



Grenfell Tower Inquiry

Day 122

April 28, 2021

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1 Wednesday, 28 April 2021
 2 (10.00 am)
 3 SIR MARTIN MOORE—BICK: Good morning, everyone. Welcome to
 4 today's hearing. Today we're going to continue hearing
 5 evidence from Ms Claire Williams formerly of the TMO.
 6 So will you ask Ms Williams to come back in, please.
 7 Thank you.
 8 MS CLAIRE WILLIAMS (continued)
 9 SIR MARTIN MOORE—BICK: Good morning, Ms Williams. Just
 10 take a moment to get organised. That's all right.
 11 THE WITNESS: Thank you.
 12 SIR MARTIN MOORE—BICK: All right, ready to carry on?
 13 THE WITNESS: Yes.
 14 SIR MARTIN MOORE—BICK: Yes, Mr Millett, when you're ready.
 15 Questions from COUNSEL TO THE INQUIRY (continued)
 16 MR MILLETT: Mr Chairman, thank you, good morning, and good
 17 morning to members of the panel.
 18 Good morning, Ms Williams. Yesterday we were
 19 looking at the October 2014 FRA. I would like to go
 20 back to that, please, in the context of the AOV system.
 21 {TMO10042446/25}, please.
 22 On that page, you will see a heading towards the
 23 bottom of the screen "19. Fixed fire systems and
 24 equipment". If you turn, please, to page 26
 25 {TMO10042446/26}, you can see two-thirds of the way down

1

1 this large block of text it says:
 2 "There is an automatic opening smoke ventilation
 3 system located on each flat/ lift lobby area, there are
 4 two sets of vents, each of two vents on opposite walls
 5 on the flat/ lift lobby areas. There is a smoke detector
 6 located on each flat/ lift lobby area which upon
 7 activation opens the vents on that floor level, 2 vents
 8 are for in flow air the other 2 are extraction. The
 9 mechanical extraction units and the control panels for
 10 these vents are located in the roof level plant room on
 11 the wall. There is a manual over ride facility located
 12 in the ground floor lift lobby area for use by the
 13 fire service. Please see section 17 above, 'Means of
 14 giving a warning in case of fire' for more information
 15 of the lift /flat lobby area detectors.
 16 "As part of the buildings refurbishment this smoke
 17 extraction system is being upgraded, this currently
 18 installed system was serviced by RGE Services on the
 19 11th October 2013. This smoke extraction system
 20 incorporates dampers within the duct work."
 21 Then if we go, having shown you that, to
 22 paragraph 249 of your first witness statement, page 45
 23 {TMO00840364/45}, you say there:
 24 "I took from this report that there had been
 25 a complete and successful fire risk assessment, which in

2

1 the event of fire required residents to remain in their
 2 homes unless the fire was in their flat in which case
 3 they should evacuate, and that anyone wishing to or
 4 requiring to evacuate was safe to do so via the
 5 protected staircase, and which an automatic ventilation
 6 system operated following fire detection and with
 7 complete 30 minute self-closing fire safety doors and
 8 chutes etc., all of which were compliant with
 9 building regulations standards as reported."
 10 Now, this statement doesn't specifically appear in
 11 the fire risk assessment, does it, what you said at that
 12 paragraph?
 13 A. No, this is my comment on the report.
 14 Q. Yes, it's your summary or analysis of what the fire risk
 15 assessment of October 2014 said about what would happen
 16 in the event of a fire; is that right?
 17 A. It's my comment, yes.
 18 Q. It's your comment.
 19 Would you agree that your comment suggests that
 20 an automatic ventilation system would be operated in the
 21 event of a fire?
 22 A. I think that's what I'd taken from that report, yes.
 23 Q. But in fact —
 24 A. That's the way it was phrased in that report.
 25 Q. In fact it's right, isn't it, that in respect of the

3

1 automatic ventilation system, as we've already examined
 2 in some detail yesterday, you were aware that, as at
 3 October 2014, the AOV was not working?
 4 A. I think you're right. I think the synchronicity of this
 5 is as you suggest.
 6 Q. So how could your comment be accurate?
 7 A. Erm ... was there a previous FRA or was this the only
 8 one?
 9 Q. Well, there was a previous FRA from November 2012.
 10 A. Yeah, I don't know I would have seen that. In which
 11 case my comment, I'm afraid, is inaccurate, and I would
 12 have to rescind it, withdraw, whatever you say.
 13 Q. So when you read the fire risk assessment of
 14 October 2014 that I've just shown you, and summarised
 15 the strategy in the event of a fire, that it was
 16 premised on an automatic ventilation system working, did
 17 you have any cause for concern at that time based on
 18 what you actually knew about the operative state of the
 19 AOV system?
 20 A. I think, as I say, I'm going back to yesterday's
 21 evidence, that we had the deficiency notice, didn't we,
 22 in the March, and there was talk about a contractor
 23 coming back to service it, but I think if I remember —
 24 so I'm remembering from yesterday, this is not, as
 25 I say, my memory at the time, I'm afraid, but from

4

1 yesterday we saw in September that Chubb were going to
2 go and service it in September. So I'm not quite sure
3 of how this all fits together.

4 But it seems to me about this time we were still
5 waiting to hear from the service contractor and from
6 Rydon's contractor or from their — from our consultant
7 whether or not the system was able to be worked on to
8 provide some effective smoke detection system. So
9 I think at the time of October, as I say, the service
10 contractor's report I suspect wasn't received and
11 I don't think our consultant's report had been finalised
12 either. So I think this is a bit of a time in limbo.

13 Q. Well, it may have been a time in limbo, but when you
14 read the FRA, and particularly the passage I've read to
15 you about the AOV system, did it not strike you at the
16 time you read that that it was incomplete and therefore
17 inaccurate?

18 A. I suspect not, because, as I say, one, obviously you're
19 looking at the paragraph I'm looking at, but also, as
20 I say, you know, I wasn't so familiar with FRAs and
21 I think that it was a period, as I say, when it was in
22 limbo as to whether the system that was installed was
23 able to be sort of, as I say, patched up, which is
24 probably not the right expression, but whether the
25 system that was there, we still hadn't had a final

5

1 outcome as to whether it was salvageable in any shape or
2 form.

3 Q. You will recall I think from yesterday that the LFB had
4 specifically asked that the non—operation of the AOV be
5 addressed in the fire risk assessment. We looked at
6 that yesterday. We can go back to your email to
7 Simon Lawrence if you like of 18 September.

8 A. Right.

9 Q. Do you remember that from yesterday?

10 A. I'm afraid I don't, no. Sorry, it was a —

11 Q. Let's look at it again. We looked at it yesterday.

12 It's {TMO00851824}, and it's point 2A. Do you remember
13 we looked at this yesterday?

14 A. Yeah, now it's ringing bells. Sorry, I —

15 Q. Yes:

16 "We are working on the smoke vents and the system
17 will not be fully operational until after Christmas.
18 They asked that this was covered in your risk
19 assessments, as well as in our building FRA."

20 So it's clear to you at that date,
21 18 September 2014, that you had been asked by the LFB to
22 cover the non—operational or non—fully—operational
23 nature of the AOV in your building FRA.

24 Now if we go back, please, just to pin this down, to
25 the FRA where we were before, {TMO1002446/26}, where in

6

1 the passage I've read out to you does it say that the
2 AOV system is either not working at all or not working
3 fully?

4 A. Yes, it doesn't say that.

5 Q. It doesn't, does it?

6 A. You're right, no, and I think that —

7 Q. Did you notice that it didn't say that at the time?

8 A. No, I didn't notice.

9 Q. Can you explain why you didn't notice that, given that
10 only one month beforehand, in the middle of
11 September 2014, you were alive to the fact that the LFB
12 had asked that it be covered?

13 A. In any role, you ask people to do things and you expect
14 them to do it. I think it's how much I can monitor what
15 other people are doing, and obviously I was perhaps
16 trying to manage quite a lot of issues at this time, and
17 so I didn't notice it. So it's an oversight on my part.

18 But, as I say, you know, it is also a reality of work
19 that you can't always monitor your colleagues' work.

20 Q. But this isn't really you monitoring your colleagues'
21 work; you were charged with the responsibility for
22 making sure that, so far as the refurbishment was
23 concerned at the least, the FRA was accurate and up to
24 date.

25 A. I'd asked that it be included in the FRA; it clearly

7

1 isn't included in the FRA.

2 Q. So presumably you didn't raise the omission by Mr Stokes
3 about those matters with anybody?

4 A. No, I don't believe that I picked it up. If I had,
5 I would have.

6 Q. Right.

7 Now, let's look, please, at {RYD00035549}. This is
8 February 2015, and it's an email of 20 February 2015
9 from Simon O'Connor to you.

10 If you look a little bit lower down the page, you
11 can see ...

(Pause)

13 I'm so sorry, I've given you the wrong reference,
14 I apologise. It's {RYD00035553}. Thank you.

15 Now, this is a project fire risk assessment, if you
16 look at the very top, it's dated February 2015, and it's
17 sent to you on 20 February 2015, and you can see that
18 Simon O'Connor and Simon Camps had carried out a project
19 fire risk assessment for Grenfell Tower in the February
20 of that year.

21 Do you remember looking at this?

22 A. If it was sent to me, I would have looked at it, yes.

23 Q. If we go to page 8 {RYD00035553/8}, please, item 7.2,
24 you can see that it says, "Persons located on upper
25 floors", and it notes in the middle column:

8

1 "The fire brigade and client have a 'stay put'
2 policy for residents. However there is no system in
3 place for the building. Client and fire brigade have
4 been informed."
5 Do you see that?
6 A. Yes.
7 Q. And that risk in this respect is marked as high.
8 Did you consider that information?
9 A. I would have seen it and I would have thought that was
10 probably appropriate, but I can't think of anything
11 else.
12 Q. Right.
13 Did it give you any cause for concern about the
14 reliance on the stay-put strategy as set out in
15 Carl Stokes' FRA, at least while the AOV system wasn't
16 working?
17 A. No, I thought that was appropriate and we did ask that
18 the contractor be mindful, so this reflects that.
19 Q. Right.
20 Did you raise the comment that you see there with
21 anybody within the TMO?
22 A. I don't know who else was sent this within the TMO or
23 within the project team.
24 Q. Did you realise that this concern or comment was not
25 a point picked up by Mr Stokes in his FRA?

9

1 A. I don't know whether Carl Stokes would have had a copy
2 of this, I don't know.
3 Q. No, that's not my question. My question is: when you
4 look at the comment —
5 A. Yeah.
6 Q. — "The fire brigade and client have a 'stay put' policy
7 for residents. However there is no system in place for
8 the building. Client and fire brigade have been
9 informed", it's the middle sentence there, "no system in
10 place for the building", did it strike you that
11 Carl Stokes had not covered that question in his fire
12 risk assessment?
13 A. No, I think he didn't include it, whereas he should have
14 included it.
15 Q. Yes, he didn't, but my question is: did you spot it at
16 the time?
17 A. I didn't spot that he had not commented on the AOV
18 system not functioning.
19 Q. Right, so you didn't spot that either, okay.
20 Then if we look on at page 10 {RYD0003553/10},
21 please, item 15.1, this is under the more general
22 heading "Existing fire fighting facilities (occupied
23 buildings)", and 15.1 says:
24 "Client FRA insufficient/not provided/not reliable."
25 That's the hazard. And then the "Existing control

10

1 measures in place" column, the middle of the page:
2 "The detection and alarm systems and the AOV do not
3 work. Fire brigade and client aware."
4 Then 15.2:
5 "Client Fire Plan insufficient /not provided/not
6 reliable."
7 And then again:
8 "The detection and alarm systems and the AOV do not
9 work. Fire brigade and client aware."
10 Did you notice those?
11 A. As I say, obviously this document is a long time ago, it
12 would be unrealistic to say I remember everything I saw
13 in the period. But I think that this FRA or project
14 fire risk assessment on behalf of Rydon is realistic
15 and, as I say, as you've pointed out, it wasn't
16 reflected in Carl's FRA, which perhaps it should have
17 been.
18 Q. Yes, and you will see on the right-hand side that in the
19 boxes, "Risk category", both of those are again marked
20 high risk.
21 A. Yes.
22 Q. Did this not jump out at you at the time?
23 A. This is what we'd discussed with Rydon. This was making
24 sure that they were reflecting in their own health and
25 safety plan the situation in the building. This

11

1 demonstrates to me that they were doing that.
2 Q. Yes, but did it not also demonstrate to you that there
3 was something missing from Carl Stokes' own FRA that you
4 had seen in the previous October?
5 A. As I've said, I hadn't appreciated that Carl hadn't
6 included that information in his report.
7 Q. Right.
8 When it says "Client FRA insufficient", didn't you
9 appreciate that the client's FRA was insufficient?
10 A. I think, as it says, there's lots of options there,
11 but — so that — but I've said to you that I did not
12 realise that Carl Stokes had not incorporated the
13 contractor's information.
14 Q. Right. I mean, I'm really seeking to understand why
15 not.
16 When you read this — and I've just read 15.1 and
17 15.2 to you — why did the criticism of your own FRA not
18 jump out at you?
19 A. As I say, I think we all get long documents, we all get
20 many documents. I had looked at it and I'd thought this
21 was realistic. That's my only comment on that.
22 Q. If you thought it was realistic at the time, why didn't
23 you go to Janice Wray and say, "Rydon have done
24 a project fire risk assessment for our building, they
25 have spotted that the client FRA is insufficient in

12

1 respect of the AOV system, we need to do something about
 2 it"?

3 A. Yes, I wish I had picked up the discrepancy in the
 4 reports. I did not do that.

5 Q. Right.

6 If we go over the page from page 10 to page 11
 7 {RYD00035553/11}, "Action/s required to reduce risk",
 8 one of the things that's recommended is, in the second
 9 entry:

10 "Existing systems to be repaired and the system
 11 checked and implemented. On-going liaison with the
 12 fire brigade. Request updated FRA and Fire plan from
 13 client taking into consideration current circumstances."

14 Did you take any steps to action that
 15 recommendation?

16 A. I would have -- there was continuous discussion about
 17 this between Rydon and Janice, who gave us access to the
 18 fire risk assessor, and so we would always give them our
 19 up-to-date FRAs.

20 Q. Sorry, did you take any steps to action this
 21 recommendation by way of -- let me be clear -- getting
 22 or asking for an updated FRA and a fire plan, taking
 23 into account the absence of an operating AOV?

24 A. I would have, yes.

25 Q. You say you would have; did you?

13

1 A. I think if we've looked at all our progress site
 2 meetings, I'm minuted there very regularly as being
 3 asked to provide information, and I did. And, as I say,
 4 it might not have been this that triggered me doing it,
 5 it could have been our monthly site progress meetings,
 6 but there was continuous discussion about this. It was
 7 something that I have to say -- I did introduce Janice
 8 to the Rydon team because it was quite important that
 9 they knew who the personalities were that they were
 10 dealing with.

11 Q. Did you go to Carl Stokes and ask him for an updated FRA
 12 to take into account the inoperable AOV system?

13 A. I did not.

14 Q. Why is that?

15 A. Because, one, I didn't manage Carl Stokes, Janice was
 16 asking him to do more regular visits, and, as I say,
 17 I don't know how often he was going, but he was going
 18 there very regularly and he would have been there
 19 shortly after with a new updated FRA. I did not, as
 20 I reiterate, pick up the discrepancy between the two
 21 reports.

22 Q. Did you ask Janice Wray to instruct Mr Stokes to produce
 23 an updated FRA taking into account the inoperable AOV
 24 system?

25 A. I did not, but Janice was asking him to go there on

14

1 a regular basis anyway, so, as I say, I did not pick up
 2 the discrepancy in the reports.

3 Q. Did you show this document to Janice Wray?

4 A. I don't remember.

5 Q. Can we then go to a different topic, which is personal
 6 evacuation plans.

7 Can I go back, please, to the fire risk assessment
 8 for 2014, {TMO10042446/21}, please. Now, this, under
 9 section 13, is about disabled people, and it says in the
 10 paragraph underneath that:

11 "It is considered that the building is provided with
 12 reasonable arrangements for means of escape for disabled
 13 people?"

14 Tick, "Yes".

15 First question, Ms Williams: do you remember reading
 16 this section when you got this FRA?

17 A. I do not.

18 Q. You do not. Even if you didn't read it, or don't
 19 remember reading it, did you expect it to cover the
 20 arrangements in place for means of escape?

21 A. I would expect it to cover means of escape, yes.

22 Q. Did you expect it to cover means of escape for disabled
 23 people, as set out in guidance, public guidance,
 24 for example PAS 79?

25 A. No, I'm not familiar enough with the subject to

15

1 understand what the whole gamut of the report should
 2 cover.

3 Q. Were you aware of what arrangements were in place by way
 4 of means of escape for all forms of disability, such as
 5 mobility impairment, deafness, blindness, learning
 6 difficulties and mental health issues?

7 A. No, I wouldn't know that. That's not something that
 8 would be within my area of the business. I think I said
 9 yesterday that my role meant that we ran contracts of
 10 different types in different properties. We weren't
 11 attached to any particular patch. So, no, this is --
 12 it's an area I'm not familiar with at all.

13 Q. So is this a part of the FRA that you regarded as
 14 outside your remit?

15 A. Yes, it would be something -- I would expect there would
 16 be a comment on the means of escape, whether it was lit,
 17 whether it had, you know, fire resisting doors, but
 18 I wouldn't know anything about the evacuation procedure.

19 Q. Right. Well, let's see how we go, then.

20 Can we go on to look and see what's in the box under
 21 "Comments or observations". It says in the first
 22 paragraph:

23 "At the time of the risk assessment there was no
 24 evidence of any resident within the premises who suffers
 25 from sensory impairment to such a level that would

16

1 prevent them from hearing a shouted warning of fire or
 2 a loud knocking on their entrance door to warn them.”
 3 Do you remember reading that?
 4 A. No, I don't remember reading it.
 5 Q. Right. Well, scan your eyes down the rest of the box,
 6 please. You will see that it doesn't refer to specific
 7 residents with other disabilities who might find it
 8 difficult to escape the building without assistance in
 9 the event of a fire. You can see that that's not there,
 10 can't you?
 11 A. Yes.
 12 Q. Now, by October 2014, you'd been in your role for over
 13 a year, hadn't you?
 14 A. Yes.
 15 Q. Did you know at that point, 13 months into your job,
 16 that there were a number of residents in Grenfell Tower
 17 who did have disabilities?
 18 A. I'd met many residents and, as you appreciate,
 19 disability covers a whole range of items, but I wasn't
 20 looking at them in terms of whether they could escape
 21 the building in case of fire, I was looking at them in
 22 terms of getting across the information about the
 23 scheme.
 24 Q. But the scheme would have included fire safety and
 25 ensuring that whatever scheme there was, the means of

17

1 escape were properly maintained.
 2 A. It would ensure making sure the contract that I was
 3 involved with didn't impact on the means of escape.
 4 Q. You were familiar, as you've just told us, with many of
 5 the residents in the building, and you were familiar,
 6 I think — is this right? — with the fact that some of
 7 them had disabilities, and I use the word in a very
 8 broad sense; yes?
 9 A. There was a couple of people who I would say had
 10 mobility issues, yes.
 11 Q. Yes. Did you notice, when you received this report,
 12 that this part of the report did not specifically make
 13 any mention of those residents?
 14 A. No, I didn't notice that.
 15 Q. Did you ever have a discussion with Janice Wray about
 16 this part of this report?
 17 A. No, I didn't.
 18 Q. Can we look, please, at {RYD00024466}. This is a Rydon
 19 Grenfell Tower residents' survey, and it's dated
 20 November 2014, as you can see on that page.
 21 First question: were you aware in November 2014 that
 22 Rydon was carrying out a survey of the residents of
 23 Grenfell Tower?
 24 A. I was, yes.
 25 Q. Did you receive a copy of this document, do you think?

18

1 A. I did in early stages. I don't think I saw the final
 2 version.
 3 Q. Right. Did you not ask to see the final version?
 4 A. Probably not, because at that stage I'd met a lot of the
 5 residents and, if I'd needed it, I knew how to find it.
 6 Q. I see.
 7 Did you make Janice Wray or Carl Stokes aware of
 8 Rydon's schedule of residents of Grenfell Tower and
 9 their difficulties?
 10 A. The information on the residents' survey was primarily
 11 for Rydon's RLOs to understand people's situation in
 12 terms of accessing the flat. So it did include issues
 13 that would affect the work, so it was looking at people
 14 who were night workers, if people had mobility issues,
 15 general finding out, as I say, any arrangements that
 16 might impact on the works.
 17 What we did do, we discussed this with the housing
 18 management team, because the housing management team
 19 would be using this information, perhaps updating their
 20 systems with it.
 21 Q. Right, that's helpful. When did you discuss this
 22 document with the housing management team?
 23 A. We had — in the start of the scheme we had very regular
 24 meetings. It was — I'm sure you appreciate that Rydon
 25 initially had an enabling contract —

19

1 Q. Ms Williams, I'm really sorry to interrupt you. Do you
 2 remember when, in or after November 2014, you discussed
 3 this document with the housing management team?
 4 A. We had regular meetings with housing management.
 5 I think they started doing the survey probably
 6 July 2014, and then that information was conveyed in the
 7 TMO housing management liaison meetings, and I believe
 8 that the housing management team used this information
 9 to input into their systems.
 10 Q. And who was it in the housing management team that you
 11 believe used this information to input into their
 12 system?
 13 A. Probably it would have been Janice Jones, who was the
 14 housing officer.
 15 Q. Did you see for yourself the results of that input
 16 exercise?
 17 A. I did not.
 18 Q. Can we look on in the document at page 21
 19 {RYD00024466/21}, please. We can see an entry for
 20 flat 132, and the date, 23 November 2014, that's the
 21 date of the survey for the occupant or resident. It's
 22 identified as "Ms Sheila Sheila". In the second—last
 23 column it says in red:
 24 "Forgetful memory and slight deafness. Tenant is
 25 over 80yrs old."

20

1 So here is one resident at the very least with
 2 a sensory impairment which might prevent them hearing
 3 a shouted warning of fire or loud knocking.
 4 Did you yourself consider drawing this resident at
 5 the very least to the attention of Janice Wray or
 6 Carl Stokes?
 7 A. I did not, but please bear in mind that the information
 8 on residents was largely held by housing management.
 9 I would not be the person to update it, because my role
 10 would be transitory. So it was more important that
 11 housing management had that information, which would
 12 then be put onto their databases for collection by
 13 others.
 14 Q. Did you pass this document to Janice Wray?
 15 A. I did not.
 16 Q. Why is that?
 17 A. As I say, housing management would use their systems to
 18 update information and that would be what would feed
 19 into other data that the TMO held.
 20 Q. Right. Just to be clear and so that we have your
 21 evidence on this: did you pass this document to
 22 Janice Jones?
 23 A. I believe that Rydon did, because it was updated, and,
 24 as I say, I got early versions but I didn't get the
 25 final one.

21

1 Q. Did you not think it was important, even though you had
 2 the early versions, to make sure that all the dots were
 3 joined up within the TMO so that there weren't any gaps
 4 through which this information could fall?
 5 A. My role, as you appreciate, is resident liaison, is
 6 managing the budget and programme. This was something
 7 to keep the programme moving. This was in the hands of
 8 the housing management team to put onto their database.
 9 I knew they were having regular discussion, it was
 10 minuted that they had access to this. That was the way
 11 that I knew it — I'd put something in place.
 12 Q. Yes. I understand that. I'm really just seeking to
 13 explore to what extent you appreciated that this
 14 document was of critical importance both to health and
 15 safety and the housing management team, so that even if
 16 it wasn't your role necessarily to act on this
 17 information, you knew that it was in the right hands.
 18 A. I knew it was in the right hands because housing
 19 management had it.
 20 Q. Right.
 21 Can I then move to another question on the AOV
 22 briefly.
 23 Can I ask you, please, to go to your first witness
 24 statement at paragraph 109, page 21 {TMO00840364/21},
 25 please. I just want to pick up one thing in your

22

1 witness statement on this. You say there:
 2 "LFB had attended regularly during the refurbishment
 3 and I am aware that all the Kensington and Chelsea
 4 Watches had attended site with Rydon to gain
 5 an understanding on the internal features in the Tower
 6 and the operation of equipment. As part of this
 7 exercise I was advised by Rydon and LFB that Rydon had
 8 provided plans of the building to LFB together with
 9 instructions on how to use the automatic opening
 10 ventilation (AOV) system. I had provided plans to LFB
 11 too."
 12 It's that last sentence I just want to ask you
 13 about, and the reason I'm coming back to AOV here is
 14 because it links to the wider question of plans.
 15 Now, you say you provided plans to the LFB. Was
 16 that plans of the AOV system or plans of the building?
 17 A. Plans of the building, I suspect.
 18 Q. Right, I see.
 19 Do you recall how you provided plans of the building
 20 to the LFB?
 21 A. I believe that I sent them to somebody who attended the
 22 bi-monthly meetings. I would have thought it would be
 23 Daniel Hallissey.
 24 Q. Right.
 25 A. But it could have been Suhail.

23

1 Q. I see. Either Suhail Dadabhoy or Daniel Hallissey?
 2 A. Yes.
 3 Q. At any rate, one of those who attended the bi-monthlies?
 4 A. Yes.
 5 Q. I see.
 6 Do you remember when you provided those plans to
 7 either of those officers?
 8 A. No, I'm afraid I don't.
 9 Q. Right. Do you remember how you provided them, the means
 10 of communication?
 11 A. It would have been an email.
 12 Q. An email.
 13 Do you know how Rydon provided plans of the building
 14 to the LFB?
 15 A. Again, I would suspect email, but I don't know.
 16 Q. Right.
 17 Now, in paragraph 110 just below, you also say in
 18 the last sentence that you believe that Rydon left a set
 19 of plans in the hub room "as I had seen a set there
 20 previously". What were those plans of?
 21 A. Again, they were the layout, the floor plans.
 22 Q. Right. The floor plans of the refurbishment as
 23 completed?
 24 A. Yes.
 25 Q. Right. Do you know what happened to those?

