panel, they were	5	Q. No, you may not have done (inaudible) ——
6		flagging up on the panel if there was a fire, but	6	A. Yeah, I think that's why he probably wasn't
7		I don't know about the vents to each lobby. So that's	7	communicating with me, he'd already sent the report to
8		my recollection, is that there was a bit of it that was	8	Matt from Max Fordham. So, no, I don't think he ever
9	_	working but not the whole system.	9	provided it to me, and I think this is the first report
10	Q.	You say you have been chasing RGE for two months on	10	that I know that they've sent to Max Fordham because
11		their servicing records; why had you been trying to	11	I hadn't seen this before.
12		obtain the service records?	12	Q. So when he says, "We have stated every service to the
13	Α.	I believe when $$ as part of Rydon's tender pack, we	13	TMO that in the event of [an] activation, we cannot
14		gave them the certificates we had on many of the	14	guarantee that the system will work", did you know that?
15		elements that had been serviced, and I think we'd had	15	A. No.
16		something but there was a report that they should have	16	MR MILLETT: Right.
17		been again, they should have done a further test, and	17	Mr Chairman, that's a convenient moment, I think.
18		Rydon were saying, "Can we have a copy of that", because	18	I'm in the middle of a line of examination and it will
19		they were obviously doing their health and safety	19	probably take me a little bit longer than five minutes
20		reports. So I think I was getting it for our contractor	20	to complete it.
21		so that they could understand the situation, because, as	21	SIR MARTIN MOORE-BICK: Well, it would probably be sensible
22		I say, I think the previous certificate we'd given them	22	then, to break now, wouldn't it?
23		was maybe August 2013 or something like that.	23	MR MILLETT: It would, yes. Thank you.
24	Q.	Right.	24	SIR MARTIN MOORE—BICK: Yes, all right.
25		Was your request for the service records prompted by	25	Ms Williams, it's time we had a break for everyone
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1		queries from Max Fordham, do you remember, about the	1	to have some lunch.
2		nature of the existing smoke control system?	2	Please remember not to talk to anyone about your
3	Δ	Yeah, it could have been Rydon or Max Fordham,	3	evidence or anything to do with it when you're out of
4	,	thank you. Yeah, it was somebody on the project who was	4	the room.
5		asking about it.	5	We'll resume at 2 o'clock, please.
6	0	Right. And do you know why it was taking so long to get	6	THE WITNESS: Thank you.
7	Q.	the records out of RGE?	7	SIR MARTIN MOORE—BICK: Thank you very much.
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8	Α.	Well, that's —— I wasn't sure that I was talking to the	8	(Pause)
9		right person anyway.	9	Thank you. 2 o'clock, then, please. Thank you.
10	IVII	R MILLETT: Right.	10	(1.02 pm)
11		Mr Chairman, let me just finish this mini line off	11	(The short adjournment)
12		before 1 o'clock, if I may.	12	(2.00 pm)
13		R MARTIN MOORE—BICK: All right.	13	SIR MARTIN MOORE—BICK: Right, Ms Williams, ready to carry
14	MI	R MILLETT: Let me show you one more document.	14	on?
15		Can I ask you then to go, in the light of that	15	THE WITNESS: Yes.
16		answer, just to finalise this, to {MAX00004262}, please.	16	SIR MARTIN MOORE—BICK: Thank you.
17		You refer to Dil in your email of 12 March, and this	17	Yes, Mr Millett.
18		is an email from Dil Singh of RGE to Matt Smith of	18	MR MILLETT: Mr Chairman.
19		23 January 2014, Matt Smith is Max Fordham, and this is	19	Ms Williams, I'm going to continue with my questions
20		something like six weeks or so before 12 March, and he's	20	about the smoke vent system or the AOV.
21		attaching a report on the vent system and	21	Can I please ask you to be shown $\{TMO10005572\}$.
22		recommendations.	22	This is a letter that Carl Stokes sent to you on
23		If you look at the email, he says in the third	23	18 March 2014. Can we look at the first paragraph. It

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 $\ensuremath{^{\prime\prime}}\xspace\ensuremath{\text{We}}\xspace$ have stated every service to the TMO that in the 110

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"Thank you for asking me to comment on the questions $% \left(1\right) =\left(1\right) \left(1\right)$

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paragraph:

1 raised by the London Fire Brigade (LFB) officers during 2 they visit to the above buildings on the Lancaster West 3 estate on the 12th March. The LFB fire officers were 4 Ben [Dewis], Mathew Ramsey and Dan Hussey and you were 5 accompanied by Mr Bruce Sounes of STUDIO E. the questions asked were contained in your e mails to me 6 from notes that were taken during the visit. I visited 8 the above premises yesterday, Monday the 17th March 2014 9 to gather the information for this report, the 10 information on service dates etc was obtained from the 11 contractors servicing and maintenance logbooks held on 12 site and from records from the TMO's engineers section 13 14

Did you ask Carl Stokes to visit Grenfell Tower to investigate the concerns that had been raised by the LFB?

- 17 A. I don't remember doing so, because normally it would be -- he worked to Janice Wray, so this would be a bit unusual.
- Q. Right. It looks as if you certainly asked him to
 comment on the questions raised by the LFB; would that
 be right?
- A. I don't know. I think I asked my previous email
 showed me asking Janice and Janice passed it on, so I'm
 wondering if this is him just formalising what was in my

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Q. Right.

Then lower down he says "Grenfell Tower", and you can see the heading there, and just below that, "Ventilation system on flat/ lift lobby areas".

If we turn within that section of this letter to the top of page 2 {TMO10005572/2}, we can see he says this:

"The emergency smoke control extract panel was showing healthy when looked at yesterday with the switch in the auto position."

Then he goes on to say in the next paragraph:

"This smoke extraction system is on a planned preventive maintenance programme with RGE, this contractor last serviced this system according to their on site log book on the 15/15/13 sic. Please see appendix A below, the previous loose page in the logbook was full and the service before this one was in September 2013 so I am assuming that the 15th month is a mistake and the engineer meant the 12th Month. As can be seen the engineer checked all of the items in the quarterly check list and the only fault recorded was 19th floor relay.

"As the next quarterly service is imminently due on this smoke extraction system I would recommend the contractor is asked to service the system and any

1 findings etc made are actioned."

Now, did you understand from this letter that
Carl Stokes was reporting that the AOV was functioning
or not functioning?

- 5 A. I think, as I said before, that I think part of it was
 6 working but not the whole lot, and, as I say, I suspect
 7 the deficiency notice might have been a bit more
 8 specific, but it was in my mind's eye that, as I say,
 9 some of it was working, but I wasn't 100% sure which
 10 part.
- Q. Did you go back and ask him, given that this letter was
 addressed to you, about which part was working and which
 part wasn't working?
- 14 A. I suspect that the deficiency notice was served and that
 15 was probably a clearer guide.
- Q. Did you consider Carl Stokes' finding that RGE had
 serviced the system apparently as operational, when
 in fact RGE had reported that they couldn't guarantee
 that it would work in the event of an emergency?
- that it would work in the event of an emergency?

 A. No, I don't think I'd seen anything saying it wouldn't work in the event of an emergency because, as I say,
- when I pulled together information for Rydon for
- their to inform them for their tender, I had
- 24 a service certificate , and I think it was the one that's 25 referred to here, the one from RGE on whatever month it

115

was, the 12th month. So I'd taken it in good faith that it was working based on RGE certification. Then obviously behind the scenes RGE had written to

Max Fordham, the M&E contractor, with the letter or email you'd just shown me a minute ago saying they couldn't guarantee it.

6 couldn't guarantee it.7 Q. Yes. You didn't know that?

8 A. No, I hadn't seen that.

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9 Q. Could we look at page 11 in this document $10 \hspace{1cm} \{ TMO10005572/11 \}, \hspace{1cm} \text{where we see his comment and} \\ 11 \hspace{1cm} \text{recommendations, and under item 1 he says:} \\$

"The next quarterly service is imminently due on the emergency smoke extraction system installed on the flat / lift lobby areas of Grenfell Tower, the last service by the contractor stated that the system was in working order apart from one reply. I would recommend the contractor is asked to service the system sooner rather than later and any findings etc made by him are actioned upon. If this system is in working order there is no requirement [for] a CFD analysis to be undertaken."

Now, did you action Carl Stokes' recommendation as set out here that RGE services the AOV sooner rather than later?

25~ A. I don't think we stopped their next service, so I -- the

114

- 1 contracts team managed the servicing of the equipment,
- 2 and I don't think we stopped the next service which was 3
- 4 Q. So you don't think you stopped it, but did you do 5 anything to accelerate it?
- A. No, because it said it was due -- it was due, and I knew 6 7 it was serviced on a regular basis, so that would be 8 managed by the contracts team. So the next service was
- due. 10 Q. Right.

- 11 Do I take it from this document and your answers on 12 it just now that when you got this letter, you didn't 13 think there was much, if anything, wrong with the AOV as 14 it stood at that time?
- 15 A. I think when I met the Fire Brigade I understood there 16 was a deficiency there, but I don't know -- sorry, I've 17 forgotten already -- which side of this correspondence 18 that meeting was.
- 19 Q. Before. The meeting was on 12 and 13 March.
- 20 A. Yeah.
- 2.1 Q. This is 18 March, so only a few days before that.
- 2.2 A. Yeah. So, no, I thought there was something not right 2.3 with it, but I wasn't clear to the extent to which it 2.4 wasn't right.
- 25 Q. Did you pursue your lack of clarity with anybody,

117

- 1 for example going back to Carl Stokes and asking him to 2 comment further?
- 3 A. No, I didn't, because I knew that it was serviced on
- a regular basis, this is clear that it was due, so no,
- 5 I didn't. But meanwhile, the consultant team working on
- 6 the refurbishment -- Bruce, as you appreciate, was the
- architect. I had invited Max Fordham to the meeting
- 8 with the Fire Brigade, but I don't think he was able to
- 9 attend. So they were working, meanwhile, on upgrading
- 10 the system anyway.
 - So I didn't understand what part of it wasn't working properly, I knew we had a deficiency notice coming to us, and, as I say, meanwhile in the background the consultant team are working on the improvement specification .
- 16 Q. Did you think of going back to the LFB and showing them 17 this letter and asking them for their views?
- 18 A. I've -- I wouldn't have. Janice Wray may have because 19 this would have been shared with her and she might have 2.0 shared it with them, but I wouldn't have, no.
- 2.1 Q. You say you wouldn't have done --
- A. No. 2.2

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- 23 Q. -- but given that you had been present at the meeting on 2.4 12 March, you were the one who reported back to
- 25 Janice Wray about it, you were the one involved in
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- direct discussions with the LFB and you were the one who 1
- 2 had received this letter directly from Carl Stokes, why
- 3 wouldn't you have been the person to go back to the LFB
- 4 and show them this letter?
- A. The main liaison with the LFB was Janice. It was 5
- appropriate to keep that route going, because, as I say, 6
- 7 my involvement with the block would always be in terms
- 8 of just the refurbishment. Janice would have a longer 9
- term interest in the building, and this was something 10 that she -- if it needed to be raised. Janice would do
- 11 the frontline liaison with the Fire Brigade.
- 12 I'm not sure I understand why you say that. Ms Williams.
- 13 forgive me, but you, and not Janice, were at the
- 14 meeting
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- 16 Q. And you, not Janice, had received this letter, so why
- 17 would Janice be the one to take this letter back to the
- 18 LFB in those circumstances?
- 19 A. Janice would be the one who would get the deficiency
- 20 notice, and if she wanted to counteract it with this
- 21 letter, then that would be something she'd do. But, as
- 22 I say, the route for communication with the Fire Brigade
- 23 was generally through Janice because it meant she then
- 2.4 had a handle on all the traffic flow. So it would be
- 25 Janice, and, as I say, I hadn't met any of those people

119

- 1 before, so Janice obviously had -- did know who they
- 2. were and had a relationship with them, whereas I didn't.
- Q. Were you waiting for the deficiency notice at this 3
- 4 point?
- 5 A. Erm --
- 6 Q. I mean, were you expecting it?
- 7 A. Yes, I think Matthew Ramsey was clear that one was going 8 to be issued.
- 9 Q. Right.
- 10 A. But, as I say, meanwhile in the background I've got the
- 11 consultants team who are working on the specification
- 12 for the upgrade. So I was keeping the ball rolling by
- 13 keeping their work continuing, and by Bruce attending
- this meeting, he had a better understanding of where any 14
- 15 gaps were.
- 16 Q. Now, let's look at the deficiency notice. That's at
- 17 {LFB00032101}, please. It's addressed to the company
 - secretary at RBKC TMO, dated 24 March 2014, from the
- 19 authority.

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- Did you ever see this at the time?
- 21 A. I suspect Janice would have attached it to me —— would 2.2
- have sent it as an attachment to me, yes.
- 23 Q. Right. I mean, we certainly know that you saw it later
- 2.4 in the year because, by September, you were sending it 2.5 to Simon Lawrence. My question really is: when do you
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- 1 think you first saw it?
- 2 A. I would assume fairly soon after Janice had received it.
 - Q. Okay

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Now, you can see in the first paragraph there is a reference to a recent inspection of Grenfell Tower. In the second paragraph it says:

"The steps should be completed by 5th May 2014 when a further inspection may be carried out."

can see that on page 3 $\{LFB00032101/3\}$ there is a schedule and various articles which refer to conditions contained in the Regulatory Reform (Fire Safety) Order on the left-hand side, the contraventions and the steps needed to comply.

Under the first one, "Area of Concern", you can see Article 11(1):

"Failure in the effective monitoring of preventative and protective measures. For Example. A significant number (approx. 25%) of automatically opening vents within the common parts of the premises were found not to be in working order. No suitable system of monitoring was in evidence to identify deficiencies with the smoke ventilation system."

You were aware, then, shortly after this document

- 1 the smoke vents were not in working order, that there
- 2 was no suitable system of monitoring to identify
- 3 deficiencies, and that the system hadn't been maintained
- 4 in effective working condition.
- 5
- 6 Q. Just on that last point, if I can just show you page 3, 7 I don't think I read to you Article 17(1), but the point 8 I've just made about the system not being maintained in 9 effective working condition is set out in the left-hand
- 10 11
- 12 Q. So you knew the subject of the complaint or the 13 deficiency notice very shortly after 24 March 2014; yes?
- 14 A. Yes. Bear in mind, though, I'm only able to understand, 15 vou know -- I'm like most of us here, we're not M&E 16 bods. So I can understand what it says there, but
- 17 I don't know always, you know, how you'd rectify it so 18 easily or what the implications are.
- 19 Q. No, but my question was a more limited one: did you 2.0 understand the nature of the complaint and the date by 21 which it had to be cured soon after 24 March 2014?
- 2.2 A. Yes, yes.
- 23 Q. You did. And you noted that 5 May was only about six or 2.4 so weeks later.
- 25 A. Yes

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- Then if we look a bit further down the document, you

was issued, 24 March 2014, that a significant number of

1 they found on the servicing regimes, and why there were gaps in the servicing regime if that was the case. 2

When you received this or saw it, were you surprised

that Carl Stokes had not raised these issues in his

notice of deficiency by about six days? A. I don't think I thought about it in that way. I think

letter of 18 March 2014 to you, which pre-dated this

we didn't know quite -- as I say, I wasn't quite clear on what the areas of deficiency were. I think I said

about 30% of the opening vents weren't working. This

says 25%. So, no, as I say, I think until this came in,

did come in and you did see what it said, did you not go

week and ask yourself, or indeed ask him, why he hadn't

picked up the points that the LFB had picked up and were

No. indeed. My question was a different one: when it

back and look at Carl Stokes' letter of the previous

we didn't quite know what it was going to say.

showing as breaches of the Fire Safety Order?

A. I think I was probably handling a lot of things, and

I think that this was one that I assumed would be

something that Janice would pick up, because she is

be able to look at reports which tell us a little bit

more information about the servicing regime and what 123

monitoring the servicing of this equipment, and she may

A. No, I didn't look and do that.

Q. Why is that?

- 3 Q. Do you accept that his conclusions in his letter and his
- findings about the monitoring and maintenance of the AOV 5 system, namely that it was apparently up to date and
- 6 showing healthy, were at odds with the LFB's own
- 7 findings in the respect identified in the deficiency 8 notice?
- 9 A. I think what Carl had said was that the RGE report said 10
- 11 Q. But he had inspected --
- 12 -- the 19th relay or whatever wasn't working. I don't 13 know that he did look at these automatic opening vents. 14 I think because I'd said in my email that 30% of them 15 weren't working, he'd maybe taken that as read and he'd
- 16 then investigated the RGE report. So it's a slightly
- 17 different aspect of it, perhaps.
- 18 Q. Given that you had a fire risk assessor examine the
- 19 building, either at your or Janice Wray's request, and
- 2.0 particularly the AOV system as a result of the LFB
- 21 meeting a few days before, were you not surprised to see
- 2.2 that he hadn't mentioned the deficiencies but the LFB
- 23 had when this deficiency notice came in?
- 2.4 I don't think I'd seen any fire risk assessments in my

25 career until I worked on this project, so, no, I wasn't

1 particularly familiar with what a risk assessment -- the So the situation when we took it over was 2 2 obviously -- I had seen the RGE certificate and fire risk assessment was going to contain. 3 Q. Did you ask him or even ask yourself: well, I wonder why 3 I thought it was working, but when we met with the 4 Carl didn't pick that up? 4 Fire Brigade it was clear there were deficiencies, and 5 A. No, I didn't. I wasn't familiar enough with what I was 5 that's -- as I say, I'm not 100% clear on what the looking at to, as you say, spot inconsistencies deficiencies were, and when this came in, this just says 6 6 7 Q. The AOV and its refurbishment, if that's the right word. 7 about part of it. Carl had picked up something 8 was very much part of the Grenfell Tower refurbishment 8 different, you've said, and you're right, but, as I say, 9 project by, certainly, March 2014, wasn't it? 9 I wasn't familiar enough with the original system to 10 10 A. It was actually in the tender. They'd identified early know what it was and what was working and what wasn't. 11 11 It was only through the documents of our consultant on that --12 12 Q. Yes. and — consultant, Carl, and the Fire Brigade that I'm 13 A. -- the system hadn't -- was -- I think it was determined 13 understanding that the system we're inheriting has 14 14 as an experimental system when it was built, and that it problems 15 wouldn't meet with Building Regulations now, and so when 15 Q. Now, you can see on this document in the right-hand column that the LFB set out some steps that they 16 we built more flats, that had an impact on the system. 16 17 17 considered necessary to remedy the contravention. Were and obviously the idea was to upgrade it to make it as 18 effective as possible, because I think there were still 18 any of those steps carried out by the deadline of 19 concerns that, because it's an existing building, you 19 2.0 were dealing with a limited space in which could put 20 A. I tried to get the service records to give myself some 21 these measures, so yeah, it was a total re-design, but 2.1 reassurance. I suspect Janice was looking as well. 22 based on the constraints of the existing building. 22 I believe there were conversations held with the 2.3 23 Fire Brigade subsequently explaining that it wasn't So, as you say, it was something that was in the 2.4 2.4 tender, but over the course of the project, the an easy fix, that it wasn't something where we could requirements for the AOV changed because we changed the 25 just go in and do temporary works to get it working 125 127 1 numbers of new flats we were building, and that had 1 2 2

an impact on the air volumes that were required in terms

of its smoke extraction system. So there were two sets

of fans, one at the new floor levels and one on the

5 roof, and so the volume of air that had to go through

changed when we changed the layout of the lower ground 6

7 floors

8 $\ensuremath{\mathsf{Q}}.$ Yes, and I think you're answering my question, which is 9 it was part of the refurbishment.

10 A. It was, yeah.

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11 Q. And, therefore, do you accept that it was part of your 12 responsibility? The upgrade of the AOV fell within the 13 project for which you were responsible?

A. The upgrade of the AOV did fall within my 14 15 responsibility . ves.

16 Q. Yes, and so did the compliance of the AOV with the RRO, 17 the Fire Safety Order, because that was essential in 18 order to make sure that the TMO discharged its 19 obligations as a responsible person under that

2.0 legislation?

21 A. I'm not familiar with the RRO, but it seems to me that 2.2 there was a service record which perhaps misled, and 23 then the deficiency notice comes in, and all the time 2.4

I've got my consultants working on what the new upgraded

25 AOV system will look like.

126

again, the system was due to be upgraded and that the discussions we had with them led to us doing the 3 upgrade, rather than -- the other options of any

temporary fix weren't going to work, they weren't

5 viable . You could say the system was so -- it was the 6 original built system, it had so many inherent problems

7 with it in terms of the wiring and stuff, that the only

8 answer was to upgrade it.

9 Did you or anybody else at the TMO update the LFB in 10 response to this deficiency notice and tell them that 11 the deadline of 5 May had not been met once it had 12 passed?

13 A. Janice would have done that.

14 Q. I see.

15 Let's look, then, at {CST00003079}. This is the 16 bi-monthly meeting between the LFB and the TMO, this one 17 on 1 April 2014 at 10 am at the Network Hub,

18 Kensal Road, and you are in attendance. You may

19 remember that day. It was a busy day for you, I think,

2.0 because that was also the same day as the contractors'

21 induction meeting, wasn't it?

2.2 A. I don't remember, but --

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2.4 25 LFB are also in attendance, Suhail Dadabhoy and

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back on this

1 Daniel Hallissev. 2 If you then look, please, at page 2 {CST00003079/2}, 3 we can see item 6, and you will remember 4 Daniel Hallissey had been at the 12 March tower visit. 5 A. Yeah Q. At item 6 it refers to the site visit and says this: 6 7 "Claire advised that this had been a really helpful 8 on-site meeting and that subsequently we had instructed 9 Carl Stokes to investigate the issues raised and produce 10 a report collating all of the inspection and maintenance 11 reports etc. Claire and Janice are currently 12 progressing the recommendations from Carl's report." 13 As we have discussed, one of Carl Stokes 14 recommendations was to ensure that RGE's quarterly 15 service of the existing AOV was carried out sooner rather than later. Do you remember I showed you that 16 17 under his conclusions? 18 A Yes 19 Q. Did you or Janice Wray explain that to the LFB during 20 this meeting? 21 A. I don't remember, I'm afraid. 2.2 Q. Was there any discussion at all about the notice of deficiency that had been served the previous week? 2.3 2.4 A. If it's not mentioned there -- I think Janice would have done these minutes. If it's not mentioned there, no, we 129 1 didn't talk about it 2 Q. Was there any discussion there about the need for 3 measures to be put in place pending the full service that Mr Stokes had recommended or pending the cure 5 required by the LFB in their notice of deficiency? A. If it's not minuted there, and I don't remember, 6 7 I'm afraid I can't say. 8 Q. Was there any discussion about the emergency plan for 9 the building pending service of the system or cure of 10 the deficiencies? 11 A. I don't remember, but bear in mind that Daniel Hallissey 12 was also an attendee at both. If it's not mentioned 13 there, then no, because Janice would have tried to make 14 sure that everything was captured.

5 Michael, I think, is Michael Lyons, isn't it? 6 A. Yes. 7 Q. What was his role? 8 A. I'm not sure. I suspect he was a health and safety 9 person, but I don't remember. I think he wasn't at the 1.0 TMO for long and I don't remember ... yeah, I'm sorry, 11 I don't remember his role exactly. 12 Q. Right. 13 Was there any discussion, either at this meeting or 14 outside this meeting, about whether the residents of 15 Grenfell Tower should be told that the AOV was not fully 16 operational, at least according to the LFB's deficiency 17 notice? 18 A. No. I think from this we're at a stage where we're 19 trying to understand from our servicing contractor what the state of play is with the equipment. So, no, 20 2.1 I don't think anything --Q. Right. 2.2 2.3 Α. — was reported. 2.4 Q. Given that, on the LFB's findings in the deficiency 25 notice, the AOV system was not working or not fully 1 working, why not tell the residents of the building they 2 lived in of that fact? 3 A. I think at the time, as I say, there were anomalies, as you've said yourself, between Carl Stokes' report, the 5 Fire Brigade's report, and we're trying to get a decent 6 servicing report to understand exactly what the problems 7 are. So I think it would have been premature to report 8 on something that's still a work in progress, because we 9 are trying to understand what the system problems are at 10 this stage. 11 Q. Right. So at this stage, March 2014, telling the 12 residents about the AOV not working you say was premature 13 14 Let's move forward in time, then. Can we go and 15 look back at {TMO00856902}. This is in September 2014, 16 and this is an email from you to Janice Wray forwarding 17 an email chain between you and Simon Lawrence about the 18 AOV system at Grenfell. 19 If you look at what you're sending Janice Wray on 2.0 that date, 11 September 2014, that's the middle of 21 page 1, you can see at the foot of that page that you're 2.2 forwarding her an email from Simon Lawrence to you of 23 the same day; do you see that? 2.4 A. Yeah

new contractor to inspect this system and report back on

any issues that need addressing in order to ensure the

system is fully operational. Michael agreed to report

this contractor has now ended and we have instructed the 130

"With regard to Grenfell Tower, Michael advised that

the ppm contractor had provided documentation confirming

{CST00003079/3}, under item 7, it says, "Enforcement

Then over the page $\{CST00003079/4\}$ —

this system was serviced in February 2014 and no

problems were highlighted. However, the contract with

Q. Yes. If we look at the bottom of page 3

Action/Deficiency Notices ..."

Q. Which starts "Hi Claire" at the very bottom of the page, 132

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A. Okay.

Q. —— it says:

and then over the top on page 2 $\{TMO00856902/2\}$, he refers to forwarding comments on to JS Wright, and then in the next paragraph he says this:

"I note from the Fire notice you attached that they had given you an ultimatum date of 5th May 2014 to get things rectified. This was a month prior to us being on site. Do you know if they returned to check if the work had been carried out?"

Your email to Janice Wray, if we go back to page 1 $\{TMO00856902/1\}$, you ask the question:

"Did the Fire Brigade ever return to check the system was working - I assume not!'

Then she replied to you at the top of page 1:

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"No, LFB didn't return to check. I kept hoping that the Chubb inspection/survey would happen before we were

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19 What did you understand Janice Wray to mean by that?

20 A. That ... again, I believe that the new contractor who 2.1 would be taken on, who was mentioned previously, to do 2.2 the survey looks to be Chubb, and in dealing with them, 2.3 she's saying they didn't return to check. So I'm taking 2.4 it at face value

25 Q. Were Chubb intended to carry out -- or appointed,

133

- 1 perhaps is the better word, to carry out repairs in order to address the issues that the LFB had identified 2 with the existing AOV system in their deficiency notice?
- A. I didn't deal with the servicing side, so I -- the
- 5 contracts team managed that, so it looks to me that
- Janice is expecting them to, but I wouldn't have been 6 7
- the person to instigate it.
- 8 Q. Is it correct that by this time, September 2014, so 9 six months after the issue of the deficiency notice, the 10 system had still not been serviced in accordance with 11 Mr Stokes' recommendations?
- 12 A. I -- if this train of emails is the total information we 13 have, ves.
- 14 Q. Well, I mean, you are the one in contact with 15 Janice Wray. Did you examine this further? Did you try 16 to find out whether or not Mr Stokes' recommendations 17 that he put in his 18 March letter to you had actually 18 been carried through?
- 19 A. No, I didn't, because what would happen is the servicing 2.0 was done by the contracts team, Janice would have been 21 on their case, she would have checked that to keep it 2.2 all moving, whereas meanwhile I'm working with my 2.3
- consultants to get the specification for the upgrade in 2.4 place.
 - Q. I see. I'm beginning to get the impression that the

134

extant AOV was, as it were, a health and safety team

- topic or area of interest, whereas you were only
- 3 interested in the new AOV system. I mean, that's quite
- 4 a simple way of looking at it, but is that actually
- 5 a fair way of looking at it?
- A. Bear in mind we didn't get into contract with Rydon 6 7 until June 14, so I had no -- the regeneration of the 8 building wasn't on site, so the deficiency notice all
- 9 pre-dates that.
- 10 Q. Had any of the steps identified in the deficiency notice 11 been taken by 11 September 2014?
- 12 A. Again, as I say, I have a limited —— perhaps sort of 13 a watching brief on this rather than being the main
- 14 instigator . Q. Right.

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- A. Because, as I say, my contract with Rydon didn't start 16
 - until 14 June, and so that's why, as I say, my efforts
- 18 were more on getting the upgrade working. But, as
- 19 I say, I did I think over the period take a view that
- 2.0 the system perhaps was in such poor -- well, was in poor
- 21 shape and there was little remediation works that could
- 2.2 be done.
- 2.3 Q. Right.

2.4 Had the LFB fire safety team been made aware that by 2.5 this time, September 2014, the steps they recommended be

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1 taken to cure the deficiencies in their March deficiency

2. notice had not been taken?

- 3 A. I don't know what the LFB did. If they had contact with
- us it would have been through Janice, not myself.
- 5 Q. Did you explore the question with Janice Wray?
- A. Possibly intermittently, but, as I say, my main emphasis 6
- 7 would be on getting the upgrade works done, because 8 I wouldn't have seen -- even if service reports had been
- 9 done saving it was great. I wouldn't have seen them.
- 10 they would have gone through the contracts team and they
- 11 would have gone to Janice for her to forward to the
- 12 Fire Brigade, so -
- 13 Q. Are you not slightly minimising your involvement here,
- 14 because we've seen your name on a number of the
- 15 communications, particularly with Carl Stokes, and that
- 16 must have been, I would suggest, because the AOV, the
- new AOV and the old AOV, were matters in respect of 17
- 18 which you had an interest?
- 19 A. As I say, I initially had a watching brief on it because

deal directly with the LFB, but I was going to be

- 2.0 I wasn't involved with the servicing of it, I didn't 21
- 2.2 working on that system in future and so I needed to know
- 23 the status of it.
- 2.4 Q. Right.
- 2.5 $\operatorname{\mathsf{Did}}$ you have any concerns -- this is now

- 1 September 2014 -- about the risk to residents, their 2 life and their safety, while you were waiting for Chubb 3 to carry out the inspection to the existing AOV or for 4 the deficiencies to be cured? 5 A. I didn't know that another inspection hadn't been done until this email, I suspect. I hadn't chased it and 6 7 I didn't know it hadn't been done. But, as I say, I don't know the ins and outs of the Regulatory Reform 8 9 Act, but I believe that if there was an issue that was 10 life —threatening, the Fire Brigade would have placed 11 appropriate notices on us. But I know what we did do 12 was obviously Carl Stokes was doing his regular 13 inspections, and when we got on site, our contractor was 14 aware of this, as you saw, by this date, and he was also 15 taking that into account in his health and safety plans. 16 And I know Janice will have briefed their health and 17 safety committee as well by this point, because any 18 deficiency notices were referred to them. 19 Q. Can we go to {CST00003178}, please. This is an email to 20 Janice Wray from you on the same day, 11 September 2014, 2.1 it's the second email down, and you say:
- 22 " lanice

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"I just invited you to the smoke vents session, Rydon have been working with their contractor JS Wright and I have asked them, and they are looking at all sort

137

of interim issues to see if they can get anything up and 1 2 working - even if the whole lot won't be 100%.

> "We may need to put together a management strategy in the interim. Do you want to invite Carl to the meeting on Tuesday am? It is before our 10am site meeting, so we will have to keep good time."

It looks from that email that you're the one taking the lead on ensuring that there is some sort of interim system in place: is that right?

- 10 A. Yes, I've been very proactive, but I'm a little bit 11 worried as to why, but yes.
- 12 Q. Well, the why is because you were interested at the 13 outset in the AOV system and you remained interested in 14 it throughout. Even if you weren't the actual ultimate 15 leader, you were certainly interested and involved; no?
- 16 A. Yes.

17 Q. Yes

- 18 Well, do you know whether there was in fact 19 an interim management strategy discussed at the meeting 2.0 to which you invited Ms Wrav?
- 21 A. I don't remember. I'm afraid. no.
- 2.2 Q. Do you know what was decided should be put in place as 23
- 2.4 A. Well, I talked about having Carl Stokes doing additional 25 fire risk assessments and, as I say, Rydon obviously

138

- were on site and it was in their health and safety 2 plans, but I don't remember. If there's no minutes,
- 3 I'm afraid I wouldn't remember.
- 4 Q. No. I mean, was anything put in place or was nothing 5 put in place as an interim measure, can you recall?
- A. As I say, apart from the measures I've said and 6 7 obviously the ESAs doing the regular visits, I don't 8 remember anything else.

9 Q. No.

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Were you concerned about the fire safety risk at Grenfell, that the absence of any interim measures which would bridge the gap before the new AOV system was installed , or the upgraded version -- were you concerned about the fire risk to residents?

15 A. I suspect I might have, at this stage -- I think, if 16 I recollect, from the progress meetings, I think 17 initially Rydon had said they'd be able to get something 18 up and going by Christmas, so it seemed like there might

19 have been a timescale on it. But I believe that when we 2.0 introduced the new flats, as I say, that changed the air 21 volume, flow volumes required, and so what should have

been the solution seemed to be moving a little bit.

So I think initially there was talk about the system being in place up and running by Christmas, but I think that issues intervened and that timescale then started

139

1 to stretch a bit.

2 Q. Yes

3 Let's follow the story a little bit more. Can you 4 go to {TMO00830089}, please. This is a progress 5 meeting, here are the minutes, 16 September 2014, so only five days or so after the email exchange we've just 6 7 looked at.

If we go to page 4 $\{TMO00830089/4\}$, please, section 8.3. under the heading "Kev Risks", it says: "The AOV's not working. CW to ensure fire brigade are up to date."

Then "Action: CW", which is you.

13 A. Yeah

Q. Then at 9.2, under "Any Other Business": 14

15 "The AOVs are currently not working. [Rydon] to try 16 to bring up to contracted spec ASAP. If not possible, 17 they will return to the original spec."

Then 9.3:

19 "CW to keep fire brigade aware of the works to the 2.0 AOVs."

21 Now, when it said "AOVs not working", as I've shown 2.2 you, under paragraph 8.3, had its condition deteriorated 23 since March 2014, do you remember?

24 A. I don't know, sorry

2.5 Q. Did you keep Janice Wray up to date with the status of

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- 1 the existing AOV system as well as the planned works to 2 upgrade it?
- 3 A. I kept her aware of the planned upgraded works, yes.
- 4 Q. Did you and Janice Wray discuss or create a plan to keep
- 5 the LFB informed about both the non-operation of the
- existing AOV system as well as the progress upgrading to 6 7 a new system?
- A. We did through the bi-monthly meetings with the 8 9 Fire Brigade, yes.
- 10 Q. Right. So it would have to wait up to eight weeks 11 before you would update the LFB again?
- 12 A. They could have asked us, they would have --
- 13 Q. They could have done.
- 14 A. Yeah
- 15 Q. But did you actually proactively keep them informed
- 16 about the matters identified here?
- A. The way that work site progress moves. I think 17
- 18 two-monthly would mean that there wouldn't be much
- 19 change within a two-month period, so two-monthly was 20 probably more appropriate.
- 2.1 Q. To be fair to you, the next bi-monthly meeting was
- 2.2 actually two days later. I'm assuming that you didn't
- update the LFB before that meeting? 2.3
- 2.4 A. I didn't. If they'd rung Janice, she would have told 25 them. but --

141

- 1 Q. Right. We'll come to that meeting in a moment.
- 2 At this point, we're now mid-September 2014, and you
- 3 told us earlier that telling them in March about the
- deficiency notice would have been premature. Did you at
- 5 this stage discuss or devise a plan to keep the
- 6 residents informed about the AOV system at this point?
- 7 A. I think at this point, because the programme from Rydon
- 8 showed that they would be all up and working by
- 9 Christmas, so I think we probably didn't, no.
- 10 Q. Why not?
- 11 A. Because it was a comparatively short timescale. People
- 12 did have their own -- many flats had their own
- 13 fire alarm systems, and, so, no, I don't think we even discussed it. I'm afraid. 14
- 15 Q. I mean, the notice of deficiency was now some six months
- 16 old, the date for cure had passed many months before;
- 17 why not just circularise the residents and tell them,
- 18 "The AOV system is not working, we're working urgently
- 19 on an upgrade or an interim measure"? Why not do that?
- 2.0 A. I think when you give residents information, they need
- 21 a start and an end. At the moment, it seems that Rydon
- 2.2 had said that they were trying to bring it up to
- 2.3 contracted spec ASAP, if not they'd return, so there was
- 2.4 no end date on it. If you give people information
- 25 without a start and an end, it's -- if you then move the

142

- 1 end date, it's ... you know, causes more aggravation,
- 2 and at this stage we had no end date, so that's why you
- 3 wouldn't tell people.
- 4 Q. Did you actually discuss and decide not to tell the
 - residents about the then condition of the AOV?
- A. I don't think we ever discussed how we were going to 6 7 manage it in terms of resident information.
- 8 Q. So your evidence is that the question of communicating
 - with the residents the then current condition of the AOV
- 10 simply never arose for discussion at all?
- 11 A. No, I don't remember. As I say, I ...
- 12 Q. I'm just interested to know why that was, given that the
- 13 AOV was one of the active fire prevention measures for
- 14 the safety of every resident in the building, wasn't it?
- 15 A. Yes. No, as you say, I don't consciously remember
- 16 personally any reason why we wouldn't or any discussion
- 17 that we had about it.
- 18 Q. Well, you have given us a reason why you wouldn't, and
- 19 that's to do with end dates perhaps moving back. But
- I think you're saying that you didn't even get that far, 20
- 21 you didn't even have a discussion about whether you
- 22 should tell the residents about the inoperability of one
- 2.3 of the active fire prevention measures in the building.
- 2.4 Yeah, no, as I say, I don't remember having the
- 2.5 conversation. As I say, usually everything I did was

143

- 1 documented in some shape or form, but I don't think that
- we talked about it. But I think at this point it still 2.
 - seemed to be a bit of a moving target to me.
- Q. Looking at the systems for a moment, keeping the LFB
- 5 informed, that would obviously take place at the
- 6 $bi\!-\!monthly$ meetings with the Hammersmith and Fulham and
- 7 Kensington and Chelsea fire safety team; yes?
- 8 A. Yes.