24

1 A. No, I saw them there at one point but I don't even know
 2 when I saw them there, probably in 2016.
 3 Q. Right.
 4 A. But —
 5 Q. Where is the hub room?
 6 A. As you go into the ground floor lobby, it backs onto the
 7 lobby on the left — hand side.
 8 Q. Right.
 9 A. So effectively the fire panel was on the wall of the
 10 hub room, so it connected through to the gear in the hub
 11 room.
 12 Q. I see.
 13 Now, continuing on the same theme in the same
 14 paragraph, you say at the beginning of the paragraph:
 15 "There had been discussion with LFB about the
 16 property Premises Information Box. I specifically
 17 remember that at two different bi-monthly meetings,
 18 different LFB officers had said that the plans would be
 19 on their database, and anyone attending from LFB would
 20 have a device/ipad on which to call up the floorplans."
 21 You see that?
 22 A. Yes.
 23 Q. Can you remember when that discussion happened?
 24 A. No, I think this is the generalised — the paragraph is
 25 my recollection. I do not know at which meetings, I'm

25

1 afraid.
 2 Q. You say there had been discussion about the property
 3 premises information box.
 4 A. Yes.
 5 Q. Do you remember what the discussion was about?
 6 A. The pros and cons of such a box, which contained —
 7 would contain perhaps floor plans and other things. But
 8 there was discussion about — that the use of it —
 9 whether they got vandalised more than they were useful,
 10 and the Fire Brigade said, well, all their information
 11 was on a database anyway, and that when anybody turned
 12 up, they would have access to the system through
 13 whatever their device is. They said it was like
 14 an iPad, and they said they should just be able to call
 15 it up.
 16 So, as I say, pros and cons of the premises
 17 information box.
 18 Q. Were you ever asked to provide information to the LFB,
 19 whether the fire safety team or local officers, as the
 20 case may be, for the purposes of their uploading onto
 21 their database?
 22 A. No, I believe they got it from building control.
 23 Q. Right, I see. So they never came to you personally or,
 24 to your knowledge, anybody else at the TMO and said, "We
 25 now need to upload information about Grenfell Tower onto

26

1 our database so that we can access it from our mobile
 2 data terminals, can we please have it"?
 3 A. No, they didn't ask that, but, as I say, it was always
 4 my understanding they got it through building control
 5 because they had been part of that process because of
 6 their involvement with the scheme.
 7 Q. Can we now look, please, at {CST00000178}. This is
 8 an email of 13 March 2014 from Bruce Soules to you, to
 9 Janice Wray and to others in which he summarises his own
 10 understanding of what had transpired at the
 11 12 March 2014 visit with the LFB, which we discussed at
 12 some length yesterday.
 13 If you go to page 3 {CST00000178/3}, and look at the
 14 bottom of the email on page 3, three paragraphs above
 15 his signature, he says:
 16 "Propose Premises Information Packs ..."
 17 Do you see?
 18 A. Yes.
 19 Q. I'll just read it:
 20 "Propose Premises Information Packs are held at
 21 reception in event of emergency to pass on to
 22 Fire Brigade. LFB have their own Database system to
 23 which Lancaster West should be added."
 24 If we next look, before I come to a question, at
 25 {CST00002199}. We looked at this yesterday, it's the

27

1 letter that Carl Stokes wrote to you on 18 March — do
 2 you remember that? — answering questions raised by the
 3 LFB during their 12 March visit.
 4 A. Yes.
 5 Q. If we look at page 4 in that document {CST00002199/4},
 6 you can see that at the foot of that page there is
 7 a section dealing with "Premises information packs and
 8 other information". He says there:
 9 "The fire officers asked about the providing of
 10 premises information packs, I would strongly recommend
 11 that these are not provided."
 12 How did you go about reconciling LFB's clear request
 13 for premises information packs in the email I've just
 14 shown you with Carl Stokes' recommendation in this
 15 letter to you?
 16 A. I don't believe it was as clear a recommendation from
 17 the LFB as you have mentioned. It was a discussion
 18 about them, and, as I say, the discussion was about the
 19 realities of how useful they were because quite often
 20 these boxes were vandalised, people would think there
 21 was something valuable in there or whatever. So quite
 22 often, if you go to visit a block that's got one, it
 23 will have no door on it and there will be nothing in it.
 24 Q. I see. So —
 25 A. So there was discussion about the pros and cons of it,

28

1 as I said.
 2 Q. Did you consult anybody in order to arrive at
 3 a conclusion yourself about whether there should or
 4 should not be premises information boxes at
 5 Grenfell Tower?
 6 A. There was discussion with the Fire Brigade, and I don't
 7 think I spoke to anybody — maybe Janice Wray and I had
 8 a chat afterwards and — that the jury was still out as
 9 to the validity of it, and the Fire Brigade were quite
 10 clear that they had alternative means of accessing the
 11 floor plan information.
 12 Q. You say maybe you spoke to Janice Wray about it —
 13 A. I possibly would have, because I think we needed
 14 an outcome and I think as we talked about it, the
 15 ambivalence towards the use of them meant that we were
 16 perhaps a little bit both against it.
 17 Q. Right.
 18 A. But, as I say, that's my recollection. Janice might
 19 have been more pro than me, but, as I say, my experience
 20 was finding empty boxes in the halls of blocks.
 21 Q. Let's go to {CST00001131}. This is an email from you to
 22 Janice Wray of 29 April. If we look at the foot of
 23 page 1 over to page 2, that's where the email starts,
 24 and over the page on page 2 {CST00001131/2} is the
 25 substance of it.

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1 Just to set it in its chronological context for you,
 2 Ms Williams, this was after the demonstration of the
 3 smoke vent system in late April of that year.
 4 If you go to that page, you can see you say:
 5 "Janice
 6 "Yesterday's demonstration went well apparently,
 7 I arrived just in time to see the tender drive off! 2
 8 things arose in relation to the LFB, the below is Rydon
 9 feedback:
 10 "1. At the end of yesterday's BMS demonstration the
 11 Fire Brigade asked whether KCTMO would have any
 12 objection to them fitting a secure information box in
 13 the foyer which would contain safety details specific to
 14 the tower.
 15 "I said that I would ask with the expectation that
 16 this would be something that you would welcome."
 17 Now, the response to that from Ms Wray is at page 1
 18 {CST00001131/1}. Let's just look at that. She comes
 19 back to you and says — well, you can see she forwards
 20 this to Carl Stokes, "FYI", the same day. He comes back
 21 to Janice Wray just above that and says:
 22 "The LFB fitting a 'secure information box in the
 23 foyer which would contain safety details specific to the
 24 tower' or the TMO?"
 25 That's his query. Janice Wray goes back to him and

30

1 says:
 2 "Have asked Claire to clarify and we have our
 3 regular liaison meeting with LFB tomorrow so have added
 4 to agenda — they need to advise what info they require
 5 access to."
 6 And his response back to Janice Wray:
 7 "There is no requirement for the TMO to provide
 8 [an] information box."
 9 Were you aware of this exchange?
 10 A. Yes, I think I was, yeah.
 11 Q. Did you think that it was at odds with the LFB's
 12 request, which you were passing on to Janice Wray in the
 13 first of the emails in this chain that I've just shown
 14 you?
 15 A. As I say, the LFB — the people who had asked Rydon were
 16 the watches, weren't they, were the practical hands—on
 17 guys. We were meeting the Fire Brigade it seems like
 18 within a very short period and, as I say, my view is
 19 that discussion was a bit ambivalent about the virtue of
 20 them. So, no, I didn't — I think there's always pros
 21 and cons of different things, and the way I've phrased
 22 it here, it looks as though the LFB would fit their own
 23 box, which is what I'd forgotten.
 24 Q. Well, what did you tell Janice Wray by way of
 25 clarification as to whether the LFB should fit the box

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1 or whether the TMO should fit the box?
 2 A. I think the only thing she would have seen is this
 3 email. I don't remember any discussion about whether it
 4 was us or them. But, as I say, I think from the
 5 discussion we had subsequently with the LFB that there
 6 was a discussion over virtues and problems with them.
 7 So I think it was an open discussion, and I think this
 8 is Janice taking advice from our fire risk assessor.
 9 Q. Well, let's just look at the bi-monthly meeting minute
 10 for that meeting. Let's go, please, to that, it's at
 11 {TMO10045627}.
 12 This is the meeting in May 2016, so only a few days
 13 after this email exchange. You're not there.
 14 Janice Wray is, as well as Nick Davis and Rebecca Burton
 15 from the LFB. It also featured Janine Fitzgerald from
 16 the TMO.
 17 If we go to page 3 {TMO10045627/3}, please, you can
 18 see that under "Grenfell Tower":
 19 "Nick confirmed that his colleagues had attended the
 20 recent demonstration of the fire systems at
 21 Grenfell Tower which had been really helpful. Janice
 22 advised that she had received some feedback that the LFB
 23 were requesting a Premises Information Box be installed
 24 in the tower. Nick confirmed that this was the case.
 25 Janice asked him to confirm specifically what

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1 documentation the LFB require to be stored in this box.
 2 Nick agreed to do this but advised that details of the
 3 operation of the AOVs would definitely be required."
 4 So it looks from that as if the LFB made it very
 5 clear that they wanted a premises information box to be
 6 installed. Did you know that?
 7 A. I didn't know that they — I don't remember knowing that
 8 they asked again.
 9 Q. Right. Did Janice Wray not come back to you after this
 10 meeting, early May, and say, "We need to have a premises
 11 information box in the foyer at Grenfell Tower because
 12 the LFB have asked for one?"
 13 A. I think probably there might have been more discussion,
 14 but can I note that when the fire panel was put in
 15 place, there was in there probably an A3 laminated sheet
 16 giving a description of how to use the AOV and where the
 17 override systems were. So whereas perhaps there weren't
 18 thousands of drawings, there was an A3 laminated sheet
 19 which described the floors, it described how to use the
 20 override system, and that was visible in the glazed
 21 panel.
 22 Q. Just focusing on my question, please: did Ms Wray come
 23 back to you after this meeting and say there must be
 24 a premises information box, as defined, as you knew
 25 about from Carl Stokes' letter of 18 March, in the foyer

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1 at Grenfell Tower?
 2 A. I don't remember, I'm afraid.
 3 Q. Right.
 4 Can I then turn to the question of floor numbering.
 5 I'd like to start, please, on this topic with
 6 paragraph 59 of your second witness statement
 7 {TMO00842312/13}. I'll read the whole paragraph to you:
 8 "Another example is that I understand that during
 9 Phase One of the Inquiry, staff from the LFB gave
 10 evidence that the floor numbering at Grenfell Tower was
 11 missing or obscured. I believe that I can provide some
 12 context to these observations. I am confident that
 13 there was floor numbering at the Tower at the time of
 14 the fire as prior to the refurbishment project, the
 15 communal staircase at Grenfell Tower was not numbered.
 16 I recall thinking that there was a need for floor
 17 numbering to be installed so I instructed Rydon to put
 18 floor numbers as part of the works. The floor numbers
 19 were painted on towards the end of the project in
 20 approximately the summer months of 2016. However, it is
 21 my understanding that some of the floor numbering was
 22 rubbed out or obstructed during the gas works that were
 23 carried out after the refurbishment. The intention was
 24 always to redo the floor numbering however at the time
 25 of the fire, the gas works were still ongoing."

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1 Just to confirm, it was your responsibility, was it,
 2 to ensure that floor numbering was installed in the
 3 communal staircase?
 4 A. No, but I was in the tower a lot, I delivered
 5 newsletters by hand, and I found it confusing to know
 6 where I was. So there was a provisional sum in the
 7 contract for signage, and so I used that provisional sum
 8 to actually put numbers on, which were stencilled at
 9 each level in black.
 10 Q. Right. So let me re-ask the question a slightly
 11 different way: did you assume responsibility for
 12 ensuring that there was floor numbering in the communal
 13 staircase?
 14 A. I chose to instruct that the provisional sum be used for
 15 putting the numbers on, because I think a couple of
 16 people had in biro written the level of the floors, but
 17 I used that staircase a lot and I found it helpful, and
 18 I didn't know how postmen or whatever delivered. So
 19 I don't think it was my responsibility, but it was
 20 something I added using a facility I had within the
 21 contract.
 22 Q. Using your words, not mine, did you choose to instruct
 23 the application of the numbers because of your own
 24 observations about the inadequacy of what was there, or
 25 because you had been asked to do that by somebody else?

35

1 A. It was my own initiative.
 2 Q. Right.
 3 Let's look at {TMO10010093}. This is an email run
 4 in early October 2015. This is an email from
 5 Peter Maddison to Judith Blakeman, copied to you, and
 6 it's a response — I'll come to the response shortly —
 7 to the email that starts at the foot of page 2 from
 8 Judith Blakeman to Peter Maddison and to you directly.
 9 The substance of it appears on page 3
 10 {TMO10010093/3}, with the sentence at the very top of
 11 the screen:
 12 "I am writing to let you have the issues raised with
 13 members of the Grenfell Tower Compact at last Saturday's
 14 surgery with my colleague Cllr. Atkinson in advance of
 15 your meeting next week. They are as follows ..."
 16 If you look down at point 6 at the foot of the
 17 screen, she says this:
 18 "They continue to have an issue with the numbering
 19 of the floors, as do the ward councillors. Whatever the
 20 Post Office requires, the new system of numbering is not
 21 effective and could prove dangerous in the event of
 22 an emergency. The notices about the floor number
 23 changes are not prominent or secure and in any case
 24 would not be helpful to children, anyone who does not
 25 read English or indeed anyone with literacy problems."

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1 The solution the residents propose is that the lower
2 floors should have a new name, such as 'Lower Grenfell'.
3 We believe that this issue does require some further
4 consideration."

5 Now, do you recall that this issue about floor
6 numbering had been the subject of complaint since at
7 least March 2015 when the Compact was first formed, if
8 not before that?

9 A. Yes, but there's a different issue from what we just
10 talked about and the physical numbering of the floor
11 levels. This is about the changing of the numbering of
12 the floor levels with the introduction of the new flats
13 at the lower levels. So it's not the physical
14 stencilling of the numbers the staircase. This is about
15 us changing the numbers of the levels to accommodate the
16 new properties.

17 Q. I see. So just to be clear so far, what you did on your
18 initiative is to get Rydon to make the numbers clearer
19 and bigger; is that right?

20 A. To actually put them in. On the —

21 Q. Right.

22 A. On the staircase, there were only numbers that people
23 had put in in biro. So bearing in mind it was — there
24 were 20 storeys of residential properties, if you went
25 up the stairs, you didn't know what level you were on

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1 until you actually opened and saw the door numbers.
2 Q. I understand.

3 A. So that was a physical thing. This is the Post Office
4 numbering of the floors.

5 Q. Yes. Let's just see how this then progresses.
6 I'll put my question again: it's right, isn't it,
7 would you accept, that the concerns raised here by
8 Councillor Blakeman about the floor numbering had been
9 the subject of complaint by the Grenfell Tower Compact
10 since at least March 2015, if not before that?

11 A. Yes, this was — with the introduction of the new
12 housing on the lower floors, you appreciate previously
13 they had no numbers, the lower floors. They were called
14 ground, walkway, mezzanine, walkway+1, was the way that
15 we in-house had always referred to them. When we put
16 new properties there, they clearly needed an address,
17 and so we had to go to the planners, who then deal with
18 the Royal Mail, who have a procedure as to how you
19 number and name properties.

20 Q. Ms Williams, I'm going to cut you off. I just asked
21 what I hope was a shorter question. I apologise for
22 cutting you off, but do you accept that the issue about
23 floor numbering in Grenfell had been a topic of
24 discussion, to put it neutrally, from the Grenfell Tower
25 Compact since March 2015 at the very earliest?

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1 A. Yes.

2 Q. Very latest.

3 A. Yes.

4 Q. Yes, you do.

5 Let's look and see what Councillor Blakeman raises
6 by way of concerns. She says in paragraph 6, as I've
7 read to you, that it could prove dangerous in the event
8 of an emergency.

9 Did you yourself take any steps at this point — and
10 this is early October 2015 — to ensure that there was
11 appropriate signage in the stairwell?

12 A. This is more in the main body of the building, not the
13 stairwell. This is — when the new floor numbers were
14 introduced, and I'd put it in the newsletter that we
15 were talking to the planners about — or the Royal Mail
16 about the numbering, and we had temporary signs at one
17 point, which, as I remember, didn't have — they were
18 numeric, they said, "This floor has got this number of
19 flats on", and it actually laid out the number of flats,
20 so it said, for example, 71, 72, 73, 74, 75, 76. But
21 they were temporary, and I think that there was an issue
22 at one point of people pulling them off the walls and we
23 had to replace them on a daily basis until the permanent
24 signage was available.

25 Q. Did you consider how to improve signage for those in the

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1 building with literacy problems or who did not speak
2 English as a first language?

3 A. The only signs with wording on were the temporary signs
4 before the new signs — and the new signs, even the
5 temporary signs, were purely numerical. So it would
6 say — the existing flats started on level 4, so it
7 would say "4" and then there would be the numbers of
8 those flats. So the only signs we put up that actually
9 had a written description were saying something along
10 the lines of, "Remember the floor numbers have changed".

11 Q. I think the point that's being made by Ms Blakeman in
12 the middle of paragraph 6 is that the notices about
13 floor number changes are not prominent or secure, and
14 wouldn't be helpful to children, anyone who doesn't read
15 English or anyone with literacy problems.

16 My question is: did you consider what to do about
17 that?

18 A. I believe she's referring to the temporary signs, and as
19 I've said, they were numeric, but they were quite often
20 pulled down. But, as I say, the only thing I can think
21 of when she says about literacy problems is there was,
22 say, a little reminder notice saying, "Remember the
23 floors have changed", which was put by the lift buttons.

24 Q. Councillor Blakeman proposed renaming the floor numbers,
25 as we can see. Did you consider that proposal yourself?

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1 A. We had gone through the prescribed process where you get
2 your addresses and numbering through the planners, who
3 talk to the Royal Mail. We had thought that we might do
4 something like minus 0, minus 2, minus 1. But, again,
5 that didn't meet the Royal Mail procedure, which is
6 based on clarity and specifically in case of
7 an emergency.

8 So we'd looked at, as I say, a minus number, but it
9 would mean the ground floor would then probably have
10 been minus 2, which would have been more confusing to
11 people than starting with 0, 1, 2, 3, 4.

12 And it also meant that people kept their address.
13 It was different, which is why — you know, any change
14 affects people. These people — as I say, many people
15 lived in the building a long time. But this —
16 you know, it was the change that was so different, but
17 it meant the people retained their address and, as
18 I say, we were not able to deviate from the Royal Mail
19 system which is in process across the country and for
20 good reason.

21 Q. While we're on the question of temporary signage, can
22 I just show you two documents. Can we have them side by
23 side, please. {IWS00002331} and {IWS00002314}, please.
24 If we can please have those up side by side. They're
25 photographs.

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1 You refer to the temporary sign in your evidence.

2 A. Yes.

3 Q. Is that the temporary sign on the left-hand side?

4 I know it's —

5 A. Yes, that is, and this is the one that I'm saying we
6 had — it was with the housing management team and with
7 Rydon. If either of them saw it down, they would
8 reprint and put it back on the wall again. But, as
9 I say, they were pulled off the wall frequently. But,
10 as I say, it is numeric, which is why I'm saying there
11 shouldn't be an issue for anybody who didn't speak
12 English.

13 Q. It's not all numeric, is it? The three words at the top
14 are in English.

15 A. They are, but I think people are generally sensible and
16 able to translate this information.

17 Q. Right.

18 Can you account for why such a flimsy means of
19 communication was deployed?

20 A. These were temporary signs before the new — I think
21 they were stove enamel signs were made up.

22 Q. I mean, they were even more temporary by the fact that
23 they were so easily removed.

24 A. I think we assumed people would appreciate them being
25 there, but, as I say, I think they were pulled off.

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1 I think this looks like it's taped, but we had ones that
2 were screwed down as well.

3 Q. Even though temporary, why not have something that was
4 a little bit more solid?

5 A. I think that Rydon were procuring the new signs.

6 I don't know if they were going to take a day or a week
7 to come, but this was a temporary measure and, as I say,
8 they were replaced — if we found them on the floor,
9 they were replaced. And, as I say, they were actually
10 not always just taped, we had them screwed to the wall
11 at one point, so we did everything we could.

12 But also, people would get used to it. But, as
13 I say, it is the change that was obviously what called
14 residents disquiet, and understandably, but as I say,
15 the alternative would have been to renumber the flats,
16 which was in my view more distressing or more confusing
17 to people.

18 Q. David Collins gave evidence that this actually fell off
19 the wall. It wasn't pulled off, it fell off.

20 A. I think there was — both events happened. I think it
21 was pulled off as well as — because, as I say, we did
22 actually secure them more firmly.

23 Q. Can we go back to the document we were on, then, please,
24 a moment ago, which was the Blakeman email of
25 2 October 2015, I would just like to look at paragraph 7

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1 in that now, please, at page 3 {TMO10010093/3}. Yes,
2 thank you very much. If we just scroll a little bit
3 further down for you, paragraph 7, it says:

4 "They would like another independent [investigation]
5 of the arrangements in the event of a fire. Perhaps
6 this might be better carried out at the end of the
7 project, although I think they have concerns about what
8 would happen during the works in the event of a fire,
9 especially because of the floor numbering problem. This
10 request should also receive further consideration."

11 Now, we've already looked at the concerns raised by
12 Simon O'Connor and Simon Camps in their February 2015
13 project fire risk assessment.

14 Did Councillor Blakeman's request here prompt you to
15 seek a further FRA from a different assessor?

16 A. I was copied in, I don't think I was the recipient of
17 this email, but —

18 Q. You were, actually. If we go to the bottom of page 2,
19 you were.

20 A. No, I'm saying I'd seen it, I didn't think it was to me,
21 I thought it was to Peter, but —

22 Q. Sorry, forgive me, it was to both of you. I thought
23 I showed you that. But we can look again —

24 A. No, don't worry, I've got no reason to disbelieve you.

25 Q. Right.

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1 A. But I think it would have — there was quite a lot of
 2 issues here, so I suspect I would have sat with Peter
 3 and talked about it. But, as I say, I think where it
 4 says about the floor numbering problem, the floor
 5 numbering actually was — made it easier for the
 6 Fire Brigade or others in case of emergency to
 7 understand where properties were within the building.
 8 But, as I say, I think we would have talked — I would
 9 have talked to Peter about this. I wouldn't have ...
 10 because there was a lot of issues, we would have sat and
 11 gone through them.
 12 Q. Did you discuss with Peter Maddison having another
 13 independent inspection of the arrangements by going to
 14 a different fire risk assessor and getting a second
 15 opinion?
 16 A. I think we would have discussed it all, but I don't
 17 remember specifically any conversation about any
 18 particular item. I think obviously there would be
 19 a response which may be more illuminating.
 20 Q. We will look at that.
 21 Do you remember whether this email was sent to the
 22 complaints team?
 23 A. I do not, no.
 24 Q. We can see the response, if you want to see that, on
 25 pages 1 and 2, and in fact this is a draft. It looks

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1 like a draft. Paragraphs 6 and 7 straddle pages 1 and
 2 2. Although it's difficult to see, the red appears to
 3 be the last parts at the end. So at the top of page 2
 4 {TMO10010093/2}, it looks as if Peter Maddison was
 5 suggesting the words at the end of 6, "We will review
 6 this again and come back to you", and at the end of 7,
 7 "Agreed".
 8 Do you remember whether those items were taken
 9 further as Mr Maddison indicated?
 10 A. Number 6, as I say, we did look at whether we'd number
 11 the floors minus 2, minus 1, but that was not acceptable
 12 to the authorities. And on number 7, it says we will
 13 receive further consideration, so I think, as I say,
 14 I did sit and go through this with Peter, so obviously
 15 it was something that we were looking at.
 16 Q. Right.
 17 Just a moment ago, just in relation to the temporary
 18 signs, you said that they were pulled off —
 19 A. Yes.
 20 Q. — and didn't fall off. How did you know they were
 21 pulled off?
 22 A. Rydon were aware that they would be there in the lift,
 23 some people had come down and it would be on the floor,
 24 or people would be taking it out of the lift in their
 25 hands. So it was witnessed by Rydon.

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1 Q. Who told you that?
 2 A. It would be Lynda, Lynda Prentice, who was their RLO.
 3 Q. So Lynda Prentice told you that someone had pulled this
 4 sign off within the lift and walked out with it?
 5 A. That she had witnessed it, yes.
 6 MR MILLETT: Okay.
 7 Now, can I move on to 20 October 2015, not long
 8 after this email —
 9 SIR MARTIN MOORE-BICK: I'm sorry to interrupt you.
 10 I mean, that suggests that someone might have taken
 11 a sign away as an aide memoire for future reference, but
 12 did you have any reason — we saw a photograph,
 13 for example, of one on the floor — to think that that
 14 one was simply pulled off and dropped, rather than
 15 falling off under its own weight?
 16 A. I think there was some and some. I think the initial
 17 ones that perhaps were taped up, clearly that wasn't
 18 a great solution, which is why they were then, as I say,
 19 screwed to the wall, because they were laminated. But,
 20 as I say, I think — I don't think they were always
 21 taken maliciously. I think people — you know, kids
 22 would just pull them down or whatever if they were
 23 taped, because we had them taped in the lift car as
 24 well, which you appreciate is a metal finish. So they
 25 would just take them off and —

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1 SIR MARTIN MOORE-BICK: Yes, and also in a lift car, people
 2 are inclined sometimes to rub up against the walls if
 3 there are a lot of people there and that may not have
 4 helped.
 5 A. Yeah. So I think the ones on the outside where we
 6 could, as I say, screw fix them to the tiling or to the
 7 wall lasted a lot longer, but the ones — so we just
 8 tried to, in the car, just to remind people, you know.
 9 It was only a prompt, it wasn't —
 10 SIR MARTIN MOORE-BICK: Yes, all right, thank you very much.
 11 MR MILLETT: Can we move on to {RBK00013998}, please. This
 12 is a bi-monthly meeting minute, 20 October 2015. We can
 13 see that you are there, as is Janice Wray, and from the
 14 LFB Dan Hallissey. Rebecca Burton not there.
 15 If you go to page 3 {RBK00013998/3}, please, you can
 16 see paragraph 8, "Grenfell Tower — floor numbering", and
 17 it says:
 18 "Clear briefed the group on the issue of floor
 19 numbering at Grenfell Tower. Specifically, to take
 20 account of the new residential floors it had been
 21 proposed that we renumber the floors in sequence —
 22 ground, first, second etc. The flat numbers and
 23 postcodes etc. will be unaffected. It would merely mean
 24 that those living on the floor currently referred to as;
 25 '20' would in future be living on floor '23'. However,

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we are keen to get the LFB's view on this. Dan advised that, from the perspective of the LFB's operational crews, the overriding issue is to ensure that there is signage at ground floor where the LFB enter the block which clearly highlights which flat numbers are located on which floor levels. He also recommended that signs be placed at each lift lobby to clarify which level this is and what flat numbers are located on that specific floor. Providing signage is adequately addressed the LFB should be able to accommodate whichever floor numbering sequence is adopted. However, on reflection, if crews from outside the local area are required to respond to an emergency at this block it is likely that the more obvious and straightforward floor numbering sequence (ground, 1st, 2nd...) would facilitate the most speedy and effective response."

Do you remember whether it was you who actually raised this issue at this meeting? It appears that you briefed the group on it, so it looks like you did.

A. Yes, I think I did, because, as I say, previously the lower floors of Grenfell weren't numbered until you got to what was effectively the fourth floor, where that became floor 1. So you had ground floor and then a couple of floors up was floor 1. There were two or three lower floors that had no number, they were just

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called walkway, mezzanine, something of that sort.

Q. Was the issue of numbering specifically in the stairwells discussed at this meeting? It doesn't appear so from the minute.

A. No, this again is, as you say, in the main lobby and the lift area.

Q. Right, I see.

Now, this of course was in October 2015. Was your response to this discussion with the LFB to put up the taped vinyl-clad sheets that we saw in the photographs?

A. They might have been there before this time.

Q. I see.

A. And you appreciate with the signage, there is by law a size of typeface you have to use, so we would comply with that.

Q. Now, can we go to {ART00005099}, please. This is an email chain on 10 November 2015, so a little bit after the bi-monthly meeting we've just looked at, and it's from Andrew Malcolm to Gary Martin, and you're copied in. It's at the foot of the page, and it says — in fact I think I want to go to page 2 {ART00005099/2}, where it starts:

"Hi Neil/Andrew

"I have just spoken with James Clifton (Rydon QS) regarding the floor number signage for the stairwell at

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Grenfell Tower. He has received the TMO brand guidelines, but no information as to what is required to cover up the existing floor numbers.

"Can you shed some light on this so we can start placing orders on our suppliers."

Now, you can see that this email wasn't sent to you, but does come to you at the foot of page 1

{ART00005099/1}, the same day. Do you see that?

A. Yes.

Q. "Gary

"In Claire's absence and as discussed with James on the phone just now I suggest we park until Tuesday's Progress Meeting.

"Claire by copy— if you have a chance to pick this up on your return on Monday."

Then you respond on 16 November at the top of page 1, as you can see, if we just scroll up to that.

So you did read the email. Did you read the whole email chain?

A. I've just read it now, yes.

Q. Yes, but did you read it at the time?

A. I — possibly, yes.

Q. So you would have seen and understood that Rydon were looking to order signs to be used in the stairwell; yes?

A. This is ... they were looking to order something, yes.

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Q. Well, if you look at the original email we started off with at the top of page 2 {ART00005099/2} from Gary Martin to Neil Reed and Andrew Malcolm, there had been a discussion with the Rydon QS regarding the floor number signage for the stairwell at Grenfell Tower, and they wanted to start making orders.

A. Yes.

Q. So can I take it that you, when you received this in copy, understood that Rydon were looking to order signs to be used in the stairwell?

A. Yes, because I've said I don't want signs, I want painting to that fire escape, yes.

Q. Then you pick it up and then you reply at the very top of page 1 {ART00005099/1} on 16 November, as I've just identified, and you say:

"Andrew

"On the staircases I just want a paint finish — signs will get nicked/removed otherwise.

"I think I suggested grey with blue numerals... The size has to cover the existing. This can be done soonest as it is purely a paint job."

Now, you say you only wanted a paint finish because signs would get nicked or removed otherwise. Was that your experience of the people living in Grenfell Tower?

A. In the staircase, there were sometimes signs of

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1 antisocial behaviour. I think there was a couple of
 2 people who would smoke in that area rather than in the
 3 lobby, and there had been issues of debris left, that
 4 sort of thing, because most people used the lift. So
 5 the stairwells tended to be fairly quiet, so it would be
 6 a place, if you were going to get up to mischief, that
 7 is where you would get up to — so it was a practical
 8 response.
 9 Q. You say in the next line:
 10 "I think I suggested grey with blue numerals..."
 11 Who did you suggest that to?
 12 A. That would have been to — probably if Gary didn't know,
 13 it would have been Dave Hughes, both for Rydon.
 14 Q. Was that before you had received the email from
 15 Andrew Malcolm by way of copy on 10 November or
 16 afterwards?
 17 A. Yes, I think I had been speaking to Dave Hughes, who was
 18 the Rydon lead, but Gary was one of his site managers,
 19 so perhaps it seems like it had got lost in translation.
 20 Q. I see.
 21 When you suggested a paint finish rather than signs
 22 being ordered, did you seek any fire safety advice as to
 23 what was required from a fire safety point of view in
 24 terms of size, visibility and illumination?
 25 A. On the back staircase, no, because there had been not

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1 much there previously. As I say, a couple of people had
 2 biroed numbers, but I think we went big on the back
 3 staircase. I think they were nearly a foot high.
 4 8 inches, a foot high. So we went larger.
 5 Q. I think to my question the answer is you didn't.
 6 A. Not on the back staircase, no.
 7 Q. When you say the back staircase, can you just —
 8 A. The only staircase, sorry.
 9 Q. Was cost a factor in not having signs made up but having
 10 paint only?
 11 A. No.
 12 Q. At the time you sent this email, when did you understand
 13 the job would be completed, the job of painting the
 14 numerals into the stairwell?
 15 A. It wouldn't be completed until it had been instructed,
 16 and at the moment it seems like it's still under
 17 discussion.
 18 Q. Well, one can read the email, "I just want a paint
 19 finish", but when did you understand the job would be
 20 completed, assuming that this email of 16 November 2015
 21 was the instruction to paint?
 22 A. It wasn't the instruction to paint, this was just
 23 discourse. I was waiting to see what they could offer
 24 me.
 25 Q. Right.

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1 At this time, then, asking the question slightly
 2 more broadly, when did you anticipate that the job of
 3 painting the numerals into the stairwell would be
 4 completed?
 5 A. As soon as they had the instruction.
 6 Q. Yes, but can you give me some sort of time or date?
 7 A. No, because at the moment you see there's still
 8 discussion over what. So I don't know at what point it
 9 was instructed, I think.
 10 Q. Right.
 11 Did you actually take steps to ensure that it was
 12 completed?
 13 A. It was completed because I've seen it and I knew the
 14 numbers were correct.
 15 Q. Right. When was that? When was the job of painting the
 16 numbers into the stairwell completed?
 17 A. I don't know.
 18 MR MILLETT: Right.
 19 Mr Chairman, we're not at the end of this line of
 20 questions, but we are moving to a new document and
 21 that's probably as convenient a moment as any.
 22 SIR MARTIN MOORE-BICK: Yes, all right.
 23 Well, we will have our morning break at that point,
 24 Ms Williams. Again, please don't talk to anyone about
 25 your evidence while you're out of the room, and we'll

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1 resume at 11.35, please.
 2 THE WITNESS: Thank you.
 3 (Pause)
 4 SIR MARTIN MOORE-BICK: Right, 11.35, then, please.
 5 (11.17 am)
 6 (A short break)
 7 (11.35 am)
 8 SIR MARTIN MOORE-BICK: Right, Ms Williams, ready to carry
 9 on?
 10 THE WITNESS: I am, yes.
 11 SIR MARTIN MOORE-BICK: Thank you very much.
 12 Yes, Mr Millett.
 13 MR MILLETT: Yes, thank you very much, Mr Chairman.
 14 Ms Williams, can we continue with this story next,
 15 please, at {RBK00052621}.
 16 Now, I'm going to show you an email here which is
 17 from Judith Blakeman to Janice Wray and Peter Maddison,
 18 and also to the complaints team — in fact, it's
 19 primarily to the complaints team — 1 December 2015.
 20 You're not copied in on it, to make that clear to you.
 21 It says this:
 22 "In the event that one of the emergency services
 23 receives an urgent callout to attend to a problem in
 24 Grenfell Tower — such as a fire within a flat — how will
 25 they easily locate the address? There are no signs,

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1 either beside the lifts or in the lifts , to indicate the
 2 new floor numbers where the flats are located. The
 3 previous very sensible numbering system has as you know
 4 been changed, causing significant confusion, especially
 5 for visitors . If the emergency services had to attend
 6 a flat urgently, this is not helpful.
 7 "Please do not just put up a temporary piece of
 8 paper setting out the new floor numbers. Each time this
 9 has happened it has been removed.
 10 "I would appreciate a swift response."
 11 Now, you, as I say, were not copied in on that.
 12 Were you made aware of this complaint at this time?
 13 A. No.
 14 Q. Was it factually correct that, as at or around
 15 1 December, there were no signs either beside the lifts
 16 or in the lifts to indicate the new floor numbers where
 17 the flats are located?
 18 A. I wouldn't know.
 19 Q. Right.
 20 A. Because I don't know if she's been there or if this is
 21 just a report from a resident saying they're not there.
 22 It could be that, in the meantime, a sign has gone up,
 23 even if it's just a temporary one until the fitting of
 24 the permanent signage.
 25 Q. Can we go to {TMO00842738}, taking the story a little

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1 bit further forward into December 2015.
 2 This is another email from Councillor Blakeman to
 3 Janice Wray with a picture of the temporary sign on the
 4 floor that I showed you earlier, and she writes — and,
 5 again, you're not copied in on this:
 6 "Please see the attached photograph. I am afraid
 7 short term, sticking plaster solutions like this to
 8 serious problems do not work.
 9 "Given the concerns expressed by the Fire Brigade
 10 following the fire at Adair Tower, can we please ensure
 11 that the new floor numbering at Grenfell Tower is done
 12 properly, clearly and permanently at every floor; not in
 13 this temporary manner?
 14 "I am keeping this complaint at Stage One for the
 15 moment but in view of the seriousness of this matter may
 16 have to refer it to Stage Two if there is no swift and
 17 satisfactory response."
 18 Were you aware of this further email or complaint
 19 from Councillor Blakeman yourself?
 20 A. No.
 21 Q. Right. So can we take it that Janice Wray didn't take
 22 this up with you?
 23 A. Yes.
 24 Q. Right.
 25 Do you remember whether either you or anybody else

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1 at the TMO sought any advice from Carl Stokes about
 2 floor numbering?
 3 A. I did not.
 4 Q. You did not. Let's see how we go with this, then.
 5 Can we go to {CST00002025}, please. This is
 6 an email from Carl Stokes to Janice Wray dated
 7 16 December 2015, not copied to you, and if we go to
 8 item 5, please, he says:
 9 "The floor level numbers on the walls of the
 10 staircase landings are suitable as are the temporary
 11 lift lobby signs and I believe that the permanent signs
 12 form the ground floor lift lobby area and the walkway
 13 lift lobby area are to be ordered soon. I would
 14 recommend that these signs showing which flats are
 15 located on which floor level are in a large font and the
 16 signs are preeminently[sic] fixed to the walls by the
 17 lifts ."
 18 Now, it looks from this as if advice was sought or
 19 at least given by this date by Carl Stokes.
 20 Did you know that Carl Stokes was advising on the
 21 floor numbers?
 22 A. No.
 23 Q. I take it you didn't see this email; is that right?
 24 A. No.
 25 Q. Do you know whether stencilling of floor numbers was

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1 discussed with the LFB?
 2 A. No. I don't know whether it was discussed. I did not
 3 discuss it with —
 4 Q. You didn't discuss it?
 5 A. No.
 6 Q. I see. So Janice Wray didn't have any discussion with
 7 you about her discussion with the LFB in December about
 8 stencilling ?
 9 A. No.
 10 Q. No.
 11 Can we then look on to {TMO10044376}. This is
 12 an email from Carl Stokes to you, copied to Janice Wray,
 13 dated 20 January 2016. It's a response, if one goes to
 14 page 2 — not yet, but I'll tell you — to a message
 15 from him on 15 January 2015.
 16 If you look at it, he says:
 17 "Good afternoon Claire
 18 "Reference your list of items to discuss regarding
 19 Grenfell, I am meeting Janice next Tuesday at 12.30 at
 20 the HUB to go over some fire safety issues, could we
 21 discuss the Grenfell items at this time as well please.
 22 "Could I also add to your list ... "
 23 Then he sets out a number of things, and then says
 24 "Carl" at the bottom, and below "Carl" he says, "Your
 25 items were". Do you see that?

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1 A. Yes.
 2 Q. Below that, number 4, "fire escape signage".
 3 A. Yes.
 4 Q. Do you think you also spoke about the signage for floor
 5 numbering with Carl Stokes or communicated with him
 6 about that subject?
 7 A. I do not remember talking to Carl about the
 8 planning/Royal Mail allocated floor level approach.
 9 Q. What about signage more generally?
 10 A. I don't remember talking to him about it, but we would
 11 have explained to him what we were looking to do, and
 12 obviously he would know that there would be prescribed
 13 signage for fire escape —
 14 Q. Did you ever seek Carl Stokes' advice or approval of the
 15 approach to floor signs in the stairwell that you were
 16 proposing?
 17 A. No.
 18 Q. Why is that?
 19 A. The signage in the lift lobby areas, as I say, was
 20 prescribed in terms of what you need for means of
 21 escape.
 22 At the back, in the staircase, I didn't talk to him
 23 about it, because initially it wasn't proposed, as
 24 I say, it was something that I instigated when I found
 25 that there was — the numbering system there was reliant

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1 on residents having written in biro. So, no, I didn't
 2 talk to him about it.
 3 Q. So when, on your list, you had item 4, "fire escape
 4 signage", what was it that you were hoping to get from
 5 Carl Stokes on that topic?
 6 A. That would be explaining the signage that was proposed
 7 in the lift lobbies, what and where.
 8 Q. Well, what advice were you seeking? What did you want
 9 him to tell you?
 10 A. It was to talk through the proposal, so that he was
 11 aware of it and if he had any qualms he could voice
 12 them.
 13 Q. I see.
 14 Did you have a discussion about fire escape signage
 15 in that context with Carl Stokes?
 16 A. Obviously I'm only looking at what we've got now, but we
 17 would have gone through everything on a point-by-point
 18 basis.
 19 Q. Now, can we go back to your second witness statement,
 20 please, at paragraph 59 {TMO00842312/13}. I've shown
 21 you this paragraph already, but you go on to say
 22 four lines up from the bottom of the paragraph:
 23 "However, it is my understanding that some of the
 24 floor numbering was rubbed out or obstructed during the
 25 gas works that were carried out after the refurbishment.

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1 The intention was always to redo the floor numbering
 2 however at the time of the fire, the gas works were
 3 still ongoing."
 4 I just want to show you one or two photographs of
 5 the floor numbers.
 6 Can we please go to {RHX00000012/164}. This is
 7 a photograph contained in Rodney Hancox's expert report
 8 to the Inquiry on gas engineering. On that page, you
 9 can see that there are two photographs, one with a large
 10 red 4 on it and then a blown-up version of the same
 11 image. Do you see that?
 12 A. Yes.
 13 Q. Now, looking at the small black number below the light
 14 fitting, is that what the floor numbering looked like in
 15 the stairwell at the time of the fire?
 16 A. I don't believe so. I don't know at what stage these —
 17 sorry, when did you say these photographs were taken?
 18 Q. Well, these photographs were taken after the fire.
 19 A. Were they? Okay. So more likely the small black ones
 20 rather than the big orange ones, yes.
 21 Q. Yes. Are the small black numbers fairly representative
 22 of the numbering on each floor at the time of the fire?
 23 A. I think they look a bit small to me. They were bigger,
 24 in my recollection.
 25 Q. Right. But at any event, the big red 4 wasn't the way

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1 in which the floors were numbered, was it?
 2 A. No, no, it was stencilled.
 3 Q. Now, can we go to page 166 of this report
 4 {RHX00000012/166}, just two pages on, and you can see
 5 there another photograph. Again, you've got a smaller
 6 version and a bigger version. This is floor 6 —
 7 A. Yeah.
 8 Q. — as you can tell from the spray-painted number in the
 9 top image, and then the bigger scale image below it, you
 10 can see that the number 6 has been obscured by the light
 11 fitting being moved down the wall in order to
 12 accommodate the black gas pipe and the boxing—in
 13 immediately above it. Do you see that?
 14 A. Yes.
 15 Q. Is that what you mean in your statement by saying that
 16 the numbers were obstructed by the gas works?
 17 A. Yes.
 18 Q. What did you mean when you said in your statement that
 19 they were rubbed out?
 20 A. I think in some cases that they'd had something put over
 21 them, I don't know if it was a paint finish or something
 22 like that, but they were obscured by — not equipment
 23 but by a paint finish or by something of that sort.
 24 Sorry, I can't remember what it was, but it was a finish
 25 rather than equipment.

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1 Q. Right.
 2 When did you become aware that the floor numbers had
 3 been obstructed by, for example, the moving downwards of
 4 the light fitting to accommodate the gas works?
 5 A. Very late on, because you appreciate that the gas works
 6 were done after Rydon's contract had finished, so
 7 probably not until 2017.
 8 Q. Do you know why it came about that the floor numbering
 9 had become obscured by the moving of the lights?
 10 A. I wasn't aware that the gas works were under way until
 11 I went to the block at one point to talk to somebody.
 12 Q. And when was that?
 13 A. That's what I'm not sure, but it would have been —
 14 I think it was 2017 that I realised that the gas works
 15 were under way and that they'd impacted on the
 16 staircase.
 17 Q. Right.
 18 At that stage, were you concerned that the moving of
 19 the electric lights so as to obscure the numbers because
 20 of the gas works would cause a problem or might cause
 21 a problem to fire crews attending the building in the
 22 event of a fire?
 23 A. I wasn't involved with the gas works until I saw,
 24 you know, what was going on, so I didn't know how
 25 quickly they were going to finish up. So they didn't,

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1 as you've seen, consistently obscure the numbers, but,
 2 as I say, I thought that the gas works were — in the
 3 staircase were progressing and would be completed
 4 shortly. So I thought for a short period, yes.
 5 Q. Right.
 6 Did you raise this question of the obscuring of the
 7 floor numbers either with Janice Wray or with
 8 Carl Stokes or with the LFB?
 9 A. I did not, but bear in mind they'd only been in place
 10 since I'd instructed them. Prior to that, the numbers
 11 were biroed on the staircase.
 12 Q. No, I understand that, but having instructed them —
 13 well, let me ask it this way: the black stencilled
 14 numbers that you see, were those the paint job that you
 15 had instructed be applied?
 16 A. The black ones, yes, and I assumed that defects, which
 17 was the defects period — the end of the guarantee
 18 period was shortly after the fire, that we would be
 19 coming back and reinstating them.
 20 Q. Right.
 21 Just go back two pages {RHX00000012/164}, I just
 22 want to clarify something, please. If you look at the
 23 lower photograph there, you can see the black
 24 stencilled 4.
 25 A. Yeah.

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1 Q. Was that the paint signage that you had instructed be
 2 applied?
 3 A. Yes, they were all close to the light so that you could
 4 see the floor number easily.
 5 Q. Right. Were you happy with that size and font?
 6 A. Yes, at the time. Yes.
 7 Q. Did you take any advice either from Carl Stokes or the
 8 LFB about whether that was an appropriate size and font
 9 for the floor numbering?
 10 A. I did not, but I understand that it is bigger than we
 11 required — we were required to have.
 12 Q. Right.
 13 Do you know from your knowledge — and I appreciate
 14 the level of your involvement in 2017, at the time of
 15 the gas works, may have been a little bit more
 16 limited — why it was the case that the floor numbering
 17 that you had had applied, as exemplified by this
 18 number 4 in this photograph, had become obscured by the
 19 moving of the lights?
 20 A. Sorry, will you ask me the question again? I'm not sure
 21 what you're trying to —
 22 Q. Yes. Do you know from your own knowledge why the floor
 23 numbering had become obscured by the moving of the
 24 lights and that something wasn't done about it so that
 25 the floor numbering remained visible?

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1 A. No, I wasn't leading on the gas pipe work. As I say, it
 2 was only when I went to the block that I realised that
 3 works were under way. So, no, I wasn't involved,
 4 I'm afraid.
 5 MR MILLETT: Can I now please turn to the subject of flat
 6 entrance doors.
 7 Mr Chairman, I think I'll continue.
 8 SIR MARTIN MOORE-BICK: Yes, please do. I think steps are
 9 being taken to prevent too much disruption.
 10 MR MILLETT: I'm going to ask you about flat entrance doors.
 11 Can we start with {MET00019959}, please. Now, this
 12 is Seamus Dunlea's statement to the Metropolitan Police.
 13 Seamus Dunlea, you may help me with this, he was
 14 a handyman for the TMO, and he says he raised possible
 15 issues with the glazing in the fire doors being used in
 16 the replacement scheme.
 17 If we turn to page 5 {MET00019959/5} —
 18 SIR MARTIN MOORE-BICK: Ms Williams, are you finding this
 19 difficult to hear through?
 20 THE WITNESS: Increasingly, I will.
 21 SIR MARTIN MOORE-BICK: Yes, all right.
 22 I think we'll stop for a few minutes and see if we
 23 can — somebody has already gone out to try and sort
 24 this out.
 25 THE WITNESS: Thank you.

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1 SIR MARTIN MOORE—BICK: But we will stop for five minutes.
 2 Shall we say back at midday —
 3 MR MILLETT: Very good, Mr Chairman, yes.
 4 SIR MARTIN MOORE—BICK: — unless there is any reason not
 5 to. All right?
 6 THE WITNESS: Thank you. If it stops, I'll be happy to come
 7 back, but it is upsetting.
 8 SIR MARTIN MOORE—BICK: Yes, of course. It may be it has
 9 stopped already, but I think we'll just give it
 10 five minutes to settle down.
 11 THE WITNESS: Thank you.
 12 (Pause)
 13 SIR MARTIN MOORE—BICK: All right, Mr Millett, we'll rise
 14 for five minutes.
 15 MR MILLETT: Thank you.
 16 (11.55 am)
 17 (A short break)
 18 (12.06 pm)
 19 SIR MARTIN MOORE—BICK: Right, Mr Millett. Well, it's
 20 a little quieter.
 21 MR MILLETT: Yes, Mr Chairman.
 22 SIR MARTIN MOORE—BICK: I think we will keep going as far as
 23 we can, subject to the witness not feeling too
 24 intimidated.
 25 MR MILLETT: Yes, very good, Mr Chairman. Let's see how we

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1 go.
 2 SIR MARTIN MOORE—BICK: Yes.
 3 Would you ask Ms Williams to come back in, please.
 4 (Pause)
 5 All right, Ms Williams, I think it's all right to
 6 carry on. Try not to worry about what's going on
 7 outside.
 8 THE WITNESS: No, I will try.
 9 SIR MARTIN MOORE—BICK: No, I do understand, it's a bit
 10 distressing.
 11 THE WITNESS: Yes.
 12 SIR MARTIN MOORE—BICK: But just listen to the questions and
 13 try and answer them succinctly and forget about what's
 14 going on there.
 15 THE WITNESS: Thank you.
 16 SIR MARTIN MOORE—BICK: Yes, Mr Millett.
 17 MR MILLETT: Thank you very much, Mr Chairman.
 18 Ms Williams, can we have back on the screen
 19 {MET00019959/5}. This is page 5 of the statement of
 20 Seamus Dunlea, who was a handyman for the TMO, which he
 21 gave to the Metropolitan Police as part of their
 22 investigation.
 23 If you go, please, to the bottom of page 5, he says:
 24 "I've been reading articles about the fire doors in
 25 Grenfell Tower. I can say personally, that when they

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1 installed those fire doors, they took out doors that
 2 were much better. I said to Claire WILLIAMS, who was
 3 a project manager on the refurb, these doors are
 4 rubbish. How can a fire door have glass in it?"
 5 Do you remember that conversation?
 6 A. No.
 7 Q. Do you remember reporting anything about that topic to
 8 Janice Wray?
 9 A. No.
 10 Q. Do you remember whether anybody at the TMO checked
 11 whether the glass panels used in the doors were of
 12 a sufficient standard?
 13 A. I'm trying to think which doors they were, because the
 14 flat doors didn't have glass in them, so he's obviously
 15 thinking of a specific door. A fire door would normally
 16 have Georgian wired glass in it, so I cannot think which
 17 door he's even thinking of.
 18 Q. I see.
 19 Can we then go on to the top of the next page
 20 {MET00019959/6} where we were and the next paragraph
 21 down. He says:
 22 "The old fire doors which were replaced were not
 23 multi lock doors, they had two locks, one was a dead
 24 lock. They had three types of door that you could have
 25 chosen, one was solid, one had a glass rectangle, and

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1 one had glass across the top in a dome shape. It was up
 2 to the resident which type of door they liked.
 3 I thought, 'How can that be a fire door?' they just had
 4 plain glass in them not with any wire."
 5 Let me pause there.
 6 Does that help you with your recollection about
 7 discussions about residents' flat front doors?
 8 A. No, I'm afraid it doesn't, because this was before my
 9 time and it looks like residents were given some sort of
 10 choice, but my recollection is that all the doors that
 11 were there were solid doors.
 12 Q. Right, I see. So you don't recall any discussion in
 13 your time from September 2013 —
 14 A. No.
 15 Q. — about whether or not the residents' flat front doors,
 16 if they had glass in them, were proper safety doors?
 17 A. No, and I don't remember any doors being glazed. My
 18 recollection is that all the residents' doors were solid
 19 doors.
 20 Q. Right. That's your recollection, is it?
 21 A. Yes.
 22 Q. Then he goes on, if we look at the next paragraph down:
 23 "Just after the warranty ran out, the doors started
 24 going wrong. They had internal door closers that were
 25 pulling out from the door because they had tiny little

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1 screws holding them in and they had a massive fat spring
2 inside.
3 "The door had a hole drilled into it, had an
4 enclosed spring that went into the door and would have a
5 chain which attached to the frame. The springs were
6 quite big and the screws that were holding them in were
7 too small. Some of the screws were pulling out of the
8 door and some were pulling out of the frame. If it's
9 coming out of the frame or the door, the chain goes
10 round, you can't shut the door. You can't re-attach it
11 because of the fixings, so I would have no alternative
12 but to remove it. I think I did this to about ten
13 doors.
14 "One of the door closers that I took off, I showed
15 it to someone from management in my office. I can't
16 remember who it was, it could have been Janice WRAY or
17 Claire WILLIAMS. I said that the closing mechanisms are
18 far too much for the weight of the door. I think that
19 the closers that they were using were old stock because
20 the casings were rusty, not that this stopped it
21 working. I got no response from management, after
22 I showed them the door closers that had removed, not a
23 thing, it was basically, sort it out.
24 "Obviously, no one was going to come back to repair
25 the doors, and I couldn't, so all I could do was remove

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1 the door closer. This now made that an illegal door,
2 because with the closer pulled out, the door wouldn't
3 self-shut. I said that to Claire WILLIAMS, Janice WRAY
4 and I think that I would have told Nicola."
5 Do you recall Seamus Dunlea raising this issue about
6 door-closers with you?
7 A. No, I don't, and I know that the doors should have had
8 door-closers. So, no, I do not remember him raising
9 this with me at all.
10 Q. Right. So you don't remember Seamus Dunlea showing you
11 the mechanism, one of the door-closers --
12 A. No, I don't believe he did.
13 Q. You don't believe he did?
14 A. No.
15 Q. Or is it you just don't recall him doing it?
16 A. I don't recall and I still don't believe he did, because
17 I think I would have remembered this issue.
18 Q. Right.
19 Do you recall that he showed the door-closers he'd
20 removed to Janice Wray?
21 A. I don't know --
22 Q. You don't know?
23 A. -- that at all, I'm afraid.
24 Q. He says in the penultimate paragraph on the page I've
25 just read to you that the door was an illegal door

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1 because, with the door--closer removed, the door wouldn't
2 self-shut, and he says he told you that and Janice Wray.
3 Again, do you remember him telling you that the door
4 wouldn't self-shut because it had a door-closer removed?
5 A. No, I didn't know he'd done this and I didn't know he'd
6 done it to about ten doors. So, no, I claim ignorance
7 on this issue.
8 Q. Right, I see.
9 Can I then ask you about lifts.
10 Now, at the time of your involvement with the
11 Grenfell Tower refurbishment, were you under the
12 impression that the lifts had an automatic fire recall
13 system?
14 A. I didn't know that about the lifts. I think I've
15 queried whether they're firefighting. I was not sure
16 about how the lifts worked at all. They weren't in my
17 area of knowledge.
18 Q. Right. You're right, you did query that, and we saw
19 that yesterday, with Carl Stokes, and he came back to
20 you with the definition of a fireman's lift as opposed
21 to a firefighting lift; do you remember that exchange --
22 A. I do.
23 Q. -- from yesterday?
24 Can we look again at an email chain between you and
25 Simon Lawrence in September 2015, {TMO00859283/3}. You

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1 can see that he writes to you on 10 September 2015 and
2 he's replying to a request, just to set this in context,
3 that you had put to him the same day on page 4
4 {TMO00859283/4}. Just quickly look at that just to set
5 it in context for you. You had said to him:
6 "Further to our telecon of today, can you please
7 confirm that your contractors have adjusted the current
8 2 lifts to both stop at 'walkway'/level2 (rather than
9 the ground/street level) in case of fire."
10 Then going up to page 3 {TMO00859283/3}, his
11 response is:
12 "Claire,
13 "I've had a chat with Jason and apparently I was
14 wrong. During early fire brigade meetings with Simon O
15 we were told that the lifts have to be brought down to
16 ground in case of emergency. Which what they still do
17 [sic].
18 "On the phone you said that there was a fire alarm
19 which brought the lifts down to good. I can't
20 understand how that is possible because you do not have
21 any audible fire alarms in the communal areas. In
22 addition to this I don't believe that the [existing]
23 panel by the walkway entrance door is working anyway.
24 So I'm not sure what has happened.
25 "Do you have anymore[sic] information? Is it

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1 possible that the lift alarm button was pressed by the
 2 resident in error which brought the lift down?"