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- 9 Q. Who was it who was expected to update them?
- 10 Janice was the main co-ordination person for the LFB,
- 11 she arranged the bi-monthly meetings.
- 12 Q. And what about --
- 13 A. And she would be their go—to person if they had any fire 14 queries.
- 15 Q. I see. And what about you? Was it part of your
- 16 responsibility also to update them?
- 17 A. I think it was easier to go through Janice because
- 18 obviously she had the deficiency notice, for example, in
- 19 this instance, and then she could keep them up to date.
- 2.0 Q. What about local fire crews? Whose responsibility was
- 21 it to update the local fire crews on matters affecting
- 2.2 Grenfell Tower?
- Again, I would assume the Fire Brigade attendees at the 23
 - bi-monthly meeting, but also bear in mind at Grenfell,

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2.5 I suspect because of their knowledge of our situation

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that all the watches attended at Grenfell several times. 2 and also they were still doing their random fire alarm 3 checks. So Rydon spoke a lot to the Fire Brigade 4 on site. The Fire Brigade generally turned up on 5 an ad hoc basis when they were out there on calls, so they never made an appointment to go there which I could 6 7 have attended, because they literally turned up when 8 they had availability. 9 Q. Could we please have {TMO10023364}, please. This is the

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minute of the bi-monthly meeting with the LFB fire safety team held on 18 September 2014, as you can see. Only Mr Dadabhov was there on that occasion. Michael Lyons and Dan Hallissey sent their apologies.

If you go to page 3 in that document ${TMO10023364/3}$, you will see there, third paragraph down, this is part of section 6:

"Claire also advised that the ventilation /extraction system in the communal lobbies is to be upgraded/refurbished as part of the project. This work is being prioritised and plans are currently being finalised . Suhail requested a timescale and Claire advised that we were hoping this would be completed by Christmas. Claire highlighted that whilst works were being undertaken the system would not be working at full capacity. This had been brought to Carl Stokes's

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attention and he will be working closely with Rydons to undertake a review of the FRA early next week. In order to reduce the fire safety risks whilst the works are being undertaken the contractor has given a commitment that no hot works will be undertaken, care will be taken to control dust, operatives will be made aware of any interim measures and their work will be closely monitored.'

Now, just on the first part of that paragraph, did either you or Janice Wray explain to the LFB that the existing AOV system was currently not working, as we saw in the progress meeting minutes of 16 September?

- A. I'm not sure of the previous communications that Janice might have had or been in any previous meetings, but it was the Fire Brigade who'd given us the deficiency notice, so I would assume that their system would flag up. But, as I say, that's not to say that other conversations weren't had between us, but I would expect that their system would be flagging up about the deficiency notice, because there was definitely discussion over the fact they'd be wearing —— they'd bring breathing masks if there was any fire in the building, they said they'd come with breathing apparatus, so they were aware of it.
- Q. Well, we can go back to it if you like, Ms Williams, but

146

we saw that at the progress meeting there was an action note that you were going to tell the LFB that the AOV was not working. Simple. I asked you about when that was going to happen and I think I understood your evidence as at the bi-monthly meeting.

Well, here is the next bi-monthly meeting two days later, and I don't see in it anywhere a reference to the fact that the AOV system is not working. There's reference to it being upgraded, refurbished, with a timescale

11 A. Yeah.

12 Q. But no reference to the fact that it's not working. Can 13

14 A. I don't know whether it's a shortfalling in -- or the 15 way that the minutes were phrased, but, as I say, the 16 Fire Brigade know themselves there's a deficiency notice

17 on this system, so, you know, they're not totally blind 18 to the issue

19 Q. No, but you see, it had been agreed at the previous 20 meeting two days before that you would tell the LFB that 2.1 the AOV wasn't working. There is no reference in this 22 minute of that meeting to the fact that you did that. 2.3

2.4 As I say, what we said verbally and what is minuted is 2.5 now a bit of a concern, but I think if you look at

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1 subsequent notes, does it not say that?

Did you do that?

 $\ensuremath{\mathsf{Q}}.$ Well, I'm asking you, going on this minute, to refresh 2 3 your recollection. We see no reference there to you telling the LFB that the AOV system wasn't working.

5 Now, you may tell me that the minute is inaccurate, 6 but do you have an independent recollection that you did 7 actually tell the LFB that the AOV wasn't working, as 8 you had undertaken to do at the previous meeting?

9 A. Yeah, no, I would expect I would have said that, because 10 it's a very straightforward issue, "It is not working, 11 we are upgrading it".

12 Q. Right.

13 A. But, as you say, the minutes don't say that, do they?

MR MILLETT: Four lines down --14

15 SIR MARTIN MOORE-BICK: Sorry to interrupt you, Mr Millett.

16 Just help me with this: the first four or five lines 17 of this paragraph are concerned with the smoke 18 extraction system.

19 A. Yeah.

2.0 SIR MARTIN MOORE-BICK: You say it's being upgraded, and 2.1

148

2.2 "Claire highlighted that whilst works were being undertaken the system would not be working at full 23 2.4 capacity."

25 A. I know.

SIR MARTIN MOORE-BICK: That suggests to me at least that 1 1 this air flow thing and there was an issue from 2 the impression given to the LFB was that work will be 2 building control as to whether they wanted computerised 3 done to the system which will be partly in operation 3 simulations of air flow or whether they'd accept hand until whenever it's finished, say Christmas. Is that 4 4 computed calculations. $\ensuremath{\mathsf{Q}}.$ Now, looking at the last line there, you can see that it 5 what they were told? 5 A. At the time, Rydon's programme did show they'd be 6 6 says: " ... operatives will be made aware of any interim 7 finished by --7 8 SIR MARTIN MOORE-BICK: No, no, you're missing my point. 8 measures and their work will be closely monitored." 9 A. Sorry. 9 What were the interim measures or any interim SIR MARTIN MOORE-BICK: My point is that lines 4 to 5 10 10 measures that were implemented? 11 suggest that the system would be working, but not at 11 A. I think it was about -- Rydon's health and safety plans 12 12 full capacity, which is not the same as saving to them. talked about keeping the areas clear of building waste 13 "The system is not working". Now, I wonder whether you 13 while they were working, working in a tidy way. It 14 14 might have been about cutting timber, for example, for could just comment on that. 15 A. Yeah, no, I take your point. 15 the cupboard doors in the communal areas. SIR MARTIN MOORE-BICK: Good 16 Q. Well. I mean, did vou know --16 17 17 A. That the minutes do not reflect what would have been A. Housekeeping and neat working, health and safety 18 said accurately enough. I think it was clear that 18 measures during their works. 19 19 I said it was being upgraded --Q. Right. Why were those interim measures which would take 20 SIR MARTIN MOORE-BICK: What we're interested to know is: 20 the place of a fully operating AOV system? 2.1 what can you recall about what was said, not what would 2.1 A. I'd expect them to take place whether the AOV system was 2.2 have been said or might have been said? 22 operating or not, but I think they were just -- the contractor had stressed that they would -- they were 2.3 A. Yeah. No. I would have no reason not to say. "The 23 2.4 system is not working, we have a deficiency notice on 2.4 aware of this and this is what they would do. I would 25 it", because the Fire Brigade should already know that. 25 expect them to do this anyway. 149 So I think this -- the minute perhaps puts a false -- $\ensuremath{\mathsf{Q}}.$ Did the LFB approve of any interim measures to be taken 1 1 2 a rosy position on it, whereas clearly it wasn't 2 pending the repair or upgrade of the AOV? 3 working, and I think I would have been clear that it 3 A. I don't know that they asked and I don't know what we wasn't working, Janice knew it wasn't working, the would -- what we gave them, if they had asked. Nobody 5 Fire Brigade knew it wasn't working. So I think the 5 had asked me about that. minute, as I say, has got a slightly rosy complexion on 6 Q. No, but you say you don't know whether they asked; would 6 7 7 a system that wasn't working. it not be for you as the responsible person -- you the $\,$ SIR MARTIN MOORE-BICK: All right, thank you. 8 8 TMO, that is, as the responsible person -- to keep them 9 9 A. And I can't account for it. informed? 10 MR MILLETT: Well, you say it was placing a slightly rosy 10 A. Yes, it would be, but, as I say, I don't know, there 11 complexion on a system that wasn't working. One 11 might be background correspondence which I'm not aware 12 possibility, Ms Williams, that I would invite you to 12 Q. Can we go to $\{TMO00851824\}$, please. This is an email 13 contemplate is that you and/or Janice Wray allowed the 13 14 LFB to have a rosier picture of the AOV system than was 14 you sent to Simon Lawrence the same day, 15 15 18 September 2014, after that meeting: in fact the case. 16 A. I think that Suhail, I think he had a specialist sort of 16 "Simon role. I'm trying to think what it was. I don't think 17 "1 windows." 17 18 he led a watch, I thought he was more of a specific fire 18 I don't need to trouble you with that. 19 and emergency sort of chap. He $-\!-$ I don't know whether 19 "2 fire brigade

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entailed , because I know at some point we talked about $$150\mspace{0.05cm}$

he asked questions about how we were going to do it, but

the extent of the work, and if you knew that system, you

would know it would be hard to do a temporary fix on it.

was any more in-depth conversation about what it

So, you know. I don't remember at the time if there

152

will not be fully operational until after Christmas.

They asked that this was covered in your risk

"We had our bi monthly meeting with the fire brigade

"A We are working on the smoke vents and the system

and rolled out the 2 issues."

At the bottom of the screen:

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assessments, as well as in our building FRA. I said 9 October 2014, Alex Bosman emails Janice Wray and 2 that you would be clear with the watches who visit you 2 3 too - they are fully conversant with the fact that they 3 4 may find floors of smoke, as our discussion of Tuesday. 4 Please make sure all these actions happen." 5 5 Did you follow this up to ensure that the local 6 6 7 fire safety crews had been informed? 7 what he savs. 8 8 A. We -- as I say, one, I didn't know when the local 9 fire safety people were going round, but Rydon did have 9 10 10 long conversations with them and they talked to all of 11 the crews, so obviously I wasn't party to that. So 11 12 12 I would hope they would have mentioned this because they required. 13 did feed back to me when they had the Fire Brigade 13 14 14 15 Q. Now, can we go to {TMO00851844}, please. This is 15 16 16 that? an email from you to Janice Wray, copying Alex Bosman, 17 on 6 October 2014, towards the bottom of page 1 and over 17 A. Yes 18 on to page 2: 18 19 "Janice 19 2.0 "I spoke to Rydon. 20 21 "They were aware of our discussion with the fire 21 22 brigade, ie the smoke vent system is not working while 22 achieved? 2.3 2.3 it is being worked on - and that by Christmas they hope 2.4 2.4 to have the smoke vent system in some sort of order. However the new extractor fans in the roof plant room 2.5 153 1 will probably not be fitted as it is likely they will 1 still be awaiting Building Regs approval. 2 2 3 "They have no programme for these works yet, but 3 have a design team meeting tomorrow at which they hope 4 phase 5 5 to progress this further. I asked for a programme of the Q. Right above works, but that is not yet in place. 6 6 7 7 "So this is an interim update, until we have further 8 8 firm information. 9 9 Then if you go back to page 1, please, and look at 10 Janice Wray's response to you, she comes back to you the 10 11 same day: 11 12 "Hi Claire 12 "Did they advise of any steps they can take to even 13 13 lanice did partially reinstate the ventilation /extraction system in 14 14 15 15 the short term before it is refurbished?

you. I think we want the second email down, in fact, on page 1, please. That's it. He says: "Hi Carl, Matthew and Greg ...' And this is an email which you can see you get from the email at the top of page 1, but I'll just show you Under the heading "Smoke extract", he says: "I understand a visit was carried out on 6.10.2014. This system has been confirmed as beyond repair and is scheduled for replacement shortly — no further action As I say, Ms Williams, if we can scroll to the top of page 1, we can see you get this email the same day from Alex Bosman, who forwards it on to you. Do you see Q. Now, having previously told the LFB that you had hoped that the upgrade to the AOV would be completed before Christmas 2014, did either you or Janice Wray notify the LFB at this stage that that would not be likely to be A. I would only know by looking at the bi-monthly meeting minutes. I think we had to just keep them updated, so we would have said yes, but this is now saying by

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Christmas that perhaps the passive part of the system will be in place, rather than the extract fans. the mechanical side of it, which is sort of the second

Now, the next bi-monthly meeting would happen -- is this right? —— in the middle of November, so some six weeks after this. So do you remember telling the LFB before that, once you had seen this message from Alex Bosman, that the AOV system was beyond repair and had to be replaced? A. No, I didn't tell them in the interim. I don't know if

Q. Do you know why that is?

A. No, I don't know if —— no, I don't know.

16 Q. So --

A. But I wouldn't have told them anyway. Janice may have 17 18 updated them, but I didn't.

19 Q. I see. So is this right: you now had a gap in your 2.0 fire safety systems for the building that wasn't going

21 to be filled for some months at the least. Did you and Janice then discuss an interim plan to ensure the safety

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of the residents in case of a fire?

2.4 A. No, I don't remember that we did, apart from the fact, 25 as I say, the mitigating things that were in place,

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So it looks from that as though she is looking to

you to take the lead on keeping her informed about what

steps could be taken to put in place an interim

Q. Then if we go to {CST00001244}, we see the story

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"Please advise.

solution; is that fair?

Yes, she's asking -- yeah.

"Thanks

"Janice."

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- which is, you know, Rydon being aware of it as they were there, making sure their contractors didn't do anything untoward, and also Carl Stokes' additional visits.

 Those are the things that I'm aware of, but I can't think of anything else.
- Q. At this point now, so this is the second week in October, now that you're told that the system was beyond repair and was scheduled for replacement, and that that wasn't going to happen until after Christmas, did you discuss with Janice Wray telling the residents of the tower that there would be no functioning AOV system until those upgrade works were completed?
- $13\,$ $\,$ A. No, I don't remember discussing it with Janice at all .
- 14 Q. Why is that?

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- A. No, I don't know. Now as you look back, maybe you would have, but, as I say, I think it seems to me that there were issues with getting the approval from building control, it seemed to —— as I say, new issues came up as we were working on the designs, so it did seem something that was not an easy thing to solve and I don't remember us talking about how we deal with this
- Q. You see, at this stage, you're putting out monthly
 regeneration newsletters to residents. Would it not
 have been the easiest thing in the world to include in

with residents. So, no.

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- each of those regeneration newsletters a short item
 saying, "You should be aware that the AOV system is not
 working at all or not working properly, it has to be
 upgraded, the upgrade won't happen for a number of
 months, we don't know when, we'll keep you posted, but
 please be very careful in the meantime"? Is there
 a reason why you didn't do that?
 - A. No, the only thing I can think of in terms of why we didn't do that, as I say, it seemed still to be a moving item, that there was no all the time Rydon are talking to building control, we have no resolution because, as I say, as I recollect, the issue was for these increased air flows, it meant bigger fans up in the roof. I don't know about the ones lower down, I don't know whether they were increased in size, but there were lots of solutions that need to be arrived at. One thing we had to do was we had to make a hole in the floor slab to make a new service duct, and that had its own structural implications.

So there were lots of things going on in terms of the design. The design wasn't sorted or approved for a little while, and I think it took quite a long time to get to the resolution. So I don't —— as I say, I don't remember discussing with Janice putting it in the newsletter or even how we managed as an interim way,

apart from the fact that I knew that things were in place, as I say, in terms of Carl Stokes' extra visits, et cetera.

Q. I know you may not be able to speak for Janice Wray's thoughts, but as far as your thoughts were concerned, did it not occur to you that it was important for the residents of Grenfell Tower to know that one of the major active fire prevention mechanisms in the building wasn't working?

10 A. I think as I sit here now -- again, hindsight is a great 11 thing -- it is something we could have told people 12 about. But we didn't. I think, you know, there were 13 other systems within the building, there were 14 fire alarms in people's own flats, and I think there was 15 a comment here from Alex saying that the fire alarm 16 system was working. So the building wasn't totally 17 unprotected, but I do take your point that we could have 18 made mention of it.

Q. Can we go to {TMO00852028}, please. This takes us into
 mid—November 2014. This is an email from you to
 Simon O'Connor on 12 November.

It starts in fact on page 3 {TMO00852028/3}, which is where I think we need to go. There you can see that you email Simon O'Connor and ask him for an update on the AOV at Grenfell in preparation for a meeting with

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1 the LFB the next day. Do you see that?

2 A. Yes

Q. Simon O'Connor copied in Simon Lawrence to his response.
 If you go up to the bottom of page 2 {TMO00852028/2},
 you can see he copies Simon Lawrence in and says:

"Probably best that Simon L responds to this as he is leading the design on this item."

Then if you go up to page 1, please, bottom of page 1, you can see that Simon Lawrence comes back to you the next day, 13 November, over to the top of page 2:

"Morning Claire,

"As per our conversation at Tuesdays meeting. Our M&E design team have been working hard on finding a solution to the AOV situation where we can urgently install now to get Grenfell some protection asap. We are trying not to carry out any costly abortive works but are trying to install a part system now then upgrade in the following months. So far out of the 4 different specialists we have approached only one feels they are able to carry out the works to this method so no works are abortive. We are currently arranging a meeting with our specialists and Building Control to ensure everyone is in agreement with the proposed design. In our initial meeting with Janice and Carl I said that we

would aim to get a part system operational by Christmas. 2 We are still doing our best to achieve this but the 3 early feedback from the specialists on Tuesday is that 4 it is unlikely to be before Christmas, however I'm 5 awaiting their response to tell me when. I'll let you know as soon as I have some more news. In the meantime 6 you still only have the existing smoke detector and visual fire panel alarm covering the building." 8 9 We can see that you then forward that on. If we go 10 up the page to page 1 $\{TMO00852028/1\}$, please, you 11 forwarded that on to Janice later that same day: 12 13 "Sorry, in training and only just picked this up." 14 Do you see that? 15 A. Mm-hm. Q. I'll come back to her response in a moment. 16 17 I just want to look in parallel at what was 18 happening in the bi-monthly meeting, which was the same day. If we go to {LFB00084118}, please, here is the 19

22 Terry Chaplin, covering for Dan Hallissey, and 2.3 Janice Wray. You send your apologies, maybe because you

2.4 were in training.

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25 Now, if we go to the top of page $2 \{ LFB00084118/2 \}$,

the LFB were Suhail Dadabhoy, Rebecca Burton and

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13 November 2014 bi-monthly meeting notes. Present from

1 we can see that Janice Wray provided an update on 2 Grenfell Tower. You can see the bullet point there: 3 "Grenfell Tower - Janice advised that our

fire consultant had now completed a review of the FRA for this block. This had been undertaken in close liaison with the Principal Contractor, Rydons, and can be made available to the LFB. Janice advised that Rydons were finding the local LFB crews' regular familiarisation visits to the Tower to be really

Now, I know you weren't there. Did you see the minute of this bi-monthly meeting after it happened?

13 A. Yes. I would have.

14 Q. Did you notice when you did look at it that there was no 15 reference in here, or so it seems, to any update about 16 the AOV system in the tower?

A. No, I didn't, but I wonder if Janice sent it on 17 18 afterwards, because she might have done these minutes --19 because the meeting was 9.30 in the morning, so she 2.0 might have got it out quickly. But even if she hadn't, 21 she could have forwarded my email subsequently.

2.2 Q. Yes. You have just anticipated my next two questions. 23 It is right to say that she didn't have the update from 2.4 Simon Lawrence until after the meeting, looking at the 25 timings. So the question is: did either of you then

forward that update to the LFB after this meeting?

2 A. I didn't, but Janice may have.

3 Q. Do you know whether she did or not?

4 A. I don't know whether she did, no.

5 Q. Right.

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Going back to your emails, if we can,

 ${TMO00852028/1}$, you can see she says there in response

9 "Thanks - grateful for you keeping me in the loop.

10 "Fortunately, the LFB did not raise any specific

11 issues on Grenfell.'

12 What did you understand her response to mean there?

13 A. As she said, that they didn't perhaps look at the last 14

set of minutes to ask any questions, but they obviously

15 hadn't got any questions to raise.

16 Q. Did you understand her to mean that she was only going 17 to update the LFB if they specifically asked about the

18 AOV or the notice of deficiency?

19 A. No, Janice would try and put it all on the table, so,

20 no, I don't think she would do that in a negative way.

2.1 She wanted to tell them as much information as possible,

22 so ...

2.3 Q. Right, I see.

2.4 A. That's why I think she would have forwarded my email,

25 because it would be the easiest way to keep it moving.

163

1 Q. Very well.

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Did you yourself take steps to ensure that

3 Janice Wray did keep the LFB in the loop, as it were,

about the specific problem with the AOV vents at

5 Grenfell that you had been told about that morning by

6 Simon Lawrence?

7 A. No. I didn't monitor Janice's workload.

Q. Given that what Mr Lawrence was telling you was firmly 8

9 within your remit as the project manager for the TMO for

10 the project, why didn't you make sure that the LFB were

11 aware of what Simon Lawrence was telling you?

12 A. As I say, I -- Janice is a conscientious worker. If she

13 had that information, she would pass that on.

Q. Yes, my question was different. She may have been 14

15 a conscientious worker, but why did you leave the task

of telling the LFB to her, given that it fell within

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18 A. It was -- Janice was the main liaison point for the LFB.

19 Janice was capable of passing on an email and would have 2.0

done. I don't monitor Janice's workload.

2.1 MR MILLETT: Mr Chairman, is that a convenient moment?

2.2 We're in the middle of the line of examination, but

23 we're going to go to a different document

2.4 SIR MARTIN MOORE-BICK: Yes. If that's convenient to you,

2.5 I think it's a good time to have a break.

162

1 We'll have an afternoon break now, Ms Williams. 2 Back at 3.30, please, and don't talk to anyone about 3 your evidence while you're out of the room. All right? 4 Thank you very much. 5 (Pause) 6 Thank you, 3.30. 7 (3.16 pm) 8 (A short break) 9 (3.30 pm)10 SIR MARTIN MOORE-BICK: All right, ready to carry on, 11 Ms Williams? 12 THE WITNESS: Yes, thank you. 13 SIR MARTIN MOORE-BICK: Thank you. 14 Yes, Mr Millett. 15 MR MILLETT: Yes, Mr Chairman, thank you. 16 Ms Williams, can we please go back to 17 {TMO00830089/4}, which is the minute of the 18 16 September 2014 progress meeting. If we go back. 19 please, to item 8.3, which we saw in that document on 2.0 page 4, where it says: 21 "The AOV's not working. CW to ensure fire brigade 22 are up to date." We've seen no record, either in a minute of the 2.3 2.4 bi-monthly meetings or any of the emails, which shows 25 that you did tell the Fire Brigade that the AOVs were

165

not working. We have seen the minute of the 18 September bi-monthly meeting where what was given to them was, as you put it yourself, a rosy picture.

I have to suggest to you in blunt terms that the TMO was not being candid with the enforcement authority about the true state of the AOV at Grenfell. Do you accept that?

- A. I believe the verbal discussions we had, we said it wasn't working, but as you look at the minutes. I have 10 to agree with you that it said it's being upgraded. It doesn't say $\,--\,$ the minutes you have just shown me does not say in words of one syllable it's not working.
 - Q. I would suggest to you that you weren't being candid with the LFB because you did not want them to turn their deficiency notice into an enforcement notice.
 - A. I don't know how that system works, but I had looked at those minutes at the time and I thought we've explained to them, but the minutes don't say -- I have to say that, you know, as I've just said, the minutes don't say the AOV isn't working. But I believe we did have discussion with them, verbal discussion, and, as I say, the Fire Brigade watches were all told it wasn't working

So I think there is an issue with the minutes because they don't say what I would like them to have

166

said, even though we may have said it verbally to them.

2 Q. Did you, to the best of your recollection, ever recall

3 anybody at the TMO telling the LFB that the steps that 4 they required to be taken in their deficiency notice of

24 March 2014 had not been carried out? 5

6 A. Sorry, can you say that again?

7 Q. Do you recall, to the best of your recollection, whether 8 anybody at the TMO ever told the LFB that the steps that 9 they required to be taken in their 24 March 2014 notice 10 of deficiency had not been carried out?

11 A. I did not tell them. I don't know what went from 12 Janice Wray, who the notice would have gone to

13 Q. No. And I would suggest that if nobody else told them, 14 then that was because the TMO did not want the LFB to 15 know that the steps identified in their deficiency

16 notice had not been carried out 17 A. That is not true, because clearly Rydon knew, Rydon --18 we'd asked them to talk to the Fire Brigade to make sure 19 they were clear. So the Fire Brigade were being told

20 on site that that was the case. I believe we told them 21 in the meetings, but as they're minuted it doesn't read

22 that way. But also, the Fire Brigade knew there was

23 a deficiency notice. So, again, their organisation had 2.4

that information, so I don't quite know why they didn't

2.5 follow it up.

167

1 Q. Now, at about this time, late October 2014, do you remember that Edward Daffarn requested minutes of the 2

3 TMO's progress meetings with the contractor, the

architect and the council? Do you remember that?

5 A. I know he did ask. I don't know what timescale. Yeah.

6 Q. Let's look at {TMO00851913/3}, please. This is

7 Edward Daffarn's email to Siobhan Rumble copied to you 8 on 30 October 2014:

"Dear Siobhan.

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"I am writing to you using Freedom of information legislation

"Please could you provide me with the TMO's minutes from the 'end of month' meetings that are held to discuss the building works at Grenfell Tower and that may include input from the TMO, Rydons and Studio E. Please can you provide evidence that the issue of asbestos in Grenfell Tower is being dealt with by the contractor Rydons and provide evidence that the TMO have informed the building contractor of the presence of asbestos in our properties?

"Please could you also provide me with the minutes of any meetings between the TMO and RBKC Council that discuss the building works at Grenfell Tower? I would expect to be provided with minutes from any Scrutiny Meetings and also any correspondence between the RBKC

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1 Planning Dept and the TMO? 2 "Finally, please can you put in writing why the TMO 3 think it is acceptable that the front entry door to 4 Grenfell Tower has remained broken for many weeks now despite numerous requests for it to be fixed? Do the 5 TMO not have an obligation to fix such repairs within 6 7 24 hours if they are a health and safety issue?"

> We can see, if you go up to the next page up, page 2 $\{TMO00851913/2\}$, you send this on, on 31 October, the next day, to Fola Kafidiya, copied to Siobhan Rumble, David Gibson, Janice Wray, and also Roger Keane at the council. and you say in item 1:

"TMO monthly progress meetings: these are commercially sensitive and not available to residents. Could you please send me this minutes [sic] as I will be determining if it is indeed commercially sensitive as my responsibilities for freedom of information requests."

Then at the end-

"Please can I have a copy of your response, as you appreciate we are trying to ensure consistency?"

Do you see that?

2.2 A. Yes.

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2.3 Q. Then if you go next, please, to page 1 {TMO00851913/1}, 2.4 at the top of this email chain, in response to 25 Fola Kafidiya coming back to you with notes, you say:

169

"Hi Fola 1

> "The monthly meetings cover many issues; some of them are more commercially sensitive than others. As the scheme is over a year's length, I would not want to be copying you into every set of minutes - so you can decide whether or not that particular meeting contained sensitive information. Typical examples in this month's meeting shows that the building contract is not yet signed, that in the flats there is asbestos left which will be 'managed' and issues taken up with the fire brigade over the smoke detection system - all of these could cause Mr Daffarn to raise more queries either on his blog or via further Fol requests."

Now, why were you concerned about Mr Daffarn raising more queries, either on his blog or via further FOI requests, in response to issues taken up with the Fire Brigade over smoke detection?

- 18 A. As I've said, all of these could cause Mr Daffarn to 19 raise more queries. It wasn't any one item, it was 2.0 every issue that was raised could mean that we get more 21 correspondence or more blog exposure.
- 2.2 Q. Was your primary motivation in refusing disclosure of 23 these minutes to prevent residents' scrutiny over the 2.4 health and safety issues that Mr Daffarn was querying?
- 25 A. No, I think I've been clear that there was commercial

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sensitivity , there was money -- costs of this and that all included in the minutes

I think the previous email you showed me, one of Fola's comments was in the first item, she'd said. "Could you send me copies of these to see" —— one of her sentences at the end of mine, it wasn't distinguished by colour or typeface.

Q. Yes, I see, page 2, that is --

A. Yeah. As I say, yeah, it's her line saying, "Could you 10 send me a copy", so that she can determine. So I said 11 that I felt they were commercially sensitive but our 12 company secretary said. "Send me some so that I can 13 understand if they are commercially sensitive", because 14 she had to respond to the freedom of information 15 request, so she wanted to check herself what I said, 16 whether that was appropriate in terms of the FOI status.

17 Q. Just to be clear on this, am I right in thinking that it 18 wasn't commercial sensitivity which meant that you 19 didn't bring the residents up to date about the present 20 condition of the AOV system?

2.1 A. No, they're totally disparate subjects.

Q. Can we go on in time in November 2014, $\{TMO10008792\},$ 2.2 please. This is a meeting of the TMO health and safety 2.3 2.4 operations committee, and you're not recorded as having 2.5 attended.

171

1 At the bottom of page 1 we can see that there is 2 an item, "Grenfell Tower Fire Safety". Janice Wray 3 appears to have provided an update here on fire safety in the building, and she says:

 $\ensuremath{^{\prime\prime}}\xspace\mathrm{JW}$ confirmed that the TMO are looking to ensure that we integrate the most recent fire safety kit. LFB are not engaging with Eddie [Daffarn]."

Then over the page $\{TMO10008792/2\}:$

'Rydons have done everything LFB have asked them to do. In regards to the vents, Rydons were sourcing a contractor to get the works done as soon as possible. It is likely to be after Christmas. Rydons have explained to LFB that the system is beyond economical repairs and LFB are aware to be appropriately equipped when arriving to deal with fires."

Do you know who at Rydon had told the LFB that the existing AOV system was beyond repair?

18 A. I would only know by the reference to the previous email 19 you showed us, and I don't know -- I can't remember 2.0 exactly the phraseology in that.

21 Q. Right.

> At this point, did you know what the LFB's response to being told that was in view of the deficiency notice having required the AOV system to be maintained as operational by 5 May 2014?

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- 1 A. No.
- 2 Q. Did you see these minutes after --
- 3 A. No, this wasn't a meeting that I ever attended and 4 I didn't see the minutes.
- 5 Q. Right.
- Were you aware generally that Rydon told the LFB 6 7 that the system was beyond economical repair?
- A. I believe they had frank and forthright discussions, 8 9
- 10 $\ensuremath{\mathsf{Q}}.$ You say you believe that; what is the source of that 11 belief?
- A. Simon Lawrence, Simon O'Connor would say they walked 12 13 them round the building and talked them through the problems, so -- or issues, maybe "problems" is not the 14
- 15 right word.
- Q. Who told you that? 16
- A. They did, and also it would be mentioned in the progress 17 18
- meeting minutes. Usually I'd get an email from
- 19 Simon Lawrence or Simon O'Connor just saying, "Oh, the
- 2.0 Fire Brigade have been here", because, as I say, they 2.1 did attend when and as they could.
- 2.2 Q. Right.
- Let's go on, then, $\{TMO00857865\}$. This is the 2.3
- 2.4 minute of a Grenfell Tower project group meeting on
- 25 2 December 2014. We can see that you were in attendance

173

- 1 as well as Peter Maddison. Do you see that?
- 2.
- 3 Q. If you go to item 7 you can see that you confirmed that
- the LFB are aware that the smoke vents are not fully
- 5 functioning. "Not fully functioning". What was that 6 a reference to?
- 7 A. I think it's my words to say that the smoke system
- wasn't working. But there was still the two areas that 8 9 we've mentioned before that were functioning, the
- 10 fire alarm system and the panel.
- 11 Q. You see, this also puts a rosy glow on it, doesn't it?
- 12 This doesn't say, "Smoke vents not working", you're
- 13 confirming that the LFB were aware that the smoke vents
- 14 were not fully functioning, and that's consistent, isn't
- 15 it, with the bi-monthly meeting on 18 September which we
- 16 looked at and which the Chairman asked you questions
- 17 about?
- 18 A. Mm.
- 19 Q. So the question is: if in fact the minutes don't reflect
- 2.0 what was actually said to the LFB, why were you
- 21 confirming on 2 December that the LFB had been told that
- 2.2 the smoke vents were not fully functioning?
- 23 A. I think I wrote these minutes and I think they were not
- 2.4 functioning, but I don't know if -- no. As I say, no,
- 25 I wrote these and it doesn't read as -- I would take out

174

- the word "fully" if I had ...
- 2 Q. Why did you put it in?
- 3 A. No, it's just -- as I say, just a word that crept in
- 4 that isn't concise and, as I say, potentially not true.
- So it was my wording, and I worded it wrongly, I would 5 6 say.
- 7 Q. You say you worded it wrongly; is the reality that in
- 8 fact you were gilding the lily to the LFB and were now
 - gilding the lily to other people in the TMO?
- 10 A. No, that's not true. One, there's no reason why we
- 11 shouldn't be straightforward with everybody. There's no
- 12 benefit from trying to hide anything. The Fire Brigade
- 13 had been on site, they were aware of the situation,
- they'd issued a deficiency notice. I think that, as 14
- 15 I say, the Fire Brigade meeting minutes are perhaps
- misphrased as this word "fully" shouldn't be in there. 16
- 17 I don't think there's any attempt to cover up. I think
- 18 it's more just poor wording.
- 19
- 20 A. As I say, the Fire Brigade do know, so please don't 21
- think otherwise.
- 2.2 Q. {TMO00857817}. Your email to Janice Wray on
- 23 11 December 2014, with a further update about the AOV
- 2.4 system, and you say in the last paragraph:
- 2.5 "It is clear now that work won't start until the new

175

- 1 year, as works are dependent on how quickly the building 2 control team can turn around the application."
 - Janice Wray replies to you and she says:
 - "Thanks Claire let's hope our luck holds and there
- 5 are no fires in the meantime.
 - "When will the main door be secured?"
- 7 Leave aside the main door. When she said, "let's
- 8 hope our luck holds and there are no fires in the
- 9 meantime", what did you understand her to mean by that?
- 10 A. I think we were both conscious that the movement on this 11 was quite slow, and this to me is her perhaps doing me
- 12 a nudge to say, "Keep chasing".
- 13 Q. Did you tell the LFB that works now won't start until
- 14 the New Year?
- 15 A. We had our next bi-monthly meeting, so I know we did 16 report about the timeframe moving.
- Q. The next bi-monthly meeting was on 20 January, wasn't 17 18 it?
- 19 A. I don't know.
- Q. Some six weeks after this. 2.0
- 21 A. Right.

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- 2.2 Q. Did you think that hoping your luck holds and there were
- 23 no fires in the meantime was a safe way of proceeding,
 - safe from the residents' point of view?
- 2.5 A. I don't know I read it like that. Perhaps looking at it

- 1 now, I maybe would, but at the time I just thought she 2 was saying to me, "Keep chasing it", because we were 3 both aware that it had gone on a long time and there 4 was -- despite best intentions, there was no immediate 5 resolution.
- Q. I mean, did you think at the time that hoping your luck 6 7 would hold, a sort of fingers crossed attitude, was 8 really an appropriate way of discharging your health and 9 safety functions?
- 10 A. As I say, I didn't think of it in those terms, but 11 I appreciate it is a health and safety issue, which is 12 why both of us were trying to keep it moving forward.
- 13 Q. What terms did you think of it in?
- 14 A. I was chasing Rydon to try and get the solution agreed 15 so that we could get building it. But, as I say, 16 I didn't think about it in wider terms. I'm afraid.
- 17 Q. Did it occur to you that the absence of a fully 18 functioning AOV was such a significant fire risk to the 19 residents that hoping your luck holds and there are no 2.0 fires in the meantime was a wholly inappropriate and 2.1 potentially very dangerous strategy to adopt?
- 2.2 A. Yes, as you say, I don't like the idea of luck with 2.3 something like this. But there were other safety 2.4 measures in the building. So, as I say, I don't know 25 enough about the deficiency notice regime to know if the

- 1 Fire Brigade should have followed up with something 2 else. I don't know. I'm afraid.
- 3 Q. Did this not signal to you, whatever Janice Wray's own 4 attitude was, that you couldn't trust to luck and that 5 something had to be done, urgently?
- 6 A. Well, that's why, as I say, I read this as a prompt to 7 me to keep on to our contractor to get it resolved as 8 soon as possible. That was the way I would take this.
- 9 Q. Given the delays that had crept in to this part of the 10 programme, as we've seen from the emails I have been 11 showing you, keeping on to the contractor to get it 12 resolved as soon as possible was not a reliable and safe 13 way of proceeding, was it?
- 14 A. I would have had to take advice on that, because I don't 15 know what the -- perhaps what measures should be put in 16 place or what the Fire Brigade would do. Obviously they 17 were aware that our system wasn't working because they'd 18 told us they would bring fire apparatus -- breathing 19 apparatus so that they could manage any fires.
- 2.0 Q. At this point, did either you or Janice Wray or you 21 together actually consider bringing in a fire safety 2.2 professional, whether a fire safety engineer or another, 2.3 and sitting with the LFB and devising an interim 2.4 solution which meant that you didn't have to trust to 25 luck?

178

1 A. I didn't consider it. I suspect that Janice may have 2 had other thoughts, but I don't know what they would

3 have been.

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Q. Can we move on, then, $\{RYD00087894\}.$ This is an email 4 of 5 January 2015 from you to Simon O'Connor and 5 Simon Lawrence, towards the bottom of page 1, and you 6 7

"I have put a call out to Simon [O'Connor] ..."

Then in the third paragraph down you say:

10 "The bad news is that we have had enquiries from both Mr Daffarn and the Grenfell leaseholders 11 12 association about ...'

"The smoke vent system. Peter Maddison is responding, but asked specifically if we could get confirmation from you on your programming for this works. I know it is in your revised programme, but I need to be confident before the response goes back to the 20 councillors or so who were copied in. Can you please give me an indication of:

"a) likely building control approval date.

"b) date for getting the new fire dampers on the existing system (ignore the new construction unless you have a reliable programme).

"c) date for new fans.

179

1 "d) anything else relevant, I have Simon's update 2 email for Janice Wray from Nov/Dec."

3 Did you explain to Peter Maddison that the AOV was 4 not functioning at that moment and needed to be 5 completely replaced?

6 A. Peter had been at some of the site meetings, and he 7 would have been at the health and safety committee as 8 well, so he was aware through other sources. We might 9 have talked about it as well.

10 Q. Right.

11 Did you discuss the extent to which the residents 12 would be told that the AOV wasn't functioning?

13 A. No, I don't remember talking to Peter or anyone about 14 that.

15 Q. So this is now January 2015, ten months after the notice 16 of deficiency, just a little bit under ten months. Why 17 was now not the time to come out and tell the residents, 18 even in short terms, in a regeneration newsletter, that

19 the AOV wasn't functioning?

2.0 A. Yeah, no, as you say, we could have done it, but it 21 wasn't anything that I even put in a newsletter and then 2.2 thought, "Oh, we shouldn't do that". I don't even 23 remember putting it in.

2.4 Why was it bad news -- your words -- that you had had 25 an enquiry from both Mr Daffarn and the Grenfell

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- 1 Leaseholders' Association about the smoke vent system?
- 2 A. Just because I was asking them for information. So
- 3 there was the good news and then there was the bad news, 4 it was a presentation style.
- Q. Well, why was it bad news that you had had an enquiry from both Mr Daffarn and the Grenfell Leaseholders'
- 7 Association about the smoke vent system?
- 8 A. Just that I was keeping them in the loop and that I was9 asking them to give me this information, which they knew
- where it would go back to, so they knew it needed to be accurate.
- 12 Q. Why was that bad news?

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- $13\,$ $\,$ A. No, it's just I did good news and bad news, I think that
- $14~{\rm was\ just\ a\ style\ I\ used.\ I\ think\ --\ yeah,\ it's}$
- nothing ... I know perhaps it doesn't read as well, but
- 16 that was the style that I chose to use.
- $17\,$ $\,$ Q. Let me suggest to you why it might be bad news: it was
- 18 bad news, as opposed to good news, because it meant that
- 19 you were going to have to give an accurate and
- 20 well-founded and empirically verifiable answer both to
- $21\,$ $\,$ Mr Daffarn and the GTLA in relation to the problems with
- 22 the smoke vent system, and that would have meant that
- 23 you would have had to explain the history. That's why
- 24 it was bad news, wasn't it?
- 25 A. No, I didn't feel like that about it. My feeling was:

181

- 1 you need to give me this information, I need it soonest,
- 2 I need to be accurate, so it's bad news for you because
- 3 it 's more work.
- Q. It was bad news, Ms Williams, because they were on to
 you and you didn't like it; isn't that actually what was
- 6 happening?
- 7 A. No, that wasn't what was happening. If -- you know,
- 8 that's sort of an agenda which wasn't there. The idea
- 9 is to tell people as much as you can to get them on
- 10 board. I've said that I didn't mention this in the
- newsletter because it didn't cross my mind, and I don't even think I put any pictures in the newsletter.
- Because normally, you know, I would illustrate things.
- I don't think I did anything on this in the newsletter
- 15 either. I think it was something that -- it wasn't
- something that I was particularly familiar with, so it
- $17 \hspace{1cm} \text{wasn't something perhaps that I concentrated on}. \\$
- 18 Q. Was one of the reasons why you didn't actually come
- clean with the residents and tell them about the non-functioning AOV in the building that you didn't want
- 21 to provoke Mr Daffarn into action and have to deal with
- to provoke IVIr Daffarn Into action and have to deal With
- 22 him on the issue?
- 23 A. I don't remember that actually being talked about, being
- 24 $\,$ considered. As I say, I don't even remember talking to

182

25 Janice Wray about what we could do in the meantime,

which would normally be the sort of conversation you would have. But I don't remember any of those conversations at all.

I think, as I say, possibly it was a shortcoming on my part, but I'm ... we dealt with Mr Daffarn, as you understand, on many difficult issues, so one more would probably not make much difference, but, as I say, I was saying it was bad news to them because they had to provide me with information and I needed it to be accurate because it was going to be reviewed and made sure that people were up to date.

So there wasn't any agenda. It was more that I was giving them work to do and I needed it to be accurate and I wanted it quickly, so ...

Q. Can we go to {TMO10008422}. This is an email of
 5 January 2015 from Peter Maddison to
 Councillor Blakeman, Judith Blakeman, in response to the
 GTLA's complaint about various things, and it's copied
 to you, as you can see. In it, Peter Maddison said
 a number of things, but if we look below the bullet
 points, it says:

"The scope of work to Grenfell includes the upgrade/renewal of Smoke & fire safety and ventilation system.

"The system is currently beyond economic repair. We

183

are working with Building Control to agree a design for the system that will meet current standards.

"We have been in close contact with the Fire Brigade to make them aware of the current situation, so they can take this into account in their approach to any fire safety issues."

Now, it's right, isn't it, that Mr Maddison didn't tell Judith Blakeman that the existing system was not functioning at all, not working, to use the words from the progress meeting in September?

- A. I don't know what Peter Maddison told her apart from
 what is here, so it doesn't say there that it's not
 working.
- Q. No, indeed. Did Peter Maddison make that clear toCouncillor Blakeman at all outside this email?
- 16 A. I wouldn't know that.
- $17\,$ $\,$ Q. Now, this update was intended for Mr Awoderu, that's the
 - GTLA. Did you consider sending an update to all
- 19 residents about the AOV, rather than this specific
- 20 response to a specific request?
- 21 A. I think, as I've said, I didn't consider with anybody
 - whether we wrote to individual residents or groups of
- 23 residents about it
- $24\,$ $\,$ Q. You see, it looks from this that you were choosing your
- audience, or that Mr Maddison was choosing his audience.

1 He was happy to tell Councillor Blakeman in response to 1 are to commence - speaking to Rydon would be the best 2 Mr Awoderu's complaint that the system is currently 2 3 beyond economic repair. Was it not essential that all 3 Then you reply to that, at the top of page 1, the 4 residents of the building knew that there was a major 4 same dav: "David 5 gap, albeit temporary, in the active fire safety 5 measures in place in the tower? 6 6 "Rydon's latest programme does not give specific 7 A. I don't think we were choosing who we told and who we 7 info on when works will be undertaken. I would say it didn't tell . As I say, I still maintain the 8 8 is all subject to getting approvals anyway." 9 Fire Brigade -- well, they definitely did know it wasn't 9 Just looking at that, Ms Williams, is it right that 10 10 working. But, as I say, I don't remember talking to at that point you didn't actually have a timeframe 11 anybody about telling residents that it wasn't working. 11 either for the interim or the final AOV works? 12 12 Q. You see, it looks from this as though you were forced to A. We did have a programme from Rydon that initially showed 13 give an answer, but only to those who had actually asked 13 work starting in June and ending in the December for 14 this. Then that clearly -- those times passed. What 14 the question; is that fair? 15 A. If anybody else had asked, we would have replied as 15 they did do, they then -- it was a bar chart or -well. It just so happened this was the GTLA. But if 16 16 Q A Gantt chart? 17 anyone else had asked a specific question, they would 17 A. Yeah, as you say, it went all across like that, so you have had a response. 18 18 could just see the months and you could see the 19 Q. Indeed. So the TMO on this issue was reactive and would 19 progress. What happened was they started to give us 20 only actually give information to those who asked for 20 sort of big -- still doing the full bar chart but 2.1 it, and not proactive and volunteer health and safety 21 without actually breaking down the work, because it's --22 information in respect of the AOV system to all those 22 as Matt has said there, it's two stages, and I did 2.3 who resided in the building: is that how it was? 23 remember that, there was the natural ventilation stage 2.4 2.4 A. This is a reactive response, but we didn't tell and then the fan stage, so they didn't break it down. people -- or I didn't tell people, at least, that the 25 and I think shortly after this we asked them to break

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1 system wasn't working.

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Q. Can we go to $\{TMO10042871/2\},$ please, moving on into January 2015, and this is an email on page 2, 13 January, you email Matt Smith of Max Fordham asking him for information about the AOV to be able to update the LFB. You say in the second paragraph:

"Is anything being undertaken in the interim on this? I thought we had on board the sub-contractor you recommended?

"We have a meeting with the fire brigade next week and I would love to be up to date [then]."

I think that's what that refers to.

13 A Yeah I missed a word

 ${\sf Q}.\;$ He responds to you, if we go up to page 114 15 {TMO10042871/1}, in his email of the same day, 16 13 January, second paragraph:

> "The system as presented in the technical submission is the one discussed with Paul Hanson from Building Control on 24/11/14. He verbally accepted the scheme at the time, so fingers crossed this should be formally approved when submitted. The scheme is 2-stage in that the current natural ventilation is reinstated as an interim measure before the new pressure differential controls and fans are added at a later date. I haven't

seen an up to date programme outlining when these works

186

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3 commissioning for both those two stages. 4 So, yeah, the latest programme wasn't 5 performative --6 Q. Right. When was the natural ventilation going to be 7 reinstated according to that Gantt chart? A. It moved again. I think initially it was March and it 8 9 probably moved to May, and I think it was done in May or 10 11 So still months hence? 12 Oh, yeah, yeah, still months hence, but I think that there were all the time conversations with the building control. Appreciate that under the terms of the contract. Rydon obtained the building control, so I had no involvement with building control, I didn't see any paperwork about it, but I was aware that -- now and again I got copied in on an email saying that 19 Paul Hanson is up to scratch on this, and he's asked 2.0 this, that and the other. So I knew it was underway. 21 {TMO00844037}, please. This is the notes of the next

bi-monthly meeting with LFB which happened a few days

later, 20 January 2015, and from the minutes we can see

that you gave your apologies, as did Rebecca Burton, but

Janice Wray was there with Suhail Dadabhoy and

187

down so that you could actually see what they were going

to do in terms of installation, in terms of

1 Dan Hallissev. 2 The update on Grenfell is on page 1, second bullet 3 point down: 4 "Grenfell Tower - work continues on Grenfell Tower. Dan agreed to ensure that his crews were continuing to 5 6

attend regularly. Janice advised that Rydons, the contractors, welcomed these regular familiarisation visits ."

Again, looking at that minute, there doesn't appear to have been an update on the AOV. Do you know why that

12 A. No. I'm trying to remember the date of the first email 13 you showed me when I was saying the good news/bad news, 14 because that information could possibly have fed into 15

Q. Right. Well, that was earlier in January. 16

A. Yeah. So, again, I don't know if just the sequence of 17 18 the responses meant it didn't go into the minutes.

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20 Had you told Janice Wray you couldn't attend this 2.1 meeting?

2.2 A. Yes, I would always say to her if I wasn't around.

2.3 Q. Had you forwarded her the update that you had received

2.4 from Matt Smith on 13 January we just looked at?

25 A. That's what I'm wondering, if there were -- there was

189

1 information forwarded, but what the date was, so perhaps 2 it was done again as a -- post this meeting.

3 Q. Do you remember forwarding the update that you had got from Matt Smith to the LFB directly?

5 A. I wouldn't have forwarded it to the LFB directly.

I would hope I would have forwarded it to Janice, but 6

7 I don't remember whether I did. I think stuff like that 8

I just would automatically just move it on.

9 Q. Can we go to {RBK00013999}, please. This is a further 10 bi-monthly meeting on 23 March 2015, so it's the next 11

> Page 3 {RBK00013999/3}, please, item 9. It looks like you provided an update here on the Grenfell project, and particularly on the AOV system, and you say:

> "Firstly, with regard to the ventilation &extraction system in the communal areas she advised [that's you] that we are on track to have the passive system fully operational by late May. The mechanical system will take longer to complete but we believe that sign off by Building Control is imminent."

Then you go on to talk about lifts.

There doesn't appear to be any discussion in those minutes there at that meeting about the fact that the existing AOV system was still not operational. Is that

190

right?

2 A. I don't know enough about these Fire Brigade people to

3 know if they understand how the system worked, but their

4 watches were going to site regularly and they would have

5 understood the progress of these works.

Q. Right. But you don't actually say to the LFB at this 6 7 meeting, "There is no fully functioning AOV system at 8 all in this building at the moment"?

9 A. Yeah, it does not say that.

10 Q. Why wasn't that simply stated?

11 A. Well, I don't know if it was verbally, that's what

12 I can't remember, but that -- you know. I would have no

reason not to say that because that was clearly the

14 set -up and their people were on site and would have seen

15 that

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16 Q Who took these minutes?

17 A. Janice took them.

18 Q. Did she write them down as the meeting was happening?

19 A. Generally, I think, yes.

20 Right. Would they, in your experience, be accurate and 21

full or would they just be scrappy and incomplete?

22 A. No, generally they were full, they were good and full, 23 but, as I say, sometimes they came —— I think Janice

2.4 actually used to send a draft to the Fire Brigade first

25 to check that there was nothing that they'd said that

191

1 she'd accidentally omitted, so they would see drafts of

2 these as well before they were actually finally

3 published.

Q. What about the other way round, to check that they'd

5 recorded accurately what she or you had actually said or

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7 A. I suspect she sent me a draft as well, I have to say.

8 Q. Do you recall correcting the draft on this point at this

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10 I don't remember ever reading that it didn't say

11 explicitly, "The AOV is not working".

12 Q. Right.

13 A. As I say, because I'd read them and thought, "Oh, no,

14 they know what we're doing", but you're right, at no

point does it say explicitly, "It is not working", even 15

16 though their crews knew --

17 Q. That would suggest strongly at the very least that it

18 wasn't said; do you agree?

19 A. No, it doesn't suggest that, it suggests that we talked

2.0 about it in the meeting, because they would have had

21 sort of a bit of background on the fact that we'd tried 2.2 to get it moving and we had these certifications and

23 perhaps there was issues with the certifications, so

2.4 they would have heard all that as background.

2.5 Q. I mean, this is the second or third bi-monthly meeting

2 because things were said which aren't recorded. Was it 3 your experience at the time that these minutes were 4 inaccurate and incomplete in that respect? 5 A. No, generally, as I say, I think Janice did get them out as drafts if she could fairly quickly, but, as I say, 6 7 I can see now there is that one sentence that needs to 8 be there that isn't there. 9 MR MILLETT: It isn't there, no --10 SIR MARTIN MOORE-BICK: Sorry to interrupt. 11 Are you telling us you can actually recall saying 12 it, or are you simply reconstructing by reference to 13 what you think is likely to have been said? 14 A. I am reconstructing by reference to what is likely to be 15 said because, as I say, there is no point --SIR MARTIN MOORE-BICK: That's all right, I just wanted to 16 17 make sure we got the distinction clear. 18 A. Yeah, no, there's no point in saving something to the 19 Fire Brigade that's clearly not true. They would have 20 been on site and they would have heard from Rydon as 2.1 well, so why would we bother to -- is the word obfuscate? Why would we hide that? 22 SIR MARTIN MOORE-BICK: Thank you very much. 2.3 2.4 MR MILLETT: Can we go to {LFB00032329}, please. This takes 25 us far further forward into 2015. This is a further

minute that you suggested is an inaccurate record

193

bi-monthly meeting with the LFB in that year held on
 19 August, first page of the bi-monthly meeting minutes,
 19 August 2015, and you can see that you were present at
 that meeting.

5 A. Yeah.

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Q. As was Janice Wray and the LFB.

If you go, please, to page 4 {LFB00032329/4}, you can see that you give an update on Grenfell Tower under item 9.1. You say:

"Claire advised that the ventilation & extraction system was not yet fully up and running. This is being treated as priority by the contractor and parts are now on site but a realistic timescale is now October. Claire reiterated that all of the measures that have been put in place to mitigate fire risk whilst this system is not operational remain in force — increased inspections and h&s visits, regular familiarisation visits by local LFB crews, no hot work by contractor etc."

Do you recall any feedback from the LFB about the AOV not being operational until October, as projected here in this August minute?

23 A. Any feedback from the LFB?

 $24\,$ Q. Yes, did they react?

 $25\,$ $\,$ A. No, I don't think so, I think they just treated it as

information and didn't say, you know, "It's taken you a long time" or "What were the problems?"

Having said that, they would probably be part of the Building Regulations approval, so they would probably be aware of what the problems were and would have inputted into the approval system.

Q. Was there any discussion at this meeting about the fact
 that the AOV system had not been fully operational since
 the March of the previous year, so for at least or about
 18 months?

11 A. I don't remember, I'm sorry.

12 Q. {TMO00859169}, please. This is a paper authored by
 13 Janice Wray dated 29 September 2015 called a health and
 14 safety high—level exception report.

17 A. No.

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18 Q. It appears to be a paper, paper 3, provided for the 19 health and safety committee.

20 If we go to page 1, paragraph 4, you will see, just 21 scrolling down the page, item 4, "Grenfell Tower — 22 fire safety — ongoing":

"Refurbishment of smoke ventilation system in hand but elevated level of risk until this work is completed, however, actions to mitigate risk in place (regular

195

familiarisation by local LFB crews, regular inspection
by Fire Risk Assessor, no hot works by contractors,
increased I enhanced inspections by estate staff etc.)
Project Manager has confirmed that passive ventilation
system has yet to be completed and target for completion
now 4th Dec 2015."

Is it right that you as the project manager had provided her with that information?

9 A. That's not quite right because the passive ventilation
10 system was in place I would say May/June, but the
11 mechanical part, which was these two pairs of fans,
12 because there was issues over the air flows and the size
13 of fans, therefore, I think that completion was
14 December 2015, which would have been on a Rydon
15 programme. That would have been where I'd got the date.

16 Q. Well, I'm just a bit puzzled by that. Where else would she have got the information from, other than you, that

18 the passive ventilation system has yet to be completed?

A. I think it's just a misunderstanding, but the passive ventilation system was definitely done by May or June,
so I don't know where that came from. I think I've said to her that the passive system's in place but the target completion for the overall system is 4 December, which was, as I say, taken from the Rydon programme.

 $25\,$ $\,$ Q. I was going to ask you, that date of 4 December, what

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- 1 was that in fact a target completion date for?
- 2 A. That was for getting in place the mechanical bit,
- 3 because the ducts were there, they were clear, there was
- 4 a route through, but the fans which supplied and drew
- the air out, the size of those fans was agreed during 5
- the building control process and they weren't put in 6 7
- place and they weren't up and running until December,
- I suspect, from this. I don't know if that date 8 9 changed, but it would have been 4 December at the time
- 10 of this report.
- 11 Q. Coming back to a question I have asked now quite a few 12 times today: why were the residents not informed that
- 13 there was an elevated level of risk while the work was
- 14 being carried out on the smoke ventilation system?
- 15 A. I've said that I don't remember, I don't remember ever
- 16 discussing it with anybody in terms of why we didn't say
- 17 to residents. I don't remember anybody ever saving.
- 18 "Let's put it in the newsletter". It wasn't discussed
- 19 and I don't remember raising it as an issue.
- 20 Q. {TMO10033146}, please. This is the next bi-monthly 2.1 meeting with the LFB, 20 October 2015. You are present 22 with Janice Wray there.
- If we go to page 3 $\{TMO10033146/3\}$, item number 8 2.3
- 2.4 about floor numbering, you can see that's the only item
- 25 raised there --

197

- 1 A. Right.
- $\mathsf{Q}.\ --$ on Grenfell Tower, it's about floor numbering. There 2 3 is nothing mentioned in these minutes about the AOV
- Did you tell the LFB at this point that the AOV 5 system was still not operational and wouldn't be until 6
- 7 early December?
- 8 $\ensuremath{\mathsf{A}}.$ Sorry, $\ensuremath{\mathsf{I}}$ missed the front page which gives us the date
- 9 and whether I was attending.
- 10 Q. Yes, let's go back to that, I took it a bit quickly.
- 11 20 October --
- 12 A. Okay.
- 13 ${\sf Q.}\ --$ and you are there.
- A. Okay, thank you. 14
- 15 Q. Going back to page 3, item 8, you can see that what was 16 discussed was the floor numbering. There is nothing in
- 17 these minutes about the AOV system.
- 18 Did you tell the LFB that the AOV system was not 19 operating and wouldn't be operating until 4 December or
- 2.0 thereabouts?
- 21 A. It's not minuted but we clearly had that information.
- 2.2 Q. You clearly had the information because we've seen it
- 23 reflected in Janice Wray's paper 3 --
- A. Yeah. 24
- 2.5 ${\sf Q}.\ \ --$ as we've seen, but it's not minuted here.

198

- 1 A. No. it's --
- Q. The question is: why not? 2
- 3 A. I don't know. As I say, we had the information, there's 4 no reason why we shouldn't publish it.
- 5 Q. I want to turn next to fire risk assessments and
- Mr Stokes' fire risk assessment dated 17 October 2014. 6
 - That is dealt with in your first statement at
- paragraphs 98 to 104. If we could have those up, that's 8
 - $\{TMO00840364/19\}$ and $\{TMO00840364/20\}$. Can we have
- 10 those both on the screen at the same time. I just want
- 11 to show you paragraph 98. I think you probably want the
- 12 previous page, please, first, to see the beginning of
- 13 paragraph 98 {TMO00840364/18}. You say:
 - "I believe I would have seen a copy of the fire risk assessment at the time [that's 17 October 2014]. It recorded amongst other things, that the fire strategy for residential areas was a 'stay put' strategy ... '
- 18 Then it goes on over the page, page 19
- 19 {TMO00840364/19}:
- 20 " ... which he confirmed meant that residents remain 21 within their own dwelling during a fire incident unless 22 the fire is in that dwelling or it is otherwise 23
- affected, in which case they should immediately evacuate 2.4 the dwelling and call the fire and rescue service.
- 2.5 I've shown you the rest of this paragraph a little

199

- 1 earlier on today.
- 2 Now, you say that you recall reading that fire risk
 - assessment at the time; is that right?
- 4 A. Yes

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- 5 Q. And that would have been in approximately October 2014;
- 6 yes?
- 7 A Yes
- 8 Q. What was the purpose of your reading the fire risk
- 9 assessment?
- 10 I don't know if they're items that were attributed to
- 11 the refurbishment at that point because we would have
- 12 been on site, so I would possibly have had items --
- 13 action items assigned to me.
- Q. Do you recall reading any of Mr Stokes' earlier fire 14
- 15 risk assessments for Grenfell Tower, namely the one in
- 16 September 2009, the one from December 2010, and the one
- 17 from November 2012?
- 18 A. I don't know that I did. They -- I don't -- they
- 19 weren't in Paul Dunkerton's file, so unless they were
- 2.0 provided by Janice as part of the information -- the
- 21 health and safety for Rydon, but I don't think I saw
- 2.2 them. I think the first one I saw was the one in
- 23 September, I suspect.
- 2.4 Q. I see
- 25 Did you also read the significant findings and

- 1 action plan for this 2014 fire risk assessment?
- 2 A. I think I would have looked at items with my name 3 against it, yes.
- 4 Q. I see. So you would have looked at those parts assigned to you specifically . What about the rest of it? 5
- A. I probably would have cast my eye over it. Whether 6 7 I paid more or less attention to it, I don't know, but I would have probably, you know, just had a brief look 8
- to think, "Oh, yeah, that's not mine, that's not mine", 10 in case the items had been attributed wrongly.

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11 Q. Can we go to page 45 {TMO00840364/45}, please, 12 paragraph 249. You say there:

> "I took from this report that there had been a complete and successful fire risk assessment ...'

Was that a matter of importance to you?

- 16 A. It was important to me that there was a fire risk 17 assessment, which I - - was the starting point.
- 18 Q. For what purpose were you using the fire risk 19
- $\mathsf{A}.\ \mathsf{I}$ was using it to action the points that had my name 20 against it. 2.1
- 2.2 Q. Can we look at the fire risk assessment. It's 2.3 {TMO10042446}. That's certainly one of the many
- 25 you exhibit as CW5, which is why I'm taking you to that

201

references we have for this. This is the version that

- 1 particular disclosure number.
- 2 If you look at page 1, you can see it's dated 3 17 October 2014. At the foot of the page in bold it
- "The significant findings and action plan of this 5 6 Fire Risk Assessment are inserted next with this 7 document continuing on page 2."
 - Then if you go to page 3 $\{TMO10042446/3\}$, you can see the assessment is completed by Mr C Stokes, and then you can see a number of qualifications after Mr Stokes' name, which are set out in the first sentence there: ACIArb, FPA Dip FP (Europe), et cetera, et cetera.
- 13 Do you remember looking at the qualifications after 14 Carl Stokes' name?
- 15 A. No, they wouldn't mean anything to me, so no.
- 16 Q. So you didn't have any understanding of what those 17 qualifications were?
- 18 A. No.
- 19 Q. You didn't have an understanding about whether any of 2.0 them actually equipped Carl Stokes to be a fire risk
- 21 assessor? A. No
- Q. What assumptions did you make about that? 23
- 24 A. That he was employed by the organisation, that he was

202

25 a -- he'd been employed for a couple of years and

- 1 I assumed he would be a competent contractor,
 - a consultant who was able to do the work.
- 3 Q. Did you set any store by any of the qualifications
- 4 listed here when coming to the conclusion that this was 5
- a complete and successful fire risk assessment, as you call it? 6
- 7 A. I didn't set any store by it, no, but again I --
- 8 you know, there were lots of letters there, so he's 9 obviously done quite lot of training.
- 10 Q. Right. Did that lead you to think that Mr Stokes was
- a competent and qualified fire risk assessor? 11
- 12 A. Yes
- 13 Q. If I told you that none of those post-nominals indicate
- 14 that Mr Stokes or his company were registered or
- 15 certificated by any professional certification body as
- 16 competent to deliver fire risk assessments, would that
- 17 change your opinion about the reliability of his fire
- 18 risk assessment?
- 19 A. No, because I think he's a chap with a lot of experience
- 20 as well from my meeting him, and I think he sort of did
- 2.1 look into some of the detail of things that perhaps
- 22 other people wouldn't have.
- 2.3 Q. Now, at paragraph 237 of your first statement, page 43 2.4
- {TMO00840364/43}, four lines down, you say:

25 "He went on to say that the fire service or TMO

203

- 1 employees would arrange for a general evacuation of the
- 2 building at any time if this were appropriate or the
- 3 residents could leave at any time if they so wished. He
- noted that information had been provided to all
- 5 residents in the form of tenant handbooks, letters and
- 6 briefing sheets etc. and articles on fire safety advice
- 7 and emergency procedures included in the residents' 8
- magazine called 'Link'."
- 9 Now, was that something you were personally aware 10
- 11 A. I knew it was in the tenant handbooks. Briefing sheets,
- 12 I don't know if that was my newsletters. I knew it was
- 13 in Link, and I had seen some fire safety posters but at
- different times and not particularly in this employment, 14
- 15 so I knew it would be a standard thing.
- 16 Q. Right.
- 17 We discussed earlier on the fact that -- and you
- 18 told us -- you didn't actually explore either with him 19 or anybody else at the TMO what arrangements were for
- 2.0 a general evacuation if it were appropriate,
- 21 notwithstanding that Carl Stokes identified that in his
- 2.2 fire risk assessment. That's right, isn't it?
- 23 A. Yes
- 24 Q. Now, as I've shown you, you said in paragraph 238:
- 25 "This appeared to be a comprehensive assessment of

1 all fire safety issues and he further reported on the seen 2 provisions for means of escape." 2 Q. Right. 3 I just want to explore with you the statement that 3 A. -- that. 4 it appeared to be a comprehensive fire risk assessment 4 Q. To your knowledge -- I take it the answer to this must be ves -- no one else at the TMO noticed either? 5 of all fire safety issues. 5 Can you please go back to the fire risk assessment, A. I can't speak for other people, I'm afraid. 6 6 at page 18 $\{TMO10042446/18\}$. On that page, you can see 7 7 MR MILLETT: Right. 8 that there's a section called "Pest control". Do you 8 Mr Chairman, it's now 4.30. I'm about to come on to 9 see that? 9 a different topic. 10 10 SIR MARTIN MOORE-BICK: I think that would be a very good A. Yes. 11 Q. "Is there suitable control of any pest infestations?" 11 note on which to close for the day, wouldn't it? 12 12 MR MILLETT: It would, thank you. Tick. SIR MARTIN MOORE-BICK: Yes. 13 "Comments or observations." 13 If you pick it up halfway down the box underneath 14 Ms Williams, I think this is the time at which we 14 15 it, it says this: 15 ought to close the proceedings for today. I think you 16 16 have been warned that we will have to ask you to come "Where pigeon netting has been erected to cover the 17 flat balconies, from a visual inspection from the ground 17 back tomorrow for some more questions, so that doesn't 18 there appeared to be no areas where this pigeon netting 18 come as any surprise. 19 19 was damaged and it appeared to be well fitted, at the I will reiterate what I said earlier : please don't 2.0 time of this assessment. There was no access to each 2.0 talk to anyone about your evidence because there 21 flat balcony as these are private areas but the pigeon 21 obviously will be an opportunity now over the break, so 22 22 netting where fitted, is only covering the balcony please resist that, and we will see you again at 2.3 2.3 opening, it is therefore not obstructing any doors from 10 o'clock tomorrow, please. 2.4 the flat onto the external balcony area." 2.4 THE WITNESS: Okay. 25 Do you recall reading that section at the time? 25 SIR MARTIN MOORE-BICK: All right? 205 207 A. No, I don't. 1 THE WITNESS: Thank you. Q. Why didn't you read that? Did you not read the whole SIR MARTIN MOORE-BICK: Thank you very much indeed. 2 2 3 report? 3 (Pause) A. As I say, I would have cast my eye over it but I would Thank you. 10 o'clock tomorrow, then, please. 5 have looked more at the areas with my name against. But (4.31 pm) I can see this is a cut and paste report from that 6 (The hearing adjourned until 10 am 6 7 on Wednesday, 28 April 2021) comment. 7 Q. Just to be clear, Grenfell Tower had no flat balconies 8 8 9 and no pigeon netting, well fitted or otherwise, did it? 9 10 A. No. it had no balconies. 10 11 11 12 Did you pick up the fact that Mr Stokes had included 12 13 a passage in his report that had nothing whatever to do 13 with Grenfell Tower? 14 14 15 15 A. No. I didn't. 16 Q. How could you have thought that it was a comprehensive 16 17 assessment of all fire safety issues if it included 17 18 material that was irrelevant to the building? 18 19 A. I would have looked at the headings, I would have 19 2.0 2.0 thought, "Oh, that's interesting", because I didn't know 21 21 what they covered, so it was quite interesting to see 2.2 2.2 23 Q. Did you notice at the time that Mr Stokes had clearly 23 2.4 cut and pasted this from somewhere else? 2.4

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A. No. Now you've -- that paragraph is the first time I've