3 Now, can you explain what these emails were actually
 4 about? Can you give some context to them?

5 A. Yes. I believe, just by looking at the last paragraph
 6 of Simon Lawrence's email, that at one point we moved
 7 the access to the building from the ground floor to what
 8 we called walkway level. This was because Rydon were
 9 working in the lower floors, it was effectively their
 10 building site, so to ensure residents didn't go down to
 11 the ground floor, where there was no access or egress,
 12 I was asking: can you confirm that the lift now stops at
 13 that walkway level?

14 I think there was an issue where a resident did in
 15 error go down to the ground floor, which is, as I say,
 16 part of Rydon's building compound, and what they had,
 17 they'd formed a hoarding so that residents weren't able
 18 to get into the working area, which would obviously have
 19 been unsafe, full of building materials, et cetera. So
 20 I think this is in response. I'm asking him: can we
 21 stop the lift at walkway level so that residents do not
 22 get confused and do not go down to ground to get out.

23 Q. What does that tell us about what the lifts do in the
 24 event of a fire?

25 A. He is saying that they do always come down to ground,

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1 and what we actually did, we kept them going down to
 2 ground, but, as I say, the hoarding around each
 3 lift lobby in their working area, they put a key code on
 4 it, so that if somebody did go down by accident, it was
 5 not just a hoarding, it was a hoarding beyond which they
 6 could not go. So it meant residents, even if they did
 7 by accident go down, they were not put into the building
 8 site, they were actually stopped at the hoarding.

9 So the lift still went down to the ground all the
 10 time Rydon had the lower floors as their building area,
 11 so residents had to remember to go to walkway, and
 12 I believe there was another set of notices put in the
 13 lift saying, "Remember you have to exit the building at
 14 walkway while works are under way".

15 Q. Sorry, my question was: what about in the event of
 16 a fire? What was your impression? Were you under the
 17 impression that the lifts would automatically go down to
 18 the ground floor?

19 A. I think there was again probably conversations with
 20 others, but, as I say, I think somebody had asked me:
 21 does it automatically go down to the ground floor? And
 22 I wasn't clear. So that's what this chain of emails was
 23 about. But, as I say, I think the question did come up
 24 because a resident went down to a lower floor where they
 25 actually had no means of getting out of the building.

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1 Q. We can see your response at the bottom of page 2, over
 2 on to page 3, the next day, 11 September. You say at
 3 the bottom of page 2 {TMO00859283/2}:

4 "Hi Simon

5 "After our conversation I have asked about audible
 6 alarms, and will check with Alex Bosman/Chubb on the
 7 fire panels."

8 Then over on to page 3 {TMO00859283/3} in the last
 9 paragraph:

10 "Meantime, there is an issue if the lift goes to
 11 ground — as residents cannot escape from within your
 12 cordon. I am mindful that you are away next week, so
 13 can you please pick up with H&S/CDM and Artelia how this
 14 needs to work to ensure safety for residents and any
 15 visitors."

16 If we go to the response to that on page 1
 17 {TMO00859283/1}, before I come to my question,
 18 Simon Lawrence has a lengthy answer to you on page 1 and
 19 over on to page 2, and he says:

20 "Morning Claire

21 "I understand your concern but I don't believe you
 22 have any working systems within Grenfell that will send
 23 the lifts to ground in case of a fire. In any case
 24 there certainly aren't any audible alarms apart from the
 25 smoke detectors within the residents own flats and

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1 a lift button that residents press if they are stuck in
 2 a broken lift.

3 "I believe that you only have an existing visual
 4 fire alarm panel on walkway level inside the front door
 5 which flashes a light if a smoke detector in the
 6 communal is tripped. It can't be connected to the lifts
 7 because over the past year there has been some flashing
 8 lights when smoke heads have been tripped or faulty but
 9 the lifts still work fine."

10 Now, were you, looking at that, concerned by
 11 Simon Lawrence's response that there was no working
 12 system that sent the lifts to ground in case of a fire?

13 A. No, because I was asking in specific relation to this
 14 resident, who had said they'd got trapped there and
 15 there was something about an alarm system. So I'm just
 16 trying to clarify. But I don't know what the status is
 17 with the lifts and whether they should return to ground
 18 in case of a fire.

19 Q. Well, you were being told pretty clearly, weren't you,
 20 here by Simon Lawrence that in the event of a fire there
 21 was nothing which would send the lifts to either the
 22 ground floor or the walkway level?

23 A. Yes, you had to press whichever floor you wanted to go
 24 to, yeah.

25 Q. Did that not tell you that this was not an operating

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1 firefighting lift ?
 2 A. Again, that's the area that is not within my knowledge,
 3 so I wouldn't have known whether that was good, bad or
 4 appropriate.
 5 Q. Right.
 6 A. So that's why I'm glad we had lift servicing contracts.
 7 Q. Right. Let's take this slightly more in stages.
 8 Did you know whether the connection between the lift
 9 controller and the smoke detection system had been
 10 disconnected or was not working?
 11 A. I'm not clear whether the two ever were interfaced.
 12 Q. You're not clear whether the two were ever interfaced?
 13 A. Yes.
 14 Q. Are you saying you knew they weren't?
 15 A. No, I'm saying I'm not clear whether they were ever.
 16 I don't know whether the smoke detection system
 17 automatically took the lift to ground floor or not, I'm
 18 afraid, I don't know.
 19 Q. Having been alerted to the point, did you investigate
 20 the question as to whether there ought or ought not to
 21 have been a smoke detection system link with the lift
 22 controller?
 23 A. No, because I'm working on an existing building that's
 24 been there since 1974, and the lift had been
 25 refurbished, renewed, sort of four years before

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1 I started my contract works, so I'm taking on
 2 an existing — it's an existing lift with an existing
 3 situation. I'm — and, as I say, you've understood from
 4 this that my knowledge of lifts is very limited.
 5 Q. Well, we see your response to this message at the top of
 6 page 1. You pass this on to Janice Wray on 5 October,
 7 three weeks later. Do you see?
 8 A. Yes.
 9 Q. You say:
 10 "Janice
 11 "Can you please look at this? I know that
 12 Peter Maddison has told you about this situation with
 13 the lift (which does not go to ground floor in case of
 14 fire, as it is not attached to any system). The concern
 15 is that at first and ground you end up in a contractor's
 16 enclosure maybe 2m w x 4m long — with a digital lock on
 17 to prevent residents wandering onto site.
 18 "I will book you with Alex asap.
 19 "Ta.
 20 "Claire Williams."
 21 First of all, why did you wait three weeks before
 22 sending this to Janice Wray?
 23 A. I don't know, but I have done what I needed to do, which
 24 was, in my role, liaise with other departments and make
 25 sure people were aware.

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1 Q. Well, did you liaise with any departments other than
 2 Janice Wray before 5 October on the point that
 3 Simon Lawrence had drawn to your attention?
 4 A. Possibly, because Alex Bosman was the contracts manager
 5 who managed the service contracts for the lift, so it
 6 could be that I'd had conversations with him and
 7 thought, you know, let's get the pertinent people
 8 together. I'm bringing it to their attention. I'm not
 9 the person to action some of these issues, but I am
 10 bringing it to their attention.
 11 Q. You say you would have; do you actually remember taking
 12 Simon Lawrence's concern about the disconnection of the
 13 lifts from the smoke system and asking Alex Bosman to
 14 investigate it?
 15 A. I don't remember, but he sat as near to me as I am to
 16 you, Mr Millett.
 17 Q. Did it occur to you that, in the absence of an automatic
 18 recall function in the event of a fire being detected,
 19 the lift would not return to the ground floor, or the
 20 walkway level, as the case may be?
 21 A. That is what seemed to be the situation, and I was
 22 checking with the appropriate people if they were aware
 23 of it and if that was a satisfactory arrangement,
 24 because it's something that was outside my knowledge.
 25 Q. Do you remember whether you or anybody else at the TMO

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1 raised that question with Carl Stokes?
 2 A. I don't know. Janice would have been the person who
 3 would have done that. But it could be all was fine, but
 4 I'm just there to make sure people are aware.
 5 Q. I appreciate that this arose in the course of the
 6 refurbishment and it had come to your attention. What
 7 I'm really seeking to establish is how far forward you
 8 took this concern?
 9 A. Yeah, so you see I've taken it to health and safety and
 10 I've taken it to our contracts team who manage the
 11 servicing contract.
 12 Q. Did you follow up with Janice Wray or Alex Bosman to get
 13 an answer so that you could then go back to
 14 Simon Lawrence and answer his concerns or questions?
 15 A. I would like to think I rounded the circle. I haven't
 16 seen any minutes of the meeting that I had with Janice
 17 and Alex to tell you what did happen next.
 18 Q. You see, Mr Lawrence was concerned not only for the
 19 residents in the building but also the health and safety
 20 of his own team. Would it not have been important for
 21 Mr Lawrence to have an answer to this question?
 22 A. In the conversation he was just explaining the situation
 23 to me, because I think we'd taken up with him the issue
 24 of the resident who, as I say, I believe had gone down
 25 to ground and then had been trapped there for a short

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1 period because I don't know whether the lift didn't come
 2 back, other people took the lift, and so the particular
 3 resident was stuck behind a cordon, you know, and
 4 feeling anxious whether they'd ever get out, and the
 5 lift didn't come back to them automatically, presumably
 6 because other people were using the lifts, and so I was
 7 just saying to Simon, "How are we going to manage this?"
 8 He's clear as to where the lift goes. I'm bringing it
 9 to the attention of my organisation as to what
 10 I understand the situation is and I'm saying: is this
 11 right?
 12 Q. And did you follow up?
 13 A. I think I did, because I think there would have been
 14 a meeting with Janice and Alex that would have been
 15 minuted, but obviously this is six years ago, so I would
 16 not be able to give you chapter and verse on what
 17 happened subsequently.
 18 Q. Were you at a meeting with Janice and Alex where this
 19 was minuted, do you recall?
 20 A. That's — most of the meetings we did do, I would take
 21 minutes, and I don't remember whether I did or not,
 22 whether Janice did, whether it was just an action note
 23 or an email.
 24 Q. I see.
 25 Can I then ask you some questions next about the

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1 dry riser.
 2 Do you remember Chubb undertaking an inspection of
 3 the dry riser in October 2014?
 4 A. No.
 5 Q. You don't.
 6 Can we look at {TMO00857341}, please. This is
 7 an invoice from Chubb addressed to the TMO, and if you
 8 go to page 2 in that document {TMO00857341/2}, you can
 9 see that there is a mechanical service certificate of
 10 inspection dated 27 October 2014, and it's got a service
 11 date due box in which it is written "Dry riser stack
 12 failed, bar at inlet, fault report attached"; do you see
 13 that?
 14 A. Yes.
 15 Q. Do you remember receiving that certificate?
 16 A. It would have gone to the contracts team who would have
 17 been working with Chubb.
 18 Q. Do you remember receiving this certificate?
 19 A. I wouldn't have received this.
 20 Q. You didn't, I see. Okay, let's take this shortly, then.
 21 Can we go to {TMO00858309/3}. This is an email,
 22 I think, from you to Adrian Frith, copied to Alex Bosman
 23 and Simon O'Connor, and you say:
 24 "Adrian
 25 "Can I ask that you carry out a service to the

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1 dry riser ... as soon as possible?
 2 "I suspect you normally deal with Alex Bosman, who
 3 runs our contract team — and this service would normally
 4 be arranged by his team. However the TMO currently have
 5 regeneration works to the block on site, so I have been
 6 asked to make arrangements through the contractor in
 7 possession."
 8 Then you give the details. You see that?
 9 A. Yes.
 10 Q. Then if you go up to page 2 {TMO00858309/2} you can see
 11 his response on 13 April, same day, Adrian Frith to you:
 12 "Hello Claire
 13 "Please see attached a cert for the last inspection
 14 at Grenfell Tower, also there is a quotation attached
 15 for a small repair to the dry riser.
 16 "We haven't had the go ahead on this repair just
 17 yet.
 18 "As you can see there is also a smoke vent system on
 19 site which needs some repairs, but part of this system
 20 is in the refurbishment area."
 21 This is April 2015 and it's from Chubb.
 22 A. Right.
 23 Q. Do you remember or do you accept that the dry riser was
 24 in need of repair between October 2014 and April 2015?
 25 A. Yes, it says that there's a repair.

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1 Q. Are you able to explain how it could be that such
 2 an important repair was not actioned by the TMO
 3 immediately in October 2014?
 4 A. Okay. I do not work in the team that manages the
 5 servicing of the lift, of the dry riser. Obviously they
 6 had done a certificate which would have gone to that —
 7 Matt Rawlings is one of the people in the contracts team
 8 who managed the service contracts, and obviously they
 9 hadn't — they'd issued the certificate and it looks as
 10 if maybe the contracts team hadn't actioned anything, or
 11 maybe there was something else in the background,
 12 I don't know. So he's sent me a certificate that he's
 13 already sent to another team within the organisation.
 14 Q. Yes, I understand that. I think all I'm asking for is:
 15 are you able to explain how it comes about that such
 16 an important repair was left unrepaired between
 17 October 2014 and April 2015?
 18 A. No. Obviously, as I say, that certificate wouldn't have
 19 come to my team, so no.
 20 Q. Whose team would it have gone to?
 21 A. This is the contracts team who managed the servicing —
 22 Q. That's Alex Bosman?
 23 A. It is, yes.
 24 Q. When you received your instructions in April 2015 that
 25 we can see from your email to Adrian Frith, copied to

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1 Alex Bosman, in the second paragraph of which you say
 2 "I suspect you normally deal with Alex Bosman", did you
 3 ask Alex Bosman how it came about that the dry riser was
 4 left unrepaired from October 2014 until April 2015?
 5 A. No.
 6 Q. Why is that?
 7 A. The idea was to get it resolved, not to go back over
 8 history that possibly Alex wouldn't know.
 9 Q. Well, you say Alex wouldn't know; did you ask him the
 10 question, "Alex, how come this dry riser was left
 11 unrepaired between last October and now?"
 12 A. No.
 13 Q. Why —
 14 A. Again — so I didn't work in his team, I don't know what
 15 his regime was, whether he'd actually gone to somebody
 16 other than Chubb to fix it, for example, I don't know.
 17 Q. Do you accept that a functioning dry riser is
 18 an absolutely essential active fire prevention system in
 19 any high-rise building?
 20 A. Yes.
 21 Q. So were you not curious to understand how
 22 Grenfell Tower's dry riser was left unrepaired between
 23 October 2014 and April 2015?
 24 A. Yes, but, as I say, because it wouldn't have gone to my
 25 team, I don't know if there was background information

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1 or if it had gone to somebody else to fix, I don't know.
 2 Q. Well, did you ask Mr Bosman that question?
 3 A. No, I did not ask him that question. At this stage it
 4 needs to be resolved, and I wouldn't have — I might
 5 have had words, but I wouldn't have done any more than
 6 that.
 7 Q. You see, really what I'm seeking to understand is why
 8 you weren't more alarmed when you discovered this fact
 9 and taken it up with Alex Bosman or his superior.
 10 A. I think probably I had my own workload and, as I say,
 11 there was — the team — the contracts team who managed
 12 the service contracts needed to have dealt with it. If
 13 they hadn't dealt with it, well, then I was there, and
 14 obviously needed it working from — to get the scheme
 15 back on track and for safety. But, as I say, I am not
 16 going to spend time on checking what somebody else has
 17 done at a point when it needs to be sorted.
 18 Q. Who was Alex Bosman's immediate line manager in
 19 mid-April 2015?
 20 A. That would have been Peter Maddison.
 21 Q. Peter Maddison?
 22 A. Mm.
 23 Q. So you didn't go to Peter Maddison and say, "Peter,
 24 I think you should know that Alex Bosman has left this
 25 dry riser in Grenfell Tower unrepaired for

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1 seven months"?
 2 A. But, as I say to you, I don't know whether he has left
 3 it unrepaired, but it could be as a result of that
 4 report he had gone to another contractor and got it
 5 fixed. So I am not at that time aware whether somebody
 6 else has fixed it.
 7 Q. But you didn't have the conversation, is my question,
 8 I think, with Peter Maddison?
 9 A. I don't think I'd have had it with Peter Maddison.
 10 I think I would have gone back to Alex's team and said,
 11 "Look, what's happened to this?", you know, if there is
 12 a disparity in dates, "What's happened?", but it's not
 13 to say that somebody else hadn't been appointed to go
 14 and look at it.
 15 Q. I now want to move to my final topic with you, which is
 16 about gas works, gas mains.
 17 Can we start with {TMO00836672}, please. This is
 18 an email chain in December 2016, and it starts at the
 19 foot of page 1 and goes over to page 2. I'm afraid it's
 20 in quite small print but it's from you to Tony Batty of
 21 Silcock Dawson of 12 December 2016, and you say:
 22 "Tony
 23 "Further to our conversation this morning, I am
 24 asking if you could provide a fee proposal to facilitate
 25 the design of proposed gas mains to be run within the

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1 footprint of Grenfell."
 2 Over the page {TMO00836672/2} you say:
 3 "My concerns are that their proposal may interfere
 4 with the new construction under defects, specifically in
 5 the communal lobbies. Charlie Saul, in Alex's team has
 6 already approved the proposal in principle, subject to
 7 provision of RAMS."
 8 Then you identify what the fee proposal should
 9 cover.
 10 Now, it looks from the records that we have that the
 11 plans to involve Silcock Dawson were ultimately
 12 abandoned. Do you remember that?
 13 A. No, I'm sorry, I'm not sure that I do know that.
 14 Q. Right, let me see how we go.
 15 Can I ask you, please, to be shown {MET00023699}.
 16 I'll show you the first page of that document. It's
 17 Tony Batty's witness statement to the
 18 Metropolitan Police on 26 April 2018, as you can see
 19 there.
 20 If we can go, please, to page 21 in that document
 21 {MET00023699/21}, he says just below halfway down:
 22 "After the refurb KCTMO found out that the gas main
 23 in Grenfell Tower had perished. It was heavily corroded
 24 within the service riser and so they were getting
 25 a company in (I think Transco or British Gas) to renew

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1 the whole gas main internal to the building. They
 2 invited us to give a fee proposal but because the works
 3 had started and we were late on getting back to them
 4 they told us to leave it. I was surprised by this as we
 5 had done all of this quality assurance work for KCTMO
 6 and when it came to putting in a gas main they didn't
 7 want us to check it, unless they got someone else.
 8 I don't understand how they could put a gas main in
 9 without someone independent quality checking it unless
 10 the company doing it gave them so many re-assurances."
 11 Who was responsible for the decision not to involve
 12 Silcock Dawson, do you know?
 13 A. No, I don't know.
 14 Q. Do you know the reason why Silcock Dawson weren't
 15 involved?
 16 A. No, I don't.
 17 Q. Can we please go to {TMO00842931/2}, please. This is
 18 an email chain between you, Peter Maddison and
 19 Alex Bosman which had arisen from queries made by
 20 Councillor Blakeman. That's page 2, and you can see
 21 that's the context. It's an email from you to
 22 Peter Maddison, 29 December 2016, and if you look at
 23 item 5 at the bottom of page 2, over to page 3, you say:
 24 "Renewal of gas main ..."
 25 Can you see?

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1 A. Yes.
 2 Q. "Renewal of gas main to flats ending with a —2. Alex's
 3 team authorised in principle, National Grid will only
 4 replace the failed main, not the others that are of the
 5 same age. I met them on Monday 19 Dec and was shown the
 6 internal pipework route within the lobbies and flats,
 7 which is tortuous."
 8 Then there is discussion over the next page
 9 {TMO00842931/3} in the third line:
 10 "Currently [National] Grid are running a 50mm
 11 diameter pipe up the fire escape staircase, which will
 12 feed the effected flats. Their pipework in the communal
 13 lobby will have to be in fire rated ducting, so will
 14 impact on the appearance of the lobbies. The gas payer
 15 is due to get a cheque for £1k (max) for loss of supply
 16 from [National] Grid."
 17 Then if we go to the response to that from
 18 Alex Bosman, or an email which is returned on page 1
 19 {TMO00842931/1}, 6 January 2017, we can see the first
 20 bullet point, the question and answer:
 21 "Can you please advise where the new gas pipes will
 22 be installed? Residents were told that these could not
 23 be put up externally because of the new cladding, but
 24 they are being given little information about how the
 25 pipes will be installed inside their homes and whether

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1 damage to decorations will be made good. It seems that
 2 the installation of new gas meters will also damage the
 3 works that have so recently been completed."
 4 This is the answer that comes from Alex Bosman:
 5 "The new gas main is being installed within the
 6 emergency escape stairwell; this will then be run at
 7 ceiling level and boxed in within each landing where
 8 a resident requires gas."
 9 Did you raise any fire safety issues with Mr Bosman
 10 concerning the gas pipe running through the escape
 11 staircase?
 12 A. As I say, I — it was chance that I was there and saw
 13 it. I understood that the gas pipes were installed by
 14 the statutory undertaker and that they had done their
 15 consultation in terms of where they were going to go and
 16 getting regulatory approval. So I did not.
 17 My concern and my interest was sparked when I saw
 18 the pipework that went into the communal lobbies and
 19 then into the flats, because, as I say, it was tortuous
 20 and my understanding was that less than 50% of the
 21 residents had gas anyway, so they were causing a lot of
 22 unnecessary damage for work that wasn't needed. So
 23 I didn't get involved at all at the stages where it was
 24 going through the staircase, and I'd expect that the
 25 statutory authority would understand what the

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1 regulations were.
 2 Q. Right.
 3 We can see no reference in this email, the one I'm
 4 showing you on 6 January 2017, to pipework in the escape
 5 staircase being boxed in fire-rated ducting. Was that
 6 a matter of concern to you?
 7 A. I wasn't involved with the specification and wasn't
 8 familiar with the specification as to where it ran. As
 9 I say, it was only literally when I got there and I saw
 10 the pipework and then it went in a very messy
 11 configuration to flats that didn't have gas.
 12 Q. Right.
 13 A. So, as I say, I — the contracts team started this and
 14 they were involved in the specification. I wasn't, and
 15 I wouldn't know what was appropriate.
 16 Q. Right. My question is slightly different: were you
 17 concerned about the fact that there's no reference in
 18 this discussion to boxing in the pipework in the escape
 19 staircase within a fire-rated ducting?
 20 A. I wasn't aware of what the full specification was, and
 21 I didn't know how they were going to do it, so —
 22 Q. So is that a no?
 23 A. That's a no.
 24 Q. Right.
 25 Can we go to {TMO00831638/2}, please. This is

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1 an email which is from Tunde Awoderu, the vice chair of
2 the GTLA, and we can see from the foot of page 1, take
3 it from me, it's 7 March 2017, to Peter Maddison and
4 Councillor Feilding—Mellen, copied to a large number of
5 people, including you.

6 The subject is, as you can see from the top of the
7 screen:

8 "Seriously exposed newly installed gas pipe line
9 throughout the entire staircase of Grenfell Tower poses
10 extremely serious health and safety risk.

11 "Dear Mr Peter Maddison,

12 "We hope this email find you very well."

13 In the third paragraph, Mr Awoderu says:

14 "Could you please kindly provide us the proof or
15 evidences that anywhere at RBKC or until London or in
16 the United Kingdom that gas pipe line exposed such
17 a manner and installed beside the staircase (only fire
18 escape) where there is no air can escape whatsoever.

19 And more importantly the staircase of Grenfell Tower is
20 the main breeding ground and where the vandalism and
21 antisocial are daily occurrences. This newly installed
22 exposed gas pipe line is easy target of vandalism and
23 one incident can have serious catastrophic consequence
24 for the whole building.