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INDEX
 1
    MS CLAIRE WILLIAMS (affirmed) ......1
 2
          Questions from COUNSEL TO THE INQUIRY .......1
 3
 4
 5
 6
 8
 9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
                            209
```

a0 (1) 89:1 ability (1) 81:22 able (18) 3:9 11:8 22:17,20 23:5 36:9 39:1 42:19 68:9 79:25 118:8 122:14 123:24 139:17 159:4 160:21 186:5 203.2 abortive (2) 160:17,22 above (6) 9:8 88:11,18 113:2,8 154:6 absence (2) 139:11 177:17 absolutely (1) 64:25 abuse (1) 69:11 accelerate (1) 117:5 accept (5) 93:1 124:3 126:11 151:3 166:7 acceptable (1) 169:3 accepted (1) 186:19 access (10) 10:7.8 29:11,19,21 43:15 49:13 54:13 55:16 205:20 accidentally (1) 192:1 accommodation (1) 100:11 accompanied (1) 113:5 accordance (1) 134:10 according (6) 5:23 82:15 83:4 114:14 131:16 188:7 account (3) 137:15 150:9 184:5 accurate (6) 181:11,19 182:2 183:10,13 191:20 accurately (2) 149:18 192:5 achieve (1) 161:2 achieved (1) 155:22 aciarb (1) 202:12 acknowledge (2) 43:13 48:4 acm (5) 88:24 89:14,17 90:16 92:23 across (10) 18:16,20 19:20 30:15 50:24 67:21 70:25 71:23 83:16 187:17 action (22) 10:4 30:14 32:1 35:16 53:25 54:16 63:7 81:7 82:5,16 100:19 101:7,13 116:22 140:12 147:1 155:11 182:21 200:13 201:1,20 202:5 actiondeficiency (1) 130:17 actioned (3) 63:11 115:1 116:19 actions (3) 77:21 153:5 195:25 activation (2) 111:1,13 active (6) 34:2 79:24 143:13,23 159:8 185:5 actual (3) 87:9 91:4 138:14 actually (49) 13:1 14:7 26:8,13,16 37:12 41:3 42:16 48:15 49:18 51:12 55:24 65:3 72:24 74:1,19 85:4.5 86:18.21 91:5 92:16 98:12.19 105:17 125:10 134:17 135:4 141:15,22 143:4 148:7 174:20 178:21 182:5.18.23 185:13.20 187:10,21 188:1 191:6,24 192:2,5 193:11 202:20 204:18 ad (2) 18:1 145:5 added (2) 49:24 186:24 adding (1) 39:13 additional (3) 37:20 138:24 157:3 address (5) 22:17 23:5 26:14 42:13 134:2 addressed (3) 68:23 115:12 120:17 addressing (2) 57:10 131:2 adjacent (1) 54:3 adjourned (1) 208:6 adjournment (1) 112:11 adopt (1) 177:21 advantages (1) 84:25 adversarial (1) 46:11

advertised (1) 21:13 16:3 21:12 32:16 33:23 advice (35) 5:7 6:23 7:13,25 34:5 37:1 42:19 44:15 12:16 16:16 17:5,15,24 45:15 52:5 61:15 65:15 19:4.5.7.9.13.17.21.24 71:21 72:5.21 91:16 95:15 101:3 128:20.24.25 130:12 20:4.7.8.8.10.15.17.21.23 21:1 45:16 63:6 94:14 137:14 144:16,24 145:2,17 95:14,19 97:21 178:14 157:3 167:22 168:21.25 169:11 173:17 174:11 advise (2) 154:13,16 200:25 advised (11) 9:15 48:6 129:7 alternative (3) 48:13 54:13 130:21 145:17,22 162:3,7 89:21 189:6 190:17 194:10 alternatives (1) 93:23 although (3) 55:14 85:16 aesthetic (2) 86:25 87:6 92:19 affected (3) 27:10 95:6 aluminium (5) 43:2 88:23 90:3,22 91:6 always (9) 3:20 4:18 43:16 affecting (1) 144:21 affirmed (2) 1:11 209:2 44:17 51:14 86:12 119:7 afraid (16) 11:16 24:24 25:4 122:17 189:22 33:5 45:20 74:2 82:22 amended (1) 89:25 91:24 129:21 130:7 138:21 among (1) 13:6 139:3 142:14 177:16 178:2 amongst (2) 95:1 199:16 analysis (1) 116:20 after (32) 4:25 9:16 21:19 andor (1) 150:13 28:3 29:13 40:3 50:13 angle (1) 11:21 69:23 72:9,10 75:9 83:3 animosity (1) 83:9 121-2 24 122-13 21 134-9 anomalies (1) 132:3 140:6 152:15 24 156:8 another (9) 16:14 55:12 58:1 157:9 162:12,24 163:1 75:7 97:15,15 103:1 137:5 172:12 173:2 176:20 178:22 180:15 187:25 202:10.13 nswer (13) 14:20 39:19 afternoon (3) 2:2 104:2 68:4 87:2 90:15.15 101:16 105:14 110:16 128:8 afterwards (3) 70:2 102:13 181:20 185:13 207:4 ered (1) 26:4 again (49) 1:19,23 2:18 answering (1) 126:8 7:21,25 8:2 15:7 16:23 answers (1) 117:11 17:1,10,14 24:11,16 25:15 anticipated (1) 162:22 27:2 29:16 31:17 36:23 antisocial (1) 50:20 40:20,23 41:19 42:22,25 anybody (23) 2:19 26:22 43:5,6 50:21 59:5 62:10 30:13 32:9 33:15 34:18 74:8 79:3 83:8 88:2 96:16 35:15 41:3 45:4 71:16 109:17 128:1 133:20 82:23 90:6 91:12 117:25 135:12 141:11 144:23 128:9 167:3.8 184:21 159:10 167:6.23 188:8.18 185:11.15 197:16.17 189:9,17 190:2 203:7 204:19 anyone (7) 12:8 53:2 112:2 against (5) 65:13,20 165:2 180:13 185:17 207:20 agenda (5) 38:21 39:25 40:6 anything (31) 4:22 23:22 25:18 26:11 33:10 34:25 aggravation (1) 143:1 45:9 53:3 58:7.8 59:19.23 71:22 75:1 91:14 112:3 aggrieved (1) 32:11 115:20 117:5,13 131:21 138:1 139:4,8 157:2,5 agm (4) 48:10,16,20,23 ago (5) 35:20 39:20 76:4 175:12 180:1,21 182:14 186:7 202:15 agree (5) 15:3 50:12 166:10 nyway (7) 56:1 90:16 110:9 118:10 151:25 156:17 agreed (13) 4:19 61:4 65:13 187:8 76:4 89:6.11 90:9.11 131:3 anywhere (1) 147:7 147:19 177:14 189:5 197:5 aov (78) 112:20 115:3 agreement (1) 160:24 116:23 117:13 124:4,20 125:7,25 126:12,14,16,25 air (9) 96:4 126:2,5 139:20 129:15 131:15,25 151:1.3 158:13 196:12 132:12.18 134:3 135:1.3 136:16,17,17 137:3 138:13 alarm (5) 142:13 145:2 139:12 141:1,6 142:6,18 159:15 161:8 174:10 143:5.9.13 146:11 147:2.8.21 148:4.7 150:14 151:20,21 152:2 155:19 156:10 157:11 158:2 alex (5) 153:16 155:1,15 159:25 160:15 162:16 163:18 164:4 166:6.20 171:20 172:17,24 175:23 177:18 180:3.12.19 182:20 allow (2) 60:11 81:24 184:19 185:22 186:5 187:11 189:10 190:14.25 allowing (2) 52:8 69:8 191:7 192:11 194:21 195:8 198:3,5,17,18

204:6

199:23

207:6

165:1

162-18

207:22

201:3,21 206:5

182:8 183:12

aggressive (1) 44:2

82:12 116:5

184:1 192:18

aim (1) 161:1

197:5

alarms (1) 159:14

156:10 159:15

allocated (1) 57:25

allowed (1) 150:13

already (16) 11:6,8

14:6,21,22 36:25 37:3

47:15 48:7 49:13 50:7

also (39) 4:3 5:24 9:19,25

90:10 95:17 111:7 117:17

aovs (6) 140:10,15,20,21

156:24 159:1 184:11

apologies (3) 145:13 161:23

aside (3) 6:16 27:3 176:7

apart (6) 96:19 116:16 139:6

165:21.25

anex (1) 107:12

along (1) 23:3

149:25

albeit (1) 185:5

alert (1) 15:6

align (1) 64:4

advising (1) 19:20

188:24 apologise (1) 72:5 appalling (1) 68:6 apparatus (3) 146:24 178:18.19 apparently (2) 115:17 124:5 appear (4) 10:10 106:1 189:9 190:23 appearance (1) 20:17 appeared (4) 204:25 205:4 18 19 appears (4) 11:11 81:7 172:3 195:18 appendix (1) 114:16 application (2) 89:4 176:2 appointed (2) 54:4 133:25 appointment (2) 93:12 145:6 appreciate (9) 45:8 58:18 72:14 75:15 83:25 118:6 169:20 177:11 188:14 approach (2) 29:3 184:5 approachable (2) 46:14,18 approached (1) 160:20 appropriate (17) 16:5 20:9 27:13,15 78:12 79:3 95:10,25 96:13 98:23 119-6 137-11 141-20 171:16 177:8 204:2 20 appropriately (2) 46:24 172:14 approval (6) 91:17 154:2 157:17 179:21 195:4.6 approvals (1) 187:8 approve (1) 152:1 approved (3) 89:17 158:21 186:21 approx (1) 121:19 approximately (1) 200:5 april (13) 1:1 16:15 37:23 38:8,9 43:12 47:22 49:4 51:3 67:1,9 128:17 208:7 architect (3) 102:25 118:7 168:4 architects (5) 88:25 89:3.9.25 102:6 area (9) 55:5 56:20 79:17 96:5 97:15 98:6 121:15 135:2 205:24 areas (21) 18:15 22:7 47:19 68:7 95:2 96:10 97:4,8 98:8 108:17 114:5 116:14 123:8 151:12.15 174:8 190:17 199:17 205:18.21 206:5 arent (2) 73:25 193:2 arise (1) 63:10 arisen (1) 106:4 arose (1) 143:10 around (7) 38:3 51:11 85:14,23 87:4 176:2 189:22 arrange (6) 36:19 95:9.24 96:12 97:1 204:1 arranged (3) 83:19 101:24 144:11 arrangements (15) 5:15 10:8 11:12,14,24 12:2,4 13:5 16:25 48:10,18 96:11 97:25 98:13 204:19 arranging (2) 95:21 160:22 arrival (1) 34:20 arrive (3) 6:2 7:11,20 arrived (10) 28:4 33:14 40:3.5 61:7 83:3 84:1.10 85:20 158:16 arriving (1) 172:15 arrow (1) 7:4 article (2) 121:16 122:7 articles (3) 95:14 121:11 204:6 articulate (1) 31:15 asap (3) 140:16 142:23 160:16 asbestos (3) 168:17,20 170:9 ascertain (1) 98:11

ask (51) 2:4,11 3:25 4:3,6 10:12 21:3 22:15 24:9.10 29:6.15 30:23 31:11.12 32:9.17 39:4 40:13 44:4 45:5.13 48:3 53:1 55:18 56:5 66:23 69:4 90:15 95:19.23 96:11 98:6 99:2 106:5,11,18 110:15 112:21 113:14 115:11 123:15,15 125:3.3 133:10 159:24 163:14 168:5 196:25 207:16 asked (58) 3:16 6:21 7:8 16:20 19:2 21:8 22:4,13,14,21,22 23:7,11,24 38:10 59:10 66:25 67:23,23 72:12,19 74:23 90:20 91:12 104:24 105:13 17 24 106:20 107:4.4 113:6.20.23 114:25 116:17 137:25 141:12 147:3 150:20 152:3,4,5,6,25 154:5 163:17 167:18 172:9 174:16 179:15 185:13,15,17,20 187:25 188-19 197-11 asking (24) 2:22 11:12.23.25 12:4,10 17:2 31:25 37:2,16 92:11 99:21 103:9 105:21 110:5 112:25 113:24 118:1.17 148:2 154:23 181:2,9 186:4 asks (2) 14:5,20 aspect (1) 124:17 aspects (2) 73:24 99:9 assemble (2) 9:20 10:1 assembly (1) 8:5 assessment (25) 37:13 94:22 95:1 97:25 125:1,2 199:6,15 200:3,9 201:1,14,17,19,22 202:6,9 203:5,18 204:22,25 205:4.6.20 206:17 assessments (8) 99:1 100:18 124:24 138:25 153:1 199:5 200:15 203:16 ssessor (6) 7:2 37:7 124:18 196:2 202:21 203:11 assigned (2) 200:13 201:4 assist (2) 42:14 96:12 assistance (3) 10:3 45:5 75:5 assisting (1) 98:2 association (18) 35:1,3,5 38:11 48:7,9,15,19 49:4,5,11,22 50:7,18 51:1 179:12 181:1,7 associations (2) 50:23 100:6 assume (8) 13:22 88:2 98:15,17 121:2 133:12 144:23 146:16 assumed (2) 123:21 203:1 assuming (3) 108:11 114:18 141:22 assumptions (1) 202:23 atmosphere (1) 83:5 attach (1) 16:22 attached (4) 37:25 38:3 120:21 133:4 attaching (1) 110:21 attachment (1) 120:22 attempt (2) 36:19 175:17 attend (14) 21:14,23 22:4.11.22 23:19 39:1 67:11 81:13 101:4 118:9 173:21 189:6.20 attendance (7) 24:1 38:21 39:24 101:24 128:18.25 173:25 attended (7) 23:24 40:18 102:6 145:1,7 171:25 173:3 attendee (1) 130:12 attendees (1) 144:23

attending (5) 1:18 21:11

37:1 120:13 198:9

attention (9) 13:11,17 27:11 44:20 54:20.21 59:23 146:1 201:7 attitude (2) 177:7 178:4 attracted (1) 52:14 attribute (2) 39:3 101:10 attributed (2) 200:10 201:10 audience (2) 184:25,25 august (17) 28:3 53:22 54:10 55:8,9 75:5 76:6 77:13 78:3 83:25 84:6 85:5.9 109:23 194:2.3.22 authored (1) 195:12 authority (2) 120:19 166:5 authors (1) 31:21 auto (1) 114:10 automatic (1) 124:13 automatically (3) 4:21 121:19 190:8 autumn (1) 35:13 availability (1) 145:8 available (5) 9:22 65:16 88:17 162:7 169:14 awaiting (2) 154:2 161:5 aware (53) 9:12 21:19,21 30:12,21 33:10 34:2,10,24 49:17 56:1 62:15 68:1 5 18 71:7 16 72:6 80:19 82:14 83:11 87:20 88:21 93:8 94:20 107:6 121:24 135:24 137:14 140:19 141:3 146:6.24 151:7.24 152:11 153:21 157:1,4 158:2 164:11 172:14 173:6 174-4 13 175-13 177-3 178:17 180:8 184:4 188:17 195:5 204:9 away (2) 51:16 88:15 awful (1) 70:10 awoderu (1) 184:17 awoderus (1) 185:2 **b (1)** 179:22 back (52) 8:9 39:19 47:7 48:12 52:25 53:17 62:8 66:5 72:1,4,20 81:1 94:9,13 95:18 102:19 105:16 106:8 107:4.24 108:7 115:11 118:1.16.24 119:3.17 123:14 131:1.4 132:15 133:9 143:19 146:25 153:13 154:9,10 157:15 160:9 161:16 163:6 165:2.16.18 169:25 179:18 181:10 197:11 198:10,15 205:6 207:17 background (6) 34:25 118:13 120:10 152:11 192:21.24 bad (12) 179:10 180:24 181:3,5,12,13,17,18,24 182:2,4 183:8 balconies (3) 205:17 206:8.10 balcony (3) 205:21,22,24 ball (1) 120:12 bar (2) 187:15.20 base (3) 49:9,9 51:15 based (5) 6:23 7:25 73:23 116:2 125:22 basement (1) 104:14 basis (12) 3:16 22:3 37:2.7.18 45:17 47:16

50:16 51:23 117:7 118:4

bear (6) 42:18 52:1 122:14

became (3) 45:11 52:6 96:13

130:11 135:6 144:24

become (2) 28:2 94:5

bedrooms (1) 40:22

before (48) 2:19 3:19

4:15,23 8:9 16:15 25:7

33:17 36:13 38:9 43:1

44:19 46:4 48:16 49:19

bathroom (1) 96:20

battle (1) 21:20

145:5

147:20 154:15 155:19 156:9 161:4 174:9 179:18 186:23 192:2 begin (4) 1:18 2:21,24 7:11 beginning (2) 134:25 199:12 behalf (1) 80:15 behave (1) 39:1 behaviour (2) 50:20 63:23 behind (1) 116:3 being (60) 3:22,23 10:13 16:21 29:8 31:17 40:12,16 41:19 48:21 49:6 51:3.17 52:13 17 54:5 60:19 63:11 66:11 67:7 68:3 70:17,18,25 71:18,23 77:5 78:10 79:21 80:8 84:21 92:6 97:7 102:4 122:8 133:6 135:13 139:24 145:20,20,24 146:4 147:9 148:20,22 149:19 153:23 157:1 166:5.10.13 167:19 168-17 172-23 182-23 23 186:7 194:11,21 197:14 belief (2) 22:3 173:11 believe (29) 7:17 12:4,21,23 21:12.25 24:4.5 31:17 32:16 37:6 66:9 72:5 74:22 77:5,15 94:25 109:13 127-22 133-20 137-9 139:19 166:8.20 167:20 173:8,10 190:20 199:14 believed (1) 8:20 belittled (1) 46:1 bell (2) 28:8 60:10 belonged (2) 51:8,9 belonging (1) 71:5 below (10) 9:11 10:22 67:15 88:19 99:11 104:15 107:24 114:4.16 183:20 belt (4) 36:14 37:4,11,17 ben (13) 9:5,8,14 10:5,16,19 16:9 36:22 101:25 102:7,8 103:12 113:4 benefit (2) 92:5 175:12 best (12) 19:5 41:24 42:13.16 77:6 89:18 160:6 161:2 167:2.7 177:4 187:1 bet (1) 187:2 better (2) 120:14 134:1 between (23) 4:8,13 9:5 16:14 17:16 37:22 51:19 55:11 57:5 58:14,22 64:2 74:9 77:18 93:4 104:21 107:2 128:16 132:4,17 146:18 168:22.25 beyond (8) 155:10 156:10 157:7 172:13,17 173:7 183:25 185:3 bi (1) 152:20 big (3) 45:1 61:10 187:20 bigger (1) 158:13 bimonthly (25) 128:16 141:8.21 144:6.11.24 145:10 147:5.6 155:23 156:6 161:18,20 162:12 165:24 166:2 174:15 176:15,17 188:22 190:10 192:25 194:1.2 197:20 bit (30) 21:18 29:16 53:24 58:9 64:24 69:15 75:13 78:22.24 81:9 83:23 89:12 98:25 109:8 111:19 113:18 115:7 121:9 123:24 138:10 139:22 140:1,3 144:3

50:12 51:3 54:4 69:19

78:16 84:1 85:3 90:10

115:5 117:19.21 120:1

139:12 141:11,23 142:16

124:21 133:16 138:5

110:12:20 111:4:11 114:17

147:25 180:16 192:21

196:16 197:2 198:10

black (7) 38:4,16

blacks (1) 38:19

39:3.5.15.16.47:8

blakeman (7) 54:5 56:2

183:17,17 184:8,15 185:1 blakemans (1) 75:5 blind (1) 147:17 block (15) 7:16 24:18 29:25 36:7.15 37:1 46:13 56:5 85:15,23 86:25 87:5 97:14 119:7 162:5 blocked (7) 24:17,21 25:3 29:5,9,18 55:14 blocking (1) 27:13 blocks (3) 44:14 54:3 102:22 blog (28) 26:5,8 27:25 28:2.5.16 30:12 31:7.13 32:11,13 33:7 34:9 36:2 46:8 53:17,25 54:10,17,24 55:8,12,14,25 83:4 170:13,15,21 blogs (14) 24:14,16,18,21 25:2 27:8,14,17 28:20 29:7.18 30:5.15 46:5 blue (1) 84:18 blunt (2) 46:25 166:4 blurred (1) 58:24 board (9) 3:19 26:16 34:23 46:12 61:4 65:15 83:16 182:10 186:8 boards (4) 12:22 88:25 89-1 9 bods (1) 122:16 body (3) 23:9 52:18 203:15 boiler (1) 41:12 bold (1) 202:3 book (1) 114:15 booklet (1) 62:4 borough (1) 18:20 borwick (1) 50:14 bosman (4) 153:16 155:1,15 156:10 both (18) 4:6 77:13 81:5 87:13 104:2,3,3 130:12 141:5 176:10 177:3,12 179:11 180:25 181:6,20 188:3 199:10 bother (1) 193:21 bottom (12) 5:14 8:12 41:4 53:21 130:15 132:25 152:22 153:17 160:4,8 bound (1) 58:21 bowl (3) 71:5 72:3,6 box (2) 84:18 205:14 braces (4) 36:14 37:4,11,17 breaches (1) 123:17 break (13) 1:24 2:2 52:21,24 53:10 111:22,25 164:25 165:1,8 187:24,25 207:21 breaking (1) 187:21 breaks (2) 1:25 53:3 breathing (3) 146:22,23 178:18 bridge (1) 139:12 brief (3) 135:13 136:19 201:8 briefed (3) 34:18,19 137:16 briefing (6) 33:17,22,23 95:14 204:6,11 briefly (3) 36:2 53:18 94:13 brigade (60) 6:1 7:1,8,11,19 9:23 16:6 36:10,15,20,25 98:16 101:23 102:22 103:1 113:1 117:15 118:8 119:11,22 127:4,12,23 133:11 136:12 137:10 140:10,19 141:9 144:23 145:3.4 146:15 147:16 149:25 150:5 152:19,20 153:13,22 165:21,25 166:22 167:18.19.22 170:11.17 173:20 175:12,15,20 178:1,16 184:3 185:9 186:10 191:2,24 193:19 brigades (1) 132:5 bring (6) 27:10 140:16 142:22 146:22 171:19 178:18 bringing (1) 178:21

broken (1) 169:4 brought (4) 54:19,21 72:19 145:25 bruce (5) 102:5,21 113:5 118:6 120:13 building (88) 7:18,19 12:2 17:20 19:23 30:7,17,24,25 31:14 32:4 33:9,12 34:2 43:14,15 46:2,10,22 47:2 78:18 86:3,24 88:12,16 91:25 95:10.22.25 96:13 97:1.12 98:2.3.5.14 100:1 103:14.19 108:14 119:9 124:19 125:15,19,22 126:1 130:9 132:1 135:8 143:14,23 146:23 151:2,12 153:1 154:2 156:20 157:18 158:11 159:8,13,16 160:23 161:8 168:14.19.23 170:8 172:4 173:13 176:1 177:15,24 179:21 182:20 184:1 185:4,23 186:19 188:14.15.16 190:21 191:8 195:4 197:6 204:2 206:18 buildings (3) 96:22 104:13 113:2 built (3) 125:14,16 128:6 bullet (6) 67:17,19,22 162:2 183:20 189:2 burton (2) 161:21 188:24 bush (1) 70:19 business (4) 96:5 97:4,8 140:14 busy (1) 128:19

c (2) 179:25 202:9

calculations (1) 151:4

call (5) 1:8 95:7 179:8 199:24 203:6 called (8) 7:5 33:18 60:2 95:16 100:10 195:13 204:8 205:8 calling (2) 70:9 82:5 calls (1) 145:5 came (17) 8:4 22:20 26:16 35:10 46:12,17 62:17,20 66:24 87:16 100:18 123:10 124:23 127:6 157:19 191:23 196:21 cameras (1) 86:17 candid (2) 166:5,13 cannot (4) 33:10 72:15 111:1.13 canopy (7) 85:13,14,20,23,24 86:6 87:5 cant (11) 59:1,19 90:18,23 106:18 130:7 150:9 157:4 172:19 191:12 207:6 capable (1) 164:19 capacity (3) 145:25 148:24 149:12 captured (1) 130:14 care (3) 70:23 71:21 146:5 career (1) 124:25 careful (2) 92:3 158:6 carefully (1) 45:10 caretakers (1) 81:14 carl (54) 7:1 37:1,6,13,18 94:21,23 95:24 96:25 97:24 98:20 100:19 101:3.7 102:16.21 103:4.25 104:24 105:14.22 106:5,7,17,21,22 112:22 113:14 115:3,16 116:22 118:1 119:2 123:3.14 124:9 125:4 127:7,12 129:9,13 132:4 136:15 137:12 138:4,24 145:25 155:4 157:3 159:2 160:25 202:14.20 204:21 carls (2) 100:25 129:12 carpets (2) 71:1,23 carried (11) 72:24 121:8

127:18 129:15 133:8

101:4 112:13 133:25 134:1 137:3 160:17.21 165:10 carrying (1) 104:9 carryout (1) 10:9 casement (1) 42:23 cases (1) 71:25 cast (3) 69:13 201:6 206:4 categorisations (1) 64:2 category (1) 59:20 cater (1) 42:13 cause (3) 88:14 170:12,18 caused (1) 71:3 causes (1) 143:1 cavity (1) 96:8 certificate (3) 109:22 115:24 127-2 certificated (1) 203:15 certificates (1) 109:14 certification (2) 116:2 203:15 certifications (2) 192:22,23 cetera (5) 14:5 17:23 159:3 202:12,12 cfd (1) 116:20 chain (4) 15:12 103:23 132:17 169:24 chairman (10) 1:7,15 52:20 110:11 111:17 112:18 164:21 165:15 174:16 207:8 chance (1) 43:3 change (14) 19:24 20:8 41:17 89:17 90:3 91:8.8 93:3,4,11,16 94:12 141:19 203:17 changed (10) 20:24 21:2 88:23 93:10 125:25,25 126:6,6 139:20 197:9 changes (2) 9:24 10:7 chap (7) 33:18,20 34:14 41:22 86:15 150:19 203:19 chaplin (1) 161:22 chart (4) 187:15,16,20 188:7 chase (1) 108:7 chased (2) 133:17 137:6 chasing (5) 108:6 109:10 176:12 177:2,14 check (13) 6:16 36:14 37:4.11.17 114:21 133:7.11.15.23 171:15 191:25 192:4 checked (3) 6:12 114:20 134:21 checks (4) 37:8,9,19 145:3 chelsea (2) 61:23 144:7 chipped (1) 56:22 choice (2) 85:1 93:22 choose (1) 92:3 choosing (3) 184:24.25 185:7 chose (2) 40:7 181:16 chosen (3) 88:19,20 93:25 christina (1) 15:16 christmas (13) 139:18,24 142:9 145:23 149:4 152:24 153:23 155:20 156:1 157:9 161:1.4 172:12 chronology (4) 74:8,17 85:8 89:13 chubb (4) 133:16,22,25 137:2 cills (1) 86:15 circular (3) 13:18,23,23 circularise (1) 142:17 circumstances (1) 119:18 cladding (19) 84:3,18,20,21 85:15,17,19 87:19 88:9,10,13,20,20,23 89:2,5,11 91:3 92:6 claire (20) 1:8,11 10:21 81:22 104:2 106:2 129:7.11 132:25 133:14 145:17.21.23 148:22

134:18 155:9 167:5,10,16

carry (11) 53:13 74:3,19

197:14

194:10,14 209:2 clarification (1) 103:10 clarify (1) 74:24 clarity (1) 117:25 clean (2) 42:24 182:19 cleaner (1) 86:5 cleaning (1) 63:7 clear (31) 8:6 12:5 18:19 22:5 34:21 35:3 36:5,9 77:25 98:11 101:6 103:9 106:15 117:23 118:4 120:7 123:7 127:4.5 149:18 150:3 151:12 153:2 167:19 170:25 171:17 175:25 184:14 193:17 197:3 206:8 clearer (1) 115:15 clearly (20) 2:7 6:10 27:5,18 34:13 40:6 44:22 78:4 87:13 90:3 91:9 105:13 150:2 167:17 187:14 191:13 193:19 198:21,22 206:23 clerk (2) 75:19,23 climb (1) 45:18 climbers (2) 43:15 90:10 cllr (1) 54:5 close (7) 31:20,21 92:1 162-5 184-3 207-11 15 closely (4) 98:25 146:1,7 151:8 closeout (1) 77:9 closer (1) 23:15 closure (1) 9:17 coffee (2) 15:22 88:6 coincided (1) 37:19 coleman (1) 108:8 collating (1) 129:10 colleague (2) 16:4 19:10 collective (1) 51:25 collectively (1) 52:9 collins (8) 38:10 46:12,13,17 52:13 67:1,8 68:11 colour (9) 85:18 88:10,19,20 91:3.21.23 92:21 171:7 column (6) 76:13.13.14 80:11 122:10 127:16 columns (1) 76:12 come (29) 6:11,25 8:8 30:23 31:12 33:6 40:16,20 52:8,20,25 56:25 59:19.23.24 65:25 66:5 72:20 81:1 102:19 123:13 142:1 146:23 161:16 180:17 182:18 207:8,16,18 comes (4) 55:5 126:23 154:10 160:9 comfortable (1) 1:13 coming (8) 2:19 72:13 86:19 93:6 118:13 169:25 197:11 203:4 commence (1) 187:1 comment (15) 25:22 27:19 54:1,17 55:11,25 75:19 103:20 112:25 113:21 116:10 118:2 149:14 159:15 206:7 comments (8) 33:4 47:24 72:15,20 77:1 133:2 171:4 205:13 commercial (2) 170:25 171:18 commercially (5) 169:14,16 170:3 171:11,13 commissioning (1) 188:3 commitment (1) 146:4 committee (11) 65:14,19 68:17.24 69:6.10 71:9 137:17 171:24 180:7 195:19 common (4) 52:4,5 58:9 comms (1) 6:16 communal (6) 68:7 70:22

71:20 145:18 151:15

communicate (4) 19:4,17

143:5.9 171:20

conditions (1) 121:12

190:17

154:12 160:12 176:4

20:6.14 communicated (5) 34:8 88:22 90:17 91:9,11 communicating (4) 19:3 20:4 111:7 143:8 communication (16) 2:22 14:13 20:9 21:1 27:12,15,23 28:24 45:25 48:11 49:10 50:1,6 63:25 95:18 119:22 communications (6) 6:8,13 49:16 57:8 136:15 146:13 community (12) 9:22 38:1,6,11 39:7,10 43:14 47:9,13,17 48:4 67:11 communitys (1) 67:12 compact (25) 21:9,9,15,24,25 22:14 23:3.20.22 24:9 35:11.12 46:15 50:12 51:21 72:12,19 74:22,23 75:2,14 77:7 78:2,10 79:23 company (4) 3:7 120:17 171:12 203:14 comparatively (1) 142:11 competent (3) 203:1,11,16 complaint (24) 54:2 57:13 14 21 58:22 59:21,24 60:19,23 63:4,10,12,20 64:3,22 66:12,16 76:21 77:7 78:15 122:12.20 183:18 185:2 complaints (40) 45:8 53:24 55:5 56:7,12 57:5,9 58:25 60:15.16.25 61:2.8 62:12 64:11.17 65:13.21 66:7,8,18,23 68:2 72:13 74:4,20 76:16,16,23,23 77:6.12.14.16 78:5,7,13,21,25 79:4 complete (5) 101:1 111:20 190:20 201:14 203:5 completed (12) 68:13 80:14.15 121:7 145:22 155:19 157:12 162:4 195:24 196:5,18 202:9 completely (1) 180:5 completion (4) 196:5,13,23 197:1 complexion (2) 150:6,11 compliance (4) 36:14 37:5.12 126:16 complicated (1) 41:13 comply (1) 121:14 composite (4) 84:21 88:24 90:22 91:6 compound (1) 8:21 comprehensive (3) 204:25 205:4 206:16 computed (1) 151:4 computerised (1) 151:2 concentrated (2) 94:7 182:17 concern (14) 27:16 57:18,19 58:14,22 59:17 60:21,22 70:23 71:21 77:10 101:13 121:15 147:25 concerned (15) 9:16,19 26:20 32:14 38:16 75:10 79:20 83:2 98:4 103:18 139:10,13 148:17 159:5 170:14 concerns (31) 22:17,18 23:4,5 25:9 34:7,7,24 41:5 42:15 43:18 49:3,6 50:16 51:4.22 52:2 57:6 59:5.15 67:12 68:2.12 71:7 77:11 78:17 79:9 80:21 113:15 125:19 136:25 concernsqueries (1) 58:17 concise (1) 175:4 conclusion (1) 203:4 conclusions (2) 124:3 129:17

conducive (1) 46:9 conducted (2) 68:3 94:21 conduit (1) 51:3 confidence (4) 28:14 81:3,21 82:6 confident (1) 179:18 confirm (3) 99:22 103:4 108:10 confirmation (1) 179:16 confirmed (10) 2:13 73:15,17,20 95:3 155:10 172:5 174:3 196:4 199:20 confirming (3) 130:22 174:13,21 conflict (2) 44:5,10 conform (1) 104:16 confused (1) 104:18 connected (1) 88:15 connection (1) 55:11 conscientious (2) 164:12,15 conscious (1) 176:10 consciously (1) 143:15 conservative (1) 81:17 consider (8) 25:8 27:8 28:19 115:16 178:21 179:1 184:18,21 considered (2) 127:17 182:24 consistency (2) 93:17 169:20 consistent (4) 3:23 75:20 93:15 174:14 consistently (1) 75:21 constraints (1) 125:22 construction (1) 179:23 constructive (1) 47:14 consult (1) 92:12 consultant (8) 41:21 42:7 118:5,14 127:11,12 162:4 203:2 consultants (4) 41:12 120:11 126:24 134:23 consultation (9) 26:17 31:2 40:18,19 84:3 85:12 92:13,18 93:1 consultationresident (1) 69:16 consultations (1) 87:18 consulted (1) 43:10 contact (4) 13:2 134:14 136:3 184:3 contacted (2) 10:6 41:9 contain (1) 125:2 contained (4) 93:21 113:6 121:12 170:6 contemplate (1) 150:13 context (1) 98:21 continue (1) 112:19 continued (1) 60:22 continues (4) 7:13 10:5 53:25 189:4 continuing (5) 54:17 55:25 120:13 189:5 202:7 continuous (1) 77:4 contract (13) 12:7 19:12 30:9 96:8,8 97:14,15,17 130:24 135:6,16 170:8 188:15 contracted (2) 140:16 142:23 contractor (28) 10:6 17:22 63:15 109:20 114:14.25 116:4,15,17 130:22,25 131:1,19 133:20 137:13,24 146:4 151:23 162:6 168:3.18.19 172:11 178:7,11 194:12,18 203:1 contractors (8) 70:24 71:22 107:12 113:11 128:20 157:2 189:7 196:2 contracts (10) 96:6,9,17,19 98:8 117:1,8 134:5,20 contravention (1) 127:17 contraventions (1) 121:13 condition (6) 122:4,9 140:22 control (18) 110:2 114:8 146:6 151:2 157:18 158:11 160:23 176:2 179:21 184:1

186:19 188:14.15.16 190:21 197:6 205:8.11 controls (2) 104:19 186:24 convenient (4) 52:20 111:17 164:21.24 conversant (1) 153:3 conversation (6) 103:8 105:19 143:25 150:24 160:13 183:1 conversations (5) 127:22 146:18 153:10 183:3 188:13 convey (1) 105:6 cooperate (1) 42:14 coordinate (2) 45:10,11 coordination (1) 144:10 copied (10) 15:15 36:11 37:23 102:20 160:3 168:7 169:10 179:19 183:18 188:18 copies (2) 160:5 171:5 copy (5) 94:25 109:18 169:19 171:10 199:14 copying (2) 153:16 170:5 core (5) 91:6,7 93:22,23,24 correct (6) 6:17 16:10 34:21 73:1 104:3 134:8 correcting (1) 192:8 corrections (1) 2:14 correspondence (6) 12:12 38:13 117:17 152:11 168:25 170:21 costly (1) 160:17 costs (1) 171:1 couldnt (15) 29:4.10.14.19.22 40:11,12,16 57:16 60:10 66:20 115:18 116:6 178:4 189:20 council (7) 88:9 91:2,4,16 168:4,22 169:12 councillor (4) 56:2 183:17 184:15 185:1 councillors (3) 40:5 81:17 179:19 counsel (2) 1:16 209:3 counted (1) 4:12 counteract (1) 119:20 couple (2) 40:4 202:25 course (2) 81:1 125:24 courtesy (1) 10:10 cover (4) 22:7 170:2 175:17 205:16 covered (6) 31:8,10 32:14 95:17 152:25 206:21 covering (3) 161:8,22 205:22 create (1) 141:4 crept (2) 175:3 178:9 crews (10) 10:9 144:20,21 153:7,11 162:8 189:5 192:16 194:18 196:1 criticisms (1) 25:8 crm (4) 60:2,11,14 66:8 cross (1) 182:11 crossed (2) 177:7 186:20 crux (1) 27:7 cst00001244 (1) 154:24 cst00001919 (1) 5:10 cst000019192 (2) 5:13 8:11 cst00003079 (1) 128:15 cst000030792 (1) 129:2 cst000030793 (1) 130:16 cst000030794 (1) 130:18 cst00003178 (1) 137:19 cupboard (1) 151:15 cupboards (2) 70:23 71:20 cure (4) 130:4,9 136:1 142:16 cured (2) 122:21 137:4 current (6) 9:24 36:6 143:9 184:2,4 186:22 currently (9) 48:8,10 129:11 140:15 145:20 146:11 160:22 183:25 185:2 curtains (1) 86:11

customer (2) 60:3 63:18

customers (3) 28:23 61:21 63:16 cut (4) 29:15 80:8 206:6,24 cutting (2) 28:20 151:14 cw (4) 140:10.12.19 165:21 cw5 (1) 201:25

d (1) 180:1 dad (1) 86:16 dadabhoy (4) 128:25 145:12 161:21 188:25 daffarn (61) 8:20 9:11 10:4,24 28:6 32:19 33:7,11 35:18 38:7,17,21,22 39:1,13,17,21,24,24 40.5 7 17 19 41.1 4 9 23 42:2.10.14.17 43:12 44:7,19 45:6,8,15,20 46:4,16,22,25 47:5,19 48:11 49:17.18 68:23 74:10 168:2 170:12,14,18,24 172:7 179:11 180:25 181:6,21 182:21 183:5 daffarns (6) 15:6 36:2 74:4,20 75:15 168:7 damage (1) 71:3 damaged (1) 205:19 dampers (2) 102:4 179:22

dan (7) 101:25 103:13 113:4 145:13 161:22 189:1,5 dance (1) 51:11 dangerous (1) 177:21 daniel (5) 102:25 108:11 129:1,4 130:11

date (38) 8:2 14:14 15:13 38:14 53:21 55:8,9 77:9,24 78:1 122:20 124:5 132:20 133:5 137:14 140:11.25 142:16,24 143:1,2 144:19 165:22 171:19 179:21.22.25 183:11 186:11,24,25 189:12 190:1 196:15,25 197:1,8 198:8

dated (13) 3:5 7:3 16:15 28:2 61:3,9 79:20 81:6 84:5 120:18 195:13 199:6 202:2

dates (2) 113:10 143:19 dating (1) 48:12 david (13) 33:15.22 34:18 37:23 38:10 46:12,13 52:13 67:1 68:11 82:9 169-11 187-5

day (20) 10:19 47:22 54:25 85:12 128:19,19,20 132:23 137:20 152:14 154:11 155:14 160:1.10 161:11.19 169:10 186:15 187:4 207:11

day5488 (1) 99:18 day5489 (1) 99:18 day56166 (1) 67:5 days (10) 20:25 70:18 117:21 123:5 124:21 140:6

141:22 147:6.20 188:22 daytoday (6) 4:5 23:16 24:3 50:25 96:21 98:6

deadline (2) 127:18 128:11 deal (18) 22:21 43:17 44:6.21 45:2 57:1 68:9 72:14.15.22 97:14.15 108:11 134:4 136:21 157:21 172:15 182:21

dealing (6) 31:19 44:12,13 45:5 125:20 133:22

dealings (1) 4:5 dealt (21) 24:6,8 44:14 45:18 46:9,21,23 54:5 59:1.13 72:1 76:23 77:14 78:5.7 96:16 97:3.7 168:17 183:5 199:7

dear (3) 9:10,14 168:9 debriefings (1) 22:24 dec (1) 196:6

december (15) 72:25 73:8 74:11 173:25 174:21 175:23 187:13 196:14.23.25 197:7.9 198:7.19 200:16 decent (1) 132:5 decide (4) 22:11 47:10 143:4

170:6 decided (7) 4:20 12:15 24:14,18 27:1 28:9 138:22 deciding (1) 28:19 decision (11) 29:25 47:12 90:24 91:16.22 92:11,16,20,22,23,25

decisionmakers (1) 22:5 decisions (1) 35:7 decorations (2) 71:1,24 decorative (1) 72:2 deeper (1) 23:1 defect (1) 56:10 deficiencies (8) 121:22 122:3

124:22 127:4,6 130:10 136:1 137:4 deficiency (44) 108:15,20 109:4 115:7,14 117:16 118:12 119:19 120:3,16 122-13 123-5 8 124-7 23 126:23 128:10 129:23

130:5 131:16,24 134:3,9 135:8,10 136:1 137:18 142:4.15 144:18 146:15.20 147:16 149:24 163:18 166:15 167:4,10,15,23 172:23 175:14 177:25 180-16

define (4) 57:13,18 58:5 59:21

defined (2) 63:5,12 definitely (3) 146:20 185:9 196:20 definition (3) 64:13 104:12,25

definitions (2) 64:1 104:7 delayed (1) 58:2 delavs (1) 178:9 deliver (2) 70:24 203:16 dementia (1) 86:16 nonstrated (1) 18:10 denied (2) 70:17 71:18 deny (2) 71:19,21 departing (1) 98:1

department (2) 66:14 82:23 dependent (2) 77:22 176:1 dept (1) 169:1 described (2) 28:6 60:20 design (9) 70:22 71:20 154:4 158:21,21 160:7,14,24 184:1

designated (1) 8:22 designed (1) 5:23 designs (1) 157:19 desire (1) 87:4 despite (2) 169:5 177:4 destroyed (3) 71:2,25 86:24 detail (7) 21:8 23:16 24:3,3 97:5 103:24 203:21 detailed (2) 75:10 99:15

details (2) 21:12 67:13 detection (3) 7:7 170:11.17 detector (1) 161:7 detectors (1) 109:5 deteriorated (1) 140:22 determine (1) 171:10 determined (1) 125:13 determining (1) 169:16 develops (1) 154:25 devise (1) 142:5 devising (2) 20:1 178:23

dewis (11) 9:5,8 10:5,16,19 15:4 16:9 36:22 102:8 103:12 113:4 dialogue (1) 46:14 didnt (117) 13:3 17:13 22:15 24:2 25:4 26:22 27:14

28:12 32:17 33:3.4 34:25 35:8,9 40:15,24 47:2,11

50:18 57:19.24 59:16.18 70:1 75:13.16.16 76:18 91:20 92:1.8.21 93:7.12.14.17 94:9 96:14 97:4.23 98:6 105:15 106:8,11,19 107:22 116:7 117:12 118:3,5,11 120:2 123:7,11,18 125:4,5 130:1 133:15,23 134:4,19 135:6,16 136:20 137:5.7 141:22.24 142:9 143:20.21 153:8 156:12.18 157:2 158:7.9 159:12 162:17.23 163:2,13 164:7,10 167:24 171:19 173:4 177:10,16 178:24 179:1 181:25 182:5,10,11,18,20 184:7,21 185:8,24,25 187:10.24 188:16 189:18 192:10 195:1 197:16 202:16,19 203:7 204:18 206:2,15,20

difference (5) 103:6 106:13,17 107:2 183:7 differences (2) 104:21 105:23

different (27) 11:21,23 20:13 31-19 40-8 41-15 16 43:3,18 45:12 54:15 55:10 64:1 81:2 83:21 96:6 98:7.8 99:1 123:12 124:17 127:8 160:19 164:14.23 204:14 207:9

differential (1) 186:23 differently (2) 11:16 31:11 difficult (6) 38:24 41:2.19 44:16 46:20 183:6 difficulty (1) 1:21 dig (1) 22:25

digger (1) 5:12 dil (4) 108:8 110:17,18 111:3 dip (2) 55:20 202:12 direct (4) 49:10 50:22 79:12 119:1

directed (4) 22:12 56:13 82:17 92:5 directions (1) 16:7 directly (5) 101:5 119:2

136:21 190:4,5 director (4) 22:1 23:7 78:11 82:17 directories (2) 34:13 84:11

directors (1) 41:7 directory (2) 3:14 87:16 disabled (2) 70:16 71:18 disassociate (1) 32:1 disassociated (1) 31:4 discharged (1) 126:18 discharging (1) 177:8 disclosure (2) 170:22 202:1 discuss (16) 12:18 47:20 67:12 79:25 81:21.24 82:23 107:11 141:4 142:5

143:4 156:22 157:10 168:14,23 180:11 discussed (14) 2:18 36:2 38:4 39:5 92:6 103:11 129:13 138:19 142:14 143:6 186:18 197:18 198:16 204:17

discussing (5) 13:13 79:2 157:13 158:24 197:16 discussion (23) 47:8 77:18.23 79:1 89:21 102:11 106:4 107:15,18 129:22 130:2.8 131:13 143:10.16.21 146:21 153:4.21 166:21.21 190:23 195:7

discussions (6) 17:12 87:18 119:1 128:2 166:8 173:8 disparate (4) 52:2,2,3 171:21 display (1) 89:9 disrupted (2) 38:22 39:25 disruptive (1) 39:21 dissatisfaction (2) 30:7 63:14 distinction (5) 58:14 59:3 64:6 105:11 193:17 distinctions (1) 58:22 distinguish (1) 57:5 distinguished (1) 171:6 distraction (1) 92:2 distributed (1) 4:12 distrust (1) 83:6 divided (1) 76:12 document (26) 49:23

62:9.12 64:20 69:19 73:3 74:15 76:8 80:1 84:5.7.9.9 85:1 88:4 110:14 116:9 117:11 121:9,24 127:15 145:14 164:23 165:19 195:15 202:7 documentation (1) 130:22

documented (1) 144:1 documents (2) 16:10 127:11 does (13) 28:8 54:8 55:9.15 64:4 72:18 103:7 106:1 148:1 166:11 187:6 191:9

192:15 doesnt (12) 43:12 166:11 167:21 174:11,12,25 181:15 184:12 189:9

190-23 192-19 207-17 dog (1) 72:6 dogs (1) 71:5

doing (26) 26:16 27:19 31:2 32:4 48:22 50:25 55:3 58:6.10 75:1 79:24 82:11 86:8,22 96:18 109:19 113:17 128:2 137:12 138-24 139-7 145-2 161-2

176:11 187:20 192:14 done (38) 4:16 11:6,8 14:6,7,21,22 15:1 20:22 22:24 36:25 37:13 44:10,19 62:21 109:17 111:5 118:21 128:13

129:25 134:20 135:22 136:7,9 137:5,7 141:13 149:3 162:18 164:20 172:9.11 178:5 180:20 188:9 190:2 196:20 203:9

dont (206) 2:7,7 4:22 12:4 13:8,13 18:13 22:13,13 24:20,23 25:4,5,12 29:24 30:1,13 32:12 33:5,23,24 34:19 35:20 37:18 38:13.18 39:2.16.16.17 42:8 44:21 47:17 48:24

49:25 50:9,11 51:7,11,13 52:11 54:22 55:5,21 56:3 62:3 65:5 68:22 69:22,22 71:11,14,17,19,22 74:1,23,24 75:1 76:17,19 77:10,15 78:9,11 82:2.12.25 86:12

87:8.20.23 89:2.13.24 90:7 91:11.13 100:8.15 102:13 103:11,15,22 105:3,3,17,20,23 108:16,18 109:7 111:4,8 113-17 23 115-20 116-25 117:2,4,16 118:8 122:7,17 123:6 124:12,24 128:22

157:13.15.21

158:5,14,15,23,23

163:4,20 164:20 165:2

166:16,18,19,25 167:11,24

168:5 172:19 174:19,24

177:22.24 178:2.14 179:2

180:13.22 182:11.14.23.24

183:2 184:11 185:7,10

175:17.20 176:19.25

129:21 130:6.11 131:9.10.11.21 136:3 easiest (3) 60:7 157:25 137:8 138:21 139:2,7 163:25 140:24 142:13 143:6,11,15,24 144:1 easter (1) 38:1 147:7.14 148:13 150:17,19,23 152:3.3.6.10.18 156:12.15.15.24

> educate (1) 103:21 educated (1) 105:22 education (1) 103:10 edward (7) 9:11 10:4 49:17,18 68:23 168:2,7 edwards (3) 49:17 50:1,5 effective (5) 51:3 121:17 122:4.9 125:18

189:17 190:7 191:2.6.11 192:10 194:25 195:11 196:21 197:8.15.15.17.19 199:3 200:10.18.18.21 201:7 204:12 206:1 207:19 door (7) 13:1 60:10,12 73:8 169:3 176:6,7

74:9,11 doors (11) 5:24 13:10 15:25 16:2 72:16.23 102:2 107:15.23 151:15 205:23 down (34) 1:13 2:7 7:5 9:8 15:14 21:6 51:6,17 54:13 64:24 67:16 69:13,14,15 76:11 78:3 81:8,10 114:3

doorknocking (3) 72:24

121:9 137:21 145:16 148:14 155:2 158:14 179:9 187-21 24 188-1 189-3 191:18 195:21 203:24 205:14

draft (5) 6:7 47:23 191:24 192:7,8 drafting (4) 6:3,19 7:22 20:1

drafts (3) 80:3 192:1 193:6 drain (1) 71:6 draughts (1) 80:5 drawer (1) 14:17 drawings (4) 89:4,10,22,25

drew (1) 197:4 dropin (5) 3:9 17:23 40:20 83:9 85:12 dropins (2) 83:18,18 dropped (1) 85:25

dropping (1) 86:21 dry (1) 102:1 duct (2) 56:20 158:18 ducts (1) 197:3 due (9) 81:1 114:23 116:12

117:3,6,6,9 118:4 128:1 dumping (1) 50:20 dunkerton (5) 3:13 4:16 33:18 87:16 93:5

dunkertons (3) 34:15 84:11 200:19 duration (1) 36:8 during (28) 2:23 10:14,25 11:14 12:2,6 13:5 14:9 18:6 19:8,24 20:23 21:2,10 33:1 41:8 52:25 53:3 69:12 95:4 107:6.12 113:1.7

199:21 dust (1) 146:6 dwelling (6) 95:4,5,7 199:21,22,24

129:19 151:18 197:5

e (4) 102:5 113:5,6 168:15 earlier (15) 16:17 18:18 21:18 26:21,24 39:19,20 89:15 97:19 142:3 189:16 200:1.14 204:17 207:19 early (15) 20:25 22:4 24:24 25:11 26:20.24 32:20 40:7 46:6 48:12 85:9 125:10 146:2 161:3 198:7 easier (2) 4:6 144:17 easily (3) 58:23 59:2 122:18 easy (3) 6:14 127:24 157:20 economic (2) 183:25 185:3 economical (2) 172:13 173:7 eddie (4) 8:20 10:24 15:6

94:23 engaging (1) 172:7 engineer (3) 114:19.20 178:22 engineers (1) 113:12 enhance (1) 11:5 enhanced (1) 196:3 enough (8) 32:22 41:14 177:25 191:2 enquiries (1) 179:10

effectively (5) 14:10 35:6 38:23 40:9 73:16 eight (3) 3:14 54:12 141:10 either (19) 33:24 59:12 66:18 76:19 103:5,17 124:19 131:13 146:10 155:20 162:25 165:23 170:12.15 178:20 182:15 187:11 204:18 207:5 electronic (1) 34:12 elements (2) 83:21 109:15 elevated (2) 195:24 197:13 elevations (1) 86:19 else (23) 12:8,11 32:9 34:19 44:3 53:1 58:7 87:21.24 90:6 91:14 128:9 139:8 157:5 167:13 178:2 180:1 185:15,17 196:16 204:19

effort (1) 71:2

eg (1) 63:7

efforts (1) 135:17

eliminate (1) 6:17

206:24 207:5

elses (1) 55:7 email (74) 9:8,11 10:24 15:12,14,15 16:14,18 35:25 36:17 22 37:21 42:1 47.7 48.3 59.14 66.18 67:1,2,3,6,8 68:1 81:4 102:13,14,16,18,20 106:1 107:24 110:17.18.23 111:4 113:23 114:1 116:5 124:14 132:16,17,22 133:9 137:6,19,21 138:7 140:6 152-13 153-16 155:2.5.6.14 159:20.24 162:21 163:24 164:19 168:7 169:24 171:3 172:18 173:18 175:22 179:4 180:2

183:15 184:15 186:3,4,15 188:18 189:12 emails (8) 8:20 9:3,4 134:12 155:1 163:6 165:24 178:10 emb (8) 34:23 35:6 50:17 51:2.6.9.13.17

emergency (16) 5:15 10:12 14:8,10 18:7 67:12 81:14 95:15 98:4 114:8 115:19,21 116:13 130:8 150:19 204:7 emphasis (2) 18:15 136:6 emphasise (1) 11:8

empirically (1) 181:20 employed (3) 75:19 202:24,25 employees (7) 1:5 95:9,21,24 96:12,25 204:1

employment (2) 27:20 204:14 en8172 (1) 104:16 encompassed (1) 99:9 end (19) 35:12 41:23 53:20 70:16 71:15 77:24 79:7,10 85:8 89:16 142:21,24,25 143:1,2,19 168:13 169:18

171:6 endeavoured (1) 99:10 ended (1) 130:25 ending (1) 187:13 enforcement (4) 102:5 130:16 166:5,15 engage (3) 43:20 44:18 83:19

engagement (8) 44:6,11,16 45:14 48:21 69:17 93:2

103:22 125:5 127:9 149:18

enquiry (5) 63:3,5 64:2 180:25 181:5 ensure (12) 9:23 129:14 131:2 140:10 153:6 156:22 160:23 164:2 165:21 169:20 172:5 189:5 ensuring (2) 98:12 138:8 entailed (1) 150:25 entertaining (1) 64:17 entire (1) 33:1 entitled (2) 69:6 100:6 entrance (5) 15:23 86:4,24 88:11 107:15 entry (5) 8:19,22 80:15 85:11 169:3 equipment (3) 117:1 123:23 131:20 equipped (2) 172:14 202:20 erected (1) 205:16 erecting (1) 88:12

erm (1) 120:5 esas (1) 139:7 escalate (1) 64:7 escalated (1) 59:18 escape (2) 88:16 205:2 essential (2) 126:17 185:3 essentially (2) 28:20 87:3 estate (14) 9:25 30:5.15

34:23 35:7,23 44:13 49:12 50:19,24 63:7,8 113:3 196:3 et (5) 14:5 17:23 159:3

202:12,12 etc (14) 3:10 11:5,9 81:13 95-14 102-3 104-19 113-10

115:1 116:18 129:11 194:19 196:3 204:6 europe (1) 202:12 evacuate (4) 7:17 9:1 95:7

199:23 evacuation (15) 8:22 17:6 18:5 95:9,21,25 96:13 97:1 98:3,13 104:22 105:2 107:3 204:1.20

even (28) 22:15 23:20 24:2 25:1 40:12 45:16 46:4 59:12 64:8 71:4 91:24 125:3 136:8 138:2,14 142:13 143:20,21 154:13 158:25 162:20 167:1 180:18,21,22 182:12,24

192:15 evening (1) 85:12 event (5) 10:1 111:1,13 115:19,21 events (1) 3:9

eventually (1) 50:13 ever (31) 22:13,14 30:13 32:9 33:6,10 41:8,25 42:2 44:4.8 47:13 62:19 69:18 77:15 88:21 90:16 92:4 96:11 100:13 107:11 111:8 120:20 133:11 143:6 167:2,8 173:3 192:10

197:15,17 every (6) 18:14 110:25 111:12 143:14 170:5,20 everybody (1) 175:11 everyone (5) 1:3 53:1 60:7

111:25 160:23

everything (5) 42:10 58:20 130:14 143:25 172:9 evidence (20) 1:5,19 2:7.12.18 28:7 45:21 53:2 66:24 89:14 99:13,19 112:3 121:22 143:8 147:5

165:3 168:16.18 207:20 exacerbated (1) 78:20 exact (1) 8:8 exactly (5) 101:17 108:16 131:11 132:6 172:20

examination (2) 111:18 164:22 examine (2) 124:18 134:15 example (12) 27:25 40:19

42:15,20 60:9 71:4 77:1

78:17 118:1 121:18 144:18 151:14 examples (5) 70:12,14.21 71:10 170:7 except (1) 8:24 exception (1) 195:14 excessive (1) 80:6 exchange (4) 9:4 16:14 37:22 140:6 exercise (1) 60:18 exhibit (1) 201:25 exhibiting (1) 30:6 existed (1) 35:17 existence (2) 48:8 50:7 existing (18) 48:9 71:1,24 108:3 110:2 125:19,22 129:15 134:3 137:3 141:1.6 146:11 161:7 172-17 179-23 184-8 190:25 expanded (1) 46:18 expect (11) 17:20 18:13 37:15 49:6 50:21 61:22 146:18 148:9 151:21,25 168:24 expected (1) 144:9 expecting (3) 13:12 120:6 134-6 experience (9) 13:16 30:4 42:12 51:2 99:16 100:2 191:20 193:3 203:19 experienced (1) 69:11 experimental (1) 125:14 explain (8) 17:19 97:23 108:13 129:19 146:10 147:13 180:3 181:23 explained (3) 108:23 166:17 172:13 explaining (2) 83:10 127:23 explicitly (3) 62:3 192:11,15 explore (4) 83:23 136:5 204:18 205:3 exposure (1) 170:21 express (1) 52:9 expressed (1) 34:7 expression (1) 63:14 expressly (1) 12:19 extant (1) 135:1 extended (1) 7:8 extent (9) 20:5 22:18 78:24 97:23 99:2.10 117:23 150:21 180:11 exterior (1) 84:4 external (7) 18:2 54:11 85:13,15 88:14 96:8 205:24 extra (2) 23:9 159:2 extract (3) 114:8 155:8 156:2 extraction (7) 114:12,24 116:13 126:3 148:18 190:17 194:10 extractor (1) 153:25 eye (4) 69:13 115:8 201:6 eyerolling (1) 40:10

face (1) 133:24 facetoface (6) 13:2 22:19 23:5 59:8,13 83:12 failure (2) 63:12 121:17 fair (6) 17:24 23:15 135:5 141:21 154:22 185:14 fairly (6) 24:24 46:24 91:15 92:3 121:2 193:6 faith (1) 116:1 fall (1) 126:14 falling (3) 64:12 86:9,14 false (1) 150:1 familiar (18) 5:12 25:11.14 62:11,16 64:1,6 76:11 84:7 87:17 99:25 100:5,9 125:1,5 126:21 127:9 182:16

felt (15) 26:7 31:13.14 39:15 41:8 44:22 46:23 47:2 66:11 79:23 82:16 83:9 93:14 98:10 171:11 few (5) 16:1 117:21 124:21 188:22 197:11 fight (1) 86:13 fighting (5) 103:5 104:4.17.20.22 figures (1) 73:10 file (1) 200:19 files (2) 34:13,14 fill (1) 96:8 filled (1) 156:21 final (2) 92:17 187:11 finalise (1) 110:16 finalised (2) 80:10 145:21 finally (4) 89:15 94:9 169:2 192:2 find (5) 29:14 58:1 89:12 134:16 153:4 finding (3) 115:16 160:14 162:8 findings (8) 100:24 115:1 116:18 124:4.7 131:24 200:25 202:5 finger (2) 54:3 102:22 fingers (2) 177:7 186:20 finish (4) 91:23,23 92:17 110:11 finished (3) 68:8 149:4,7 fire (228) 5:7,15,21,24,25 6:1.23 7:1.1.5.8.9.11.12.16.19 8:1.23.25 9:16.20.23.25 10:2,13,25 11:5,12,14,24 12:2,5,15,16,19 13:4,19 16:6,16,24 17:5,15,24 19:3.5.7.9.13.17.21.23 20:4,6,7,8,14,17,20,23 21:1 36:10,14,15,20,25 37:5.7.12.13 61:3 78:18 94:13.17.19.21.25 95:2,4,5,7,8,14,19 97:20,24 98:16 99:1,9,17 100:1,7,10,18 101:4,23 102:22 103:1.5 104:4,17,20,21 107:22 109:6 113:1.3 117:15 118:8 119:11.22 121:12 123:17 124:18.24 125:2 126:17 127:4,12,23 132:5 133:4,11 135:24 136:12 137:10 138:25 139:10,14 140:10,19 141:9 142:13 143:13.23 144:7.13.20.21.23 145:2.3.4.11 146:3.15.22 147:16 149:25 150:5,18

familiarisation (5) 10:9

fan (1) 187:24

162:9 189:7 194:17 196:1

fans (10) 126:4 153:25 156:2

158:13 179:25 186:24

far (15) 25:1 26:20 32:14

159:5 160:19 193:25

fault (1) 114:21

favour (1) 87:5

fd30 (1) 15:25

fed (1) 189:14

feed (1) 153:13

181:25

favourable (1) 85:15

favoured (1) 84:22

february (2) 69:24 130:23

feedback (10) 43:8 47:16

161:3 194:20,23

feel (4) 1:24 30:24 47:2

feeling (2) 31:3 181:25

feels (2) 63:18 160:20

fell (2) 126:12 164:16

feelings (1) 39:9

73:11 77:2 84:13 85:6.17

46:2 52:7 70:12 74:5,20

88:21 98:4 101:8 143:20

196:11,13 197:4,5

170:10.17 172:2.3.6 173:20 174:10 175:12.15.20 177:18 178:1,16,18,21,22 179:22 183:23 184:3,6 185:5,9 186:10 191:2.24 193:19 194:15 195:22 196:2 199:5.6.14.16.21.22.24 200:2.8.14 201:1,14,16,18,22 202:6,20 203:5,11,16,17,25 204:6,13,22 205:1,4,5,6 206:17 firefighting (11) 102:2104:11 105:9.15.20 106:3,10,23 107:3,9,11 fireman (1) 104:18 firemans (3) 103:5 104:6,19 fires (6) 172:15 176:5,8,23 177:20 178:19 firm (2) 24:2 154:8 firmly (1) 164:8 first (58) 2:11.25 3:3.19 5:9,10,11 8:9,13,15 24:10 40:1,1 42:2 56:8 61:17,25 62:1,17,20 63:6 67:6 68:6 69:18 70:8 71:10 72:19 75:9 77:1 81:11 82:4 84:7,10,13 85:7,20 94:1,15 99-1 101-21 102-15 111-9 112:23 121:1.4.15 146:9 148:16 171:4 189:12 191:24 194:2 199:7,12 200:22 202:11 203:23 206:25 firstly (1) 190:16 fit (1) 78:21 fitted (5) 104:19 154:1 205:19.22 206:9 five (7) 2:11 44:12 60:10 75:9 111:19 140:6 148:16 fix (4) 127:24 128:4 150:22 fixed (1) 169:5 flag (1) 146:16 flagging (2) 109:6 146:19 flat (17) 5:21.22.22.25 7:16 8:25 9:1 40:20.22 41:10 42:22 58:11 107:15 205:17,21,24 206:8 flatlift (2) 114:5 116:14 flats (8) 80:6 100:7 125:16 126:1 139:20 142:12 159:14 170:9 flip (1) 100:22 floor (12) 43:14 75:17.17 86:2.15 104:15 114:22 126:4 158:18 197:24 198:2,16 floors (2) 126:7 153:4 flow (4) 119:24 139:21 151:1,3 flows (2) 158:13 196:12 focus (2) 84:2 93:1 foi (3) 170:13.15 171:16 fola (3) 169:10,25 170:1 folas (1) 171:4 folder (1) 61:10 follow (9) 11:4 14:5,8 42:1 64:16 90:14 140:3 153:6 167:25 followed (4) 3:15 59:6,13 178:1 following (4) 17:7 26:17 47:25 160:19 follows (1) 73:12 foot (3) 73:9 132:21 202:3

force (2) 5:19 194:16

forced (2) 70:18 185:12

fordham (8) 110:1.3.19

111:8,10 116:4 118:7

152:19.20 153:7.9.13.21

156:20.23 159:8.14.15

161:8 162:4 165:21.25

166:22 167:18.19.22

186-4 forgive (1) 119:13 forgotten (1) 117:17 form (6) 74:2,16 81:25 95:13 144:1 204:5 formalising (1) 113:25 formally (1) 186:21 forming (2) 48:12 49:20 forthright (1) 173:8 fortunately (1) 163:10 forum (3) 23:23 40:14 77:6 forward (12) 16:13 26:6 81:7 101:1.2 105:6 132:14 136:11 161:9 163:1 177:12 193:25 forwarded (7) 161:11 162:21 163:24 189:23 190:1,5,6 forwarding (5) 66:17 132:16.22 133:2 190:3 forwards (2) 10:19 155:15 found (5) 29:10 58:2 67:14 121:20 124:1 four (5) 81:10 96:18 148:14,16 203:24 fourth (1) 41:6 fp (1) 202:12 fpa (1) 202:12 fra (3) 146:2 153:1 162:4 frame (1) 88:12 frank (1) 173:8 freedom (3) 168:10 169:17 171:14 friday (1) 38:4 friendly (2) 60:6,14 friends (3) 46:17 59:10 70:18 frightening (1) 36:3 froing (1) 21:21 front (9) 5:12,24 59:4 79:7,10 86:4 88:6 169:3 198:8 frontline (1) 119:11 fulham (1) 144:6 full (12) 66:20 98:2 107:8 114:17 130:3 145:24 148:23 149:12 187:20 191:21,22,22 fully (18) 108:10 131:3,15,25 151:20 152:24 153:3 174:4,5,14,22 175:1,16 177:17 190:19 191:7 194:11 195:8 functional (2) 102:4 108:10 functioning (16) 48:15 115:3,4 157:11 174:5,5,9,14,22,24 177:18 180:4,12,19 184:9 191:7 functions (1) 177:9 further (23) 1:4 10:18 36:14 37:4,17 69:15 83:23 103:24 109:17 118:2 121:8.9 134:15 154:5.7 155:11 170:13.15 175:23 190:9 193:25,25 205:1 future (2) 3:9 136:22 gag (3) 35:16 55:25 83:4

gamut (1) 58:20 gantt (2) 187:16 188:7 gap (6) 33:19,20 93:6 139:12 156:19 185:5 gaps (3) 34:16 120:15 124:2 gather (1) 113:9 gathered (1) 67:11 gave (11) 2:12 16:7 21:9 26:19 28:7 33:22 64:4 91:17 109:14 152:4 188:24 general (11) 31:3 70:11 95:9,21,25 96:9,12 97:1 98:13 204:1.20 generalised (4) 72:7,15,20 74:7 generally (14) 7:10 13:23 30:6 34:16 66:7 82:14,17 86:10 119:23 145:4 173:6 191:19.22 193:5

get (46) 2:6 8:6 18:16 29:11.19.21.22 30:14,15,16 41:1,4 57:24 60:10.12 68:4 73:9 103:23 110:6 119:19 127:20.25 132:5 133:5 134:23,25 135:6 138:1 139:17 143:20 155:5,14 158:23 160:16 161:1 170:20 172:11 173:18 177:14,15 178:7,11 179:15 182:9 192:22 193:5 gets (1) 17:13 getting (12) 34:17 47:16 83:13 104:18 108:8 109:20 135:18 136:7 157:17 179:22 187:8 197:2 gibson (3) 33:15 37:23 169:11 gilding (2) 175:8,9 gist (2) 35:22 38:25 give (23) 1:19 16:4 33:23 35:15 42:9 66:24 72:18 74:8 84:25 92:4 94:1 127:20 142:20,24 179:20 181:9,19 182:1 185:13,20 187:6,19 194:8 given (29) 10:11 17:25 19:9 10 25 33:17 51:17 75:14 89:13 93:24 97:2,22 104:24 106:6 109:22 115:11 118:23 124:18 131:24 133:5 143:12.18 146:4,15 149:2 164:8,16 166:2 178:9 gives (3) 6:1 104:12 198:8 giving (2) 75:24 183:13 gladly (1) 23:24 gleaned (1) 6:6 glow (1) 174:11 goalposts (2) 42:20 43:16 goes (7) 36:12 80:7 82:2 84:25 114:11 179:18 199:18 going (54) 1:4 2:11,21 8:8 25:23.23 26:6.14 32:13 35:23 39:4,10,19 47:7,13 56:3 61:1 66:4 67:1 84:2 90:11 95:18 102:19 106:23 109:5 112:19 118:1,16 119:6 120:7 123:11 125:2 128:4 136:21 139:18 143:6 147:2.4 148:2 150:20 153:9 156:20 157:9 158:20 163:6,16 164:23 181:19 183:10 188:1,6 191:4 196:25 198:15 gone (6) 12:12 107:4 136:10,11 167:12 177:3 good (26) 1:3,7,7,10,17 23:3.8 27:19 34:16 36:9 43:21 52:23 61:22 71:3 87:8 104:2 116:1 138:6 149:16 164:25 181:3,13,18 189:13 191:22 207:10 goto (1) 144:13 government (1) 100:5 governments (1) 100:9 graffiti (1) 81:9 granted (2) 21:16.19 grassroots (2) 4:4.10 grateful (2) 1:20 163:9 great (5) 39:11 89:12 102:24 136:9 159:10 greg (1) 155:4 185:1 grenfell (115) 2:23 3:4.12 hard (4) 43:17 77:24 150:22 5:23 8:21 9:12,15,18,21 160:14 10:4 11:13.25 16:25 havent (9) 25:24 33:3 37:14 21:9.15.24 27:9 28:22 30:8,11,14,19 32:1 33:16 35:15 37:5,12,25

82:5.15 94:18.22 97:17 101:4.23 102:22 103:2 104:4 105:1.9 106:4 107:8.16 113:14 114:3 116:14 121:5 125:8 130:21 131:15 132:18 139:11 144:22,24 145:1 159:7,25 160:16 162:2,3 163:11 164:5 166:6 168:14,17,23 169:4 172:2 173:24 179:11 180:25 181:6 183:22 189:2.4.4 190:13 194:8 195:21 198:2 200:15 206:8,14 grenfellrelated (1) 78:5 grenfellspecific (1) 18:22 grey (3) 88:10,20 91:2 grip (1) 24:2 grips (1) 34:17 ground (4) 86:2 104:15 126:6 205:17 group (27) 10:5 29:1 30:14 31:4 32:1 34:5 35:16 38:6 39:7,11 46:16 47:19 48:4,6,13 49:21 50:4 52:12,14 53:25 54:17 79:1 81.7 25 82.5 16 173.24 roups (3) 21:4 30:5 184:22 gtla (3) 181:21 184:18 185:16 gtlas (1) 183:18 guarantee (4) 111:1,14 115:18 116:6 guidance (8) 8:24 44:9 64:16 66:15 99:25 100:6.9.13 guide (1) 115:15 hadnt (19) 13:20 14:23 28:11 54:24 90:1 99:14 105:10 111:11 116:8 119:25 122:3 123:15 124:22 125:13 137:5.6.7 162:20 163:15 hairs (1) 78:24 half (2) 41:23 42:9 halfway (4) 2:1,1 9:8 205:14 hallissey (9) 101:25 102:25 103:13 129:1,4 130:11 145:13 161:22 189:1 hallway (4) 5:21 56:20 70:23 71:20 hammersmith (1) 144:6 hand (5) 11:4 37:3 64:2 151:3 195:23 handbook (4) 14:15 19:10 43:5 95:13 handbooks (2) 204:5.11 handle (2) 23:20 119:24 handling (1) 123:20 hands (1) 69:11 handson (2) 4:11 36:24 hanson (2) 186:18 188:19 happen (9) 26:25 93:17 133:16 134:19 147:4 153:5 156:6 157:9 158:4 happened (6) 38:20 85:21 162:12 185:16 187:19 188:22 happening (8) 12:8 26:9 49:13 85:8 161:18 182:6,7 191:18 happy (4) 23:10 73:19 80:13

194:1 89:22 50:9 181:23 hiu (1) 83:21 177:7 hole (1) 158:17

114:4 140:9 155:8 headings (1) 206:19 headline (1) 75:16 health (26) 19:11,20 20:20 94:24 97:10 98:15 99:9.14 109:19 131:8 135:1 137:15,16 139:1 151:11,17 169:7 170:24 171:23 177:8,11 180:7 185:21 195:13.19 200:21 healthy (2) 114:9 124:6 hear (7) 1:4 22:16 23:4 40:11.15.16.24 heard (6) 42:2 45:21 72:17 105:18 192:24 193:20 hearing (2) 1:4 208:6 heating (7) 41:10 70:25 71:23 73:16,18 80:8 83:22 hed (9) 43:16 46:7 55:17 93:7 104:24 111:7 124:15,15 202:25 held (7) 58:1 81:14 113:11 127:22 145:11 168:13 help (7) 9:23 28:1 55:9 72:17 82:1 100:4 148:16 helped (1) 105:3 helpful (2) 129:7 162:10 hence (2) 188:11,12 here (38) 2:19 8:17 15:14 20:14 31:16 46:13 50:8 55:11 58:9 63:3 72:11 78:24 82:4 89:19 91:3 94:17 95:20 96:25 102:20 107-2 115-25 116-23 122:15 136:13 140:5 141:16 147:6 159:10,15 161:19 162:15 172:3 173:20 184:12 190:13 194:22 198:25 203:4 herself (1) 171:15 hes (6) 42:18 43:14 110:20 188:19 203:8,19 hi (6) 10:21 132:25 133:14 154:12 155:4 170:1 hide (2) 175:12 193:22 high (2) 75:24 104:14 higher (3) 22:1 24:1 85:25 highlevel (1) 195:14 highlighted (4) 48:1 130:24 145:23 148:22 himself (1) 98:20 hindsight (1) 159:10 historic (4) 48:11 49:16 76:3 history (5) 34:10,23 35:15 hoc (2) 18:1 145:5 hold (4) 38:24 48:10,19 holding (1) 38:2 holds (4) 176:4,8,22 177:19 home (3) 7:10,11 70:17 homes (3) 27:11 58:19 70:25 honestly (1) 39:16 honeycomb (2) 91:7 93:22 hope (12) 36:22 45:23 46:23 76:1 87:14 101:14 153:12,23 154:4 176:4,8 190:6 hoped (1) 155:18 hoping (5) 133:15 145:22 176:22 177:6,19 horses (1) 22:17 hostility (1) 83:5 hour (2) 41:23 42:9 hours (1) 169:7

household (2) 42:18 45:3

households (4) 42:19 45:2

housekeeping (1) 151:17

housing (20) 3:17,20,24

4:2.11 5:3 6:6 49:8.8.14

59:24 68:17 71:8 81:6

52:1 73:1

65:4 89:8 106:20 107:3,4

having (11) 6:5 13:6 59:7

86:13 106:22 138:24

143:24 155:18 171:24

heading (10) 56:10 63:3

67:16 70:6 80:3 94:17 99:6

172:24 195:3

head (1) 2:8

186:24

38:6,10,12 39:6,9 43:13

47:9,13,17 48:4 49:2,20

50:12 51:4.8.9.12.21 52:8

53:25 54:16 67:13 68:16

69:9.12 70:9

81:7,12,16,16,23,25

82:23 86:8.20 97:10.11 98:16 however (6) 36:13 101:3 130:24 153:25 161:4 195:25 hs (1) 194:17 hub (2) 113:13 128:17 hussey (1) 113:4

id (19) 3:16 5:7 40:3 42:2 45:19 56:7 58:16 62:18 80:21 93:8 104:24 115:20 116:1 124:14,24 151:21 173:18 192:13 196:15 idea (6) 9:19 23:3 37:8 125:17 177:22 182:8 identified (9) 86:18 100:24 124:7 125:10 134:2 135:10 141:16 167:15 204:21 identify (3) 5:11 121:22 122:2 ie (2) 68:8 153:22 ignore (1) 179:23 ignored (2) 46:1 87:3 ill (9) 48:2 65:25 67:6 69:10 70:7 73:4 155:6 161:5,16 illustrate (1) 182:13 im (82) 2:10,21 4:18 8:8 11:16 17:8 19:15 21:21 24:24 25:4 32:2,14 33:5,10 37:16 45:20,22 48:22 50:8 51:11 52:22 58:21 61:1 65:3.3 66:4 67:1 68:5 71:16 72:6 74:2.7 78:22 82:22 84:2 91:23 93:5 95:17 98:11 99:20,21 103:9,9 105:7 111:18 112:19 113:24 119:12 122:14,15 126:21 127:5,12 129:21 130:7 131:8,10 133:23 134:22.25 138:10.21 139:3 141:22 142:14 143:12 146:13 148:2 150:17 152:11 157:4 161:4 177:16 178:2 183:5 189:12,25 195:11 196:16 201:25 207:6,8 immediate (2) 50:21 177:4 immediately (4) 63:16 70:1 95:7 199:23 imminent (1) 190:21 imminently (2) 114:23 116:12 impact (3) 9:25 125:16 126:2 imparted (1) 40:12 implemented (1) 151:10 implications (2) 122:18 158:19 importance (1) 201:15 important (5) 3:22 57:5 96:24 159:6 201:16 impression (4) 30:16 39:14 134:25 149:2 improvement (7) 49:20 67:13 69:12 70:11 81:23 82:1 118:14 improvements (1) 73:15 improving (1) 79:25 inaccurate (3) 148:5 193:1,4 inaccurately (1) 45:23 inadequate (1) 66:12 inappropriate (2) 63:23 177:20 inaudible (1) 111:5 incident (3) 68:12 95:5 199:21 incidents (1) 72:7 include (7) 12:15 17:5 20:24 70:14,22 157:25 168:15

inconsistencies (1) 125:6 increased (5) 52:15 158:13,15 194:16 196:3 independent (3) 68:20 70:9 148:6 indepth (1) 150:24 index (1) 209:1 indicate (1) 203:13 indication (1) 179:20 individual (5) 50:16 51:23 57:11 70:10 184:22 individually (2) 52:6 70:14 individuals (1) 23:4 induction (1) 128:21 infestations (1) 205:11 influencing (1) 35:7 info (1) 187:7 inform (6) 3:9 10:1,7 14:24 69:9 115:23 information (57) 3:16.17.25 6:6,10 18:15 19:6 27:6 28:21,25 34:1,12,15 40:11 41:1,24 63:6 65:15 66:20 76:1 95:12 106:8,24 111:3 113:9,10 115:22 123:25 134:12 142:20,24 143:7 154:8 163:21 164:13 167:24 168:10 169:17 170:7 171:14 181:2,9 182:1 183:9 185:20,22 186:5 189:14 190:1 195:1 196:8.17 198:21.22 199:3 200:20 204:4 informed (11) 18:5,12 141:5.15 142:6 144:5 152:9 153:7 154:20 168:19 197:12 inherent (1) 128:6 inheriting (1) 127:13 initial (1) 160:25 initially (10) 19:9 29:12 31:20 50:3 56:13 136:19 139:17,23 187:12 188:8 initiatives (1) 27:20 inoperability (1) 143:22 input (5) 3:22 5:3 32:21 91:18 168:15 inputted (1) 195:5 inquiry (5) 1:16,19 2:10,12 209:3 inquirys (1) 99:7 ins (2) 34:20 137:8 inserted (1) 202:6 inside (4) 5:22 7:9 70:24 71:1 insight (1) 42:11 inspect (1) 131:1 inspected (1) 124:11 inspection (8) 10:23 121:5,8 129:10 137:3,5 196:1 205:17 inspections (4) 101:5 137:13 194:17 196:3 inspectionsurvey (1) 133:16 install (2) 160:16,18 installation (2) 80:25 188:2 installed (4) 80:4 104:13 116:13 139:13 instance (1) 144:19 instead (2) 90:21 91:6 instigate (1) 134:7 instigator (3) 20:7,10 135:14 instructed (2) 129:8 130:25 instructions (1) 8:23 insulation (1) 88:13