25 "Could you please kindly provide us the health and

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1 safety certificate authorised that the KCTMO or the
2 National Grid that they obtained permission before
3 installing the gas pipe going through the entire
4 staircases of the Building?

5 "The logic [alone] dictates that, [it] poses serious
6 health and safety risk for the entire building and it
7 would be very interesting to hear the expert opinion as
8 well.

9 "Finally, the KCTMO has a habit of shooting the
10 messenger because they may NOT agree with the message
11 BUT we strongly feels that it's a serious health and
12 safety concern needs clarify either from our Landlord or
13 from their managing agent the KCTMO."

14 Now, I've read that in full to you.

15 You then forward this email, if we go up to page 1
16 {TMO00831638/1}, to Charlie Saul and Anthony Cheney on
17 8 March, the next day, 2017, and you say:

18 "Hi

19 "You may want to prepare your reply for Peter!"

20 Now, first question. You can see, as I've shown
21 you, that this email is from Mr Awoderu, but actually
22 comes from or on behalf of the Grenfell Tower
23 Leaseholders' Association. Now, you don't mention the
24 GTLA in your witness statements. Were you aware of that
25 organisation's existence before 7 March 2017?

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1 A. Yes.

2 Q. You were. Do you recall receiving emails from the GTLA
3 before 7 March 2017?

4 A. I would have been one of the people copied in, yes.

5 Q. As to the substance of this email which I've read at
6 some length to you, Ms Williams, when you received it,
7 were you concerned that a resident or perhaps a group of
8 residents was raising a serious complaint about the
9 health and safety in the building to do with fire?

10 A. I had seen it but, as I've expressed, I wasn't involved
11 with the discussions with the statutory authority and
12 how they'd got to where they were, whereas the people
13 I'm forwarding it to, Charlie Saul and Anthony Cheney,
14 are in the contracts team and had been involved with
15 British Gas to get to the stage that we were at. So it
16 was more appropriate that they were aware than myself.

17 Q. Yes, my question —

18 A. So I wasn't involved in this and I don't have any
19 knowledge that would mean that I would know the pros and
20 cons of how it was done, but I would expect my
21 colleagues to have that, and have dealt with the
22 statutory authority in terms of managing it.

23 Q. Yes. That wasn't my question. I'll ask my question
24 again: were you, when you saw this email, concerned that
25 a resident or a group of residents was raising a serious

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1 complaint about fire—related health and safety in
2 Grenfell Tower? Were you concerned?

3 A. I was concerned that there was an issue that they wanted
4 addressed, and that my colleagues needed to deal with
5 it.

6 Q. When you said, "You may want to prepare your reply for
7 Peter!", what did you mean by that?

8 A. The email hadn't gone to the people who had been
9 involved with the topic. I was passing it on, and it
10 was quite a long and detailed response required.

11 Q. Well, who were Charlie Saul and Anthony Cheney?

12 A. They're both in the contracts team and they both dealt
13 with gas issues.

14 Q. And how did they relate to Peter Maddison in the
15 structure and hierarchy at TMO?

16 A. Peter Maddison, as director, managed three teams. In
17 the contracts team, Alex Bosman was the head of team,
18 I don't know if he had another title, and these two
19 chaps worked in Alex's team.

20 Q. So we see that the email went to Peter Maddison. Why
21 was it wrong to send it to him, given that he was the
22 line manager of those people who were the appropriate
23 people to deal with the answer?

24 A. I didn't say it was wrong.

25 Q. Right. I see.

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1 Why were you the person concerned to write to them
 2 and ask them to prepare their reply — —
 3 A. I don't know if Peter was around. He might have been
 4 out of the office for a couple of days, so these — — it
 5 was giving them a head start.
 6 Q. Right. And do you know what that reply said?
 7 A. No, and I might not have been copied in on it, because,
 8 as I say, it wasn't a topic that I was dealing with. It
 9 was nothing to do with the Rydon contract.
 10 Q. Now, I've got one or two general questions just at the
 11 end of my prepared questions.
 12 Going back to matters that we discussed yesterday,
 13 Ms Williams, and we talked a little bit together about
 14 the relationship between the TMO and the residents of
 15 the building, did you yourself ever consider whether
 16 there was a risk in blaming Mr Daffarn as an individual
 17 for the complaints that others had raised?
 18 A. Sorry, could you just repeat that?
 19 Q. Yes. Did you ever consider whether there was a risk in
 20 blaming Mr Daffarn for the complaints that others had
 21 raised?
 22 A. I don't think you would automatically blame Mr Daffarn,
 23 that's taking it further than I would.
 24 Q. Right. Would you — — sorry.
 25 A. I think, as I might have said yesterday, every complaint

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1 or issue raised by Mr Daffarn was taken seriously,
 2 because quite often he would bring things to our
 3 attention that maybe other people hadn't said, and he
 4 was the forerunner of the — — you know, telling us there
 5 was an issue. So I wouldn't say that — — you know, there
 6 was no automatic assumption that anything he said wasn't
 7 right, because quite often he was on the money, he was
 8 picking things up at an early stage.
 9 Q. Right.
 10 A. But I think he is one resident out of 120, so everybody
 11 else would also be given equal attention to what they
 12 said, because everybody lives their lives differently,
 13 everybody had a different home with different issues, so
 14 they would all be given — — you would listen to all of
 15 them, because you can't afford not to.
 16 Q. When dealing with Mr Daffarn, did you ever consider
 17 that, in entertaining his complaints, you might miss out
 18 on the validity of the content of what he was
 19 complaining about and perhaps others within the
 20 building?
 21 A. Well, I think what I've said is that I would never
 22 dismiss anything Mr Daffarn said. He had his ear to the
 23 ground and he lived there, so it would be very silly to
 24 ignore things just because it had a particular name on
 25 it. As I say, quite often he was right in bringing

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1 things to our attention, and I think sometimes it's the
 2 way he brought things to our attention that caused
 3 issue, as you've probably understood. But, as I say, he
 4 lived there and he was as quick as anybody at reporting
 5 anything that needed looking at.
 6 Q. Yes. You say, "Sometimes it's the way he brought things
 7 to our attention that caused issues". Looking back on
 8 it, might you accept that the TMO had somehow in its own
 9 way confused the medium with the message?
 10 A. From a personal point of view, I think that would be
 11 an option, but I'm in the building on a regular basis,
 12 I'm talking to people regularly, so in terms of the
 13 issues I was involved with, I would always, as I say,
 14 pay extra attention to what Mr Daffarn said, because
 15 quite often he was at the front of an issue and got
 16 there before other people.
 17 But, as I say, I think you do — — you did get used to
 18 the way that he dealt with things, which was, you know,
 19 in a certain style, and so that didn't confuse the issue
 20 after a while, but you just had to work a little bit
 21 hard to get through the use of language or the sort of
 22 tone to understand the issue. But, as I say, I think — —
 23 Q. Yes.
 24 A. That's why when David Collins came on board that the
 25 Compact came to life, because there was a different

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1 style, and so, as I say, please don't think that
 2 Mr Daffarn was asking us things or telling us things
 3 that didn't need to be brought to our attention, because
 4 he invariably did. But, as I say, it's the style,
 5 perhaps, that was a little bit — — confused the issue
 6 rather than clarified.
 7 Q. What systems were in place to prevent either conscious
 8 or unconscious bias against the criticisms that the TMO
 9 was receiving which might prevent them from being dealt
 10 with objectively?
 11 A. Would you just run that past me again? I think
 12 I understand what you're saying.
 13 Q. Certainly, of course.
 14 Were there any systems in place, training or
 15 protocols, things of that nature, which would prevent or
 16 minimise bias, conscious or unconscious, against the
 17 criticisms that the TMO was receiving from residents
 18 which might prevent them from being dealt with
 19 objectively?
 20 A. I understand what you're getting at. Let me sort of try
 21 and formulate an answer.
 22 I think what has been put and what probably
 23 everybody who's watching this on social media thinks is
 24 that there was a group of residents who we didn't listen
 25 to, and your question implies that one particular group

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1 of residents wasn't listened to because of one man.
 2 I don't think that's been the case. I think — as
 3 I say, I think that there were issues over the style of
 4 dialogue presented, but that didn't stop people on the
 5 ground, like myself, like the housing management team,
 6 doing what needed to be done.
 7 I think you would have to read very carefully what
 8 the issues were, and things would be actioned. I think
 9 there's probably many examples that you've heard over
 10 the last however long which demonstrate that. I know in
 11 my own experience that Rydon — the issues with the HIU
 12 position would be a case in point, where we always said
 13 we would talk to people about where they wanted to go.
 14 And many people who at first said they didn't like the
 15 position of the HIU, when it was talked through —
 16 for example, Tunde, Mr Awoderu, one of the leaseholders,
 17 I met his plumber on site with him and Mr Collins, and
 18 we agreed that the hall location was the best location
 19 for his particular flat because he'd done a lot of
 20 refurbishment, and the kitchen and bathroom were
 21 glorious, so he didn't want extra pipework going through
 22 it. Mr Powers, who again was one of the group who
 23 weren't happy about the HIU location proposed, he
 24 actually also had his put in the hallway after
 25 discussion with him.

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1 So I think, you know, we did take the voices of the
 2 individual residents into account, because I think
 3 you've heard — there's some feeling that perhaps one of
 4 the groups wasn't representative, but we always said
 5 we'd talk to people about their own home and their own
 6 situation face-to-face, which is what we did.
 7 So, as I say, I think, you know, those are examples
 8 of how we worked with people, whereas the main sort of
 9 shouting was, "Oh, we can't do this", when it actually
 10 came to it, with that HIU example —
 11 Q. Well, just taking the —
 12 A. — those are two examples where people —
 13 Q. Just taking those two examples —
 14 A. — agreed with us.
 15 Q. I'm sorry, I don't want to overspeak. I'm sorry.
 16 Just examining those two examples, do you accept as
 17 a fact that when David Collins did come on board in the
 18 spring of 2015, the TMO refused to recognise the
 19 Grenfell Compact until the summer of that year, the July
 20 of that year, after the TMO and residents had met
 21 Victoria Borwick, the MP?
 22 A. That's probably — there's another issue there, because
 23 obviously we've heard about not wanting to have many
 24 different resident forums, fora. But, as I say,
 25 I introduced David Collins there saying — as his

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1 approach was more user friendly, more accessible than
 2 Mr Daffarn's. So you have gone back to a subject. But,
 3 as I say, I think we've gone over the history, have we
 4 not, of setting up the compact?
 5 Q. Right. I'm just picking you up on the examples —
 6 A. I understand what you're saying about the dates, but
 7 I was referring specifically to the approach, the style.
 8 Q. Yes. In approach, on style, the HIU units, it's right,
 9 isn't it, that the TMO in fact only agreed to move those
 10 in response to many residents' complaints after the
 11 involvement with Victoria Borwick in April 2015?
 12 A. Yeah, I think we had been looking at it, but, as you
 13 say, I think the timescale was as you say.
 14 Q. Back to my question, if I may just ask it once more,
 15 because I'm not sure I got an answer to it. It's
 16 a systems question: what systems were in place, if any,
 17 to prevent unconscious bias or conscious bias against
 18 criticisms that the TMO was receiving which might stop
 19 them being dealt with objectively?
 20 A. Sorry, it's a fabulous question but there's quite a lot
 21 of components to it and I've —
 22 Q. Let me try and break it down.
 23 Were there any systems in place — training,
 24 protocols, management systems — on the subject of
 25 unconscious bias? Let's start with that.

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1 A. I think there were courses about Equalities Act and
 2 things of that sort where you deal with unconscious
 3 bias.
 4 Q. Did you have any training?
 5 A. I have, not at the TMO but in other organisations, yes.
 6 Q. Did you know anybody else who you were working with at
 7 the TMO in the time you were working there who had
 8 unconscious bias training?
 9 A. I don't know. It wouldn't have been part of our
 10 day-to-day conversation.
 11 Q. Right. Did you have any training in how to think and
 12 put yourself in the other person's position and think
 13 through how to deal with a resident's complaint without
 14 allowing unconscious bias, protection of the TMO, to
 15 come into it?
 16 A. I personally have, yes, as part of the Equalities Act
 17 or — I think it was phrased different ways, but over
 18 many years I've had many different sorts of training.
 19 But also, I work in a housing environment. You're
 20 talking to housing managers, residents, a very mixed
 21 group of people with different views and different
 22 ideas, and I think that you work in a certain way. You
 23 work with people, you're not there to work against them,
 24 because that's fruitless, and I think the ethos at the
 25 TMO was very good. The staff group were a very mixed

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1 group. They, I would say, reflected to an extent the
 2 local population, a lot of them were local.
 3 So, you know, people who work in a housing
 4 environment, you have a particular mindset. You're
 5 not — you know, you don't work in housing if it's not
 6 the right setting for you. People who don't — who
 7 can't work with different types of people and different
 8 lifestyles don't work in housing.
 9 Q. My question was about training at the TMO, although
 10 I didn't use those words in my question. I'll
 11 reformulate it.
 12 Did you at any point have any training at the TMO,
 13 while at the TMO, after September 2013, in how to think
 14 and put yourself in the other person's position, and
 15 work out how to deal with a resident's complaint without
 16 allowing unconscious bias to come into it?
 17 A. I had no formal training at the TMO.
 18 MR MILLETT: Thank you very much.
 19 Ms Williams, I have come to the end of my prepared
 20 questions. There may well be further questions that
 21 I should have to ask you, but I will ask the Chairman to
 22 break now for lunch and come back at 2 o'clock for
 23 those, if that's not inconvenient.
 24 SIR MARTIN MOORE—BICK: Thank you, Mr Millett.
 25 Ms Williams, I'm sure you were hoping to get away by

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1 the end of the morning, but I hope it will not be too
 2 inconvenient for you to stay over the lunch break. Is
 3 that right?
 4 THE WITNESS: No, that's fine, I'm prepared, thank you.
 5 SIR MARTIN MOORE—BICK: Thank you very much.
 6 In that case, we will break now and resume at
 7 2 o'clock, please, and please don't talk to anyone about
 8 your evidence over the break. All right?
 9 THE WITNESS: Okay, thank you.
 10 SIR MARTIN MOORE—BICK: Thank you very much.
 11 (Pause)
 12 Thank you, 2 o'clock, then, please. Thank you.
 13 (1.02 pm)
 14 (The short adjournment)
 15 (2.00 pm)
 16 SIR MARTIN MOORE—BICK: Right, Ms Williams. Well, we will
 17 see if there are any more questions for you.
 18 Mr Millett.
 19 MR MILLETT: Mr Chairman, thank you.
 20 Ms Williams, there are one or two further questions.
 21 Do you remember that you were a member of the
 22 Grenfell communications subgroup, together with
 23 Peter Maddison, Pete Griffiths, Kiran Singh and
 24 Janet Edwards?
 25 A. I remember there was a group which I don't think had

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1 many meetings, yes.
 2 Q. And you were a member of it, weren't you?
 3 A. I was a participant, yes.
 4 Q. Can we just look at a document, {TMO10028452}. Can we
 5 start with page 1 of that document.
 6 This is a monthly PI report dated May 2014. I don't
 7 need anything on that page to show you, other than the
 8 date, but if we turn, please, to page 2 {TMO10028452/2},
 9 here is a title, "Grenfell Tower Major Works", and just
 10 at the bottom of the screen it says:
 11 "Proposed Communications Sub Group."
 12 If we could scroll up a little, it says:
 13 "There are several organisations involved in the
 14 refurbishment of Grenfell Tower including Rydons ... So
 15 it is essential that communication between all
 16 organisations is clear and timely."
 17 Then if you look at "Communications Sub Group
 18 Objectives":
 19 "The key objectives of the communications sub group
 20 are as follows:
 21 "1. To oversee the Grenfell Refurbishment
 22 communications."
 23 Then if we could go to page 3 {TMO10028452/3}:
 24 "2. To monitor progress and ensure key milestones
 25 are communicated effectively.

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1 "3. To review communication material.
 2 "4. To identify any issues that may require
 3 neighbourhood management or resident engagement input.
 4 "5. To contribute to highlight reports to the
 5 Programme Board."
 6 Underneath that it says:
 7 "Communications Sub Group Participation.
 8 "The Project Group will consist of the
 9 following ..."
 10 Then you can see the members: Mr Maddison, you,
 11 Mr Griffiths, Kiran Singh and Janet Edwards; do you see
 12 that?
 13 A. Yes.
 14 Q. So you were a member of that group in or from May 2014;
 15 is that right?
 16 A. Is that the date of this document?
 17 Q. Yes, I showed you that on page 1.
 18 A. Yes, thank you, sorry.
 19 Q. Yes.
 20 Now, if you look a little bit lower down the page,
 21 under "Project Management" we can see that you're
 22 identified as the lead project manager for the works.
 23 Then underneath that it says "Communications":
 24 "Pete Griffiths will take on the lead communication
 25 role within the Communications Sub Group for the TMO.

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1 Pete has already established contact with his
 2 counterpart with Rydons and will act as the key contact
 3 for all internal and external communications, whether
 4 planned or responsive in relation to the project."
 5 Was this communications — sorry, I should go on,
 6 actually. Go down, please, to page 4 {TMO10028452/4},
 7 if we could. You can see on page 4 at the top:
 8 "In addition there are some areas of potential risk
 9 in the management of key stakeholders residing at
 10 Grenfell. The Grenfell Action Group Blog will be
 11 monitored by the communications lead to highlight any
 12 particular areas of concern in project meetings."
 13 You see that?
 14 A. Yes.
 15 Q. Was the communications lead for that purpose
 16 Pete Griffiths?
 17 A. He was the communications lead, yes.
 18 Q. Was he the person within this subgroup who monitored
 19 communications by key stakeholders?
 20 A. Erm ...
 21 (Pause)
 22 I'm not 100% sure whether he monitored the blog.
 23 I don't know which other key stakeholders — actually,
 24 he did deal with Rydons, so if it was Rydons or the
 25 blog, I would say yes.

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1 Q. To your knowledge and recollection, did Pete Griffiths,
 2 as the communications lead, monitor the Grenfell Action
 3 Group blog?
 4 A. He was in a different building from me, but I think he
 5 was always aware if there'd been something that needed
 6 to be brought to my attention.
 7 Q. Well, did you have regular Grenfell communications
 8 subgroup meetings?
 9 A. I think we maybe had one or two and then it changed
 10 to — I'm trying to think how it was called — the
 11 Grenfell project group, I think it became.
 12 Q. Let's look a little bit lower down page 4:
 13 "Communications Sub Group Meeting agendas.
 14 "The Communications Sub Group will aim to meet
 15 monthly throughout the duration of the project."
 16 Did it?
 17 A. I think the communications subgroup — I think things
 18 changed slightly from this being written. So I did meet
 19 with Pete Griffiths and/or his team, because they
 20 reviewed the newsletters, and we would talk about
 21 anything then. But ... so I would say it was more or
 22 less monthly, because they looked at all the
 23 newsletters.
 24 Q. Looking at the proposed agenda for all meetings, you can
 25 see that item 2 was resident engagement and item 3 was

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1 communications. Were those standing agenda items?
 2 A. As I say, it became the Grenfell project group and these
 3 issues were discussed, but I don't think they were
 4 standing agenda items.
 5 Q. Was what GAG were saying in their blog communicated to
 6 the meeting of this subgroup regularly by
 7 Pete Griffiths?
 8 A. Pete Griffiths did not attend, to my recollection, the
 9 Grenfell project — all of the Grenfell project group
 10 meetings. He may have attended some, but he didn't
 11 attend them all. So I don't think that a comment on the
 12 blog was made to me every month.
 13 Q. It was clearly supposed to, though, wasn't it, looking
 14 at this document?
 15 A. As I say, I think when the project was up and running,
 16 it took a slightly different direction, in that the
 17 Grenfell project group had neighbourhood management, had
 18 resident engagement, but I'd say I don't know that
 19 Pete Griffiths always attended, but I did meet him on
 20 a regular basis because we did look at the newsletter
 21 and we would talk about any other issues.
 22 Q. Was there anybody else in this subgroup who would feed
 23 back what was on the GAG blog to the other members of
 24 the group at monthly meetings?
 25 A. I don't think so, no. We didn't look at it every month,

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1 I have to say. I wasn't aware of people commenting on
 2 it every month. It wasn't — if there was something
 3 pertinent then, as I say, Pete Griffiths or — or
 4 Peter Maddison would have brought it to my attention,
 5 but it wasn't something we looked — I was aware of any
 6 information on it every month, it didn't —
 7 Q. I know you didn't, as you have told us.
 8 Going back up to the page then to the first main
 9 paragraph there, second sentence, where it says:
 10 "The Grenfell Action Group Blog will be monitored by
 11 the communications lead to highlight any particular
 12 areas of concern in project meetings."
 13 Did that in fact happen?
 14 A. I believe Pete Griffiths would have monitored it, but,
 15 as I say, he didn't attend all of the project group
 16 meetings.
 17 Q. Right.
 18 Now, can I ask you, please, to go to another
 19 document, {RBK00000860}. This is a document dated
 20 August 2013, and therefore it was created in the month
 21 before you arrived at the TMO; yes?
 22 A. Yes.
 23 Q. It is called the "Grenfell Tower Regeneration
 24 Communication Plan Draft Version 1", and its author is
 25 somebody called Thea McNaught—Reynolds at the TMO:

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1 "Project Manager: Claire Williams (previously
2 Sasha Kulidzan, Paul Dunkerton)."
3 This is version 1. If you scroll down in that,
4 please, to page 4 {RBK00000860/4}, you can see that
5 there's a SWOT analysis under item 1.5 on that page,
6 SWOT standing for strengths, weaknesses, opportunities
7 and threats. Did you ever see this document when you
8 arrived at the TMO?
9 A. I think it was in a directory, so —
10 Q. Did you see it?
11 A. Yes.
12 Q. You did?
13 A. I think there was something —
14 Q. Can we take it that you read it or became at least
15 familiar with it when you arrived or after you arrived?
16 A. I think I met Thea, so I think there may have been
17 another version of this, I don't know.
18 Q. I see. That was version 1; you think there was a later
19 version, do you?
20 A. I think there might have been a later version, yes.
21 Q. What was Thea's role?
22 A. I think she had a role which was then taken over by
23 Pete Griffiths. So I think — to me, she was
24 a communications person, but I don't know if she was
25 a standalone role or whether she was part of a —

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1 Q. Okay.
2 Now, you can see the SWOT analysis which identifies
3 some weaknesses:
4 "■ ongoing delays.
5 "■ delays in implementation to date — residents have
6 very little confidence. Disenfranchised."
7 Just pausing there, did you pick up that fact when
8 you arrived at the TMO, that the residents had little
9 confidence in the project and felt disenfranchised or
10 were disenfranchised?
11 A. I don't know if it was about the project or whether it
12 was the KALC project that that maybe had brought out.
13 So I don't know if this relates to the Grenfell
14 refurbishment or general —
15 Q. Well, it does. I showed you the first — would you like
16 to go back to page 1? Go back to page 1
17 {RBK00000860/1}. We will see what it does relate to.
18 It's called the Grenfell Tower regeneration
19 communication plan.
20 A. Right.
21 Q. "Project name: Grenfell Tower Regeneration Communication
22 Plan."
23 So it relates to the tower.
24 A. Yeah, but I'm saying that I don't know if the sentiment
25 there is in relation to wider issues, even though

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1 I understand you're saying this has got Grenfell Tower
2 regeneration on the top of it.
3 Q. I see.
4 A. But it could be, you know, the background you were
5 coming into was one of, whatever it said,
6 disenfranchisement.
7 Q. If we can go back to page 4 {RBK00000860/4}. Yes,
8 I understand what you're saying.
9 Last two bullet points:
10 "■ Limited consultation? Largely reactive resident
11 communication.
12 "■ Ad hoc approach to consultation."
13 Did you note that as a feature of the project when
14 you came into it?
15 A. No, I didn't, but I don't know if this is Thea, her
16 starting point, and wanting comment from my department
17 to respond, because this could have been picked up from
18 general communication. She's perhaps putting this
19 forward as an agenda for us to work on and come up with
20 responses or something of that sort. But it could have
21 been something that she put together rather than
22 something that my department had had input to.
23 Q. Right.
24 When you arrived at the TMO and started working on
25 the project, were you ever told that the TMO had

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1 identified the weaknesses we see in this box?
2 A. I think I had seen this, so at the back of my mind —
3 Q. Right, I see.
4 A. — I was aware.
5 Q. Okay. Page 6 {RBK00000860/6}, then, please. The same
6 question.
7 On page 6 you see the situation analysis, and in the
8 third paragraph from the end it says:
9 "Residents have concerns about the perceived delay
10 and are unhappy about the ongoing noise ... of back to
11 back construction projects on the site.
12 "In general, a lack of trust and a perception by
13 residents that TMO doesn't respect them are clear
14 barriers to the project."
15 Were you aware of that? Presumably you were if you
16 read this document.
17 A. I think I'd read this, yes.
18 Q. And then at the very bottom you can see it says:
19 "Resident consultation on certain aspects of design
20 etc. but not overall."
21 Again, were you aware of that? You must have been,
22 I suppose, if you read this document when you came into
23 the project. Would that be right?
24 A. As you say, I'd seen this document, so yes, I would be
25 aware that that was what it said.