interim (24) 17:9 138:1.4.8.19.23 139:5.11 142:19 146:7 151:7.9.9.19 152:1 154:7.21 156:12.22 158:25 178:23 186:7.23 187:11 interior (1) 96:10 intermittently (2) 54:20 interrogate (1) 97:4 interrupt (2) 148:15 193:10 intersected (1) 78:16 intervene (1) 50:15 intervened (1) 139:25 intervention (1) 17:7 into (30) 3:25 16:25 25:2 36:15 46:12 54:25 55:20 59:19 61:15 66:7 70:10 74:4.19 76:12 78:21 91:18 97:21 135:6 137:15 159:19 166:15 170:5 182:21 184:5 186:2 189:14,18 193:25 195:6 203:21 introduce (1) 3:8 introduced (1) 139:20 introduction (1) 61:19 introductory (1) 102:23 investigate (4) 26:3 72:11 113:15 129:9 investigated (2) 77:13 124:16 investigating (2) 25:10,20 investigation (4) 68:20 70:10 74:4,19 investigations (1) 66:7 invite (2) 138:4 150:12 invited (6) 50:14 81:13,19 118:7 137:23 138:20 involved (15) 6:5 23:4 26:11 30:20 32:20 35:23 48:22 51:13 81:6 96:21 97:20 98:5 118:25 136:20 138:15 involvement (9) 30:9 35:8 96:9 97:12.16 99:11 119:7 136:13 188:16 ireland (1) 32:20 irrelevant (1) 206:18 isnt (22) 11:18 21:15 31:3,5 32:6 46:22 48:14 68:14 72:23 73:22 99:22 101:6 102:8 131:5 166:20 174:14 175:4 182:5 184:7 193:8.9 204:22 issued (3) 120:8 121:25 175:14 issues (77) 3:5 22:21 23:8,11,13 24:6,7 25:13 27:10 29:2 31:10 34:20 37:10 38:22,25 39:21 40:8 43:19 44:22.25 45:19 46:4.7 47:4.18 50:24 52:2.4.5 56:12 60:9 66:9 72:1,21 75:3,4,11,14,22 76:5,15,20,22 77:8,16 79:2,9,16,21 80:12.19.22.24 83:15 103:2 123:3 129:9 131:2 134:2 138:1 139:25 152:21 157:17.18 163:11 170:2.10.16.24 173:14 183:6 184:6 192:23 196:12 205:1,5 206:17 issuing (1) 108:9 item (25) 13:6 54:15 80:2 103:3,11 116:11 129:3,6 130:16 158:1.10 160:7 165:19 169:12 170:19 171:4 172:2 174:3 179:13

71:12 72:23 73:3.22 76:12.20 77:18.23 81:6 83:3 84:5.13 85:24 86:25 88:2 94:5 97:17 98:8.10 101:6 102:16 106:12.15 111:25 120:17 124:16 125:7.19 126:3.18 129:24,25 130:6,12 137:21 140:22 142:25 143:1 147:12.14 148:10.20 149:4 158:18 164:25 166:10.12 171:9 174:7 175:3.18 181:13.14 182:2.3 183:18 184:7,12 187:21,22 190:10 195:1 196:19 198:2,21,25 199:1 201:22 202:2 207:8 ive (40) 11:10 18:7 28:25 31:3 36:22 41:24 44:10 46:21 52:20 59:3 60:22 64:8 72:17 73:10 87:9.13 96:7 106:2,13,15 107:25 111:4 117:16 118:18 120:10 122:8 126:24 138:10 139:6 140:21 166:19 170:18,25 182:10 184:21 196:21 197:15 199-25 204-24 206-25 iws00002230 (1) 28:1

i (1) 133:18 jan (2) 4:11 54:4 ianet (3) 49:17 50:1.5 ianice (117) 6:12.18 7:21 9:5,9,10 10:18 11:11 14:1 15:16 16:4,15 35:25 94:23 95:23 96:11 100:25 101:10 102:20 107:25 108:7 113:18.24.24 118:18.25 119:5,8,10,13,16,17,19,23,25 120:1.21 121:2 123:22 124:19 127:21 128:13 129:11,19,24 130:13 132:16,19 133:9,19 134:6,15,20 136:4,5,11 137:16,20,22 140:25 141:4,24 144:10,17 146:10,13 150:4,13 153:16.19 154:10.18 155:1.20 156:13.17.22 157:10.13 158:24 159:4 160:25 161:11,12,23 162:1,3,7,17 163:2,19 164:3,12,18,19 167:12 169:11 172:2 175:22 176:3 178:3.20 179:1 180:2 182:25 188:25 189:6.20 190:6 191:17.23 193:5 194:6 195:13 197:22 198:23 200:20 janices (3) 37:14 164:7,20 january (16) 68:15,22 69:7,21 74:13 110:19 176:17 179:5 180:15 183:16 186:3,4,16 188:23 189:16.24 jargon (2) 6:9,17 jargony (1) 6:15 job (4) 29:13 50:25 70:24 joined (4) 46:15 51:18 62:1,3 joining (2) 3:3,7 jones (1) 4:11 jrp000000284 (1) 7:4 js (2) 133:2 137:24 judgement (1) 60:18 judith (3) 75:5 183:17 184:8 july (19) 5:9 8:10 9:5,8 13:16 15:15 17:16 20:2.17 50:13 61:4.6 78:2 84:17 85:8.11 89:16 99:7 100:6 june (9) 81:6 82:20 83:5 94:18 135:7,17 187:13

188:10 196:20

iw (1) 172:5

kafidiya (2) 169:10,25 kalc (1) 46:6 kctmo (2) 63:14,15 keane (2) 81:5 169:11 keen (3) 22:23 86:5,23 keener (1) 93:11 keep (23) 2:5 14:14 18:4 77:20 78:12 119:6 134:21 138:6 140:19,25 141:4,15 142:5 144:19 152:8 155:24 158:5 163:25 164:3 176:12 177:2,12 178:7 keeping (9) 25:25 120:12,13 144:4 151:12 154:20 163:9 178-11 181-8 keeps (1) 80:8 kensal (1) 128:18 kept (2) 133:15 141:3 key (1) 140:9

kensington (2) 61:23 144:7 kind (3) 45:24 56:17 84:9 kiran (3) 21:11 23:14 54:6 kit (1) 172:6 kitchen (1) 96:20 kitty (1) 81:5 knew (29) 26:5 29:12 31:22 50:1 56:3 83:13.14 94:22 97:3,7 98:20 117:6 118:3.12 122:12 150:4,5,21 159:1 167:17,22 181:9,10 185:4 188:20 192:16 204:11.12.15 knocked (1) 86:11

know (242) 2:3 3:8 4:22

12:12 13:1 14:16,24

17:12,13 18:13 22:7

28:3 29:24.25 30:10.19

31:2.5.7.9.10.18.24 32:3,12,19,22 33:5,24 34:19,25 35:4,21 37:19 38:16,18 39:16,17 40:12 41:6,16,20 42:8 43:1,2,4,9,16 44:1,17,20,21,24 46:13,22 48:24 49:2.10 50:3.8 51:7.12.13 52:24 55:4.5.21 56:1.5.6.20.22 58:8.10 59:5 60:9 67:10 68:4,22 71:11,14,17,19,22 72:3,7,15,21 74:23,24 75:16.25 76:20 77:19 78:11 80:15 82:18 85:20 86:13 87:8.21.23 89:2.13 90:7.8 91:17.21 92:15 93:7 94:2 96:2,24 98:22 102:13 103:17 105:1,3,17,19,20,23 106:14.15 107:10 108:16.18 109:7 110:6 111:10.14 113:23 116:7 117:16 120:1.23 122:15.17.17 123:7.11 124:13 127:10 133:7 136:3,22 137:5,7,8,11,16 138:18,22 140:24 143:1,12 147:14,16,17 148:25 149:20,25 150:19,22,23,25 151:16 152:3.3.6.10 153:8 155:23 156:12.14.15.15 157:1,15 158:5,14,15 159:4,7,12 161:6 162:11 163:3.4 166:16.19 167:11,15,24 168:5,5 172:16,18,19,22 174:24 175:20 176:15.19.25 177-24 25 178-2 15 179:2.17 181:15 182:7.13 184:11,16 185:9 189:10,17 191:2,3,11,12 192:14 195:1 196:21 197:8 199:3

200:10.18 201:7.8 203:8

204:12 206:20 knowing (1) 32:6 knowingly (1) 101:16 knowledge (11) 4:10 12:8 30:18 41:3 50:9 87:3 93:13 99:15 100:2 144:25 207:4 known (1) 28:2

I (1) 160:6 117:25 knocking (3) 72:16,23 73:8 24:5,5,20 25:5,12 27:6,20 179:6 195:9 170:9 168:11

level (11) 22:1 24:1 30:6

labour (1) 81:17 lack (4) 69:16 70:23 71:21 laid (3) 40:6 70:25 71:23 lancaster (13) 9:24 35:1,3,4 48:9.14.19 49:3.5.11.22 50:17 113:2 land (1) 9:17 landlord (1) 45:16 language (2) 19:2 29:8 large (1) 89:1 larger (1) 52:10 last (15) 7:15 16:1,18 28:7 35:2 63:22 66:25 67:7 90:15 114:14 116:14 122:6 151:5 163:13 175:24 late (6) 26:23 51:19 89:17 91:15 168:1 190:19 later (21) 29:10 43:5 66:5 68:15 74:16 75:13 85:3,6,21 102:19 108:20 116:18,24 120:23 122:24 129:16 141:22 147:7 161:11 186:24 188:23 latest (3) 29:22 187:6 188:4 lawrence (14) 120:25 132:17,22 152:14 160:3,5,9 162:24 164:6,8,11 173:12,19 lavout (1) 126:6 lead (3) 138:8 154:20 203:10 leader (1) 138:15 leading (1) 160:7 leadup (1) 85:4 learn (1) 42:12 learnt (1) 33:6 leaseholder (1) 34:5 leaseholders (7) 16:2 44:15 48:5 81:13 179:11 181:1.6 least (16) 20:4 25:9 55:15 58:23 68:2 82:14 83:4 88:3 97:23 101:8 131:16 149:1 156:21 185:25 192:17 leave (7) 27:3 40:21 95:11 96:4 164:15 176:7 204:3 leaving (1) 6:16 led (6) 65:21 74:25 78:10 87:9 128:2 150:18 left (4) 70:15 71:14 84:19 lefthand (2) 121:13 122:9 legible (1) 6:13 legislation (3) 99:16 126:20 length (1) 170:4 less (1) 201:7 let (15) 2:3 3:8 20:13 27:25 31:11 70:5 72:17 83:23 90:15 100:4 102:15 110:11.14 161:5 181:17 lets (19) 5:10 9:3 56:20 61:15,16 76:7 78:1 98:25 103:23 120:16 128:15 132:14 140:3 168:6 173:23 176:4,7 197:18 198:10 letter (24) 12:18,20 13:4,8,14,19 36:6 99:7 112:22 114:6 115:2 11 116:4 117:12 118:17 119:2,4,16,17,21 123:4,14 124:3 134:17 letters (8) 11:9 13:9,23,23

87:13 95:13 203:8 204:5

54:14 63:17 86:1.2 104:14.15 195:24 197:13 levels (1) 126:4 lewis (2) 101:25 102:7 Ifb (101) 8:24 9:5 10:16,23 16:21 17:2,7,11 101:20,24 103:13 105:8,16 106:8,10,11 107:18,20,22 113:1,3,16,21 118:16 119:1.3.5.18 123:16 124:20.22 127:16 128:9.16.25 129:19 130:5 133:15 134:2 135:24 136:3,21 141:5,11,23 144:4,10 145:10 146:10 147:2,20 148:4,7 149:2 150:14 152:1 155:18.21 156:9 160:1 161:21 162:7.8 163:1.10.17 164:3,10,16,18 166:14 167:3,8,14 172:6,9,13,14,16 173:6 174:4,13,20,21 175:8 176:13 178:23 186:6 188:22 190:4,5 191:6 194-1 6 18 20 23 196-1 197-21 198-5 18 Ifb00032101 (1) 120:17 Ifb000321013 (1) 121:10 Ifb00032329 (1) 193:24 Ifb000323294 (1) 194:7 Ifb00084118 (1) 161:19

Іfь000841182 (1) 161:25 Ifbs (4) 124:6 131:16.24 172:22 liaise (1) 101:2 liaison (5) 15:17 119:5,11 162:6 164:18 libellous (2) 27:5,18 libraries (1) 25:13

library (1) 31:8 life (1) 137:2 lifethreatening (1) 137:10 lift (11) 104:6.11.13.20.22.22 105:20 106:11 107:3,3,9

lifts (18) 102:12 103:4,14,18 104:3,4,17 105:1,8,9,15 106:3,3,22,23 107:7,12 190:22

light (1) 110:15 lighting (1) 63:8 like (37) 1:22 5:8 6:22 11:7 16:24 31:9 32:3 43:24 45:9 55:6 56:7 58:6,11 62:7 77:18 78:6 80:9 83:21

85:13 89:6 94:9 98:7 109:23 110:20 122:15 126:25 139:18 146:25 166:25 176:25 177:22,23 181:25 182:5 187:17 190:7.13

likely (8) 13:13 44:18 154:1 155:21 172:12 179:21 193:13,14

lily (2) 175:8,9 limit (5) 64:21,22 65:1,2,7 limited (7) 29:1 30:8 91:18 100:3 122:19 125:20 135:12

line (10) 16:18 67:23,24 100:23 110:11 111:18

148:21 151:5 164:22 171:9 lines (5) 79:6 148:14,16 149:10 203:24

link (8) 15:8 17:22 18:18,19 65:16 95:16 204:8,13 lip (1) 92:17 list (7) 24:6 63:19 67:17,23

70:13 72:9 114:21 listed (6) 74:5,6,21 76:15,22 203:4

listen (1) 81:9 listened (1) 42:1 literally (2) 40:2 145:7 little (18) 23:1 32:13 60:11

included (5) 95:15 171:2

incompetence (1) 69:10

incomplete (2) 191:21 193:4

204:7 206:12.17

includes (1) 183:22

including (1) 41:3

integrate (1) 172:6

intentions (1) 177:4

interaction (1) 21:8

135:2 136:18

149:20

interested (6) 135:3

interest (4) 22:23 119:9

138:12,13,15 143:12

interesting (2) 206:20,21

184:17

intended (3) 105:2 133:25

190:12 194:9 195:21

items (8) 13:6 88:15 114:20

200:10,12,13 201:2,10

35:5 38:8 44:23 45:13.15

58:17 61:3 65:1 68:14 70:6

its (87) 21:15 28:23 32:5

46:20 48:14 54:14.15

197:23,24 198:15

71:2 78:22.24 83:23 85:7 98-25 111-19 123-24 135:21 138:10 139:22 140:3 158:22 180:16 199:25 lived (3) 31:21 41:17 132:2 lives (1) 9:12 living (1) 40:22 lobbies (1) 145:18 lobby (5) 102:3 108:4 109:7 114:5 116:14 local (12) 10:6.8.9 49:14 100:5 144:20.21 153:6.8 162:8 194:18 196:1 log (3) 77:16,21 114:15 logbook (1) 114:16 logbooks (1) 113:11 london (1) 113:1 loner (1) 11:5 long (9) 44:22 46:7 70:2 110:6 131:10 153:10 158:22 177:3 195:2 longed (1) 43:21 longer (5) 57:24 97:12 111:19 119:8 190:20 longish (1) 63:19 longstanding (2) 5:19 34:10 longterm (1) 97:16 look (82) 5:8,10,13 8:15 9:3 14:1 15:11,14,25 16:18 18:24 24:10,16 25:4 26:9 27:2.23 29:13 33:3.4 35:24 47:21 53:21,22 54:20 55:23 56:21 60:25 61:15 18 64:21 67:18 21 72:16 73:4.9 76:7 81:8 84:2,5,13 86:5 87:6 92:14 94:8,10 98:25 100:21 101:19 103:3 106:14 107:24 108:1 110:23 112:23 116:9 120:16 121:9 123:14,18,24 124:13 126:25 128:15,24 129:2 130:15 132:15.19 147:25 154:9 157:15 161:17 162:14 163:13 166:9 168:6 183:20 201:8,22 202:2 203:21 looked (16) 14:18 25:11 28:9 55:21 89:8 93:18 108:4 114:9 140:7 166:16 174:16 189:24 201:2.4 206:5.19 looking (26) 25:7 28:8.16 54:8,23 62:11 65:3 67:25 73:22 80:1 94:7 125:6 127:21 135:4,5 137:25 144:4 151:5 154:19 155:23 162:24 172:5 176:25 187:9 189:9 202:13 looks (12) 15:3 16:9,24 49:23 113:20 133:22 134:5 138:7 154:19 184:24 185:12 190:12 loop (3) 163:9 164:3 181:8 loose (1) 114:16 lost (1) 29:16 lot (20) 14:16 21:21 27:17 33:25 34:10.11 41:15 44:11 47:16 77:3 85:8 86:20 87:23 109:1 115:6 123:20 138:2 145:3 203:9,19 lots (7) 31:1 41:20 80:5 88:25 158:16.20 203:8 loud (2) 38:22 39:22 louder (1) 52:10 love (2) 72:16 186:11 loved (1) 93:9 lower (4) 69:14 114:3 126:6 158:14 luck (8) 176:4,8,22 177:6,19,22 178:4,25 lunch (1) 112:1 lyons (2) 131:5 145:13

23:7,11,17 24:1,2 33:16 45:10 54:6.19 55:15.20.24 74:25 79:11 82:10 174:1 179:14 180:3 183:16.19 18:18,19,19 65:17 95:16 main (12) 15:23 33:18 35:18 47:24 88:11 119:5 135:13 majority (3) 47:1 57:7 84:22 48:10,18 64:22 80:5 157:2 manage (5) 40:25 45:1 81:22 30:25 31:14 45:14 48:21 96:6 117:1.8 134:5 158:25 3:17:21:24:5:3:6:6:30:7 34:23 61:23 70:7.11.13.22 79:9 83:6 86:20 96:10,21 manager (12) 4:2 12:7 60:3 82:9 86:8 94:24 96:6 99:8 managers (5) 23:14 33:23 many (25) 24:4 31:3 32:22 33:8,11 35:20 42:8 45:18 46:21 51:9.12.14 70:12 109:14 128:6 142:12.16 169:4 170:2 183:6 201:23 101:20,24 102:21 107:25 112:23 113:3,8 117:19,21 129:4 132:11 134:17 136:1 53:6,12,15 64:24 65:7 66:1 193:10,16,23 207:10,13,25 material (4) 88:22,24 90:22 matrix (8) 75:3,4,9 76:15,22

m (1) 104:15

maddison (29) 21:11

184:7,11,14,25

maddisons (1) 47:21

204:8

176:6,7

172:24

mails (1) 113:6

magazine (8) 15:8 17:22

136:6 144:10 164:18

maintain (2) 36:7 185:8

maintained (3) 122:3,8

maintenance (4) 113:11

114:13 124:4 129:10

major (2) 159:8 185:4

making (7) 10:8 38:23

man (1) 11:7

170:10

management (26)

97:11,11,13 98:6,16

108:14.24 138:3.19

managements (1) 59:24

107:6 164:9 196:4,7

managing (5) 30:9 33:2

71:10 77:8 96:6 98:7

march (33) 67:10 69:25

108:21,22 110:17,20

118:24 120:18 121:25

122:13.21 123:4 125:9

140:23 142:3 167:5.9

188:8 190:10 195:9

marginalised (1) 46:1

martin (38) 1:3,10,12

110:13 111:21.24

164:24 165:10,13

masks (1) 146:22

mathew (1) 113:4

78:6,21 79:20

96:4 201:15

matrices (2) 76:5 77:12

matt (7) 110:18,19 111:8

186:4 187:22 189:24 190:4

182:10

mentioned (12) 32:16 88:17

90:12 124:22 129:24,25

monitor (3) 9:24 164:7,20

matter (5) 10:3 25:12 56:15

matters (10) 13:19 45:5

mast (2) 43:15 90:10

208:2

206:18

29:6.17.24 30:2 52:22

112:7.13.16 148:15.20

149:1.8.10.16.20 150:8

42:17 75:12 97:2

manifested (1) 46:8

66:7.10.13

143:7 178:19

managed (12) 19:11,12

35:25 36:1 37:22 40:3

56:17 77:12 80:10 99:6.15 130:12 133:21 153:12 136:17 141:16 144:21 173:17 174:9 198:3 matthew (9) 101:25 message (16) 7:9 8:6 102:3.25 103:13 10:19.22 12:10 14:1 15:5 108:3.9.13 120:7 155:4 16:9 17:21 36:5 37:25 38:2 max (8) 110:1,3,19 111:8,10 47:11 54:25 82:15 156:9 116:4 118:7 186:4 messages (1) 3:20 max00004262 (1) 110:16 met (9) 31:3 32:19,22 66:11 maybe (7) 108:10 109:23 94:22 117:15 119:25 127:3 124:15 157:15 161:23 128:11 173:14 177:1 met00045755 (1) 76:8 mayjune (1) 196:10 met000457553 (1) 80:1 metallic (2) 88:10 91:2 mean (23) 19:25 23:15.19 27:3 83:2 106:1 108:19 method (3) 45:25 104:9 120:6,23 133:19 134:14 160:21 135:3 139:4 141:18 142:15 michael (5) 130:21 131:3,5,5 151:16 163:12,16 170:20 145:13 176:9 177:6 192:25 202:15 mid2012 (1) 91:9 means (15) 2:22 5:20 midaugust (1) 28:15 20:6.9.11.21 27:12 28:24 middle (7) 14:2 28:5 77:25 111:18 132:20 156:7 41:17 44:17 71:11 72:18 77:23 95:18 205:2 164:22 meant (23) 3:21 27:14 midnovember (1) 159:20 40:9,11,15,23 44:13 52:14 midseptember (1) 142:2 93:6,12,16 95:3 96:25 97:5 might (30) 4:7 6:11 25:9,19 114:19 119:23 158:13 27:8 29:21 42:13,16 49:24 171-18 178-24 181-18 22 59:7 8 12 78:19 89:10 10 189-18 199-20 96:7 100:2 105:18 115:7 meantime (7) 158:6 161:6 118:19 139:15,18 146:14 176:5,9,23 177:20 182:25 149:22 151:14 152:11 neanwhile (6) 86:7 162:18,20 180:8 181:17 118:5.9.13 120:10 134:22 millett (30) 1:6,7,14,15,17 measure (4) 138:23 139:5 30:3,4 52:19 53:16,17 142:19 186:23 64:25 65:10 66:1,2 easures (22) 10:12 18:8 110-10 14 111-16 23 94:18.20 121:18 125:21 112:17.18 148:14.15 130:3 139:6,11 143:13,23 150:10 164:21 165:14,15 146:7 151:8,9,10,18,19 193:9,24 207:7,12 152:1 177:24 178:15 185:6 mind (8) 42:18 52:1 106:6 194:14 122:14 130:11 135:6 mechanical (4) 156:3 190:19 144:24 182:11 196:11 197:2 mindful (1) 91:25 mechanisms (2) 42:23 159:8 minds (1) 115:8 media (1) 27:13 mine (5) 39:3 98:7 171:6 meet (9) 22:1 35:21 38:5 201:9.9 39:6 47:9,10 107:8 125:15 mini (1) 110:11 minimising (1) 136:13 184:2 meeting (101) 3:6 8:22 9:1 minute (16) 24:7 116:5 38:17,23 39:1 40:1,1,9,14 145:10 147:22 148:2,5 41:10 42:5,21 47:13 51:7 150:1,6 162:12 165:17,23 67:12.14 68:23 166:1 173:24 189:9 193:1 77:19.19.21 81:14.15 194:22 82:18 84:17 85:12 102:11 minuted (5) 130:6 147:24 167:21 198:21,25 117:18,19 118:7,23 119:14 120:14 124:21 128:16,21 minutes (44) 5:25 22:20,24 129:8,20 131:13,14 58:4 60:10 111:19 129:25 138:5,6,19 140:5 139:2 140:5 146:12 147:15 141:21,23 142:1 144:24 148:13 149:17 155:24 145:10 146:12 162:18 163:14 147:1.5.6.20.22 148:8 166:9.11.17.18.19.24 152:15.20 154:4 155:23 168:2.12.21.24 169:15 156:6 159:25 160:13.22.25 170:5.23 171:2 173:2.4.18 161:18,20 162:12,19,24 174:19,23 175:15 188:23 163:1 165:18 166:2 189:18 190:24 191:16 170:6,8 171:23 193:3 194:2 198:3,17 173:3.18.24 174:15 175:15 misled (1) 126:22 176:15,17 184:10 186:10 misphrased (1) 175:16 188:22 189:15.21 miss (1) 4:7 missed (3) 8:2 186:13 198:8 190:2.10.24 191:7.18 192:20.25 194:1.2.4 195:7 missing (1) 149:8 197:21 203:20 mistake (2) 102:8 114:19 meetings (32) 11:8 17:23,23 misunderstanding (1) 196:19 20:25 21:11,12,14,23 mitigate (2) 194:15 195:25 22:11.21 23:3.19.20 38:20 mitigating (1) 156:25 39:17,20,23 40:19 139:16 mm (2) 70:3 174:18 141:8 144:6.11 146:14 mmhm (1) 161:15 165:24 167:21 mobility (1) 60:9 168:3.13.22.25 169:13 module (6) 2:12 66:24 89:14 93:18,19 99:13 170:2 180:6 members (2) 1:8 82:15 moment (12) 8:8 39:20 membership (1) 46:19 52:20 76:4 111:17 memory (1) 82:21 142:1,21 144:4 161:16 mention (3) 87:23 159:18 164:21 180:4 191:8

monitored (4) 66:19 77:5 146:8 151:8 monitoring (6) 65:11 121:17.22 122:2 123:23 124:4 month (11) 26:23 69:22 72:10 74:16 108:20 114:18,19 115:25 116:1 133:6 168:13 monthly (5) 4:21 152:20 157:23 169:13 170:2 months (26) 4:21 28:3 49:19 68:15 70:15.20 71:15 75:9 83:3,25 96:18 108:6 109:10 134:9 142:15,16 156:21 158:5 160:19 170:7 180:15,16 187:18 188:11.12 195:10 oorebick (38) 1:3,10,12 29:6.17.24 30:2 52:22 53:6,12,15 64:24 65:7 66:1 110:13 111:21,24 112:7,13,16 148:15,20 149:1,8,10,16,20 150:8 164:24 165:10,13 193:10,16,23 207:10,13,25 208.2 more (60) 12:7 23 13:12,17,22 22:7 30:6 34:18,25 44:18,20 45:4 46:14.15.18 47:16 50:23 52:14.17.18 53:24 59:2 75:14 78:11,12,22 85:21 94:4 98:25 100:4 104:15 105:22 106:12 16 107:4 110:14 115:7 122:19 123:25 125:16 135:18 140:3 141:20 143:1 150:18.24 161:6 170:3,12,15,19,20,21 175:18 182:3 183:6,12 201:7 206:5 207:17 morning (15) 1:3,7,7,17 2:1 8:14 15:22 43:21 52:25 88:6 95:17 97:19 160:12 162:19 164:5 mortimer (1) 81:5 most (8) 16:1 29:4 31:5 60:6,14 96:18 122:15 172:6 motivation (1) 170:22 motorists (1) 92:2 motorway (1) 92:1 mountain (1) 45:18 mouth (1) 22:17 move (8) 26:6 43:16 81:2 97:14 132:14 142:25 179:4 190:8 moved (6) 31:22 32:20 51:16 65:4 188:8,9 movement (1) 176:10 mover (1) 35:18 moves (1) 141:17 moving (11) 87:12 134:22 139:22 143:19 144:3 158:9 163-25 176-16 177-12 186:2 192:22 mp (1) 50:14 ms (24) 1:8.11.17 19:18 52:24 53:12.17 82:6 89:12 111:25 112:13,19 119:12 138:20 146:25 150:12 155:13 165:1.11.16 182:4 187:9 207:14 209:2 much (14) 1:12,18 13:11 53:4 112:7 117:13 125:8 141:18 163:21 165:4 182:9 183:7 193:23 208:2 multifaceted (2) 57:15 59:1 must (4) 41:22 104:13 136:16 207:4 myself (9) 3:8 6:12 22:2 40:4 90:5 103:21 107:20 127:20 monday (2) 38:1 113:8 136:4 money (1) 171:1

nonenglishspeaking (1) 71:18 nonfunctioning (1) 182:20 nonoperation (1) 141:5 normal (1) 1:25 normally (5) 15:1 40:13

name (6) 136:14 201:2,20 202:11 14 206:5 namely (2) 124:5 200:15 narrow (1) 73:23 natural (4) 52:21 186:22 187:23 188:6 nature (3) 63:17 110:2 122:20 nbs (1) 93:19 near (1) 7:16 nearly (1) 44:12 neat (1) 151:17 neater (1) 86:5 necessary (2) 31:15 127:17 need (31) 1:24 2:2 10:24 11:7,19 36:5,13 41:14,18 44:20 57:1 62:18 64:24 72:21 81:1 82:3 88:16 101:20 106:11 16 130:2 131:2 138:3 142:20 152:18 158:16 159:23 179:18 182:1,1,2 needed (13) 8:6 15:9 40:25 44:23 47:25 79:16 119:10 121:14 136:22 180:4 181:10 183:9,13 needs (3) 19:2 78:22 193:7 negative (9) 24:15 27:1.4 28:10 54:1,17 55:25 92:13 163:20 negligible (2) 58:16,23 negotiation (1) 46:11 neighbourhood (4) 4:2,3,9 86:7 netting (4) 205:16,18,22 206:9 network (1) 128:17 never (8) 22:4 23:22 27:19 34:22 43:19 45:19 143:10 newer (1) 60:5 news (17) 161:6 179:10 180:24 181:3.3.5.12.13.13.17.18.18.2 182:2.4 183:8 189:13 newsbad (1) 189:13 newsletter (44) 3:4,7,18 4:1,19 5:9 6:20 7:3,23 8:10,17,19 12:16,20 13:7,11,18 15:2 16:16,22 17:1.6.14 18:10.14 19:13 20:2.21 21:13 36:6 81:7 83:24 88:1.2 91:1.19 94:7 158:25 180:18,21 182:11,12,14 197:18 newsletters (18) 2:24 3:12 4:12 5:6 6:5 13:22 14:12 17:16 18:1 20:18 26:18.19.24 87:20 97:22 157:24 158:1 204:12 next (31) 12:16 21:6 69:16 83:23 85:1 101:19 114:11,23 116:12,25 117:2,8 133:3 141:21 146:2 147:6 156:6 160:1,10 162:22 169:8,10,23 176:15,17 186:10 188:21 190:10 197:20 199:5 202:6 nicola (1) 4:3 nine (2) 4:24 68:15 nobody (4) 30:21 44:3 152:4 occupational (1) 107:21 167:13 nod (1) 2:7 noise (2) 80:6 88:17 none (1) 203:13 nonenglish (1) 70:16

133:4 147:2 207:11 noted (3) 95:12 122:23 204:4 notes (5) 113:7 148:1 161:20 169:25 188:21 nothing (8) 82:3 108:7 139:4 181:15 191:25 198:3,16 206:13 notice (50) 12:22 91:19 102:5 108:9,15,20 109:4 115:7.14 118:12 119:20 120:3.16 122:13 123:5 124:8.23 126:23 128:10 129:22 130:5 131:17.25 133:4 134:3,9 135:8,10 136:2 142:4,15 144:18 146:16,20 147:16 149:24 162:14 163:18 166:15,15 167:4.9.12.16.23 172:23 175-14 177-25 180-15 206:23 noticeboard (2) 15:23 16:5 noticed (1) 207:5 notices (4) 17:20 130:17 137:11,18 notify (1) 155:20 noting (1) 8:20 notwithstanding (1) 204:21 noun (1) 104-8 novdec (1) 180:2 november (7) 93:20 156:7 159:21 160:10 161:20 171:22 200:17 nowhere (1) 108:9 nudge (1) 176:12 number (17) 2:9 58:11 70:14.24 71:14.22 76:13 80:4 93:22 121:19,25 136:14 158:4 183:20 197:23 202:1.10 numbering (3) 197:24 198:2,16 numbers (4) 4:18,23 52:15 126:1 merous (1) 169:5 nursery (2) 25:13 31:8 0 obfuscate (1) 193:22 object (1) 49:19 obligation (1) 169:6 obligations (1) 126:19 oblong (1) 84:18 observations (2) 102:1 205:13 obstructing (1) 205:23 obtain (1) 109:12 obtained (2) 113:10 188:15

obviously (39) 3:18 14:24 19:11 20:24 22:8,23 26:6 31:7 32:19 34:9 37:8,14 41:7,13 43:10 58:9 59:3 79-7 82-12 83-11 86-22 91:17 93:15 108:8 109:19 116:3 120:1 125:17 127:2 137:12 138:25 139:7 144:5.18 153:11 163:14 178:16 203:9 207:21 occasion (1) 145:12 occasions (1) 97:20 occupants (1) 8:24

occupying (1) 8:25 occur (4) 22:15 23:2 159:6 177:17 oclock (5) 110:12 112:5,9 207:23 208:4 oconnor (13) 15:15 16:8 31:22 32:19 43:25 44:1 159:21,24 160:3 173:12,19 179-5.8

october (19) 66:25 88:1 89:19,20 94:21 153:17 155:1 157:7 168:1,8 169:9 194:13,21 197:21 198:11 199:6.15 200:5 202:3

М

113:17 182:13 183:1

note (6) 60:11 89:22,24

north (1) 9:18

N

odds (2) 40:21 124:6 offer (1) 87:5 offering (1) 85:23 offers (1) 85:14 office (4) 49:8.14 51:15 81:15 officer (5) 4:4,9,11 10:23 15:17 officers (3) 81:18 113:1,3 often (4) 45:12 51:7 55:21 56.2 oh (14) 17:12 18:23 30:13 41:23 43:22 79:12 105:20 109:3 173:19 180:22 188:12 192:13 201:9 206:20 okay (9) 17:13 25:6 74:14 100:4 121:3 130:19 198-12 14 207-24 old (3) 107:17 136:17 142:16 omission (3) 90:13 91:13 94:11 omitted (1) 192:1 once (4) 1:19 67:21 128:11 156:9 oneoff (2) 30:16 97:18 ones (7) 25:11 29:10 46:6 72:7 107:17 17 158:14 onetoone (2) 45:17 47:15 ongoing (7) 76:3,17 77:9,17 79:1 96:10 195:22 onsite (1) 129:8 onto (1) 205:24 open (5) 9:21 42:22 43:4 86:11 102:2 opening (4) 121:19 123:9 124:13 205:23 operate (2) 73:18,20 operating (5) 78:4 151:20,22 198:19,19 operation (3) 42:23 77:25 149:3 operational (12) 115:17 131:3.16 152:24 161:1 172:25 190:19.25 194:16,21 195:8 198:6 operations (3) 65:14,19 171:24 operatives (2) 146:6 151:7 opinion (1) 203:17 opinions (1) 40:8 opportunity (6) 15:2,4 69:9 92:5 94:1 207:21 opposed (3) 13:5 92:22 181:18 option (3) 23:23 89:8 91:18 options (3) 84:20 92:6 128:3 order (16) 42:14 70:19 83:19 99:17 116:16,19 121:13,21 122:1 123:17 126:17.18 131:2 134:2 146:2 153:24 organisation (5) 19:21 20:19 61:23 167:23 202:24 organisational (2) 57:16 59:2 organised (1) 38:23 origin (1) 78:15 original (3) 127:9 128:6 140:17 originally (1) 51:15 originals (1) 16:2 others (4) 29:18 30:22 60:18 170:3 otherwise (8) 5:20 50:24 86:17 95:6 105:6 175:21 199:22 206:9 ought (2) 22:16 207:15 outcome (1) 82:18 outcomes (1) 67:14 outlier (1) 47:1 outline (1) 99:10 outlining (1) 186:25 outs (2) 34:20 137:8 outset (1) 138:13 outside (11) 5:21 7:19 77:14 78:13 86:17 88:12.16

outstanding (3) 76:13 77:20 80:10 over (37) 22:5 27:16 34:1,24 35:6 36:7 58:19 65:11 73:13 82:2 83:6 87:14 91:22 92:13,21,22 95:18 103:13 104:13 125:24 127:1 130:18 133:1 135:19 146:21 153:17 160:10 170:4,11,17,23 172:8 196:12 199:18 201:6 206:4 207:21 overall (1) 196:23 overlooked (1) 27:21 overriding (1) 50:24 overruled (1) 87:3

oversight (1) 66:6 overview (1) 49:12 own (19) 7:10 15:6 37:9 59:3.4 70:17 83:15 89:18 92:5 95:4 100:17 103:10 124:6 142:12,12 158:19 159:14 178:3 199:21 owners (1) 100:1

pack (2) 62:5 109:13 package (1) 93:20 paid (2) 72:5 201:7 pairs (2) 57:23 196:11 panel (6) 1:8 109:5,6 114:8 161:8 174:10 paper (4) 195:12,18,18 198:23

paperwork (1) 188:17 para (1) 47:25 paragraph (56) 3:1 6:19 7:15 8:12,16 9:6 14:2,21 18:25 19:16 21:7 24:12 47:24 53:24 54:11 56:9 57:4 61:20 62:10 64:21 65:8.11 67:8 71:10 73:7 81:11 94:16 99:4.6 100:21 101:22 102:23 108:1,1 110:24 112:23 114:11 121:4,6 133:3 140:22 145:15 146:9 148:17 175:24 179:9 186:6,16 195:20 199:11,13,25 201:12 203:23 204:24 206:25

paragraphs (7) 7:14 67:16 70:8 72:9 81:10,20 199:8 parallel (1) 161:17 part (35) 8:19 32:2 37:13 65:18 69:16 70:5 74:16 88:3 89:15 93:20 94:11 101:14 103:20 109:13 115:5.10.12.13 118:11 125:8 126:9,11 127:7 144:15 145:16,19 146:9 156:1 160:18 161:1 178:9 183:5 195:3 196:11 200:20 partial (1) 98:3

partially (3) 17:11,11 154:14 particular (12) 7:15 11:23,25 12:11 30:24 31:4 32:10 33:8 56:4 83:15 170:6 202:1

particularly (9) 28:5 39:9 105:3 124:20 125:1 136:15 182:16 190:14 204:14 parties (1) 77:18 partly (1) 149:3 parts (4) 73:4 121:20 194:12 201:4 party (1) 153:11

pass (3) 105:16 106:8 164:13 passage (1) 206:13 sed (6) 105:13 106:7 113:24 128:12 142:16 187:14 passing (3) 47:11 100:14

164:19 assive (7) 156:1 190:18 196:4.9.18.19.22

paste (1) 206:6 pasted (1) 206:24 pattern (1) 52:6 paul (10) 3:13 4:16 33:18 34:15 84:11 87:16 93:5 186:18 188:19 200:19 pause (7) 53:7 65:6 66:3 67:20 112:8 165:5 208:3 pausing (1) 103:7 pay (2) 13:10,17 paying (2) 44:15,17 nc (1) 56:6 ne (2) 93:23.24 pending (4) 130:3,4,9 152:2 people (73) 12:24 13:2,10,12,14 14:12,14,14,16,23 15:9 17:9,10 18:9,11 24:4 31:3.3.17.19.23.24.24.25.25 32:5.15.22 33:8.11 40:9,21,22 41:16,18 42:8,25 43:1,3 44:16 45:12 46:15.21.23 47:1.4 51:24 52:5,14 60:9 79:2 83:10 86:1,10,12 92:10 94:8 98:23 119:25 142:11,24 143-3 153-9 159-11 175-9 182-9 183-11 185-25 25 191:2,14 203:22 207:6 peoples (2) 58:19 159:14 per (1) 160:13 perceive (2) 52:7 56:24 perceived (2) 39:15 45:15 performance (4) 65:13,15,19 66:10 performative (1) 188:5

perhaps (41) 3:20 11:5,22 13:10 14:5,21 15:9 27:13 28:25 34:11 36:24 45:1 47:16 56:24 58:7 59:18 62:17 64:9 79:3 83:15 93:4,11 94:4 124:17 126:22 134:1 135:12,20 143:19 150:1 156:1 163:13 175:15 176:11.25 178:15 181:15 182:17 190:1 192:23 203:21 period (4) 34:1 58:19 135:19

141:19 permanent (1) 18:4 erson (19) 4:4,4,5 12:1 19:6 41:6 43:9 45:11 101:11 104:9 110:9 119:3 126:19 131:9 134:7 144:10,13 152:7,8 personally (8) 27:10 64:16 74:24 75:1 82:16 83:6 143:16 204:9