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1 Q. Now, being familiar with this document, can you tell us,
2 was there any attempt by the TMO during your time,
3 either by you or anybody else involved in the project,
4 to acknowledge these weaknesses and these concerns to
5 the residents?
6 A. I take this to show that we were on the back foot when
7 I joined the organisation, and it was my job to see if
8 I could turn around some of these issues. So I think we
9 were very clear that the residents — as it said,
10 back—to—back construction, because the KALC project
11 started in 2012, so they'd had an incredibly noisy
12 building site next door to them, and it was a project
13 which meant we went into people's homes, so it was going
14 to be a very difficult project in terms of, you know,
15 working around the residents and their day—to—day
16 routines.
17 Q. Now, you say it was your job to see if you could turn
18 around some of these issues.
19 A. Yes.
20 Q. Do the issues that I've identified figure as those which
21 you were employed to turn around?
22 A. Yes, I think we've heard obviously about the information
23 in Mr Daffarn's blog, the perception that the
24 residents(sic) doesn't respect them is to me probably
25 taken from there. So, yes, many of these items, I was

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1 there to see if I could improve it. And also, as it
2 said, there had been Paul Dunkerton, then there had been
3 a temporary worker and then myself, so I was the
4 permanent person to take this forward.
5 Q. Yes, my question again: was there any attempt either by
6 you or anybody else at the TMO to expressly acknowledge
7 to the residents that you had understood and taken on
8 board these weaknesses and their concerns?
9 A. Yes, I think in early days we did talk to residents —
10 or I talked to residents, certainly, about the fact that
11 we were mindful that they'd already gone through the
12 period of the KALC, and KALC, I think, a three or
13 four—storey building, quite a large building, and the
14 leisure centre, and we acknowledged that in many ways,
15 you know, the works we were doing were all about
16 improving the whole area and saying, "Look, you know,
17 you've been through all this, you've seen this, now we
18 want to work on your building and bring your building up
19 to a standard so that, you know, it's, you know, making
20 the whole area better and your homes better".
21 So I think it was perhaps put in different ways in
22 different meetings, but I think there was
23 an acknowledgement that, you know, we weren't starting
24 on a scheme from scratch, we were going on the back of
25 the KALC project, and it was going to be difficult for

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1 people, and I think when you work in people's homes,
2 it's never an easy ask.
3 Q. Ms Williams, thank you. I've come to the end of our
4 extra questions.
5 It remains for me to ask one further question, which
6 I've asked you before, but I'll ask it again in the
7 context of the matters we have been discussing together,
8 you and I, over the last day and a half, and that is:
9 looking back on all the topics that we've covered at
10 length over the last day and a half or so, looking back
11 on that, is there anything now that you would have done
12 differently?
13 A. In relation to works in the residents' homes, I would
14 have done more research in terms of the HIU position,
15 because I think, as you appreciate, I'd taken it on from
16 other people and I'd perhaps made some assumptions about
17 the research that had been done previously. I think
18 I would have been a bit smarter second time round in
19 actually doing more research myself to understand the
20 locations of, you know, how people's homes worked to see
21 if we could do something that worked better in some of
22 the flats. So that would be the area that I think
23 I would possibly revisit if I was given a second chance.
24 MR MILLETT: Ms Williams, thank you very much for your
25 evidence. It only remains for me to express our

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1 gratitude to you for coming back again and answering our
2 questions. So thank you very much.
3 Mr Chairman.
4 SIR MARTIN MOORE—BICK: Ms Williams, it's right that
5 I should thank you on behalf of the members of the panel
6 for coming here again a second time around. It can't
7 have been very easy, we understand that, but we are very
8 grateful to you for doing so and it's been very useful
9 to hear what you have to tell us. So thank you very
10 much indeed, and now you can go.
11 THE WITNESS: Thank you very much, thank you.
12 (The witness withdrew)
13 SIR MARTIN MOORE—BICK: Well, we've got another witness
14 waiting to come on, is that right, Mr Millett?
15 MR MILLETT: Yes, Mr Chairman, it is. We have
16 Peter Maddison waiting to attend.
17 SIR MARTIN MOORE—BICK: Yes, but we need to have a short
18 break so that the witness box can be prepared for him.
19 MR MILLETT: Yes. I don't know how long is required.
20 Perhaps 10 or 15 minutes or so, I'm not quite sure.
21 SIR MARTIN MOORE—BICK: I would hope not that long.
22 MR MILLETT: Very good.
23 SIR MARTIN MOORE—BICK: We will rise for as long as it takes
24 to prepare the witness box, but I would think
25 five minutes ought to be plenty. Anyway, we can be told

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1 when it is ready.
 2 MR MILLETT: Very good. Yes.
 3 (2.20 pm)
 4 (A short break)
 5 (2.25 pm)
 6 SIR MARTIN MOORE—BICK: Yes, Mr Millett. Now, we're ready
 7 to go, I think.
 8 MR MILLETT: Yes, Mr Chairman, thank you.
 9 I now call Mr Peter Maddison, please.
 10 SIR MARTIN MOORE—BICK: Good, thank you.
 11 MR PETER MADDISON (affirmed)
 12 SIR MARTIN MOORE—BICK: Thank you very much. Do sit down,
 13 make yourself comfortable. All right?
 14 THE WITNESS: Thank you.
 15 SIR MARTIN MOORE—BICK: Very good.
 16 Yes, Mr Millett.
 17 Questions from COUNSEL TO THE INQUIRY
 18 MR MILLETT: Mr Chairman, thank you.
 19 Mr Maddison, good afternoon.
 20 A. Good afternoon.
 21 Q. Thank you very much once again for coming back to
 22 the Inquiry to give evidence a second time.
 23 We're going to be examining the governance of
 24 fire safety by the TMO and your role in that, and the
 25 role that you had in dealing with complaints about

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1 fire safety in particular.
 2 Now, briefly, to touch back on your background, just
 3 to remind everybody, you told us in Module 1 at the end
 4 of last year that you started in your role at the TMO on
 5 21 January 2013. That's correct, isn't it?
 6 A. Yes.
 7 Q. And that you were director of assets and regeneration.
 8 A. That's right.
 9 Q. I'm going to ask you, then, about fire safety training
 10 for housing management generally.
 11 Were you familiar with any of the specific guidance
 12 that was published in respect of fire safety matters in
 13 high-rise residential buildings?
 14 A. Not specifically, no.
 15 Q. So can I take it that you were not familiar with the
 16 Local Government Association's guidance on "Fire safety
 17 in purpose-built flats" published in 2011?
 18 A. That's correct.
 19 Q. Nor the governance guidance that preceded it called
 20 "Fire safety risk: sleeping accommodation" published in
 21 2006?
 22 A. That's correct.
 23 Q. Or PAS 79?
 24 A. No.
 25 Q. No.

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1 What about the LACORS guidance on "Housing —
 2 Fire Safety" guidance on fire safety provisions for
 3 certain types of existing housing, July 2008?
 4 A. No.
 5 Q. Not familiar with that either.
 6 If you had no training, did you otherwise become
 7 aware of these documents or is this the first time that
 8 you have heard of them?
 9 A. Well, I had — at the TMO I had some general overview
 10 training on health and safety, which most of the senior
 11 management team were involved in, but I wasn't familiar
 12 with specifics, because my role was a commissioning
 13 role, it was a non-technical role. My role was more
 14 about commissioning services and commissioning
 15 professional advice that would provide information in
 16 relation to those things.
 17 Q. But I take it that the general overview training on
 18 health and safety did not cover the specific documents
 19 or principles in the documents that I've referred to?
 20 A. No.
 21 Q. Can I take you then back to {Day57/41:10}, please. This
 22 was your evidence in Module 1. You are asked the
 23 question:
 24 "Question: Now, did general health and safety
 25 training that you're referring to there [in your

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1 statement] include training on fire safety matters?
 2 "Answer: In overview, yes."
 3 I take it that that overview did not include the
 4 three or four documents that I've referred to?
 5 A. No.
 6 Q. Did you ever get given any guidance about how the TMO
 7 should discharge its legal obligations as a responsible
 8 person for any building within its stock under the RRO,
 9 the Regulatory Reform Order?
 10 A. The Regulatory Reform Order was one of the pieces of
 11 legislation that was referred to in the overall
 12 training, but it wasn't specific training on the
 13 Regulatory Reform Order.
 14 Q. Right. So what guidance did the TMO or did you get
 15 about how the TMO should discharge its legal obligations
 16 under that enactment?
 17 A. Well, the responsibility around that fed into the —
 18 that responsibility was within the health and safety
 19 team within the TMO, who had the role of policy and
 20 advice on those issues.
 21 Q. Yes, did you get any training, though, on —
 22 A. Not specific training, no, but I would be given advice
 23 on an ongoing basis, and there was a structure of
 24 communication relating to specific issues within the
 25 TMO.

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1 Q. Did you get any training on how to discharge the legal
2 obligations that the TMO had under the Housing Act?
3 A. That was one of the things that was covered in the
4 overall training, yes.
5 Q. I see, it was.
6 Now, you told us in Module 1 that your role as
7 director of assets and regeneration within the TMO meant
8 that you reported to Sacha Jevans, who was director of
9 operations, and she in turn reported to the CEO,
10 Robert Black.
11 A. That's correct.
12 Q. That's the hierarchy.
13 A. Yes.
14 Q. I think it's right that you had three people reporting
15 directly to you, didn't you? Alex Bosman, who was
16 contracts manager.
17 A. That's right.
18 Q. David Gibson, head of capital investment.
19 A. Yeah.
20 Q. And also head of strategic investment, which is I think
21 a position that was not permanently filled; is that
22 right?
23 A. Yes, that's correct.
24 Q. Now, looking at your first witness statement, if we can,
25 please, {TMO00000892/1}, I just want to go to

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1 paragraph 5. You say:
2 "My role included overall responsibility for the
3 strategic planning, development and delivery of the
4 TMO's capital investment, planned maintenance and asset
5 management to meet existing and future needs. It
6 included provision of strategic and operational
7 leadership on all aspects of the development and
8 delivery of an Asset Management Strategy including
9 a five year capital investment programme and cyclical
10 programmes to meet TMO and council corporate
11 objectives."
12 Does that mean that you were responsible for
13 investment in fire safety measures in the TMO's housing
14 stock?
15 A. Some — in some measures. So some of the works that
16 would be identified in the capital programme would be —
17 would have fire safety implications, some of the works
18 that were carried out on Grenfell Tower obviously, but
19 also the capital investment team were responsible for
20 servicing programmes of items, including some which were
21 fire risks — fire related.
22 Q. Right. You say the capital investment team; that's —
23 A. Sorry, the contracts management team. Sorry.
24 Q. I see, thank you, the contracts management team.
25 Were you also responsible for planned maintenance of

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1 fire safety measures across the housing stock?
2 A. So the contracts management team were responsible for
3 that. We were a non-technical client so we commissioned
4 contractors and consultants to procure and manage those
5 contracts.
6 Q. Right.
7 Just unpacking that a little bit, the contracts
8 management team were responsible for that. That's
9 Alex Bosman, he reported to you.
10 A. That's right.
11 Q. But he in turn would have subcontractors perhaps
12 externally?
13 A. Yes, so —
14 Q. Yes.
15 A. Yes.
16 Q. Does this also mean that you were responsible for
17 management of fire safety measures?
18 A. Some fire safety measures within those contracts, yes.
19 Q. Can you give us some examples?
20 A. So, for example, there would be — emergency lighting
21 would be covered under one of those contracts,
22 management of the AOV systems and other mechanic —
23 generally any mechanical and electrical aspects of
24 fire safety would be — the repairs and maintenance of
25 those and the planned maintenance of those aspects would

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1 be done through the contracts management team.
2 Q. What about responsive repairs to fire safety measures
3 over and above planned maintenance, were you also
4 responsible for that?
5 A. Yes.
6 Q. Yes.
7 Now, I want to ask you a little bit about your
8 fire safety background and FRAs in particular.
9 Can you go on in this witness statement to page 21
10 {TMO00000892/21}, please. I'd like to show you
11 paragraph 112. You say there, under
12 "Governance/Management":
13 "I do not think I can reliably assist the Inquiry in
14 this regard and will defer to others who can. All I can
15 say is that the TMO had a health and safety team that
16 dealt with all matters of fire safety and it did so in
17 conjunction with external advisers including LFB. My
18 role did not involve management of fire safety and
19 I have no qualifications, expertise or experience that
20 would qualify me to do that. My only involvement with
21 fire safety would be if my department was asked to
22 respond to actions that had been identified as
23 a consequence of surveys and risk assessment carried out
24 by or on behalf of the health and safety manager."
25 Now, is it right that your role was limited,

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1 essentially , to overseeing actions highlighted in fire
 2 risk assessments or surveys?
 3 A. Yes.
 4 Q. Yes.
 5 Can we look specifically at fire risk assessments
 6 and your role in relation to those. Can we go, please,
 7 to paragraph 73 of your second statement, which is
 8 {TMO00847337/16}. You say at paragraph 73 as follows:
 9 "I have been asked about the role I played in
 10 closing out the actions arising from the FRA programme.
 11 The actions set out in the FRAs were reviewed by
 12 Janice Wray and assigned by her to the relevant team
 13 within the TMO. I would not be made aware of these
 14 actions, as they would be sent directly to the relevant
 15 team within the Assets and Regeneration department.
 16 I would then receive performance information relating to
 17 the completion of those actions, which I would monitor."
 18 Then if you move over to the next page, please,
 19 page 17 {TMO00847337/17}, you say, paragraph 78:
 20 "I have been asked what steps I personally took to
 21 ensure that the Fire Risk Assessments carried out met
 22 the TMO's statutory obligations. However I was not
 23 responsible for health and safety within the TMO and it
 24 was not my responsibility to oversee the Fire Risk
 25 Assessment programme. My teams were only responsible

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1 for those actions arising from the fire risk assessment
 2 programme that were assigned to them. These actions
 3 were monitored by the Health and Safety team."
 4 I'm sorry to keep doing this to you, but go on to
 5 paragraph 80 at the bottom of the page. You say at the
 6 very foot of the page:
 7 "As noted above, the Health and Safety Team were
 8 responsible for highlighting information rising from the
 9 Fire Risk Assessment programme to the relevant
 10 department. It then became the responsibility of that
 11 team to close out the actions assigned to them. The
 12 health and safety team would also monitor close out. My
 13 role would be to quantitatively oversee the closing out
 14 of the actions assigned to my teams, in other words,
 15 I would monitor the number of actions closed out and
 16 outstanding."
 17 I've shown you quite a lot of that statement because
 18 I have a number of questions on what you say there
 19 globally.
 20 First, do you agree that the actions came from
 21 significant findings and action plans of one
 22 Mr Carl Stokes, the fire risk assessor for
 23 Grenfell Tower?
 24 A. Yes.
 25 Q. And indeed for other buildings in the TMO stock.

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1 A. Yes.
 2 Q. Yes. And your team had a responsibility, do you agree,
 3 to clear actions allocated to it by health and safety?
 4 A. Yes.
 5 Q. Now, you've referred to being responsible for
 6 quantitatively overseeing the actions assigned to your
 7 teams; could you explain what that entailed, what
 8 quantitatively overseeing the actions entailed?
 9 A. So the actions would be assigned to primarily the
 10 contracts management team and they would be responsible
 11 for actioning them through the contracts that we had in
 12 place and reporting back to Janice. I wasn't involved
 13 directly in that — in any of that process. I would
 14 have an overview of the number of actions that were
 15 being allocated and how effectively they were being
 16 closed down, and really my involvement was primarily
 17 when there were issues about actions not being closed
 18 down effectively or quickly enough.
 19 Q. I see. So, to summarise it, your job — is this
 20 right? — was to count off the actions said to have been
 21 completed against a numerical total.
 22 A. No, that was Janice Wray's role. She was monitoring the
 23 actual performance and would produce a performance
 24 report on a monthly basis, which would allow me to
 25 interrogate the performance in a bit more detail.

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1 Q. Could you just explain what you mean by to
 2 quantitatively oversee the closing out of the actions?
 3 What does that mean?
 4 A. So it would be to keep an eye and make sure it was
 5 happening.
 6 Q. Right.
 7 A. But the granular detail of the actions being allocated
 8 and being closed out was managed by Janice Wray.
 9 Q. I see.
 10 A. And my role was really to keep an eye on it as part of
 11 my overall performance of my team and the contracts that
 12 we were managing and whether it was being closed out
 13 effectively.
 14 Q. So when you say closed out effectively, do you mean your
 15 job was to monitor whether the tasks were being done
 16 well or properly and completely?
 17 A. It was more of an overview, really. It was reported
 18 into the month — the regular health and safety
 19 committee meetings. There was a standing item which
 20 gave a report on the number of actions that were
 21 allocated to teams, and that would allow me to have
 22 an overview of whether there were any issues that
 23 I needed to delve into more detail with, with my team.
 24 Q. Right. I'm just trying to understand what you really
 25 mean by quantitative oversight.

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1 If you were responsible for quantitative oversight,
 2 whose responsibility was it to ensure the qualitative
 3 oversight or qualitative practical completion of the
 4 tasks allocated to your team?
 5 A. So within each of the contracts that we procured within
 6 my team, in the contracts management team, we had a —
 7 we would procure specialist advice to ensure that the
 8 brief met the legislation — legislative requirements,
 9 and we would also procure a quality control role within
 10 that as well. So for each contract there would also be
 11 a separate consultant quality control to ensure that
 12 contractors were doing their jobs effectively, making
 13 sure that the certificates were being issued, met with
 14 compliance, and also that the contractors had the
 15 correct level of expertise to do the job.
 16 Q. Who would give the specialist advice that you've just
 17 referred to?
 18 A. There would be different consultants for each contract.
 19 I can't remember the names of —
 20 Q. Can you give us some examples of the kinds of advice,
 21 the kinds of expertise that you would engage —
 22 A. Somebody — one would be looking at the gas safety
 23 contract, one would be looking at the electrical
 24 servicing contract, et cetera. There would be different
 25 specialists looking at each area, because my team's role

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1 was a non-technical role, we weren't qualified in
 2 signing off those things. We brought in consultants to
 3 help us do that.
 4 Q. So from that I would get — is this right? — that you
 5 wouldn't yourself perform a quality control role; you
 6 would oversee the quality control role performed by
 7 others.
 8 A. I have no qualification to allow myself to look at the
 9 quality control of those specialist areas, so really my
 10 role was about the strategy, making sure that there
 11 was — we had the areas covered, getting the
 12 professional advice that was needed to ensure that there
 13 was that quality control in place. But my role was
 14 really about looking at the overall performance.
 15 Janice Wray and her team were looking at the — would
 16 pull together the regular performance of the actions
 17 that were being closed down. But the fire risk actions
 18 themselves are only a small part of the much bigger
 19 picture of fire safety within the stock, and that's
 20 really what those contracts were looking to cover.
 21 Q. What degree of oversight did you yourself have to make
 22 sure that the FRA actions were carried out
 23 satisfactorily and completely?
 24 A. My — I would monitor the rate at which they were being
 25 closed down and look at the detail if there were

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1 particular blockages. So if I knew there was a specific
 2 issue or a specific issue emerged from that data,
 3 I would talk to the contracts management team.
 4 Q. I see.
 5 A. But I would have no technical ability to resolve those
 6 things myself, but I would look to explore why things
 7 weren't being resolved as quickly as —
 8 Q. I see. So does it come to this: your oversight role was
 9 essentially to monitor and ensure that the rate at which
 10 FRA actions were being closed out was sustained, and
 11 where they weren't, in particular instances, you would
 12 investigate the reasons for that?
 13 A. That's right.
 14 Q. I see.
 15 How did you ensure that actions were completed in
 16 accordance with the requisite rate?
 17 A. There would be a monthly report on the ageing profile of
 18 the actions, and so that would be reviewed on a monthly
 19 meeting corporately with — at the health and safety
 20 committee.
 21 Q. We will come to some of those in due course.
 22 Did you ever look at the FRAs themselves or the
 23 significant action plans themselves?
 24 A. Very rarely. Again, I'm not qualified in fire safety,
 25 so I don't have any professional insight into that, but

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1 I did look at some samples with Janice Wray and
 2 Carl Stokes, along with my team, when I felt that there
 3 were some ways in which we could speed up the
 4 performance by streamlining some of the processes. So
 5 I think at — sometimes, for example, the actions were
 6 to go and investigate something, whereas actually if the
 7 action was to go and do something, we could close it
 8 down much quicker. So it was about trying to change the
 9 culture a bit there, really, and that was part of the
 10 conversation. So we did look at some examples of that.
 11 But my focus was very much on those actions and how
 12 we could move them along more quickly, rather than
 13 looking at the overall quality of the document.
 14 Q. Indeed, and thank you for that. We will come to that
 15 topic in a bit more detail later on.
 16 Can we go first then, before we do that, to TMO's
 17 2013 fire safety strategy. This we will find at
 18 {TMO00830598/9}. Here we have in this document.
 19 I should perhaps show you page 1 {TMO00830598/1} to show
 20 you what the document actually is. It is in fact the
 21 TMO's fire safety strategy, if we can just skip to
 22 page 1. There it is.
 23 If we go to page 9 {TMO00830598/9}, which is where
 24 the detail is I want to ask you about, we can see
 25 paragraph 14.3, "Reviewing FRAs — frequency &

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1 arrangements". 14.3.1:
 2 "Comprehensive ('suitable & sufficient') FRAs have
 3 now been completed for each block. However, these are
 4 living documents which cannot remain valid
 5 indefinitely."

6 14.1.3, top of page 9:
 7 "At the LFB's request, in advance of starting the
 8 assessments, the successful consultant was introduced to
 9 the LFB's Fire Safety Team who approved the draft
 10 proforma to be used and were further appraised of the
 11 following –

12 "Proforma based on PAS 79 (FRA guidance and
 13 methodology for carrying out FRAs published by British
 14 Standards Institute) and the risk assessment guidance
 15 produced by the Health & Safety Executive (HSE)."

16 Then the second and third bullet points in
 17 particular:

18 "The Significant Findings & Action Plan which would
 19 be produced alongside the FRA report would use a
 20 Red/Amber/Green colour coding to assist with
 21 prioritising the actions. Specifically, colour coding –

22 "■ Red – actions required to comply with specific
 23 legal requirements in the FSO (plus any significant life
 24 risk that is found)

25 "■ Amber – actions relating to recommendations of

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1 BS, good practice etc.
 2 "■ Green – actions which could improve/enhance fire
 3 safety based on good practice etc. but of lesser
 4 priority."

5 Then the next bullet point says:
 6 "Actions would be progressed in order of risk – with
 7 priority being given to those with a Red or Amber
 8 rating. However, it must be recognised that where works
 9 are dependant upon significant resources such as capital
 10 funding, this is likely to lead to some delay whilst
 11 funds are secured and any necessary procurement is
 12 undertaken in compliance with our financial
 13 regulations."

14 Now, a number of questions about that.
 15 First, were you aware that Carl Stokes' reports
 16 themselves colour-coded the actions in terms of
 17 priority?

18 A. Yes.
 19 Q. You were.
 20 Did the information that you were given include
 21 colour-coding of actions by priority?

22 A. The information that was reported at the health and
 23 safety committee I don't think did, I think it was just
 24 ageing by — just by date, by age.
 25 Q. Right.

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1 A. But more detailed reports breaking actions down by
 2 priority could also be produced.
 3 Q. They could, but when they came to you, they didn't come
 4 colour-coded?
 5 A. No.
 6 Q. Right.
 7 A. Not that I remember.
 8 Q. Right.
 9 Did the information that came to you get sorted by
 10 timescale?
 11 A. Yes, I think it did.
 12 Q. So you had the dates and the longevity of the
 13 outstanding items?
 14 A. Yes.
 15 Q. But not their priority ranking according to Carl Stokes?
 16 A. That's — from my memory, that's right.
 17 Q. Looking at this — and this, as I say, is contained
 18 within the TMO's overall fire safety strategy — what
 19 was your understanding of each grading in relation to
 20 the action necessary to address each risk?
 21 A. In terms of timescales expected to ...
 22 Q. How did you understand the gradings?
 23 A. Well, the most urgent were red.
 24 Q. Right.
 25 A. And the least urgent were green.

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1 Q. Right.
 2 Did, as you have described it, your quantitative
 3 oversight, now we understand what that means, of closing
 4 out FRA actions involve ensuring that the prioritisation
 5 given by Carl Stokes was respected?
 6 A. Could you rephrase the question? Sorry.
 7 Q. Yes. When you were monitoring the closing out, carrying
 8 into effect, of actions that had arisen as a result of
 9 the FRAs, did your monitoring involve ensuring that the
 10 colour-coding, the priorities that Carl Stokes had
 11 accorded to the actions, get respected?
 12 A. It would certainly be something that, when I looked into
 13 the detail with my team, it would be something that
 14 I would take into consideration.
 15 Q. Right. How was that done? If you weren't given the
 16 colour codes or the priorities themselves, how would you
 17 do that?
 18 A. From memory, it would be to request a particular report
 19 to drill down into the detail of the actions that were
 20 at a certain age band, and then to ask for a breakdown
 21 of those actions by the priorities.

22 Q. So would this be right, though: without the
 23 colour-coding, you wouldn't know whether or not
 24 a particular action that you were concerned with was
 25 in fact a priority that had not been respected or was?

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1 A. Not from the reports that I saw on a month — on
 2 a regular basis, but there was an ability to dive deeper
 3 into the data.
 4 Q. Right.
 5 In general terms, can we take it that you were
 6 conscious that the fact of an action arising out of
 7 an FRA in itself could mean increased fire risk to
 8 a resident?
 9 A. Yes.
 10 Q. Or residents.
 11 A. Yes.
 12 Q. And that might mean that the TMO would be in breach of
 13 its regulatory responsibilities, its statutory
 14 responsibilities indeed, under the RRO.
 15 A. Yes, and those things were prioritised according to —
 16 Q. Yes.
 17 A. Yes.
 18 Q. But getting it wrong would potentially expose the TMO to
 19 criminal prosecution under that enactment.
 20 A. In certain circumstances, yes.
 21 Q. And you were aware of that?
 22 A. Yes.
 23 Q. Now, I asked you about your responsibility for actions
 24 assigned to the assets and regeneration department.
 25 I assume, but correct me if I'm wrong, that that

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1 included responsive repairs as well?
 2 A. No.
 3 Q. It didn't?
 4 A. Well — so there was — my responsibilities were for
 5 planned maintenance and responsive repairs of the M&E
 6 contracts only, the mechanical and electrical contracts
 7 only, so that would be the — yeah, so that would be the
 8 gas, electric, et cetera.
 9 Q. Right. Who —
 10 A. But the standard — the general responsive repairs for
 11 the buildings and general responsive repairs were
 12 carried out by Repairs Direct, who were a separate
 13 entity, and I had no direct management responsibility
 14 there.
 15 Q. Outside the responsive repairs under the M&E contracts,
 16 mechanical and electrical contracts, beyond those, who
 17 was it who carried out responsive repairs highlighted by
 18 the FRAs?
 19 A. That would be Repairs Direct.
 20 Q. Repairs Direct.
 21 Who was responsible for ensuring that those kinds of
 22 repairs were carried out in accordance with the
 23 colour-coded priorities and timescales accorded to them
 24 by Carl Stokes in his FRAs?
 25 A. I would presume the managing director of Repairs Direct.

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1 Q. Did the managing director of Repairs Direct get given
 2 Carl Stokes' fire risk assessments?
 3 A. I wouldn't know. I mean — so Janice Wray, as the head
 4 of health and safety, would allocate actions from all of
 5 the fire risk assessments and they were allocated to the
 6 individual teams responsible, so I wouldn't have any
 7 sight of any actions that were being allocated to
 8 Repairs Direct other than the ones that I maybe would
 9 see in the overall performance statistics that were
 10 provided to the health and safety committee.
 11 Q. I think I follow.
 12 Does this mean that you weren't allocated FRA
 13 actions that required responsive repairs outside or
 14 beyond mechanical and engineering and electrical?
 15 A. That's correct. The only other area really in my area
 16 would be if there were to be an action carried out as
 17 part of a capital project, which is a bit — that wasn't
 18 very common.
 19 Q. Right.
 20 A. Because they're longer lead-in contracts, and so it
 21 might be if the action was to do something when that
 22 building is next scaffolded, then that action could sit
 23 with that team if that was appropriate.
 24 Q. I see.
 25 Let me see if I can get at this by way of

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1 an example. Supposing a repair was requested to
 2 a self-closer on a flat entrance door in a residential
 3 block, not as a result of an FRA — well, let's start as
 4 a result of an FRA, let's start with that. Who would be
 5 responsible for making sure that that repair was carried
 6 out properly?
 7 A. That would be with Repairs Direct.
 8 Q. I see. Would that cross your desk?
 9 A. No.
 10 Q. That wouldn't cross your desk, right.
 11 Let's try and change the example. Supposing
 12 a repair was requested to a self-closer on a flat front
 13 door in a residential block not as a result of an FRA
 14 but because the resident reported a problem with it, who
 15 would be responsible for making sure that the repair
 16 carried out did not reduce the performance of the
 17 self-closer from a fire safety perspective?
 18 A. Sorry, I don't know that I understand that question.
 19 Q. Well, supposing a resident complained that the
 20 self-closer on a door wasn't working, who would be
 21 responsible for making sure that the repair that was
 22 carried out ensured that the self-closer performed from
 23 a fire safety perspective?
 24 A. So the responsibility for — so the resident would
 25 report that to the call centre, the job would be

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1 allocated to Repairs Direct, and Repairs Direct would be
 2 responsible for carrying out the repair and for any
 3 quality control that was required within that.
 4 Q. Who within the TMO would be responsible for overseeing
 5 whether Repairs Direct did that job properly?
 6 A. I think the managing director of Repairs Direct reported
 7 to executive team and —
 8 Q. Right.
 9 A. — so that would be, I think, Barbara Matthews and
 10 Sacha Jevans, who were jointly responsible,
 11 I understood.
 12 Q. Right, I see.
 13 Did Repairs Direct report to you at all on anything?
 14 A. No.
 15 Q. Right, I see.
 16 So do I take it from that that whether the need for
 17 repair arose as a result of an FRA or as a result of
 18 a notification, to use a neutral word, from a resident,
 19 that wouldn't go through you, it would go to
 20 Repairs Direct and then up to the executive team?
 21 A. Yes. I mean, I think in — the only time that we —
 22 that my team would get involved in something like a door
 23 would be if we were replacing a programme of door
 24 renewals or picking up door renewals as part of
 25 a planned maintenance programme. So we did have

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1 an external redecoration programme, for example, and
 2 that might have been an issue that could've been picked
 3 up as part of that. But for a discrete responsive
 4 repair, all of those issues would go to Repairs Direct.
 5 Q. And that didn't sit — is this right? — in your line of
 6 reporting, either below or above?
 7 A. No, the reporting from the managing director was to
 8 executive team members.
 9 Q. Right.
 10 Can I ask you to look at Barbara Matthews' second
 11 witness statement, please, {TMO00873380/11},
 12 paragraph 39. She says there:
 13 "The Health and Safety team's role was to ensure
 14 that there was an FRA programme in place to identify
 15 necessary work to be undertaken to comply with health
 16 and safety legislation and regulations by those
 17 departments in the Asset and Regeneration department.
 18 It did not have responsibility for carrying out those
 19 works."
 20 Do you agree with that description?
 21 A. Yes, the health and safety team weren't responsible for
 22 carrying out the works, they managed the FRA programme,
 23 they allocated actions from that programme, including
 24 elements of work, and they monitored the closing down
 25 and the completion of those works.

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1 Q. Right.
 2 Can we now look at her first statement, please,
 3 {TMO10049987/7}, paragraph 33. She says in the last
 4 sentence there:
 5 "If the actions were not being closed as quickly as
 6 they should have been, I would chase the senior manager
 7 of that team and ensure that they closed the action
 8 down."
 9 Did Ms Matthews ever chase you about any unclosed
 10 FRA actions?
 11 A. I would talk to Barbara — Barbara chaired the health
 12 and safety committee, so there was a regular
 13 conversation about fire risk assessment actions, and
 14 Barbara was very proactive in chasing people, so she
 15 would probably specifically talk to the head of
 16 contracts management, for example, who would also be
 17 attending those meetings.
 18 Q. But specifically, did Ms Matthews ever chase you about
 19 any unclosed FRA actions?
 20 A. I had conversations with Barbara and we discussed the
 21 issues and challenges that we were experiencing in those
 22 programmes, yes.
 23 Q. So is that a yes?
 24 A. Yes.
 25 Q. Okay. When was that? Do you remember any specific —

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1 A. I don't remember any specifics, no.
 2 Q. Did your role include holding meetings with
 3 Repairs Direct at all or were they completely off your
 4 radar?
 5 A. No. I mean, when I first joined the TMO when
 6 Repairs Direct was first being set up, notionally the
 7 client role sat in my team, but that was only for
 8 a short period of time and it wasn't really — that role
 9 moved to Barbara and Sacha.
 10 Q. Now, I want to look at the topic of the FRA actions
 11 backlog, and I'm going to look a little bit more closely
 12 with you at the FRA processes and your involvement with
 13 it.
 14 Can we start by looking at an email chain in
 15 February 2013, just after you joined the TMO in the
 16 January of that year, {TMO10002270}, please. This is
 17 an email from Gary Mitchell to you on 21 February 2013,
 18 and the subject, "Fire safety at Lancaster West". It's
 19 copied, as you will see, to Janice Wray, Sacha Jevans
 20 and others. It says:
 21 "We have RGE coming in to see us on Monday with
 22 a full 2 years maintenance/service reports and we will
 23 interrogate the information they provide and hopefully
 24 identify any gaps in service and address."
 25 Now, just to be clear, RGE Services — is this

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1 right? — was a company contracted to the TMO for the
 2 maintenance of fire safety equipment at Grenfell Tower?
 3 A. Yes.
 4 Q. Yes.
 5 A. And across the borough.
 6 Q. I'm sorry?
 7 A. And across the borough.
 8 Q. And across the borough.
 9 You can see what he says in the first paragraph that
 10 I've read to you. He then says this:
 11 "The problem we have is we have been given records
 12 that indicate RGE are maintaining their planned
 13 programme but Don and I have questioned the validity of
 14 the information produced."
 15 Just pausing there, Don is Don Ruredzo, isn't it?
 16 A. Yes.
 17 Q. What was his role?
 18 A. He was one of the contracts management team responsible
 19 for — I can't remember which area it was specifically.
 20 Q. He goes on:
 21 "This is an ongoing challenge and because of
 22 historical behaviours, from both sides, we need to
 23 educate this inherited contractor and work with them to
 24 achieve the level of service we demand.
 25 "It's nothing that can't be turned around and at

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1 times (due to sheer volume) we don't realise failings
 2 until they are highlighted to us. (Like the FRAs)
 3 Although once identified RGE are very responsive. We
 4 will have this contractor in line very soon."
 5 Now, do you remember this email particularly?
 6 A. Can I just see the email below from me?
 7 Q. Yes. Bottom of page 1, over to page 2 {TMO10002270/2},
 8 and in fact there's a long tale to this.
 9 A. Yeah.
 10 Q. Certainly look at yours to him.
 11 A. Yes, that's helpful. Yes, I do remember the exchange,
 12 yes.
 13 Q. Were you aware of any issues or difficulties with
 14 RGE Services as a contractor?
 15 A. They became clear through this process. I mean, this is
 16 very — this is my first couple of weeks in the role,
 17 and a couple of issues emerged quite quickly. I mean,
 18 first off I'd asked the team that was in place, the then
 19 contracts management team that Gary Mitchell was part
 20 of, for details of our levels of compliance on all of
 21 our statutory areas of servicing, and that information
 22 wasn't easily forthcoming.
 23 Q. Right.
 24 Did you become aware through this process at this
 25 time that there had been gaps in their servicing of

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1 fire safety equipment on the Lancaster West Estate?
 2 A. Well, that emerged as part of this, that line of
 3 enquiry, but also through — it was brought to my
 4 attention, some actions on the Grenfell Tower fire risk
 5 assessment from 2012 picked up some actions from the
 6 previous year's fire risk assessment that hadn't been
 7 actioned, so that highlighted that there was an issue,
 8 and this was me raising these issues with the —
 9 Q. Well, I was going to ask you later on: when you arrived
 10 at the TMO on 21 January 2013, was one of the first
 11 things you did to read Carl Stokes' November 2012 FRA
 12 for Grenfell Tower?
 13 A. I think it would be a slight overstatement to say I'd
 14 read it, but I was aware of the issues that were
 15 emerging from it, the actions that hadn't been actioned.
 16 Q. Going back to this email where the problem is
 17 identified, particularly in the third paragraph, did the
 18 gaps in RGE's servicing of the fire safety equipment at
 19 Grenfell Tower include the AOV system, the smoke control
 20 system?
 21 A. I can't recall the specifics.
 22 Q. What did you understand Mr Mitchell to mean by
 23 historical behaviours from both sides?
 24 A. I don't know.
 25 Q. Did you ask him?

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1 A. I don't recall.
 2 Q. Right.
 3 Do you recall that there were difficulties with the
 4 relationship between the TMO and RGE?
 5 A. I think it was evident in my investigation into these
 6 matters, yes.
 7 Q. What was the nature of those difficulties?
 8 A. I think there was a lack of clarity on both sides about
 9 what was required, and there was a lack of a system to
 10 hold data effectively and to monitor arrangements and to
 11 monitor and measure the contractors' performance.
 12 Q. Right. A lack of a system within the TMO to hold data
 13 effectively?
 14 A. Yeah, there was a lot of data, there were a lot of
 15 certificates, but it was very difficult to be able to —
 16 it was very difficult to know whether all of those
 17 certificates were correct and whether they covered all
 18 of the assets that required certification. So what
 19 we — this was the beginning of a process where we
 20 started to re-procure all of these contracts and put in
 21 place a more effective monitoring system.
 22 Q. Now, when you got this email, did you read down the
 23 chain at all to see what it sat above?
 24 A. I can't remember.
 25 Q. Let's go down to page 6 {TMO10002270/6}. This is

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1 an email at the foot of page 6, please, from
 2 Francis O'Connor to Councillor Blakeman, copied to,
 3 among other people, Eddie Daffarn, Siobhan Rumble and
 4 Robert Black, and Laura Johnson and Janice Wray as well,
 5 and he says:
 6 "Dear Judith.
 7 "We are grateful for your recent interventions on
 8 the Verity Close windows issue ..."
 9 Et cetera.
 10 If we turn to the next page, page 7 {TMO10002270/7},
 11 you can see that he picks up the fire risk assessment
 12 from November 2012 in the second paragraph there, and he
 13 quotes from it. He quotes from page 28. In the second
 14 italicised part of that page, he says by way of
 15 quotation:
 16 "RGE Services are under contract to TMO to provide
 17 portable fire fighting equipment, testing, servicing and
 18 maintenance, the fire extinguisher in this building, the
 19 basement boiler room, the lift motor room, the ground
 20 floor electrical room plus other areas were out of test
 21 date according to the contractors label on the
 22 extinguishers.
 23 "The last test date was on the 8th August 2011.
 24 Some located in the roof level areas had 'condemned'
 25 written on them in large black writing with a last test

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1 date of 2009 or 2010. This seems to indicate that
 2 monthly occupier inspections are not being carried out."
 3 So did you, when you saw this email, notice the fact
 4 that it was Mr O'Connor who had raised this question?
 5 A. Yes.
 6 Q. You did.
 7 Given that the FRA was from November 2012, did this
 8 tell you that the action on servicing was still
 9 outstanding come February 2013, in other words it was
 10 some three months out of date?
 11 A. Yes.
 12 Q. It did. Were you concerned by that?
 13 A. Yes.
 14 Q. Do you know why there was this delay, this ongoing
 15 question with servicing the equipment?
 16 A. I mean, the reasons for the delay pre-date my arrival
 17 there, but it was clear that there were some fundamental
 18 issues with the contract and the way the contract was
 19 being managed and the data that was being produced as
 20 a result of that.
 21 Q. Right.
 22 Now, if we look back at the top of the email thread
 23 at the bottom of page 1 {TMO10002270/1}, you have
 24 already seen this briefly now, you can see that in
 25 response to Mr Mitchell's first email to you of

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1 21 February, which comes to you, I think, on page 2, you
 2 respond to him, and you say to him:
 3 "Gary
 4 "Thanks very much for this. It is good news that
 5 the Fire Safety equipment on Grenfell is now full
 6 tested, equipment serviced or replaced as necessary and
 7 the next service is scheduled for Feb 2014.
 8 "Have RGE confirmed the date of the previous
 9 service/inspection? We need to understand why some of
 10 the works appeared to be overdue?"
 11 Then you say this on page 2 {TMO10002270/2}:
 12 "Also, the Fire Risk Assessment refers to 'Monthly
 13 Occupier Tests' by caretakers to check that equipment is
 14 in place, operable and within it's service period. Is
 15 this task part of the caretakers' roles and
 16 responsibilities?"
 17 That was your question, and Mr Mitchell told you in
 18 the email at page 1 that he would ask about that, as
 19 we've seen.
 20 Did you actually receive a response to your
 21 question?
 22 A. I don't remember.
 23 Q. Right. Did you chase up a response to your question?
 24 A. I don't know whether I got a response or not at this
 25 distance, it's a long time ago, but I didn't leave it at

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1 this, I followed up. There was an extensive
 2 communication with myself, Gary Mitchell and his boss,
 3 Ricki Sams, about the issues that arose from this.
 4 Q. Right.
 5 Now, do you remember that in fact, in parallel, this
 6 complaint was picked up by RBKC?
 7 A. I don't remember that.
 8 Q. Right. Let me show you some documents.
 9 Can we look at {TMO10002229}. This is an email
 10 chain later in February, at about the same time,
 11 in fact, 2013, just a little later in February, and if
 12 we look at page 3 {TMO10002229/3}, this is an email from
 13 Moyra McGarvey on 25 February 2013 to Robert Black.
 14 By way of background, I should tell you, what was
 15 happening was that RBKC were carrying out an audit of
 16 TMO's health and safety at this time.
 17 Moyra McGarvey's email says this:
 18 "Hi Robert,
 19 "A complaint has recently been brought to my
 20 attention by Mr O'Connor about fire and safety issues at
 21 Grenfell Tower. I am aware that there is a large amount
 22 of discussion out on the web currently!
 23 "The complaint centres around the response of a TMO
 24 officer to a recent article in the Grenfell Action Group
 25 blog which raises concerns over the lack of appropriate

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1 action by TMO management to address health and safety
 2 issues arising from a Fire Risk Assessment for Grenfell
 3 Tower undertaken in November 2012.
 4 "Some of the concerns raised about the lack of
 5 regular servicing and testing of fire fighting equipment
 6 and installations by the appointed contractor RGE have
 7 also been identified, [coincidentally], as part of
 8 a current audit we are undertaking on TMO Health and
 9 Safety.
 10 "As part of the audit, my auditor accompanied the
 11 Assistant Safety Advisor on 5 February 2013 to observe
 12 the annual health and safety inspection for Darfield
 13 Way, Shalldale Drive and Waynflete Square.
 14 "The outcome of this inspection was that issues were
 15 noted where portable fire fighting equipment had not
 16 been serviced within the due date by the contractor RGE.
 17 "The audit has also identified issues with the
 18 integrity of data held on the Keystone Asset Management
 19 System relating to inspection records from RGE and that
 20 Audit could not place any reliance on the Keystone
 21 system records.
 22 "I am writing this email to highlight this matter
 23 and to seek assurance from you that appropriate action
 24 is being taken to address the issues raised which have
 25 serious Health and Safety implications on residents

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1 within estates managed by the TMO.
 2 "There are also implications on the validity of our
 3 insurance cover arrangements in the event of any fire
 4 incident since our policies clearly require all fire
 5 fighting equipment and installations to be regularly
 6 serviced and inspected.
 7 "From our initial audit findings this is clearly not
 8 happening.
 9 "I should be grateful if you can provide assurances
 10 that this matter is being escalated as a matter of
 11 urgency and adequate steps are being taken to address
 12 these concerns.
 13 "If you require any further information please let
 14 me know.
 15 "Many thanks.
 16 "Moyra."
 17 Now, do you remember seeing this email at the time?
 18 A. I don't recall, but I recognise its — I recognise the
 19 message, yes.
 20 Q. You recognise the message but you don't recall seeing
 21 the email.
 22 Do you recall any discussion of the subject matter
 23 of this email at the time, either with Robert Black or
 24 anybody else?
 25 A. Yes. I mean, again, we're going back several years now,

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1 but it's — at that time — I mean, I remember the
 2 outcome of this being reflected in the limited assurance
 3 health and safety audit which was — which fed into my
 4 understanding of the weaknesses in this part of the
 5 business at that time.
 6 Q. Right.
 7 I mean, we can see that the email from
 8 Moyra McGarvey is only to Robert Black. Did
 9 Robert Black come to you or, to your knowledge, anybody
 10 else at the TMO with this concern and say, "We need to
 11 sort this out"?
 12 A. I can't remember specifically how it was communicated to
 13 me. It clearly was, but I couldn't say there was
 14 a specific conversation.
 15 Q. In fact, I think as you have just said, the outcome of
 16 this audit was the limited assurance due in part to the
 17 issues set out in the email; yes?
 18 A. Yes.
 19 Q. Yes.
 20 Now, looking at what I've just shown you, we have
 21 had the complaint about the lack of regular servicing
 22 and testing of fire equipment at Grenfell raised by two
 23 completely separate routes: Mr O'Connor and the Grenfell
 24 Action Group, which is what you saw, on the one hand,
 25 and almost at the same time the RBKC audit.

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1 What did that tell you about the TMO's processes,
 2 that you should face the same complaint both from within
 3 the building that the TMO was managing, and from
 4 the council who were scrutinising you?
 5 A. It was clear that the system wasn't working.
 6 Q. In general terms, what did you do about that when you
 7 learnt that there were these kinds of problems being
 8 picked up both by residents of the building and by RBKC?
 9 A. I mean, in the short term I remember delving into some
 10 of the detail, trying to understand what was happening
 11 in the relationship between the TMO's contract team and
 12 the contractor. Ultimately I came to the conclusion
 13 that the people that we had in that team weren't the
 14 right people that we needed for the job, so we brought
 15 in a new team, effectively.
 16 Q. Yes.
 17 A. We re—procured — we actually went into an adjudication
 18 process with RGE and we had to bring in an interim
 19 contractor while that process ran through, and we went
 20 through a process of doing a root and branch review and
 21 re—procurement of all the mechanical and electrical
 22 services contracts, and, in tandem with that, integrated
 23 it into a live performance reporting system in Keystone,
 24 so you could actually see the live performance.
 25 So over the period of the next — that took some

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1 time to do, but over the period of the next few years,
 2 those — from that limited assurance audit, we got
 3 substantial assurance audits on each of the six areas of
 4 those servicing contracts.
 5 Q. We may come back to that audit later in your evidence.
 6 I asked you about whether Mr Black had any direct
 7 contact with you. We can see what happened to
 8 Moyra McGarvey's email next if we look up the chain.
 9 Can we go to page 2 {TMO10002229/2}, please, in this
 10 email chain. You can see that I think the next thing
 11 that happens is that — it's not entirely clear from
 12 this email. On the bottom of page 2 there is an email
 13 from Robert Black to Sacha Jevans and Janice Wray,
 14 copied to others. It says:
 15 "Sacha/Anthony
 16 "Robert has asked me to forward this on his behalf,
 17 as we need to prepare a response to Internal Audit.
 18 "Thanks.
 19 "Jane."
 20 That must have come from his PA.
 21 A. Yes.
 22 Q. Is that right? Okay.
 23 Then above that you can see Sacha Jevans forwards
 24 this to you, 25 February:
 25 "Please could you have a look at this.

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1 "Thanks."
 2 Then if you go up to page 1 {TMO10002229/1}, you can
 3 see the second email on page 1 is the email of
 4 27 February 2013 to Sacha Jevans where you say:
 5 "I have met with my team and Janice on this.
 6 Attached are actions from the meeting."
 7 Then you go on, and I'll read this to you:
 8 "Ricki's team and RGE are working on a gap analysis
 9 of our fire equipment servicing arrangements by Friday
 10 this week and we will know what we need to do to recover
 11 the position by then.
 12 "Janice is pulling together a gap analysis schedule
 13 of Fire Risk Assessment actions by Friday and again we
 14 will be able to action them.
 15 "I have spoken to Janice and insisted that we have
 16 an opportunity to check that everything is in order
 17 ahead of Fire Risk Reports being issued to residents, or
 18 Auditors being taken to site to inspect. It is clear
 19 that there is a weakness in our [management]
 20 arrangements, however, we must ensure that our systems
 21 and checks serve to escalate and resolve these matters
 22 within KCTMO rather than flagging them up outside the
 23 organisation. I think we need to talk to Anthony about
 24 how we control this in future.
 25 "Let's discuss.

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1 "Peter."
 2 Then to finish this off, Sacha Jevans responds to
 3 you the same day, thanking you:
 4 "... and agree with comments about control."
 5 Do you see that?
 6 A. Yes.
 7 Q. Now, we can see that you have asked for some gap
 8 analyses, one on fire equipment servicing arrangements
 9 and one on fire risk assessment actions; yes?
 10 A. Yes.
 11 Q. And you were aware — is this right? — that from pretty
 12 much the start of your time at the TMO there were issues
 13 with fire equipment at Grenfell Tower and actions
 14 arising from fire risk assessments?
 15 A. Yes.
 16 Q. So those were areas of sensitivity?
 17 A. Yes.
 18 Q. You then insist on being able to check fire risk reports
 19 before they're sent out to residents and before auditors
 20 see them or are taken to site. Why did you want to do
 21 that?
 22 A. I don't think I said about auditors seeing them, did I?
 23 Q. Well, in the last paragraph on page 1 you say you
 24 wanted:
 25 "... an opportunity to check that everything is in

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1 order ahead of Fire Risk Reports being issued to
 2 residents, or Auditors being taken to site to inspect."
 3 That's why I asked my question.
 4 A. So it seemed extraordinary to me at that time that I was
 5 learning about a serious flaw in our system without it
 6 having been reported to me. That felt like something
 7 was wrong in the system. So my team should be able to
 8 understand if there are issues. So it seems — so that
 9 was my concern. The system didn't appear to be working
 10 because there should be an internal escalation process
 11 before we're communicating information outside the
 12 organisation.
 13 Q. Now, you hadn't yet had the results of your two gap
 14 analyses, so what was the weakness that you had already
 15 identified, do you think?
 16 A. I can't remember at this distance, to be honest.
 17 Q. Was the weakness the fact that issues were being picked
 18 up outside the TMO by people such as Francis O'Connor?
 19 A. No, no, not at all. I mean, the feedback from
 20 Francis O'Connor is incredibly useful to me because
 21 I can then recognise an issue and address it. The issue
 22 was that it was clear to me that the TMO didn't have
 23 control of its data, and so it wasn't escalating — it
 24 wasn't recording and monitoring the effectiveness of the
 25 service that we ought to have been providing and

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1 escalating it accordingly if things aren't being done.
 2 Q. Let's just explore that.
 3 In the last paragraph on page 1, Mr Maddison, you
 4 say in the second sentence:
 5 "It is clear that there is a weakness in our
 6 management agreements, however, we must ensure that our
 7 systems and checks serve to escalate and resolve these
 8 matters within KCTMO rather than flagging them up
 9 outside the organisation."
 10 Was the weakness that you had perceived an absence
 11 of control of the data?
 12 A. That was a key part of it.
 13 Q. Right.
 14 A. Secondly, it was — so in tandem with that there was
 15 a weakness on the contractual side and on the client
 16 side in that, so both sides needed to be addressed.
 17 Q. And you wanted to deal with those internally within TMO
 18 rather than, as you say, flagging them up outside the
 19 organisation?
 20 A. Well, that — the way you phrase it there makes it sound
 21 as if I'm not prepared to be transparent about these
 22 things and that's not the case. What I wanted to ensure
 23 is if there was an issue of actions not being resolved,
 24 that they were escalated appropriately to the right
 25 person or up through the hierarchy, so we could address

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1 those weaknesses.
 2 Q. Yes, and was one of the weaknesses the fact that other
 3 people were picking up problems that the TMO itself
 4 should have picked up?
 5 A. Yes.
 6 SIR MARTIN MOORE—BICK: Well, the real problem I think is
 7 that you were not picking up the fact that the work
 8 hadn't been done.
 9 A. Yes, it wasn't — the system wasn't working to flag up
 10 that there was an issue that needed to be addressed, and
 11 it was taking — and so Mr O'Connor's useful prompt that
 12 this hasn't been addressed highlighted that to my
 13 attention and gave me something I could work on.
 14 MR MILLETT: Yes.
 15 Now, Mr Chairman, there is an attachment to this
 16 document that I would like to ask the witness about, but
 17 it might be better if we did that after the break,
 18 although we started this witness only an hour ago. I'm
 19 happy to break now or to carry on.
 20 SIR MARTIN MOORE—BICK: If this is a good point from your
 21 point of view, then I think this is the time to do it.
 22 MR MILLETT: Again, like all these things, I'm sort of
 23 marooned between shores.
 24 SIR MARTIN MOORE—BICK: Never mind, I'm sure you'll manage.
 25 Mr Maddison, as you'll know from your previous

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1 experience, we have a break during the afternoon, and
 2 this is obviously as good a time as any to take it
 3 today. So we will stop now until 3.40, and again, as
 4 you remember from last time, I'm going to ask you not to
 5 talk to anyone about your evidence or anything to do
 6 with it during the breaks, this one or any subsequent
 7 one. All right?
 8 THE WITNESS: Of course. Thank you.
 9 SIR MARTIN MOORE—BICK: Thank you. Would you like to go
 10 with the usher, please.
 11 (Pause)
 12 Right, 3.40, then, please.
 13 (3.25 pm)
 14 (A short break)
 15 (3.40 pm)
 16 SIR MARTIN MOORE—BICK: All right, Mr Maddison, ready to
 17 keep going?
 18 THE WITNESS: Yes, please.
 19 SIR MARTIN MOORE—BICK: Thank you.
 20 Yes, Mr Millett.
 21 MR MILLETT: Yes, Mr Chairman, thank you.
 22 Mr Maddison, we were on the email which you had sent
 23 on 27 February, and there is an attachment to it. Can
 24 we please look at that, {TMO10002225}. It's a note, it
 25 appears, of a fire risk compliance meeting,

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1 27 February 2013, at which you are recorded as being
 2 present.
 3 If we look down to item 2, "Fire Risk Assessments",
 4 it says:
 5 "Janice to produce a master list of FRAs by Friday
 6 1st March including:
 7 " ■ Compliance (Red/Amber/Green)
 8 " ■ Actions and works required (urgent/desirable)
 9 "Action: Janice.
 10 "John Borra to co—ordinate an action plan to ensure
 11 that all essential works are delivered.
 12 "Action: John Borra."
 13 Then underneath it, this:
 14 "In future FRA reports are not to be sent to
 15 residents without a check from Assets and Regeneration
 16 to ensure that all actions have been complete."
 17 Was this the first time a master list of FRAs was
 18 produced by the TMO which included compliance
 19 colour—coding and actions and works required?
 20 A. I don't know.
 21 Q. You don't know.
 22 Do you know whether this master list of FRAs was
 23 collated as a result of the email from Moyra McGarvey
 24 we've seen earlier?
 25 A. I don't recall. I'm assuming that Janice ran the fire

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1 risk assessment system from a spreadsheet system and
 2 would run reports from that, so I don't know.
 3 Q. Was there any discussion at this meeting about why it
 4 was necessary for Janice to produce a master list of
 5 FRAs by three days thence?
 6 A. It was clear — it appears to me that what I was doing
 7 here was trying to establish where we were, to
 8 understand where we were in terms of compliance and to
 9 do a gap analysis on where we were in relation to where
 10 we should be.
 11 Q. Yes. What I'm really trying to get at is what the
 12 prompt for Janice producing this master list of FRAs
 13 urgently was.
 14 A. I would imagine that it's because we didn't know where
 15 we were, so I was asking her for a current list of where
 16 we were compliant and what needed to be done.
 17 Q. Yes, and that not knowing where you were, was that as
 18 a result of Moyra McGarvey's email?
 19 A. I think it was — to me it was partially that, it was
 20 partially the response from the issues that were —
 21 emerged from the FRA at Grenfell, but also my inability
 22 to get a proper response when asked for details of where
 23 we were in terms of our statutory compliance and our M&E
 24 piece. So there were three strands that highlighted to
 25 me that there was an issue here.