personnel (3) 93:4,16 94:12 pertinent (1) 25:21 pest (2) 205:8.11 pet (1) 71:5 peter (35) 21:11 23:7,11,17 33:16,22 34:18 35:25 36:1,24 37:22,24 40:3 45:10 47:21 49:24 54:19 55:15,20,24 56:6 74:25 76:19 79:11 80:17 82:10

174:1 179:14 180:3.6.13 183:16.19 184:11.14 petition (1) 68:18 petitioned (1) 68:16 pets (1) 72:3 phase (1) 156:4 photo (1) 55:12 photograph (3) 5:12 28:5

68:7 photographs (1) 28:4 phrased (3) 64:9 106:15 147:15 phraseology (2) 106:19 172:20 pick (5) 66:8 123:22 125:4

205:14 206:12 picked (5) 3:5 123:16.16 127:7 161:13

picture (2) 150:14 166:3 pictures (1) 182:12 piece (1) 76:18 pieces (1) 100:13 pigeon (4) 205:16.18.21 206:9 pin (1) 77:24 pipes (2) 70:25 71:23 place (29) 19:3 35:10,10 43:23 88:13 98:13 130:3 134:24 138:9.22 139:4.5.24 144:5 151:20.21 154:6.21 156:2,25 159:2 178:16 185:6 194:15 195:25 196:10,22 197:2,7 placed (1) 137:10 placing (1) 150:10 plain (1) 69:11 plan (7) 98:4 130:8 141:4 142:5 156:22 201:1 202:5 planned (4) 3:10 114:12 141:1,3 planners (11) 86:2,3,5,23 89:16 91:22,25 92:7,10,20,21 planning (4) 89:3 91:17 92:16 169:1

plans (5) 100:19 137:15 139:2 145:20 151:11 plant (1) 153:25 play (2) 65:18 131:20 please (111) 1:9 2:25 5:9,13 7:4,18 8:16 9:3,4,7,15,23 10:17 22 15:11 16:14 18:24.25 24:11 28:1 35:24 37:21,25 39:2 47:23 53:1,2,6,8,19 56:9 57:3 61:16 62:10 63:2 64:20 65:4,11,24,24 67:4 69:5,15

70:6 81:4,9 83:24 84:16

87:25 88:7,14,17 94:16

168:6,12,16,21

194:7 195:12 197:20

207:19,22,23 208:4

plenty (1) 6:1

pointed (1) 55:2

78:8 97:21 98:1

polyethylene (1) 91:6

70:7,11,12,13,21 71:11

80:3 135:20,20 175:18

poor (11) 63:25

pop (1) 61:16

popup (1) 60:16

popups (1) 60:8

114:10 150:2

79:23

178:8.12

position (4) 91:9 108:5

possibility (1) 150:12

possible (7) 89:7 125:18

140:16 163:21 172:11

possibly (8) 14:15 72:2 96:18

106:25 136:6 183:4 189:14

positive (4) 32:4 42:3 43:7

208:5

201:20

97:8 99:5 101:21 102:18 103:4 110:16 112:2.5.9.21 114:15 120:17 129:2 137:19 140:4,8 145:9,9 152:13 153:5,15 154:9,16 155:3 158:6 159:19 160:8 161:10,19 165:2,16,19 169:2.15.19.23 171:23 175:20 179:20 186:2 188:21 190:9.12 193:24 199:12 201:11 205:6 pm (5) 112:10,12 165:7,9 points (9) 10:7 67:18.19.22 101:8.13 123:16 183:21 policy (29) 5:19 7:5 11:18,19 12:6 14:4,11,16,23 15:24 16:8.20 17:3 18:9.11 36:24 56:7 59:4 60:25 61:2,9 62:12,15 64:13,16 77:14

200:12 post (2) 83:4 190:2 postdated (1) 28:15 posted (1) 158:5 posters (2) 12:22 204:13 postholder (1) 33:19 postnominals (1) 203:13 potential (2) 63:20 75:11 potentially (2) 175:4 177:21 ppm (1) 130:22 preceded (1) 100:10 predate (1) 87:14 predated (3) 50:17 78:18 123:4 predates (1) 135:9 predecessor (1) 3:13 prefer (1) 7:17 preference (7) 38:5 39:6.7.8.8 46:10 91:21 preferred (1) 85:18 premature (3) 132:7,13 142:4 premises (3) 10:13 113:8 121:20 preparation (1) 159:25 prepare (3) 3:4,15 4:14 prepared (1) 16:16 preparing (2) 3:11 5:1 presence (1) 168:19 present (7) 40:24 68:22 118:23 161:20 171:19 194:3 197:21 presentation (1) 181:4 presented (4) 24:7 45:20 93-5 186-17 pressure (1) 186:23 presumably (3) 6:11 29:9 50:19 prevent (1) 170:23 preventative (1) 121:17 prevention (3) 143:13,23 159:8 preventive (1) 114:13 previous (23) 26:18,19 39:23 44:11 46:5 50:5 62:9 87:17 91:19 93:12 109:22 113:23 114:16 123:14 129:23 146:13,14 147:19 148:8 171:3 172:18 195:9 199:12 previously (9) 3:14 14:17,24 38:20 43:11 50:18 54:15 133:21 155:18 primarily (1) 7:22 primary (2) 6:19 170:22 prime (1) 93:22 principal (1) 162:6 principally (1) 3:7 prior (5) 3:6 34:20 46:15 51:13 133:6 prioritised (1) 145:20 priority (1) 194:12 private (1) 205:21 proactive (2) 138:10 185:21 proactively (1) 141:15 probably (39) 12:7 27:7 29:23 33:19 35:10,18,21,22 40:2 41:6 43:11 44:12 45:22 49:11 50:23 62:17 65:21 80:22 82:9 87:7 93:10 94:6

107:17 111:6,19,21 115:15

123:20 141:20 142:9 154:1

160:6 183:7 188:9 195:3.4

purely (2) 57:25 107:5

purposebuilt (1) 100:7

puts (2) 150:1 174:11

putting (8) 12:25 13:9 36:19

97:20 99:21 157:23 158:24

Q

pursue (1) 117:25

puzzled (1) 196:16

180-23

purposes (2) 2:10 105:2

purpose (2) 200:8 201:18

199:11 201:6.8

problem (5) 50:19 72:17

problems (12) 58:3 67:17

127:14 128:6 130:24

procedures (9) 10:12 11:4

proceeding (2) 176:23

14:4,8,10 17:6 18:6 95:15

132:6,9 173:14,14 181:21

75:18 76:1 164:4

195:2,5

204:7

178:13

procedure (1) 18:7

100:19 109:25 102:18 160:24 160:16

proceedings (1) 207:15 process (5) 58:7,13 59:7 77:6 197:6 produce (1) 129:9 produced (4) 75:7.9 89:1 producing (1) 88:4 productive (1) 94:4 professional (4) 6:24 8:1 178:22 203:15 profiled (1) 85:16 programme (16) 26:7.9 114:13 142:7 149:6 154:3,5 178:10 179:17,24 186:25 187:6,12 188:4 programmes (1) 96:20 programming (1) 179:16 progress (19) 3:10 68:8 75:22 77:4 132:8 139:16 140:4 141:6,17 146:12 147:1 154:5 165:18 168:3 169:13 173:17 184:10 187:19 191:5 progressing (1) 129:12 progression (1) 56:14 project (28) 2:24 12:7 25:2 30-19 31-19 33-2 57-9 70:12 75:12,24 90:24 96:5 97:2,13 99:8 107:6 110:4 124:25 125:9,24 126:13 145:19 164:9.10 173:24 190:14 196:4,7 projected (1) 194:21 proliferated (2) 59:17 64:7 prompt (2) 103:7 178:6 prompted (3) 8:19 15:5 promptly (2) 24:8 66:17 prompts (3) 18:2 60:8 proper (2) 40:14 70:24 properly (5) 64:11 80:4 81:23 118:12 158:3 properties (6) 57:11 71:2.24 96:17 97:17 168:20 property (4) 58:1 68:17 71:9 proposal (2) 85:15,22 proposed (3) 38:3 40:17 protect (1) 86:1 protection (4) 85:14,23 87:4 protective (1) 121:18 proteus (1) 93:21 provide (8) 19:6,7 94:2 168:12,16,18,21 183:9 provided (16) 61:8,10 63:15,18 95:12 111:3,9 130:22 162:1 168:24 172:3 190:13 195:18 196:8 200:20 204:4 providing (1) 28:22 provision (1) 19:3 provisions (1) 205:2 provoke (1) 182:21 publicise (1) 93:11 publicised (3) 16:20 17:2 40.6 publish (1) 199:4 published (5) 32:11 75:7 100:6.11 192:3 pulled (1) 115:22

q (494) 2:18,21 3:24 4:8.12.17.25 5:5.18 6:16.23 7:3.25 8:3.8 11:20,22 12:9,14,18 13:3.15.25 14:19 15:3,10,19 16:12 17:5,15,19,24 18:4,17,22,24 19:15,22,25 20:12 21:3,19,22 22:3,10,15,25 23:15,19 24:2,10,21 25:1,6,15,18 26:3.13 27:1.8.25 28:12.14.18.30:13.23 31:11 32:8,24 33:1,6,13,21 34:4,6,21 35:1,14,19,24 36:19 37:4,11,16,21 38:15 39:4,12,18 41:3 42:6,11 44:4 45:4.21 46:25 47:6.13.21 48:18.24 49:1.15 50:3.9.12 51:2,10,17,25 52:3,7,16 54:16,24 55:8,13,19,24 56:7 57:2.18.21 58:5.14.21 59:15,21 60:1,4,13,17,24 61:12,15 62:6,16,19,23 63:1 64:6,11,15,19 65:23 66:15 22 68:19 22 69-1 3 21 24 70-2 4 71-13 72:8,23 73:3 74:3,11,13,15,19 75:4,7 76:4,10,22 77:10,25 78:14 79:5.12.14.19 80:1.18 81:1 82:8,11,13,18,20,23 83:1,18,23 84:9,12,16,25 85:11 87:2 11 22 25 88:6 89:12.23 90:2.6.8.14.19 91:1 92:4,9,19,25 93:18 94:13 96:2,4,11,15,23 97:7,19 98:9,11,17,19,24 99:21,24 100:4,9,13,16,21 101:12,16,18 102:10,15 103:12,16,23 105:1,5,12,25 106:22 107:6.11.15.18.24 108:19 109:2.10.24 110:6 111:5,12 113:20 114:2 115:11,16 116:7,9 117:4,10,19,21,25 118:16,21,23 119:12,16 120:3,6,9,16,23 121:3 122:6.12.19.23 123:1.12.19 124:3.11.18 125:3.7.12 126:8.11.16 127:15 128:9,14,23 129:6,19,22 130:2,8,15,20 131:7,12,22,24 132:11,25 133:25 134:8,14,25 135:10,15,23 136:5,13,24 137:19 138:12,17,22 139:4.9 140:2.14.25 141:4.10.13.15.21 142:1.10.15 143:4.8.12.18 144:4,9,12,15,20 145:9 146:25 147:12,19 148:2,12 151:5,16,19 152:1,6,13 153:15 154:24 155:18 156:5,14,16,19 157:6,14,23 159:4,19 160:3 161:16 162:14.22 163:3.5.16.23 164:1.8.14 166:13 167:2,7,13 168:1,6 169:23 170:22 171:8,17,22 172:21 173:2.5.10.16.22 174:3.11.19 175:2.7.19.22 176:13,17,20,22 177:6.13.17 178:3.9.20 179:4 180:10.15.24 181:5.12.17 182:4.18 183:15 184:14,17,24 185:12,19 186:2,14 187:16 188:6,11,21 189:16,19,23 190:3,9 191:6,10.16.18 20 192:4.8.12.17.25 194:6.24 195:7,12,18 196:16,25 197:11.20 198:2,10,13,15,22,25

96:18,19 131:14 184:15

201:4.11.18.22 202:16.19.23 203:3.10.13.23 204:16.24 205:11 206:2.8.11.16.23 207:2,4 qualifications (4) 202:10,13,17 203:3 qualified (1) 203:11 quality (10) 63:17 68:2 70:10,13 71:11 74:5 75:11.20.22.24 quarterly (4) 114:21.23 116:12 129:14 queries (10) 57:7,10 59:5,15 77:11 110:1 144:14 170:12,15,19 query (10) 8:4 58:5.6.10.15.23 59:7 60:21.22 103:12 querying (1) 170:24 question (53) 1:22 11:22 12:9 14:5,7,20 16:19 25:15 26:3,13,15 29:16 30:11 31:11 32:10 45:13,14 53:18 58:12 59:11 67:24 25 69:18 82:4 84:3 87-12 91-12 95-20 23 105:13,17,22,24 106:3,5,6,9,19,20 120:25 122:19 123:12 126:8 133:10 136:5 143:8 162:25 164:14 174:19 185:14,17 197:11 199:2 uestions (22) 1:16.22 2:10.21 11:11 12:10 23:21 31:25 32:17 40:13 73:24 112:19,25 113:6,21 150:20 162:22 163:14.15 174:16 207:17 209:3 quickly (8) 7:12 57:17 61:15 162:20 176:1 183:14 193:6 198:10 quiet (1) 88:17 quite (24) 15:12 22:4 23:10 36:3 38:23 40:7 43:17 44:11 45:12 56:2 77:23 86:20 90:11 123:7,7,11 135:3 158:22 167:24 176:11 196:9 197:11 203:9 206:21 ra (1) 70:9 radiators (3) 41:11 71:4 72:2

199:2.5 200:5.8.14.24

rainscreen (1) 84:4 raise (9) 49:2 50:15 51:4,22 107:11 163:10,15 170:12.19 raised (25) 3:6 23:9,13 24:6 25:8 44:23 52:6 56:12 57:6,7 58:15,15 71:8 77:12 79:21 80:21 99:7 113:1,15,21 119:10 123:3 129:9 170:20 197:25 raising (7) 29:2 38:22 39:21 45:6.7 170:14 197:19 ramp (2) 54:3,11 ramsey (8) 101:25 102:3,25 103:13 108:13,23 113:4 120:7 ran (1) 96:19 random (1) 145:2 rather (16) 9:1 12:11 22:2 46:11 51:1 57:10 58:7 91:13 93:25 116:18,23 128:3 129:16 135:13 156:2 184:19 rating (1) 75:24 rbk000008577 (1) 53:19 rbk00013999 (1) 190:9 rbk000139993 (1) 190:12 rbk00054227 (1) 81:4

records (8) 108:6,12

rectified (1) 133:6

rectify (1) 122:17

redesign (1) 125:21

redrafting (1) 47:25

reduce (1) 146:3

reduced (1) 32:21

refer (6) 5:7 49:16 56:2

59:10 110:17 121:11

54:16,18 66:4 91:3 102:7

reference (17) 16:24

ref (1) 104:2

127:20

109:11,12,25 110:7 113:12

168-22 25 react (1) 194:24 reaction (2) 16:9 17:1 reactive (2) 185:19,24 reactively (1) 18:1 read (33) 2:15 6:10 11:16 13:13,22 28:20 45:9 48:2 54:24 61:12,13,15 62:5,19,20,24 63:21 64:14,15 67:21 70:8 81:11 122:7 124:15 167:21 174:25 176:25 178:6 181:15 192:13 200:25 206:2,2 reading (6) 62:1 192:10 200:2,8,14 205:25 ready (3) 53:12 112:13 165:10 realise (1) 103:5 realised (1) 15:8 realistic (1) 194:13 reality (1) 175:7 really (11) 38:24 41:5,13 43:7 60:14 68:4 89:20 120:25 129:7 162:9 177:8 reason (14) 13:3 77:17 90:14.20.23 93:3 105:15 143-16 18 149-23 158-7 175:10 191:13 199:4 reasonably (1) 52:21 reasons (1) 182:18 reassurance (1) 127:21 reassure (4) 11:2,17,19 14:3 rebecca (2) 161:21 188:24 recall (13) 101:12 102:11 107:15 139:5 149:21 167:2,7 192:8 193:11 194:20 200:2,14 205:25 receive (1) 44:8 received (13) 9:11 10:22,23 13:24 54:3 66:16 68:1 73:11 119:2,16 121:2 123:2 189:23 receiving (2) 79:8,10 recent (3) 9:16 121:5 172:6 recently (1) 2:16 reciting (1) 39:14 recognise (2) 38:10 50:3 recognised (4) 48:6 50:6,13 78:2 recognition (4) 21:10,16,19 51:20 recollect (2) 139:16 158:12 recollection (11) 46:25 47:3 54:8 89:18 103:8 109:3,8 148:3,6 167:2,7 recommend (2) 114:24 116:16 recommendation (1) 116:22 recommendations (6) 110:22 116:11 129:12.14 134:11.16 recommended (3) 130:4 135:25 186:9 reconcile (1) 20:16 reconstructing (2) 193:12,14 record (8) 59:22 60:15 61:15 89:14,19 126:22 165:23 193:1 recorded (9) 59:25 60:1.20 95:1 114:21 171:24 192:5 193:2 199:16

121:5 147:7.9.12.21 148:3 162:15 172:18 174:6 193:12.14 references (1) 201:24 referred (10) 9:6 18:18 39:20 50:5 61:1 65:8 100:13 102:4 115:25 137:18 refers (6) 54:11 97:21 104:9 129:6 133:2 186:12 reflect (2) 149:17 174:19 reflected (1) 198:23 reform (3) 99:17 121:12 137:8 refresh (2) 82:21 148:2 refreshed (1) 62:18 refurbished (2) 147:9 154:15 refurbishment (48) 3:12 10:14 11:15 12:3 13:5 14:9 18-6 19-8 24 21-10 13 22:6.9.22 23:13.16.21 24:3,8 25:2 33:2 44:24 47:18 49:7 51:22 57:9 73:25 76:5 78:16.17.19.20 83:7,20 97:2 100:25 101:9,11,13 107:7,13 118:6 119:8 125:7,8 126:9 195-23 200-11 refusal (1) 81:24 refused (1) 50:3 refusing (1) 170:22 regard (3) 10:13 130:21 190:16 regarded (1) 29:7 regarding (1) 67:13 regards (2) 10:15 172:10 regeneration (21) 3:4 4:1 13:7,18 14:25 17:1,16,25 19:12 20:2,23 25:22 26:2 44:13 68:20 88:2 97:22 135:7 157:24 158:1 180:18 regime (3) 123:25 124:2 177:25 regimes (1) 124:1 register (1) 76:18 registered (3) 76:15,22 203:14 regs (1) 154:2 regular (13) 37:2,7,18 77:19 117:7 118:4 137:12 139:7 162:8 189:7 194:17 195:25 196:1 regularly (3) 18:5 189:6 191:4 regulations (3) 99:16 125:15 195:4 regulatory (3) 99:17 121:12 137:8 reinforce (2) 7:8 8:23 reinforcement (1) 12:23 reinstate (1) 154:14 reinstated (3) 55:18 186:22 188:7 reiterate (2) 20:19 207:19 reiterated (2) 85:2 194:14 reiterating (3) 11:3 14:4 36:23 related (4) 22:22 26:1 100:24 101:8 relating (2) 48:12 53:3 relation (5) 68:6 85:20 102:1 107:7 181:21 relationship (5) 21:3 46:10 60:3 79:24 120:2 relay (3) 55:16 114:22 124:12 relevant (2) 16:22 180:1 reliability (1) 203:17 reliable (2) 178:12 179:24 reluctance (1) 52:7 remain (4) 8:25 95:4 194:16 remained (2) 138:13 169:4 remediation (1) 135:21 remedy (1) 127:17 remember (101) 6:3 13:8.13

33:24 35:20 36:16.21 37-16 38-12 13 13 39:16.23 54:22 55:24 56:4 61:7.25 62:3 66:6.15 67:7 68:16.19 74:1.12.24 75:1 76:8 77:15 82:4,11,25 90:18 93:18 99:18 100:15 102:13 103:11,12,15,17,22 104:23 107:18 108:22 109:2 110:1 112:2 113:17 128:19.22 129:3.16.21 130:6.11 131:9.10.11 138:21 139:2.3.8 140:23 143:11,15,24 150:23 156:8,24 157:13,21 158:24 168:2,4 172:19 180:13,23 182:23,24 183:2 185:10 187:23 189:12 190:3.7 191-12 192-10 195-11 197:15.15.17.19 202:13 remind (5) 8:11 12:24 14:12 15:23 18:8 reminded (1) 14:23 reminder (2) 14:18 15:9 reminding (2) 2:5 13:2 remit (2) 164:9,17 removal (1) 54:3 remove (1) 88:15 removed (1) 56:6 removing (1) 71:4 renewed (1) 16:1 renters (1) 81:13 repair (9) 63:8 152:2 155:10 156:10 157:8 172:17 173:7 183-25 185-3 repairs (4) 60:6 134:1 169:6 172:14 replaced (2) 156:11 180:5 replacement (4) 96:8,20 155:11 157:8 replied (2) 133:13 185:15 replies (1) 176:3 reply (2) 116:16 187:3 report (32) 4:22 50:22 53:20 55:1.3 59:15 97:5.5 98:22 101:1 109:16 110:21 111:7,9 113:9 124:9,16 129:10,12 131:1,3 132:4,5,6,7 176:16 195:14 197:10 201:13 206:3,6,13 reported (8) 7:12 65:14 80:12.19 115:18 118:24 131:23 205:1 reporting (3) 65:18 79:7 115:3 reportingcomplaints (1) 56:11 reports (5) 75:23 109:20 123:24 129:11 136:8 representative (11) 27:16 32:7.23.24 33:8.11 39:11 46:23 48:5 52:12.18 representatives (1) 81:18 request (8) 63:5,6,9,11 109:25 124:19 171:15 184-20 requested (2) 145:21 168:2 requests (4) 169:5,17 170:13.16 require (1) 60:17 required (7) 126:2 130:5 139:21 155:12 167:4,9 172:24 requirement (1) 116:20 requirements (2) 104:16 125:25 reread (1) 2:15 rescue (2) 95:8 199:24

resentment (1) 82:14

resident (27) 8:5 15:17

26:15 34:2 44:6,11,16

45:14 48:21 54:2 56:21.24

79:1 80:24 95:11 143:7,14

58:15.15.59:8.17.60:12

65:17 69:6 71:5.8 72:5

resided (1) 185:23

17:8 24:21,24 25:1,21 26:1

residential (2) 95:2 199:17 residents (191) 2:23 3:6,8 4:13 5:2 9:15 10:11,25 12:13.14.18.21 13:4.17 14:8.25 15:24 17:12.25 18:4,20,23 19:4,5,8,9,18 20:4.15 21:2.4 26:17 27:9,9,21 28:22 29:1 30:5,8,24 31:1,2,5,12 32:6.10.18 33:16 34:6 35:1.3.5 36:4.6 38:11 40:2.10.11.15 41:1.20 44:14 45:19 46:2 47:15 48:7,9,13,15,19 49:2,4,5,11,20,21,22 50:4,7,14,15,18,23 51:1,4,8,9,12,21 52:9 56:12 57:6,6,7,8,10,25 61:21 67:11 68:5.16 69:8 70:15.25 71:1.1.8.14.23.24 73:15,17,19 77:3,23 79:22 80:8,13 81:12,14,15,16,25,25 83:8,13,20 84:14,21 85:13,16,22 86:8,22 87:4,18 88:22 90:4,17,20 91:10 11 18 20 24 92:4 93-2 13 94-1 6 14 95:4,13,16,19 107:21 131:14 132:1,12 137:1 139:14 142:6.17.20 143:5.9.22 156:23 157:10,22,24 159:7 169:14 170:23 171:19 176:24 177-19 180-11 17 182-19 184:19.22.23 185:4.11 197:12,17 199:20 204:3,5,7 resist (1) 207:22 resistant (1) 16:3 resolution (8) 44:6,10 77:22 79:9 80:11 158:11,23 177:5 resolve (2) 59:18 79:16 resolved (8) 56:16.18 57:17 63:16 76:2 80:12 178:7,12 resort (1) 45:24 respect (7) 23:21 89:12 100:17 124:7 136:17 185:22 193:4 respond (4) 11:7 16:6 106:21 171:14 responded (1) 27:24 responding (4) 26:8 57:9 64:11 179:15 responds (3) 103:25 160:6 186:14 response (27) 15:4 36:16 37:14 38:3 47:21 76:14 77:2 79:18 104:23 106:16 128:10 154:10 160:3 161:5.16 163:7.12 169:19,24 170:16 172:22 179:18 183:17 184:20 185:1,18,24 responses (3) 45:11 66:12 189:18 responsibilities (1) 169:17 responsibility (9) 6:19 79:17 97:22 101:7.12 126:12.15 144:16,20 responsible (17) 3:11 4:25 6:3 7:22 11:14 12:1 31:13 33:2,7 66:17 88:3 94:19 98:12 126:13,19 152:7,8 rest (3) 106:15 199:25 201:5 result (8) 17:2 37:20 54:25 63:10 71:3 84:17 106:4 124:20 results (2) 73:23 74:16 resume (1) 112:5 return (5) 133:11,15,23 140:17 142:23 returned (1) 133:7

reviewed (2) 61:5 183:10 revised (3) 62:8,13 179:17 reynobond (2) 93:23,24 rge (14) 108:6 109:10 110:7.18 114:13 115:16,18,25 116:2,3,23 124:9.16 127:2 rges (1) 129:14 rhetoric (2) 26:5 27:3 righthand (2) 67:22 127:15 rights (1) 9:17 rigorous (1) 5:23 ring (1) 28:8 riser (2) 10:7 102:1 risk (46) 7:1,17 37:7,13 45:24 94:21 95:1 97:24 99:1 100:10,18 124:18,24 125:1.2 137:1 138:25 139:10.14 152:25 177:18 194:15 195:24.25 196:2 197:13 199:5,6,14 200:2,8,15 201:1.14.16.18.22 202:6,20 203:5,11,16,18 204:22 205:4,6 risks (2) 140:9 146:3 rlos (1) 56:13 road (1) 128:18 robert (7) 38:4,16,19 39:3,5,15,16 roger (2) 81:5 169:11 role (26) 14:24 19:4,7,17,18,19 20:1,3,14,15,16 22:8 35:7 44-11 45-2 46-24 79-14 98:10 99:3.8 100:17 101:15 107:6 131:7,11 150:17 roll (2) 20:20 43:3 rolled (5) 20:11 26:21 62:21,23 152:21 rolling (1) 120:12 roof (3) 126:5 153:25 158:14 room (6) 40:21.22.23 112:4 153:25 165:3 rooms (1) 67:11 rosier (1) 150:14 rosy (5) 150:2,6,10 166:3 174:11 round (4) 153:9,14 173:13 192:4 route (4) 3:15 119:6,22 197:4 routinely (2) 3:25 45:25 rro (2) 126:16,21 rubbish (1) 43:23 rude (1) 63:23 rumble (3) 86:7 168:7 169:10 run (1) 81:15 rung (1) 141:24 running (4) 74:22 139:24 194:11 197:7 ryd00087894 (1) 179:4 rydon (51) 3:17,19 5:3 6:7 12:23 15:17 44:1 49:7 54:4 56:14:19 57:19.22 68:3.7 72:1 80:13 88:2 101:1,2,5 107:12:20 109:18 110:3 115:22 135:6.16 137:24 138:25 139:17 140:15 142:7,21 145:3 153:9,20 157:1 158:10 167:17,17 172:16 173:6 177:14 187:1.12 188:15 193:20 196:14,24 200:21 rydons (19) 8:21 37:9 56:13.24 59:25 109:13 146:1 149:6 151:11 162:6,8 166:23 168:15,18

206:17 save (1) 2:14 200:21.22 157:8 186:20.21 199:10 155:13

11:5.12.14.24 12:2.5.15.16.19 13:4.19 16:16.24 17:5.15.24 19:3.5.7.9.11.13.17.20.21.23 20:4.6.7.8.14.17.20.20.23 21:1 36:7,14 37:5,12 78:18 94:13.17.20.24 95:14.19 97:10,20 98:16 99:9,10,15,17 100:1,7,10 101:4 109:19 121:13 123:17 126:17 131:8 135:1.24 137:2.15.17 139:1.10 143:14 144:7 145:11 146:3 151:11,17 153:7,9 156:20,22 169:7 170:24 171:23 172:2,3,6 177:9,11,23 178:21,22 180:7 183:23 184:6 185-5 21 195-14 19 22 200:21 204:6.13 205:1.5 same (32) 10:10,19 14:10 15:12,12,13 18:7 21:5 30:6 35:12 36:21 45:13 47:4,5,22 64:9 67:2,4 98:5 104:3 128:20 132:23 137-20 149-12 152-14 154-11 155-14 161-11 18 186:15 187:4 199:10 sample (2) 88:11,25 satisfaction (1) 63:16 saw (25) 14:11 16:17 23:22 25:18 26:10 43:7,20 46:6 58-20 59-21 69-22 72-9 74:3.15 79:20 97:24 120:23 121:1 123:2 137:14 146:11 147:1 165:19 saying (37) 11:18,18 14:15 17:12 25:22 26:8 33:7 37:11 42:3 43:22 44:7,8 60:11 72:16 83:10 92:14 105:19 106:16 109:18 115:20 116:5 133:23 136:9 143:20 149:12 155:25 158:2 159:15 171:9 173:19 177:2 183:8 188:18 189:13 193:11,18 197:17 scale (2) 45:19 47:5 scanning (1) 76:11 scant (1) 34:15 scaremongering (1) 36:3 scene (1) 46:17 scenes (1) 116:3 schedule (1) 121:11 scheduled (3) 1:25 155:11 scheme (9) 35:9 41:7 75:20 91:15 103:2 106:5 170:4 scope (1) 183:22 scrappy (1) 191:21 scratch (1) 188:19 screaming (1) 71:16 screen (9) 8:11 53:22 55:7 65:3,9 67:22 69:13 152:22 scroll (4) 10:18 53:23 64:24 scrolled (1) 69:15 scrolling (1) 195:21 scrutiny (6) 68:17 69:6,10 71:9 168:24 170:23 second (28) 7:3,4,14 8:12 14:20 15:14 16:16 18:24 19:16 54:11 57:3 61:18 67:8.18 76:7 89:3 94:2 99:4 102:17 121:6 137:21 155:2 156:3 157:6 186:6,16 189:2 192:25 secretary (2) 120:18 171:12 section (10) 5:15 7:5,22 48:1 113:12 114:6 140:9 145:16 205:8.25 sections (1) 20:1

rbk000542272 (1) 81:8

rbkc (10) 32:16 44:25 68:17

81:5.5.17 87:2 120:18

172:9,10,12 187:6 189:6

safe (3) 176:23,24 178:12

safety (114) 5:7,24 6:23

8:1.23 9:16.25 10:13.25

safest (1) 7:10

review (5) 22:20 34:12 65:11

146:2 162:4

secured (1) 176:6 see (158) 5:14,16 7:13 9:8 10:18,22 11:1 12:14 14:19 16:19 17:15 18:17 19:22 20:12 22:25 23:4 25:16.21 27:25 28:4,12 29:4,7,10,21 30:13 31:16 34:21 36:11 37:25 39:4,18 42:6 45:21 46:2 48:1 52:16,19 53:23 54:9,24 57:2 60:17 61:3,20 62:10 63:3,20 69:15,21,24 70:1.4 73:7.13 75:13 76:12.25 79:5.12 80:2 82:3 84:9,14,23 85:5,7,9,13 87:11,22 88:6,8 91:1 98:24 99:12 100:4 102:18 103:23 114:4,7,15 116:10 120:20 121:4,10,15 123:13 124:21 127:15 128:14.24 129:3 132:21.23 134:25 138:1 144:15 145:12,15 147:7,19 148:3 151:5 154:24 155:5,14,15 156:19 157:23 159:23 160:1,5,9 161:9,14 162:1,2,11 163:7,23 169:8,21 171:5,8 172:1 173:2.4.25 174:1.3.11 183:19 184:24 185:12 187:18,18 188:1,16,23 192:1 193:7 194:3,8 195:20 197:24 198:15 199:12 200:24 201:4 202:2,9,10 205:7,9 206:6,21 207:22 seeing (3) 76:8 77:15 83:12 seek (2) 26:14 97:25 seeking (1) 68:19 seem (4) 55:15 85:17 91:20 157:20 seemed (7) 75:15 85:16 139:18,22 144:3 157:18 158:9 seems (6) 78:11,12 126:21 142:21 157:16 162:15 seen (38) 5:6 12:25 17:15 19:25 24:14 28:11,17 31:8 33:3 37:14 55:17 69:18 78:19 82:7 94:25 97:19 111:4,11 114:20 115:20 116:8 124:24 127:2 136:8,9,14 156:9 165:23 166:1 178:10 186:25 191:14 195:15 198:22.25 199:14 204:13 207:1 selected (5) 88:9 89:15 91:2,5,5 send (11) 13:3 15:14 36:5 100:25 161:23 169:9,15 171:5,10,12 191:24 sending (5) 12:9,18 120:24 132:19 184:18 senior (1) 45:4 sense (1) 58:9 sensible (1) 111:21 sensitive (6) 169:14,16 170:3,7 171:11,13 sensitivity (2) 171:1,18 sent (18) 8:20 13:14 18:19 38:1.2 47:23 93:20 98:22 102:16 106:1 111:7.10 112:22 120:22 145:13 152:14 162:17 192:7 sentence (4) 19:16 61:25 193:7 202:11 sentences (1) 171:6 separately (1) 33:25 september (35) 3:5 4:8,13 21:16 33:14 36:1 40:2 49:18 51:18 61:5 62:2,4,24 84:10 89:18 114:18 120:24 132:15,20 134:8 135:11,25 137:1,20 140:5 145:11 146:12 152:15 165:18 166:2 174:15 184:10 195:13 200:16.23 sequence (1) 189:17

series (1) 73:23 serious (2) 57:15 59:2 seriously (1) 80:23 served (2) 115:14 129:23 server (2) 29:5.15 service (35) 28:21 61:22 63:5,10,12,15,15,17 92:17 95:8,8 109:12,25 110:25 111:12 113:10 114:17,23,25 115:24 116:12,15,17,25 117:2,8 126:22 127:20 129:15 130:3.9 136:8 158:18 199:24 203:25 serviced (7) 109:15 114:14 115:17 117:7 118:3 130:23 134:10 services (2) 61:22 116:23 servicing (14) 108:6,12 109:11 113:11 117:1 123:23,25 124:1,2 131:19 132:6 134:4,19 136:20 session (2) 43:8 137:23 sessions (2) 3:9 85:13 set (12) 7:13 64:22 77:7,19 116:23 122:9 127:16 163:14 170:5 202:11 203:3.7 sets (2) 9:13 126:3 setting (1) 80:9 setup (2) 41:11 191:14 seven (3) 3:14 4:24 49:19 several (3) 40:22 102:1 145:1 shake (1) 2:7 shame (4) 28:2,6 54:9 55:8 shape (2) 135:21 144:1 share (1) 39:8 shared (2) 118:19,20 shed (3) 119:21 171:4 192:1 sheets (3) 95:14 204:6,11 shelter (3) 85:14,23 87:4 shepherds (1) 70:19 shes (5) 11:18,18 12:5 133:23 154:23 shift (1) 42:20 shoddy (2) 70:22 71:20 short (7) 53:10 112:11 142:11 154:15 158:1 165:8 180:18 shortcoming (1) 183:4 shortfall (1) 66:10 shortfalling (1) 147:14 shortly (5) 16:15 121:24 122:13 155:11 187:25 should (34) 5:22 8:25 9:20 10:1 11:4 14:2,4 15:22,25 16:2 26:4 32:21 47:9 58:17 63:18 81:11 85:22 90:22 92:22 93:1 95:6 109:16,17 121:7 131:15 138:22 139:21 143:22 149:25 158:2 178:1.15 186:20 199:23 shouldnt (6) 47:10 101:15 175:11,16 180:22 199:4 shout (2) 40:7,21 show (22) 27:25 40:20 41:10 42:22 61:1 67:2,6,6 70:5 73:3.4 79:15 83:21 94:5 99:20 102:15 110:14 119:4 122:6 149:6 155:6 199:11 showcase (5) 38:6,17,18 39:2.12 showed (14) 41:10 42:25 43:4 54:14 89:2,2 91:19 113:24 129:16 142:8 171:3 172:19 187:12 189:13 shower (1) 70:19 showing (5) 114:9 118:16 123:17 124:6 178:11

shutters (1) 80:5 sic (3) 104:14 114:15 169:15 side (6) 41:22 67:22 117:17 121:13 134:4 156:3 sidetracked (1) 40:8 sign (2) 79:23 190:21 signage (2) 15:23 16:5 signal (1) 178:3 signalled (1) 90:4 signed (1) 170:9 significant (6) 100:18 121:18,25 177:18 200:25 202:5 signing (1) 80:13 signs (1) 10:4 silver (3) 88:9 91:2,5 similar (1) 35:11 simon (28) 15:15,20 16:8 43:25 44:1 108:8 120:25 132:17.22 152:14.16 159:21,24 160:3,3,5,6,9 162:24 164:6,11 173:12,12,19,19 179:5,6,8 simons (1) 180:1 simple (2) 135:4 147:3 simulations (1) 151:3 since (3) 14:18 140:23 195:8 singh (4) 21:11 23:14 110:18 111:3 singhpeter (1) 54:6 single (1) 76:20 singleglazed (1) 43:2 siobhan (5) 4:3 86:7 168:7,9 169:10 sir (39) 1:3,10,12 29:6.16.17.24 30:2 52:22 53:6,12,15 64:24 65:7 66:1 110:13 111:21,24 112:7,13,16 148:15,20 149:1,8,10,16,20 150:8 164:24 165:10,13 193:10,16,23 207:10,13,25 208:2 sit (2) 1:12 159:10 site (30) 8:21 26:19.24 46:5 56:14 70:7,13,21 83:14 90:25 101:20 102:24 113:12 114:15 129:6 133:7 135:8 137:13 138:5 139:1 141:17 145:4 167:20 175:13 180:6 191:4.14 193:20 194:13 200:12 sits (1) 2:6 sitting (1) 178:23 situation (8) 71:17 102:2 109:21 127:1 144:25 160:15 175:13 184:4 six (9) 49:18 83:3 110:20 122:23 123:5 134:9 142:15 156:8 176:20 size (3) 158:15 196:12 197:5 slab (1) 158:18 slanted (3) 27:5,18,22 sleeping (1) 100:10 sliding (1) 43:1 slight (2) 104:21 107:2 slightly (12) 11:16,21,22 20:13 31:11 42:20 43:17 81:2 124:16 136:13 150:6.10 slow (1) 176:11 slum (1) 43:23 small (1) 46:16 smith (5) 110:18,19 186:4 189:24 190:4 smiths (2) 57:24 58:3 smoke (40) 7:7 88:9 91:2.5 102:2 108:4.14.24 109:5 110:2 112:20 114:8,12,24 116:13 121:23 122:1 126:3 137:23 148:17 152:23 153:4,22,24 155:8 161:7 170:11,17

174:4,7,12,13,22 179:14

181:1.7.22 183:23 195:23

197:14

187:23.24

stages (2) 187:22 188:3

street (1) 54:14

streets (1) 31:18

smokefire (1) 16:3 socalled (1) 64:12 solution (5) 139:22 154:22 160:15 177:14 178:24 solutions (1) 158:16 solve (1) 157:20 somebody (6) 12:11 29:17 44:21 55:6 101:10 110:4 someone (1) 29:9 something (61) 4:7,20 6:22 11:2,17 13:1 14:3 15:1 21:20 27:23 29:3 31:9 39:14 41:21 42:3.12 45:1 47:23 54:21 55:2 57:1,14,16 58:11 59:6,10,16,21 68:9 76:3 79:24 80:2 89:6 92:12,25 97:3 98:10 106:25 108:25 109:16 23 110:20 117:22 119:9.21 123:22 125:23 127:7,24 132:8 139:17 157:20 159:11 177:23 178:1.5 182:15.16.17 193:18 204:9 sometimes (2) 4:6 191:23 somewhere (1) 206:24 soon (7) 35:22 121:2 122:21 161:6 172:11 178:8.12 sooner (3) 116:17,23 129:15 soonest (1) 182:1 sort (24) 17:23 27:22 32:16 43:11 46:17 57:15 77:4 83:11,22 89:1 92:11 135:12 137:25 138:8 150-16 19 153-24 156-3 177:7 182:8 183:1 187:20 192:21 203:20 sorted (1) 158:21 sought (1) 27:10 sounded (1) 44:2 sounds (2) 4:23 6:17 sounes (3) 102:5,21 113:5 source (4) 22:3 28:21 106:6 173:10 sources (1) 180:8 sourcing (1) 172:10 space (2) 9:21 125:20 spaces (1) 88:17 speak (3) 17:9 159:4 207:6 speaking (3) 31:1 70:16 187:1 spec (3) 140:16,17 142:23 special (1) 19:2 specialist (1) 150:16 specialists (3) 160:20,23 specific (26) 13:4,18 32:17 66:23 68:12 71:12 72:6,13,20 73:24 75:14,25 91:12 92:4 95:20 99:14.25 106:9 115:8 150:18 163:10 164:4 184:19.20 185:17 187:6 specifically (12) 5:7 17:25 22:8 32:2 74:21 85:25 100:4 103:2 106:14 163:17 179:15 201:5 specification (4) 93:19 118:15 120:11 134:23 specifics (1) 100:17 speech (8) 69:3,6 72:10 74:3,9,13,20 75:15 spent (2) 41:22 42:9 splitting (1) 78:23 spoil (1) 40:17 spoke (6) 18:9 35:2 68:23 72:25 145:3 153:20 sporadically (1) 18:1 spot (1) 125:6 spring (2) 51:19 52:8 staff (2) 63:24 196:3 stage (11) 54:23 131:18 132:10,11 139:15 142:5 143:2 155:21 157:23

stair (1) 102:3 staircase (1) 55:12 staircases (1) 55:10 stairs (6) 7:18 28:2,6 54:9,14 55:8 stance (3) 46:11 47:5 78:11 standard (2) 68:6 204:15 standards (4) 5:24 68:12 107:9 184:2 standing (1) 78:7 start (12) 25:23,23 26:14.19.24 73:5 99:4 135:16 142:21.25 175:25 176:13 started (14) 3:13 25:24 29:13 33:17 34:1 35:9 46:5 49:24 51:6 75:4 87:19 88:12 139:25 187:19 starting (3) 93:6 187:13 201:17 starts (3) 69:7 132:25 159:22 stated (4) 110:25 111:12 116:15 191:10 statement (18) 2:25 8:15 18:24 20:16 21:5 24:10 29:7 36:10,19 56:8 57:3 94:15 99:5 100:21 101:21 199-7 203-23 205-3 statements (3) 2:9,13,16 station (2) 10:6,8 status (3) 136:23 140:25 171:16 stay (11) 5:19,22 7:5,10 11:3 15:24 16:5,20 18:8 95:3 199-17 staved (2) 14:10 18:7 stayput (10) 12:6 14:4,11,23 16:8 17:3 18:11 36:24 97:21 98:1 stays (1) 5:19 stephanou (1) 15:16 steps (14) 54:12 98:19 121:7,14 127:16,18 135:10.25 154:13.21 164:2 167:3.8.15 sticking (1) 21:5 still (33) 11:3 14:3,15 26:20 34:16 38:25 45:17 56:3,23,24 75:11 76:19 79:21 85:18 88:10 89:21 107:1 125:18 132:8 134:10 144:2 145:2 154:2 158:9 161:2.7 174:8 185:8 187:20 188:11,12 190:25 198:6 stitch (1) 36:15 stokes (51) 7:1 37:1,6,13 94:21,23 95:24 96:25 97:24 98:20 100:19 101:3,7 102:16,21 103:25 105:14 106:5.7.22 112:22 113:14 115:3.16 116:22 118:1 119:2 123:3,14 129:9,13 130:4 132:4 134:11,16 136:15 137:12 138:24 157:3 159:2 199:6 200:14 202:9,10,14,20 203:10,14 204:21 206:12.23 stokess (1) 145:25 stood (2) 43:4 117:14 stop (1) 86:22 stopped (5) 25:7 28:15 116:25 117:2.4 store (2) 203:3,7 story (2) 140:3 154:24 straightaway (2) 51:1 72:22 straightforward (4) 32:12 58:12 148:10 175:11 straightforwardly (3) 56:16,17 57:17 strategy (10) 8:23 11:3 18:4 95:2,3 138:3,19 177:21 199:16.17

stressed (1) 151:23 stretch (1) 140:1 strongly (4) 30:25 31:13 93:14 192:17 structural (1) 158:19 studio (3) 102:5 113:5 168:15 study (1) 92:6 stuff (4) 41:13 86:19 128:7 190:7 style (6) 26:5 29:2 46:14 181:4.14.16 subcontractor (1) 186:8 subject (4) 25:12 102:21 122:12 187:8 subjects (2) 32:15 171:21 submitted (1) 186:21 subsequent (2) 15:8 148:1 subsequently (4) 93:10 127:23 129:8 162:21 substantive (1) 2:21 successful (2) 201:14 203:5 suggest (11) 26:3 58:21 100:3 136:16 149:11 166:4,13 167:13 181:17 192:17,19 suggested (1) 193:1 suggests (3) 12:14 149:1 192:19 suhail (5) 128:25 145:21 150:16 161:21 188:25 suitable (3) 121:21 122:2 205:11 suits (1) 52:22 summarised (1) 67:14 summarising (2) 45:22 87:8 summary (1) 73:11 summer (5) 51:20 62:8,13 83:2 92:7 supervising (2) 44:5 79:8 supervision (1) 79:6 supplementary (1) 37:8 supplied (1) 197:4 support (2) 36:10,20 sure (23) 4:18 6:8.9.13 52:23 54:24 59:9 78:22 98:20 99:20 110:8 115:9 119:12 126:18 130:14 131:8 146:13 153:5 157:2 164:10 167:18 183:11 193:17 surprise (1) 207:18 surprised (2) 123:2 124:21 surprising (1) 89:13 survey (5) 72:25 73:8 74:1 77:3 133:22 suspect (27) 8:4 17:8 24:25 32:21 51:7 54:19 55:2 58:16 61:10 76:25 90:7,18,23 106:19 108:17 115:6.14 120:21 127:21 131:8 137:6 139:15 144:25 179:1 192:7 197:8 200:23 sway (1) 92:13 swell (1) 83:12 switch (2) 90:16 114:9 switches (1) 104:19 syllable (1) 166:12 system (160) 24:17,19,22 41:14 55:14.22 60:15 66:19 71:6 73:18 77:25 78:3,6,13,20,21,21,25 79:4 84:21 89:9 108:14,16,24 109:9 110:2,21 111:2,14 112:20 114:5.12.14.24.25 115:17 116:13,15,17,19 118:10 121:21,23 122:2.3.8 124:5.20 125:13.14.16 126:3.25 127:9,13 128:1,5,6 130:9,23 131:1,3,25 132:9,18 133:12 134:3,10 135:3,20 136:22 138:9,13 139:12,23 141:1,6,7

149:3.11.13.24 150:7,11,14,21 151:20,21 152:23 153:22,24 154:14 155:10 156:1,10 157:7,11 158:2 159:16 160:18 161:1 162:16 166:16 170:11 171:20 172:13,17,24 173:7 174:7,10 175:24 178:17 179:14,23 181:1,7,22 183:24,25 184:2,8 185:2,22 186:1,17 190:14.17.19.20.25 191:3,7 194:11,16 195:6,8,23 198:4,6,17,18 142:13 144:4 156:20 159:13 196:22 table (2) 93:8 163:19 136:1.2 146:5 152:1 195:1 196:24 101:12 110:6 133:23 137:15 138:7 201:25 144:2 150:25 151:12 153:10 173:13 180:9 182:23 192:19 talking (17) 8:17 13:8 110:8 157:21 158:11 talks (1) 71:10 197:1 66:11 task (2) 44:2 164:15 tasks (1) 3:3 team (35) 3:17,21,24 teams (1) 98:7 technical (1) 186:17 telephone (1) 66:18 193:11

196:5,10,18,20,23 197:14 systems (9) 7:7 60:2,5 84:18 taken (21) 10:13 23:14 54:4 68:8 101:15 113:7 116:1 124:15 133:21 135:11 154:21 167:4,9 170:10,16 takes (2) 159:19 193:24 taking (9) 8:21 78:2 80:23 talk (15) 12:24 41:4,18 42:10 50:25 53:2 79:15 107:22 112:2 130:1 139:23 165:2 167:18 190:22 207:20 talked (16) 59:8 82:9 94:10 103:1 107:17,20,21 138:24 31:17.18.24 32:5 47:15 72:23 83:8 97:10 108:15 180:13 182:24 185:10 target (4) 144:3 196:5,22 targets (4) 65:13,18,20 6:8,13,16 19:20 20:20 48:21 62:22 65:21 66:8,18 76:16,24 78:10 96:16 97:10,13 98:16 117:1,8 118:5.14 120:11 134:5.20 135:1,24 136:10 144:7 145:11 154:4 160:14 176:2 telling (12) 55:24 132:11 142:3 148:4 156:8 157:10 164:8,11,16 167:3 185:11 temporary (6) 33:20 34:14 127:25 128:4 150:22 185:5 ten (4) 14:17 58:4 180:15,16 tenant (4) 14:15 61:23 204:5.11 tenants (4) 16:1 48:5 81:12 95:13 tend (1) 58:25 tended (1) 57:22 tender (5) 93:20 109:13 115:23 125:10,24 term (4) 11:5 97:12 119:9 154:15 terminology (1) 58:18 terms (30) 27:20 30:11,18

Opus 2 Official Court Reporters

shown (17) 11:10 53:19 67:7

84:20 87:21,24 93:7,9,13

106:2 108:1 112:21 116:5

140:21 166:11 199:25

shows (2) 165:24 170:8

204:24

32:13 35:17 36:25 37:9

46:8,21 48:23 75:22 80:24

98:11 119:7 126:2 128:7

142:6.18 145:18.24

148:4,18,23

146:11.16.19 147:8.17

143:7 158:8.20 159:2 166:4 171:16 177:10.13.16 180:18 188:2,2,14 197:16 terry (1) 161:22 test (1) 109:17 text (3) 6:4,12 9:13 thank (32) 1:10,12,15 10:3 32:4 42:3 52:23 53:4,5,15 69:8 83:10 110:4 111:23 112:6,7,9,9,16,25 150:8 165:4,6,12,13,15 193:23 198:14 207:12 208:1.2.4 thanking (1) 1:18 thanks (4) 15:21 154:17 163:9 176:4 thats (66) 3:1 9:2 19:12 28:3 29:23 32:6 37:6 41:24 42:11 46:12 48:17 50:8 51:10 56:22.23.25 61:25 62:9 74:16 87:7.7.9 99:17,22 102:15 106:12 109:3,7 110:8 111:6,17 115:24 120:16 125:7 127:5 132:8,20 135:3,17 143:2,19 146:17 155:3 163:24 164:24 174:14 175:10 178:6 181:23 182:8 184-17 186-12 189-25 190:18 191:11 193:16,19 196:9 197:24 199:8,15 201:9,9,23 204:22 206:20 theme (1) 15:13 themselves (7) 22:14 31:15 46:8 52:9 58:23 66:8 147-16 therapist (1) 107:22 thereabouts (1) 198:20 therefore (4) 93:21 126:11 196:13 205:23 theres (18) 5:11,14 12:5 52:1 58:9 67:16 75:17,17 80:2 139:2 147:8,16 175:10,11,17 193:18 199:3 205:8 thevd (17) 23:24 40:15 57:23 68:18 125:10 139:17 141:24 142:23 146:21,21,23 149:6 151:3 175:14 178:17 191:25 192:4 theyll (1) 58:3 theyre (8) 55:10 77:4,5,22 147:17 167:21 171:21 200:10 theyve (3) 58:2,2 111:10 thing (12) 2:4 77:5 83:22 87:1 101:19 151:1 157:20,25 158:8,17 159:11 204:15 thinking (3) 31:23,24 171:17 third (7) 7:14 41:6 100:23 110:23 145:15 179:9 192:25 thorough (1) 3:23 though (10) 44:23 49:23 59:12 64:8 104:22 122:14 154:19 167:1 185:12 192:16 thought (21) 13:20 21:17 25:19 27:4 55:3 66:16 78:23 86:24 105:20 109:4 117:22 123:6 127:3 150:18 166:17 177:1 180:22 186:8 192:13 206:16.20 thoughts (3) 159:5,5 179:2 three (2) 70:17,19 threemonth (2) 33:20 34:14 through (33) 2:1.1.12 6:8 13:1,10 17:21,22 26:17 41:9,18 42:10 49:3 59:8 65:16 72:12 74:23 75:2 77:21 78:2 82:1 103:1 119:23 126:5 127:11 134:18 136:4.10 141:8 144:17 173:13 180:8 197:4

138:14 throwaway (1) 103:20 throwing (2) 86:13,16 tick (1) 205:12 tidy (1) 151:13 tiltandturn (1) 42:24 timber (1) 151:14 time (107) 1:24 4:15,24,25 6:1 9:3 11:13 13:16 16:13 21:17 22:16 23:2 24:11 26:16 27:17 28:11.12.15 29:14.22 30:4.15.20 31:1 33:1.6 35:2.11.12 36:21 38:9 41:8,8 42:2 43:12 44:22 46:7 49:4 50:2 51:19 55:16,16 57:25 60:11 61:2,14 63:6 64:21,22 65:1,2,7 67:2,4,8 68:11 69:21 71:9 78:1 85:12 87:14 89:7 95:1.10.11.22 98:14 100:14 102:24 111:25 117:14 120:20 126:23 132:3.14 134:8 135:25 138:6 149:6 150:23 158:10,22 164:25 166:17 168:1 171:22 177:1,3,6 180:17 186:20 188:13 192-9 193-3 195-2 16 197:9 199:10,15 200:3 204:2,3 205:20,25 206:23,25 207:14 timeframe (2) 176:16 187:10 times (5) 77:22 145:1 187:14 197:12 204:14 escale (8) 36:23 139:19.25 142:11 145:21 147:10 168:5 194:13 timetable (3) 25:25 26:18 80:9 timings (1) 162:25 tiny (1) 53:24 title (1) 69:16 tmo (103) 1:5 3:3 12:11 15:5.25 18:20 21:9 24:18 25:24 27:12 28:4.22.24 30:5,9 32:9 33:14 34:8 38:10 41:25 43:22 44:25 45:4,25 47:9 48:3,7,8,11,18 49:14,19 50:3,16,22 51:5,18 52:8 57:1 59:4 15 60:5 15 18 61:4.8.8 62:1 65:15 69:12 71:2 72:24 75:19 76:23 77:14 78:4 81:18,22 83:4,19 84:1,10 87:14,19 88:1 89:15 91:24 92:23 93:25 95:9,20,24 96:7,12,25 100:14 110:25 111:13 120:18 126:18 128:9,16 131:10 152:8 164:9 166:4 167:3.8.14 168:15.18.22 169:1.2.6.13 171:23 172:5 175:9 185:19 203:25 204:19 207:5 tmo00830089 (1) 140:4 tmo008300894 (2) 140:8 165:17 tmo00831064 (2) 69:5 73:3 tmo0083106410 (1) 73:13 tmo008310643 (1) 70:6 tmo008310649 (1) 73:6 tmo00831399 (1) 61:16 tmo008313992 (1) 61:19 tmo00837599 (1) 87:25 tmo008375992 (1) 88:7 tmo00838191 (1) 84:2 tmo008381913 (1) 84:16 tmo0084036418 (2) 94:16 199:13 tmo0084036419 (2) 199:9,19 tmo0084036420 (1) 199:9 tmo0084036423 (1) 3:1 tmo0084036424 (1) 56:10

tmo0084036443 (1) 203:24 tmo0084036445 (1) 201:11 tmo0084231211 (1) 99:5 tmo0084231212 (1) 100:22 tmo0084231219 (1) 57:4 tmo0084231222 (2) 18:25 21:6 tmo00844037 (1) 188:21 tmo00846104 (1) 67:3 tmo008461061 (1) 47:22 tmo008461062 (2) 37:21 47:7 tmo00851824 (1) 152:13 tmo00851844 (1) 153:15 tmo008519131 (1) 169:23 tmo008519132 (1) 169:9 tmo008519133 (1) 168:6 tmo00852028 (1) 159:19 tmo008520281 (2) 161:10 163:7 tmo008520282 (1) 160:4 tmo008520283 (1) 159:22 tmo00856902 (1) 132:15 tmo008569021 (1) 133:10 tmo008569022 (1) 133:1 tmo00857817 (1) 175:22 tmo00857865 (1) 173:23 tmo00859169 (1) 195:12 tmo00860222 (1) 16:13 tmo00879692 (1) 61:1 tmo008796922 (1) 62:9 tmo008796923 (2) 63:2 64:21 tmo008796928 (1) 65:10 tmo008796929 (1) 65:12 tmo10005454 (1) 102:15 tmo100054541 (1) 104:1 tmo100054542 (2) 102:17 tmo10005572 (1) 112:21 tmo1000557211 (1) 116:10 tmo100055722 (1) 114:7 tmo10006875 (1) 9:4 tmo100068751 (1) 10:17 tmo100068752 (1) 9:7 tmo10006884 (1) 15:11 tmo10007353 (1) 35:24 tmo10008422 (1) 183:15 tmo10008792 (1) 171:22 tmo100087922 (1) 172:8 tmo10023364 (1) 145:9 tmo100233643 (1) 145:15 tmo10033146 (1) 197:20 tmo100331463 (1) 197:23 tmo10040839 (1) 65:24 tmo10042446 (1) 201:23 tmo1004244618 (1) 205:7 tmo100424463 (1) 202:8 tmo100428711 (1) 186:15 tmo100428712 (1) 186:2 tmo10049897 (1) 85:2 tmo100498973 (1) 85:5 tmorydon (1) 80:16 tmorydonrbkc (1) 76:14 tmos (9) 24:19,21 27:11 78:7 81:24 94:23 113:12 168:3,12 tmowide (1) 30:10 today (6) 1:4 2:19 104:15 197:12 200:1 207:15 todays (1) 1:4 together (7) 11:2,17 14:3 33:25 115:22 138:3 178:21 toilet (3) 70:17 71:6,19 toing (1) 21:21 told (41) 5:20 18:11 24:23 25:23 29:9.18.23 30:21 34:22 49:18 60:19 66:15 105:10 106:22 108:23 131:15 141:24 142:3 149:5 155:18 156:17 157:7 159:11 164:5 166:22

167:8.13.19.20 172:16.23

173:6.16 174:21 178:18

180:12 184:11 185:7

tmo0084036440 (1) 24:11

189:20 203:13 204:18 tomorrow (4) 154:4 207:17,23 208:4 too (6) 6:15 16:6 45:1 70:12 71:10 153:3 took (15) 15:1,4 18:8 29:25 35:6 41:22 44:2 47:5 101:7 127:1 158:22 191:16,17 198:10 201:13 topic (8) 56:7 76:20 81:2 99:1,2 107:19 135:2 207:9 tonics (1) 63:20 total (3) 4:18 125:21 134:12 totally (4) 55:10 147:17 159:16 171:21 touted (1) 38:2 towards (7) 19:1 82:16,17 83:6,9 153:17 179:6 tower (79) 2:23 3:4,12 4:13 9:12.15.18.21 11:13.25 12:19 16:25 26:15,22 27:9 28:22 30:8 31:10 33:16 37:5.12 38:12 41:15 49:2,9,10,20 51:4,15 67:13 68:16 69:9,12 70:9 81:12,16,16,23,25 94:18.20.22 101:4.23 104-4 105-1 9 107-8 16 113:14 114:3 116:14 121:5 125:8 129:4 130:21 131:15 144:22 157:11 159:7 162:2.3.9.16 168:14.17.23 169:4 172:2 173:24 185:6 189:4,4 194:8 195:21 198:2 200:15 206:8.14 track (3) 26:21 77:20 190:18 traffic (1) 119:24 train (1) 134:12 training (9) 44:4,4,9,10 99:14,15 161:13,24 203:9 transcriber (1) 2:6 transcript (3) 67:3,5,7 treat (1) 27:14 treated (3) 60:23 194:12,25 treatment (1) 69:10 trends (3) 65:14,19,20 tried (6) 29:20,21 93:15 127:20 130:13 192:21 trigger (1) 54:8 trouble (1) 152:18 true (7) 2:13 48:17 166:6 167:17 175:4.10 193:19 trust (2) 178:4.24 try (7) 20:13 29:10 41:4 134:15 140:15 163:19 trying (20) 17:8 19:15 41:20 74:7 92:12 98:11 103:21 106:12 109:11 131:19 132:5.9 142:22 150:17 160:17.18 169:20 175:12 177:12 189:12 tuesday (4) 1:1 138:5 153:4 161:3 tuesdays (1) 160:13 turn (8) 15:5 56:7 57:19 94:13 114:6 166:14 176:2 199:5 turned (2) 145:4.7 twomonth (1) 141:19 twomonthly (2) 141:18,19 type (3) 85:17 103:14,18 typeface (1) 171:7 types (1) 96:6 typical (1) 170:7

U
ultimate (5) 91:22
92:11,20,21 138:14
ultimately (4) 5:1 24:16
93:25 94:19
ultimatum (1) 133:5
unclear (1) 17:10
uncomfortable (1) 40:10
undecided (1) 85:18

underneath (3) 83:12 104:10 205:14 understand (38) 6:14 11:22 19:15 22:25 23:10 40:16 41:14.21 64:8 79:6 86:21 87:10 93:3 94:8 97:18,25 106:13 107:1,1,5 109:21 115:2 118:11 119:12 122:14,16,20 131:19 132:6,9 133:19 155:9 163:12.16 171:13 176:9 183:6 191:3 understanding (12) 1:21 23:8 35:5 64:4,10 68:5 85:24 101:3 120:14 127:13 202:16,19 understood (8) 42:4 73:17.20 98:21 105:10 117:15 147:4 191:5 undertake (1) 146:2 undertaken (13) 57:11 63:7,8 68:7 116:21 145:24 146:4.5 148:8.23 162:5 186:7 187:7 undertaking (1) 98:2 undertook (1) 3:3 underway (1) 188:20 unencumbered (1) 86:4 unfairly (1) 45:22 unfortunately (1) 10:10 unhappy (2) 102:3 108:3 unhelpful (2) 29:8 63:23 unite (10) 38:1,6,11 39:7,10 43:14 47:9,13,17 48:4 unless (10) 5:20 43:13 66:19 75:2 77:7 91:12 95:5 179:23 199:21 200:19 unlikely (1) 161:4 unprotected (1) 159:17 unsolicited (1) 13:9 unsubstantiated (3) 27:6,18 28:25 until (24) 5:20 31:22 75:13 90:9.24 123:10 124:25 135:7.17 137:6 149:4 152:24 154:7 157:9,12 162:24 175:25 176:13 194:21 195:24 197:7 198:6,19 208:6 untoward (1) 157:3 unusual (2) 18:14 113:19 update (28) 10:11 14:7 53:20 128:9 141:11.23 144:9,16,21 154:7 159:24 162:1,15,23 163:1,17 172:3 175:23 180:1 184:17,18 186:5 189:2,10,23 190:3,13 194:8 updated (3) 18:5 155:24 156:18 upgrade (16) 120:12 125:17

126:12,14 128:3,8 134:23

135:18 136:7 141:2 142:19

152:2 155:19 157:12 158:4

upgraded (10) 7:7 126:24

148:20 149:19 158:4

upgradedrefurbished (1)

upgraderenewal (1) 183:23

upgrading (3) 118:9 141:6

urgently (3) 142:18 160:15

used (5) 60:2 72:3 105:2

useful (4) 29:4 42:4 52:18

128:1 139:13 141:3 147:9

160.18

166:10

145:19

148:11

178:5

68:4

upon (1) 116:19

upsetting (1) 40:14

upwards (1) 67:10

181:14 191:24

user (2) 60:6.14

usher (1) 53:6

113:2,7,14 129:4,6 153:2 155:9 visited (2) 101:23 113:7 visits (7) 139:7 157:3 159:2 162:9 189:8 194:17,18 visual (2) 161:8 205:17 vitriolic (5) 24:15 27:2.4 28:10 29:8 voice (7) 2:5 38:23 39:22 48:5 51:25 52:10 93:15 voiceless (1) 81:10 volume (2) 126:5 139:21 volumes (2) 126:2 139:21 volunteer (1) 185:21 vote (3) 81:3.21 82:5 vulnerable (2) 70:16 71:17 w

121-23 183-23 186-22

187:23 188:6 190:16

196:4,9,18,20 197:14

ventilationextraction (2)

vents (14) 108:4 109:7

137-23 152-23 164-4

172:10 174:4,12,13,22

verbal (3) 14:13 166:8,21

verbally (4) 147:24 167:1

version (8) 61:2 62:7,13,23

69:3 75:7 139:13 201:24

186:19 191:11

verifiable (1) 181:20

verity (2) 31:20,21

vessel (1) 71:6

170:13,15

viable (1) 128:5

vibrate (1) 88:14

vicinity (1) 9:21

victoria (1) 50:14

viewed (1) 24:17

views (3) 68:5 94:2 118:17

visit (10) 10:9 101:20 102:22

via (4) 22:24 49:14

121:19 122:1 123:9 124:13

194:10 195:23

145:17 154:14

wait (3) 7:19 65:25 141:10 waiting (3) 77:2 120:3 137:2 walk (4) 40:23 43:22,24 70:18 walked (4) 38:4 39:5 41:24 173:12 walking (1) 86:1 walkway (1) 54:13 wall (1) 81:9 walls (2) 88:14,15 warned (1) 207:16 wary (1) 13:9 wasnt (101) 4:22 14:25 15:17 18:20,22 19:16,18 20:7,10,14,15 22:22 23:7 25:11,14 27:22 31:9 34:10 35:3 36:24 43:8 46:9 48:15.22 49:5 79:10 86:12 89:7 90:9.12.24 91:8,11,23,24 92:23 98:5,10 108:24 110:8 111:6 115:9,13 117:23,24 118:11 123:7 124:12.25

using (5) 7:18 71:5 168:10 125:5,9 127:9,10,23,24 201:18.20 128:21 131:9 135:8 136:20 usually (2) 143:25 173:18 143:14 147:21 148:4.7 150:2,4,4,5,7,11 153:11 156:20 157:9 158:21 159:9,16 166:9,22 170:19 vaguely (1) 25:1 171:6.18 173:3 174:8 validity (2) 25:9,19 176:17 178:17 valuable (1) 88:15 180:12,19,21 181:24 value (1) 133:24 182:7,8,15,17 183:12 vanity (1) 13:21 185:9,11 186:1 188:4 various (3) 84:20 121:11 189:22 191:10 192:18 183:18 197:18 vein (1) 80:7 waste (1) 151:12 vent (9) 102:2 110:21 112:20 watch (2) 93:21 150:18 153:22,24 179:14 watches (4) 145:1 153:2 181:1,7,22 166:22 191:4 ventilation (14) 114:5

166:22 191:4 watching (2) 135:13 136:19 water (5) 70:15 71:5,15 72:3 73:16 way (47) 2:1,4 9:17 13:20

16:10 18:10 20:13 27:8,22 30:25 31:5,13,15,23 34:7,8 42:13,16 44:7 45:6 46:8,9 47:2 50:15 51:21 60:20 64:9 90:12 104:5 106:12,14,20 123:6 135:4,5 141:17 147:15 151:13 158:25 163:20,25 167:22 176:23 177:8 178:8,13 192:4

ways (1) 29:2 wearing (1) 146:21 website (1) 65:16 wed (10) 18:11,12 36:25 43:10 75:25 90:10 109:15,22 167:18 192:21 wednesday (1) 208:7

week (11) 28:7 38:9 40:3 85:3,3,6 123:15 129:23 146:2 157:6 186:10 weeks (7) 108:10 110:20

weeks (7) 108:10 110:20 122:24 141:10 156:8 169:4 176:20 welcome (1) 1:3

welcomed (1) 189:7 wellfounded (1) 181:20 went (21) 2:12 5:1 6:8 12:21 15:7 16:25 18:23 37:18 40:1 72:1,2,4 75:2,23 79:10,12 86:2 95:8 167:11 187:17 203:25

werent (26) 22:6 23:12 35:9 46:6 51:7 52:3,4 66:11 69:1 76:22 86:23 90:20 96:21 101:14 108:17 123:9 124:15 128:4,4 138:14 146:18 162:11 166:13 197:6,7 200:19

west (14) 9:17,24 35:1,3,4 48:9,14,19 49:3,5,11,22 50:17 113:2

westway (1) 92:1 weve (16) 4:12 17:15 19:25 45:21 88:11 94:10 95:17 97:19 136:14 140:6 165:23 166:17 174:9 178:10 198:22,25

whatever (5) 59:14 115:25 124:12 178:3 206:13 whats (3) 26:9 50:8 106:17 whenever (1) 149:4

whereas (9) 6:11 13:11 14:14 22:8 106:16 120:2 134:22 135:2 150:2 whilst (5) 56:14 145:23 146:3 148:22 194:15

whod (1) 146:15 whole (7) 13:17 86:25 109:1,9 115:6 138:2 206:2

wholly (1) 177:20 whose (4) 19:7,18 86:15 144:20 wider (4) 8:6 49:12 76:20

177:16

williams (24) 1:8,11,17 19:18

throughout (3) 57:8 75:23

tmo0084036432 (1) 101:22

tmo0084036438 (1) 8:16

89:12 111:25 112:13.19 119:12 146:25 150:12 155:13 165:1.11.16 182:4 187:9 207:14 209:2 williamssic (1) 106:2 winding (1) 51:6 window (6) 43:8 80:12 86:14,14,17 96:7 windows (19) 31:20 42:21,21 43:2,5,7,9,13 73:19,21 80:4.20.22 81:1 83:22 86:1.9.11 152:17 wiring (1) 128:7 wish (3) 81:21,24 95:11 wished (1) 204:3 withstand (1) 5:25 witness (14) 2:25 8:15 18:24 24:10 53:5.14.19 56:8 94:15 112:6.15 165:12 207:24 208:1 women (2) 70:17 71:18 wonder (3) 125:3 149:13 162:17 wondering (3) 29:17 113:25 189:25 wont (5) 63:21 138:2 158:4 175-25 176-13 worded (2) 175:5,7 wording (6) 6:23 38:18,19 49:25 175:5,18 work (46) 16:4 26:11 27:19 37:9 41:15 44:15 51:13 56:23,25 57:23 62:21 68-3 7 9 12 13 75-23 76-18 86:8.20 98:7 111:2.14 115:19,21 120:13 128:4 132:8 133:7 141:17 145:19 146:7 149:2 150:21 151:8 175:25 182:3 183:13,22 187:13,21 189:4 194:18 195:24 197:13 203:2 worked (6) 42:25 97:13 113:18 124:25 153:23 191:3 worker (2) 164:12,15 workers (1) 57:22 working (99) 3:21 48:8 49:21 56:19 58:19 63:8 73:16 108:14,17,18,24,25 109:9 115:6.9.12.13 116:2.16.19 118:5.9.12.14 120:11 121:21 122:1.4.9 123:9 124:12,15 126:24 127:3,10,25 131:25 132:1,12 133:12 134:22 135:18 136:22 137:24 138:2 140:10,15,21 142:8,18,18 145:24 146:1,11 147:3,8,12,21 148:4.7.10.23 149:11.13.24 150:3,4,4,5,7,11 151:13,13,17 152:23 153:22 157:19 158:3,3 159:9.16 160:14 165:21 166:1,9,12,20,22 174:8,12 178:17 184:1,9,13 185:10.11 186:1 192:11.15 workload (2) 164:7.20 workman (2) 72:3,4 workmanship (4) 70:7,21 74:5 80:3 orkmen (1) 71:4 works (67) 3:10 10:14,25 11:4 12:6 14:25 20:24 21:2 25:22 26:2,6,14 36:8 49:20 56:13 57:11 58:10 67:13,17 68:8,20 69:12 70:10,11,13 71:11 73:1 75:12,19,23 77:4 80:14 81:23 82:1 96:9.18.19 100:25 127:25 135:21 136:7 140:19 141:1.3 145:23 146:3.5 148:22 151:18 154:3,6 157:12

52:24 53:12.17 81:22 82:6

160:17.21.21 166:16 57:13 65:18 71:7 72:10 168:14.23 172:11 176:1.13 80:19 95:23 98:19 123:15 179:17 186:25 187:7,11 125:3 132:4 164:2 166:3 191:5 196:2 youve (9) 19:25 43:15 47:23 world (1) 157:25 50:5 60:20 72:17 127:8 worried (1) 138:11 132:4 206:25 worries (2) 51:5,22 worry (1) 30:14

worth (2) 25:10,19

uldnt (37) 4:20 6:15 27:2

28:17 30:10 43:22 54:22

105:10 107:1.10 111:22

125:15 134:6 136:8,9

156:17 184:16 190:5

207:11

wound (1) 51:17

198:6,19 202:15 203:22

wray (53) 6:12,18 7:21 9:5,9

10:18 11:11 14:1 15:16

96:11 100:25 102:20

134-15 136-5 137-20

138-20 140-25 141-4

146:10 150:13 153:16

180:2 182:25 188:25

189:20 194:6 195:13

wrays (5) 124:19 154:10

159:4 178:3 198:23

wright (2) 133:2 137:24

168:10 169:2

write (3) 10:24 79:17 191:18

writing (6) 12:14 59:6,9,14

written (3) 54:7 69:3 116:3

wrong (6) 6:18 34:22 61:24

wrongly (3) 175:5,7 201:10

wrote (4) 102:13 174:23,25

yeah (62) 20:19 25:17 29:12

32:25 34:17 35:2.12 43:23

47:4 51:11,14 55:20 58:8

59:12 64:8 70:1 74:12,18

75:6 76:25 79:13.13 83:21

98:15 100:20 110:3.4

111:6 117:20,22 119:15

122:11 125:21 126:10

129:5 131:10 132:24

140:13 141:14 143:24

154:23 168:5 171:9,9

180:20 181:14 186:13

year (11) 43:11 61:5 66:25

176:1,14 194:1 195:9

years (8) 14:17 16:1 35:20

41:17 44:12 58:19 170:4

esterday (2) 113:8 114:9

yet (7) 25:24 154:3,6 170:8

youd (3) 18:13 116:5 122:17

32:3 36:11 58:18 67:23

127:8 128:24 132:19,21

157:7.23 165:3 171:24

yourself (19) 1:13 22:11 25:8

28:19.20 30:23 31:12

138-7 143-20 149-8

174:12 192:14

yours (1) 39:19

92:14 108:19 112:3 126:8

youre (24) 6:21 8:17 15:7

194:11 196:5,18

82:19 85:21 87:15 120:24

201:9

202:25

147:11 148:9,19 149:15,23

187:17 188:4,12,12 189:17

191:9 193:18 194:5 198:24

65:3 66:4 117:13

yards (2) 49:9 51:16

184:22

197-22

155:1,20 157:10 161:23

162:1 164:3 167:12 169:11

172:2 175:22 176:3 178:20

16:15 35:25 94:23 95:23

107:25 113:18 118:18,25

129:19 132:16,19 133:9,19

115:20 118:18,20,21 119:3

139:3 141:18 143:3,16,18

77:6.9 92:18 101:14

zinc (19) 84:21 85:2,16 87:12,19,23 88:23 89:5,7,10,17,21 90:3,16,21 91:7 92:22 93:21 94:1

1 (39) 2:12 10:17 47:22 61:3 66:24 73:5 83:25 84:6 89:14 93:18,19 99:13 103:25 110:12 116:11 128:17 132:21 133:9.13 152-17 153-17 154-9 155:3,6,14 160:8,9 161:10 169:12,23 172:1 179:6 186:14 187:3 189:2 195:20 202:2 209:2.3 10 (10) 41:17 73:13 75:21,21 80:2 104:15 128:17 207:23 208:4.6 100 (6) 49:9 51:16 67:10 115:9 127:5 138:2 1000 (1) 1:2 **102 (1)** 112:10 104 (1) 199:8 10am (1) 138:5 11 (11) 3:5 28:3 61:20 62:10 65-4 99-5 116-9 132-20 135:11 137:20 175:23 111 (1) 121:16 1118 (1) 53:9 1135 (3) 53:1,8,11 11sic (1) 64:20 **12 (11)** 100:22 101:20 102:21 107:25 108:22 110:17,20 117:19 118:24 129:4 159:21 120 (4) 42:18 45:2 52:1 72:25 121 (1) 3:1 1213 (1) 101:23 12month (2) 65:1,7 12th (3) 113:3 114:19 116:1 **13 (11)** 28:3 37:23 47:22 55:8 83:25 117:19 160:10 161:20 186:4.16 189:24 132 (1) 56:9 14 (3) 94:18 135:7,17 15 (1) 44:14 151513 (1) 114:15 15th (1) 114:18 16 (4) 81:6 140:5 146:12 165:18 16th (1) 43:14 **17 (5)** 65:11 94:21 199:6.15 202:3 **171 (2)** 65:12 122:7 179 (1) 101:22 17th (2) 67:10 113:8 18 (11) 94:16 112:23 117:21 123:4 134:17 145:11 152:15 166:2 174:15 195:10 205:7 18metres (1) 104:14 **19 (6)** 53:22 54:10 55:9 194:2,3 199:18 1960s (1) 44:13

19th (2) 114:22 124:12

2 (28) 5:13 9:7 16:19 47:24

108:1.6 112:5.9 114:7

129:2 133:1 152:19,21

153:18 160:4,11 161:25

179:13 186:3 202:7

169:8 171:8 173:25 174:21

81:8 88:7 102:17 107:25

2005 (1) 99:17 2006 (1) 100:11 2009 (1) 200:16 2010 (3) 61:9,19 200:16 **2011 (1)** 100:6 **2012 (5)** 83:25 84:6,17 85:11 200:17 2013 (14) 3:5 4:8,13 33:14 40:2 51:18.19 62:2.4.12 84:10 93:20 109:23 114:18 20132014 (1) 24:25 2014 (81) 5:9 8:10 9:5 13:16 17:16 20:2,17 26:20,25 28:3,15 31:22 32:21 36:1 48:12 49:18 53:22 54:4 81:6 82:20.21 83:2.5 88:1 89:16,18,19,20 92:7 94:21 101:20,24 102:21 108:21.22 110:19 112:23 113:8 120:18 121:7,25 122:13,21 123:4 125:9 127:19 128:17 130:23 132-11 15 20 133-5 134-8 135-11 25 137-1 20 140:5,23 142:2 145:11 152:15 153:17 155:1,20 159:20 161:20 165:18 167:5.9 168:1.8 171:22 172:25 173:25 175:23 199:6,15 200:5 201:1 202:3 2015 (40) 21:16 37:23 38:8.9 43:12 47:22 49:4 50:13 51:3,20,20 52:8 61:4 62:8.14.23.24 67:1.10 72:25 73:8 74:11 75:5 76:6 77:13 78:1,2,3 179:5 180:15 183:16 186:3 188:23 190:10 193:25 194:3 195:13 196:6.14 197:21 2016 (24) 4:8,14 7:3 8:3,4 16:15,17,23,25 17:6,17 20:2,18 68:15,22 69:7,21,25 74:13 75:8 76:6 77:13 78:3 79:21 2017 (2) 94:18 99:7 2018 (1) 61:6 2021 (2) 1:1 208:7 21 (3) 4:12,23 5:6 210 (1) 8:16 220 (1) 24:12 23 (3) 3:1 110:19 190:10 **237 (1)** 203:23 238 (1) 204:24 24 (9) 56:9 108:21 120:18 121:25 122:13.21 167:5.9 169:7 **241114 (1)** 186:19 **249 (1)** 201:12 **25 (2)** 121:19 123:10 **26 (2)** 84:17 85:11 27 (1) 1:1 28 (1) 208:7 29 (2) 16:15 195:13 2stage (1) 186:21 3 (17) 63:2 67:23 70:5 80:1 84:16 85:5 121:10 122:6 130:15 145:14 159:22 190:12 195:18 197:23 198:15,23 202:8

30 (7) 5:25 42:9 61:4 108:5

123:9 124:14 168:8

31 (2) 63:4 169:9

32 (2) 63:12 101:21

330 (3) 165:2,6,9

316 (1) 165:7

33 (1) 63:19

38 (1) 8:16

20 (7) 41:17 66:25 176:17 179:19 188:23 197:21 198:11 200 (1) 112:12 81 (1) 57:4 9 (5) 65:12 73:6 85:5 155:1 190:12 90 (1) 73:15 91 (1) 194:9 92 (1) 140:14 93 (1) 140:18

4 (18) 36:1 103:2,3 104:2 108:1 140:8 148:21 149:10 160:19 165:20 194:7 195:20.21 196:14.23.25 197:9 198:19 40 (1) 24:11 **41 (2)** 64:21 65:8 43 (1) 203:23 430 (1) 207:8 431 (1) 208:5 **45 (1)** 201:11 4th (1) 196:6

5 (9) 53:24 99:7 122:23 127:19 128:11 149:10 172:25 179:5 183:16 51 (2) 99:4,6 **57 (1)** 100:21 5th (2) 121:7 133:5

6 (13) 38:9 58:11 67:1,9,24 68:15.22 74:13 108:10 129:3,6 145:16 153:17 **6102014 (1)** 155:9 6th (1) 69:6

7 (2) 130:16 174:3 77 (1) 72:25

8 (7) 9:8 15:15 65:10 73:7 75:21 197:23 198:15 83 (4) 73:19 140:9.22 165:19 85 (1) 73:17

930 (1) 162:19 94 (2) 18:25 19:16 97 (3) 73:20 94:16,19 98 (4) 94:25 199:8.11.13

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