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1 Q. I see.
 2 Why did you need to see FRA reports before they went
 3 to residents?
 4 A. For the same reason as I described earlier, really, that
 5 if there was something that needed to be escalated or
 6 communicated, we should be checking that everything is
 7 in hand. It should be a natural process that we check
 8 that everything's in hand. That's not to say we
 9 shouldn't give people that, but, you know, I would want
 10 to know. If there were some issues that were being
 11 communicated to anybody, internally or externally, if
 12 there were some issues that needed to be addressed in my
 13 team, for example, I would expect it to be flagged up to
 14 me.
 15 Q. Yes, that I understand. Let's just look again at the
 16 foot of page 1, because it says there that:
 17 "... FRA reports are not to be sent to residents
 18 without a check from Assets and Regeneration to ensure
 19 that all actions have been complete."
 20 Does that mean that in fact the decision was that
 21 unless all actions — all actions — have been complete,
 22 the FRA reports would not be sent to residents?
 23 A. I don't think that's what that's meant to be saying.
 24 I've no idea who took these minutes, but I don't think
 25 that's the case.

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1 Q. It certainly reads that way.
 2 A. It does read that way, but I don't think that's the
 3 intention.
 4 Q. Right.
 5 It's certainly the case, isn't it, that there was no
 6 standing decision that the FRA reports would be sent to
 7 the relevant residents in the relevant buildings when
 8 they were produced, regardless of whether the actions
 9 identified had or hadn't been completed?
 10 A. I don't know what protocol was in place for
 11 communicating fire risk assessments to residents.
 12 Q. Can we then move to the summer of 2013, {TMO10003124}.
 13 This is a report produced by Matt Hodgson in July 2013
 14 for the TMO and it's called a safety management review.
 15 Do you remember seeing this document —
 16 A. Erm —
 17 Q. — looking at its first page?
 18 A. I don't. It doesn't immediately come to mind.
 19 Q. Right.
 20 Do you remember being interviewed as part of
 21 a safety management review at this time?
 22 A. I remember talking to Matt Hodgson, and Matt Hodgson is
 23 the consultant who did the health and safety training
 24 that I was talking about earlier.
 25 Q. Right.

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1 Can we go to page 5 {TMO10003124/5}. You can see
 2 there under "1.2 Scope of Report" in the middle of the
 3 page that a number of individuals were "interviewed" as
 4 part of the audit. Top of the list there is
 5 Janice Wray, and about halfway down the list you can see
 6 your name. Do you see that?
 7 A. Yes.
 8 Q. Did you read this report when it came out?
 9 A. As I say, I don't recall it, but I may well have seen
 10 it.
 11 Q. Were you made aware of its recommendations?
 12 A. I don't recall.
 13 Q. Can we look at page 8 {TMO10003124/8}, please. This is
 14 within the executive summary. The last paragraph on
 15 that page says this:
 16 "The governance of H&S requires a serious review as
 17 the responsibility for different risk areas sit within
 18 different departments and not because the decision was
 19 made at committee but more through default. Due to the
 20 shortfall in compliance data sent up to the exec
 21 committee there is a lack of focus and leadership in
 22 making the important changes or decisions to manage risk
 23 effectively. This issue is not helped by a breakdown in
 24 communication between the H&S and other departments
 25 specifically in relation to the completion of actions as

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1 raised in statutory reports. The business needs to
 2 decide who has the authority to enforce this process.
 3 H&S roles and responsibilities in job descriptions and
 4 in the H&S policy do not match expectation of some
 5 directors involved in compliance management."
 6 Did you read that paragraph, do you think?
 7 A. I don't recall.
 8 Q. Did anybody bring the gist of the findings in this
 9 paragraph to your attention at or after this time?
 10 A. I don't remember.
 11 Q. Right. It's something that you would remember — is
 12 this right? — if somebody had told you what I've just
 13 read to you?
 14 A. I just have no recollection of this report specifically
 15 at this distance.
 16 Q. Now, we can see that there are a number of issues or
 17 concerns raised here.
 18 Is it correct, to the best of your recollection,
 19 that responsibility for different risk areas sat within
 20 different departments?
 21 A. Yes, but the structure that I described earlier was in
 22 place, which was that the health and safety team were
 23 responsible for the strategy and policy and fire risk
 24 assessments, and communicated to different departments
 25 the actions from those to be completed and monitored

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1 them. That was — and I think it's the dynamics between
 2 those various parties that is probably being referred to
 3 here.
 4 Q. Well, we can see what's being referred to. My question
 5 really is asking you factually whether these findings
 6 are correct. I'm just putting this to you.
 7 He has identified a shortfall in compliance data
 8 being sent to the executive committee; would you agree
 9 with that?
 10 A. I don't know.
 11 Q. You don't know?
 12 A. I wasn't part of the executive committee, so I don't,
 13 no.
 14 Q. Do you know what kind of compliance data the executive
 15 committee lacked?
 16 A. I wasn't part of the executive committee so I wouldn't
 17 have had sight of any information that was given to —
 18 Q. Do you remember whether there was a breakdown in
 19 communication between health and safety and other
 20 departments specifically in relation to the completion
 21 of actions from statutory reports?
 22 A. I wouldn't say there was a breakdown, but I think there
 23 was room for improvement on how actions were
 24 communicated.
 25 Q. I mean, do you remember there being a problem at the

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1 time about communication between health and safety and
 2 other departments about the completion of FRA actions?
 3 A. I mean, they're not the precise words that I would use
 4 to describe it, that's clearly what Matt Hodgson has
 5 used to describe it.
 6 Q. Yes. How would you describe it?
 7 A. Well, for example, it was clarity of what the action was
 8 required. So some of the fire risk actions would be
 9 unclear or would maybe give an action to — for one of
 10 the contract management team to investigate an issue and
 11 come up with a solution. Well, they weren't the
 12 experts, they were looking for the fire risk assessor to
 13 tell them what action was required, and then there could
 14 be a clear instruction to a contractor to complete the
 15 works, and I felt that by streamlining that process
 16 would be a significant improvement, rather than —
 17 because I think that the contracts management team were
 18 spending a lot of time trying to work out what the
 19 appropriate action was, when in fact they didn't have
 20 the technical expertise to decide.
 21 Q. Now, he also goes on to say, as I've read to you in the
 22 penultimate sentence:
 23 "The business needs to decide who has the authority
 24 to enforce this process."
 25 Do you know whether the business did actually make

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1 that decision?
 2 A. Certainly going forward from this point or from when
 3 Barbara Matthews joined the organisation, she gave very
 4 clear leadership on health and safety and that I think
 5 clarified a lot of these issues.
 6 Q. Right.
 7 Can we go to page 9 {TMO10003124/9}, please. We can
 8 see on page 9 here that there are a series of
 9 recommendations, in fact 39 in all, that we've managed
 10 to count. Can we please look at the second one, which
 11 is:
 12 "Take action to resolve the significant volume
 13 outstanding actions unresolved in statutory reports
 14 especially in relation to fire risk assessments. Once
 15 the backlog has been brought under control establish
 16 a process to monitor and track completion of report
 17 actions as matched against priorities identified in the
 18 reports.
 19 "Timescale: 3 months to resolve the backlog of
 20 actions."
 21 So we can see from that that Mr Hodgson had picked
 22 up a significant volume, to use his words, of
 23 outstanding actions; yes?
 24 A. Yes.
 25 Q. We can also see that he thought that the resolution of

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1 that backlog was of the highest priority .
 2 A. Yes.
 3 Q. Priority 1, he has given it; yes? And also that it
 4 should be done within three months.
 5 To your knowledge, was action taken as recommended
 6 here that I've just read to you?
 7 A. I think that description is simplified . This didn't
 8 recognise the scale of the issue that would need to be
 9 addressed here, because there was a more fundamental
 10 issue that we needed to address, which was the — it was
 11 about procurement, getting the right contractors who
 12 could actually deliver these works, having the right
 13 team who could manage the information to ensure that
 14 things were done and recorded effectively, and that we
 15 had an effective database and data source that was
 16 reliable and populated. So — which is a fundamental
 17 root and branch review of what the organisation was
 18 doing that was required, and I felt that this — I don't
 19 think that action realistically portrayed what needed to
 20 be done.
 21 Q. Right.
 22 Was this recommendation brought to your attention at
 23 the time?
 24 A. I think it probably was but, as I say, I don't remember
 25 this report being discussed in great detail .

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1 Q. Do you know who brought this report to your attention at
 2 the time?
 3 A. As I say, I don't remember this report specifically . It
 4 was — it's —
 5 Q. Sitting here now, you're saying, are you, that item 2,
 6 recommendation 2, was unrealistically optimistic?
 7 A. I didn't think it recognised the full complexity of what
 8 the challenge here —
 9 Q. You say you didn't think it recognised; that seems to
 10 indicate that at some point in the past that was your
 11 view?
 12 A. It was my view then, it's my view now, that that didn't
 13 reflect what needed to be done.
 14 Q. But if no one brought this to your attention at the
 15 time, how could you have a view about it?
 16 A. I'm reading it now and that's my interpretation of
 17 what —
 18 Q. Right, I see.
 19 So just to be clear about this, nobody actually came
 20 to you at the time and said, "Peter, we need to take
 21 action to resolve the significant volume outstanding
 22 actions", et cetera?
 23 A. As I say, I can't remember this specific report at this
 24 distance. I just can't remember it.
 25 Q. Well, let's see how we go with this. Can we go to

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1 page 33 in this document {TMO10003124/33}, which deals
 2 with FRAs themselves, fire risk assessments, as you see
 3 from the top of the page, and it says in the middle
 4 paragraph:
 5 "Keystone is not up to date with FRA reports so it
 6 is not possible to assess how compliant the business is
 7 with regards current FRA reports. One issue that is
 8 known and can be measured is the volume of outstanding
 9 FRA actions created in the reports held. The FRA report
 10 actions get pushed out to one of three locations —
 11 Assets and Regeneration, Neighbourhood and Repairs."
 12 And the third isn't there, or maybe the third is
 13 repairs :
 14 "There are currently somewhere between 900—1000
 15 outstanding FRA actions. Janice Wray has established
 16 a spreadsheet showing departmental progress and hosts
 17 meetings to discuss progress."
 18 Now, we can see that Mr Hodgson identifies these
 19 three locations: assets and regeneration, neighbourhood,
 20 and repairs as the third one, I think.
 21 The first and third, assets and regeneration and
 22 repairs, were within your directorate, weren't they?
 23 A. No, repairs wasn't.
 24 Q. Well, to some extent they were, with the qualification
 25 about M&E.

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1 A. I think this is referring to departments, so I think
 2 when that's referring to repairs, I assume that means
 3 Repairs Direct.
 4 Q. I see. Right.
 5 In terms of enforcing compliance with completion of
 6 actions, at least in respect of assets and regeneration
 7 as one of the locations, that would have fallen to you.
 8 A. Yes.
 9 Q. How did you monitor completion of FRA actions within
 10 your department?
 11 A. So I think from around this time, this is when
 12 information started to be produced from Janice Wray
 13 giving a breakdown of actions and ageing profiles.
 14 Q. Was the origin of that the master list we saw referred
 15 to in the 27 February —
 16 A. I couldn't honestly say. Janice would know that.
 17 Q. Were you asked to do anything to implement the
 18 recommendations made in the Hodgson report, even if
 19 in fact you hadn't seen it as a document at the time?
 20 A. I don't remember it formally being issued in that way,
 21 that this was a report that was adopted and delivered,
 22 but the issues that are detailed in that report were
 23 clear and obvious from the — my initial review of what
 24 was happening and the performance of the team, and so
 25 that formed the action that I took from this point

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1 forward, yes.
 2 Q. Can we go, please, to {TMO10003604}. This is a minute
 3 of the meeting of the operational health and safety
 4 committee on 12 September 2013, and as you see from the
 5 list of those present, you are one of those present,
 6 along with Janice Wray. Do you see that?
 7 A. I do.
 8 Q. If you look at the introduction it says:
 9 "The purpose of the meeting is to review the current
 10 Health and Safety procedures and enhance current
 11 processes; ensuring the correct members within the
 12 organisation have the appropriate management strategies
 13 and the necessary resources in place to meet
 14 compliancy."
 15 Then there is an agenda.
 16 Was that introduction, or rather the review referred
 17 to in the introduction, in consequence of the Hodgson
 18 report, do you remember?
 19 A. I don't remember.
 20 Q. Can we look at page 3 {TMO10003604/3}, please, bottom of
 21 page 3 and over to page 4, paragraph 2.2. This is under
 22 the heading "Agreeing Agenda":
 23 "JW [that's Janice Wray] explained she felt much of
 24 the H&S approach was reactive and responsive rather than
 25 proactive and was in line with budgetary implications,

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1 and felt there was no assurance that agreed actions were
 2 being met going forward i.e. Void standards, fire
 3 stopping and felt processes need to be put in place to
 4 confirm things are effectively progressed and
 5 concluded."
 6 Would you agree with that?
 7 A. I mean, the specific issues raised there are really
 8 Repairs Direct issues in terms of voids, firestopping,
 9 but for the contracts that I — were under my division,
 10 there were — I certainly felt that trying to fix this
 11 problem by responding to the actions of fire risk
 12 assessments wasn't the right approach. It needed a much
 13 more fundamental root and branch review, making sure
 14 that you had in place clear contracts, clear contract
 15 management structures, so that actions were — all fire
 16 and health and safety actions were being addressed as
 17 part of those contracts, and reducing — that would
 18 reduce the amount of work that was being generated
 19 through the reactive fire risk assessment process.
 20 Q. Yes. Does that tell us, what you've just said, that
 21 Janice Wray's view was correct, that much of the H&S
 22 approach was reactive and responsive rather than
 23 proactive, not least because you didn't necessarily have
 24 a grip on the contracts in place to be proactive?
 25 A. Well, I think not just a grip on the contracts; the

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1 contracts that were in place I didn't think were
 2 appropriate.
 3 Q. So you agree with me, I think?
 4 A. Yes.
 5 Q. Budgetary implications. Was budget an issue or problem
 6 which was getting in the way of getting to grips with
 7 the FRA actions?
 8 A. I don't believe it was.
 9 Q. Right.
 10 Do you agree that there was a need for effective
 11 processes to ensure progression and conclusion?
 12 A. Yes.
 13 Q. Did you agree with or accept Janice Wray's overall
 14 assessment that I've just read out to you?
 15 A. Yeah.
 16 Q. You did.
 17 Were such processes put in place as a consequence of
 18 this meeting?
 19 A. Yes.
 20 Q. They were.
 21 Now, let's then move forward and see how this
 22 evolves over time.
 23 We next, I think, go to the minutes of the
 24 operational health and safety committee meeting on
 25 17 January 2014, {TMO00840384}. That's the first page

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1 of the minute. You're present, together with
 2 Janice Wray and others.
 3 If we go, please, to page 1 to 2, at the bottom of
 4 page 1, last bullet point under "Matters Arising":
 5 "The fire brigade haven't come back with dates for
 6 visiting. They have said that they are interested in
 7 seeing the W2 workflow process and looking particularly
 8 at any outstanding FRA actions which relate to
 9 compartmentation. Janice has been asked to talk to
 10 Michael about the information they will be shown as they
 11 will be looking to make sure that we are completing the
 12 actions which means that they will be looking at things
 13 in more details."
 14 Michael I think was Michael Lyons, who was also
 15 present; is that right?
 16 A. Yes, it looks like.
 17 Q. Why was Janice Wray to talk to Michael Lyons?
 18 Specifically, was it to control the information that was
 19 being shared with the LFB?
 20 A. Sorry, I don't understand.
 21 Q. Well, if you go back to the bottom of page 1, it says:
 22 "Janice has been asked to talk to Michael about the
 23 information they will be shown ..."
 24 That's the Fire Brigade, I'm assuming:
 25 "... as they will be looking to make sure that we

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1 are completing the actions which means they will be
 2 looking at things in more detail."
 3 So my question is: was Janice Wray to talk to
 4 Michael Lyons in order to control the information that
 5 was to be shared with the London Fire Brigade?
 6 A. I don't know.
 7 Q. You don't know.
 8 What was your understanding at the time of this
 9 meeting about what that signified or meant?
 10 A. Sorry, I've got no recollection of this meeting
 11 specifically.
 12 Q. Was there a general concern on the part of the TMO that
 13 the LFB would be looking at things in more detail?
 14 A. I don't think so.
 15 Q. Was there a concern at the time that the LFB might, when
 16 they did look at things in more detail, be alarmed at
 17 the volume of outstanding FRA actions?
 18 A. I'm not aware because I think — I mean, I didn't have
 19 any direct involvement in the liaison between the TMO
 20 and the Fire Brigade. I understood that Janice
 21 communicated fire risk assessments to the Fire Brigade,
 22 but I've no idea what sort of dialogue was going on
 23 between the two parties.
 24 Q. You see, you're at this meeting, and this is a minute of
 25 a meeting you're at, and I'm asking you: was there, from

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1 what you could see or hear, a concern on the part of the
 2 TMO that the LFB, once they looked into matters in more
 3 detail, might be alarmed at the volume of then
 4 outstanding FRA actions?
 5 A. I don't know, I can't remember this meeting.
 6 Q. All right.
 7 Let's go on to page 2 {TMO00840384/2}. In the first
 8 main paragraph on that page, the note says:
 9 "At the moment we are working from fire risk
 10 assessment reports and have until June to complete all
 11 actions. Michael suggested that the Fire Brigade be
 12 advised of the volume of outstanding FRA actions.
 13 However, consensus of the group was that this would
 14 result in more scrutiny from the LFB and also possible
 15 enforcement action so agreed that we would not disclose
 16 this level of detail at this stage.
 17 "JRP have reported back and have put the actions
 18 into programmes of works for Alex's team. Michael will
 19 look at these programmes and see how these can best be
 20 progressed in order to meet the LFB's timescale.
 21 Michael said it would take him about two weeks to go
 22 through everything so he would give an update at the
 23 next meeting."
 24 Now, we can see from what I've just read to you
 25 Michael Lyons suggesting that the LFB should be told

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1 about the issue with the FRAs, but that didn't find
 2 favour with the meeting, did it?
 3 A. I can't remember this meeting and I haven't seen these
 4 minutes since then.
 5 Q. Right. So if you can't remember, can we just proceed
 6 then on the basis that these minutes are exactly as
 7 written, in other words what was said at the meeting is
 8 accurately recorded here?
 9 A. I can't remember, I have no recollection.
 10 Q. Right.
 11 It looks very much from this that there was concern
 12 on the part of the TMO about the LFB's increased
 13 scrutiny of outstanding FRA actions.
 14 A. I don't know if that's true or not. That was purely
 15 dealt with by the health and safety team, so I don't —
 16 I didn't have any direct insight into that.
 17 Q. Did you not have a feeling at the very least from this
 18 meeting that there was a problem with the state of the
 19 FRA issue to the extent that you were worried about what
 20 the LFB might make of it?
 21 A. I was certainly — I was very clear that there was
 22 an issue with fire risk assessment actions.
 23 Q. And that there was a concern that the LFB might find
 24 out, if they exercised more scrutiny, quite what the
 25 extent of outstanding FRA actions was and put the TMO at

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1 risk of enforcement action.
 2 A. I don't have recollection of that second bit, and it
 3 wasn't my area of responsibility, so I wasn't really —
 4 I wouldn't have been in that level of detail.
 5 Q. No, but you were at the meeting where these things were
 6 discussed, and I'm just seeking to —
 7 A. I mean, I have no — sorry, I can't help. I haven't got
 8 any recollection of this.
 9 Q. Okay.
 10 Some people reading this minute cold, like I am,
 11 because I wasn't there, might think that the TMO were
 12 intent on sweeping this issue under the carpet and at
 13 least keeping it from the LFB; would that be fair?
 14 A. I can see why you could read it like that.
 15 Q. Yes.
 16 Let's move on. 21 March 2014 is another operational
 17 health and safety meeting, {TMO00840881}. You were
 18 there as well as Janice Wray and Michael Lyons and
 19 others. You can see that this meeting included, if you
 20 go, please, to page 2 {TMO00840881/2}, a discussion of
 21 actions arising from FRAs. It says:
 22 "This actions are now to be progressed by property.
 23 "The stats presented to the meeting show for each
 24 team the total number of actions allocated through the
 25 W2 system since it was introduced on 1st August and the

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1 numbers which have been fully completed, partially
 2 completed and those that remain outstanding."
 3 Do you see that?
 4 A. Mm—hm.
 5 Q. It goes on {TMO00840881/3}:
 6 "In order to provide each team with more
 7 comprehensive information on the status of their
 8 allocated actions Janice agreed forward reports.
 9 Further, she agreed that, in advance of future meetings,
 10 she would provide each team with a current breakdown of
 11 all their actions to supplement the summary presented to
 12 this group. The pre—W2 back log is approximately 1400
 13 and Michael confirmed that he has raised orders with RD
 14 [Repairs Direct] for the responsive repairs. He will
 15 provide details to Janice so that these actions can be
 16 recorded as partially complete, with the aim for them
 17 all being fully completed by end of June in line with
 18 LFB deadline."
 19 Just explain to us what the W2 system was and the
 20 pre—W2 backlog.
 21 A. So W2 was a process — I can't remember the name, it was
 22 a process management system, so it — a workflow system,
 23 so it was — gave you the ability to store documents but
 24 also to allocate actions and to track actions, so —
 25 Q. We can see it was introduced on 1 August, that must be

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1 2013.
 2 A. Mm—hm.
 3 Q. So was the proposal that that system should be used now
 4 in order to track outstanding and completed FRA actions?
 5 A. Yes, and I think prior to that it was probably monitored
 6 through a spreadsheet system, which is vulnerable to —
 7 Q. Okay.
 8 Now, we can see, as I've just read to you, that as
 9 at the date of this meeting, 21 March 2014, there
 10 appeared to be some 1,400 actions in the pre—W2 backlog.
 11 Can you help us with whether that number of outstanding
 12 actions was a large number, a medium sized number or
 13 a small number of outstanding actions in the context of
 14 the overall TMO housing stock?
 15 A. I think that's a high number.
 16 Q. That's a high number?
 17 A. That's an opinion, I don't have any insight into the
 18 volume of actions coming through or the ageing and the
 19 prioritisation of those actions, but that to me
 20 instinctively says that that number should be smaller
 21 than that.
 22 Q. Was that of significant concern to the TMO at the time,
 23 do you remember?
 24 A. Yes.
 25 Q. Was there a target number to come down to?

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1 A. Well, not as such from that 1,400, but the target was
 2 that actions were resolved and closed within timescales
 3 according to their priorities .
 4 Q. Right.
 5 We can see at the end of that paragraph I've just
 6 read to you that there was an LFB deadline, which looks
 7 as if it was the end of June; is that correct?
 8 A. I didn't know what the LFB — I don't know what the LFB
 9 deadline was.
 10 Q. Right. You were at the meeting; do you not remember
 11 a discussion about the LFB deadline or —
 12 A. I don't know what the LFB deadline is. I had no —
 13 Q. Did you see this minute after the meeting?
 14 A. I probably did, but it's some time ago and I didn't have
 15 any direct involvement with liaison with the LFB, so
 16 that wouldn't be an issue that I would have had any
 17 direct involvement with.
 18 Q. Were the minutes of the operational health and safety
 19 committee regularly circulated to you after the meeting
 20 so that you could check the minutes?
 21 A. I don't remember.
 22 Q. Right. I mean —
 23 A. I assume they were.
 24 Q. Yes, I was going to ask you. You can't remember
 25 specifically each one, but in terms of the practice, do

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1 you remember that the practice was that you would see
 2 these minutes after the meeting?
 3 A. Yes.
 4 Q. Would it be your practice that if there was something in
 5 the minutes that you didn't understand, such as,
 6 for example, what the LFB deadline was, that you would
 7 go and talk to somebody about it so that you would
 8 understand what it was that was being discussed at the
 9 meeting at which you were present?
 10 A. Certainly if it had my name against it, but that had
 11 Michael Lyons' name against it, so it might not be
 12 something that I would look at.
 13 Q. Right, I see. So is this right: because this was
 14 a Michael Lyons matter, you didn't trouble yourself to
 15 understand it?
 16 A. I mean, my focus was really on the issues for myself and
 17 my team, so that wasn't something that I was
 18 specifically aware of or ... I don't remember looking at
 19 the detail of that.
 20 Q. Now, below that in this same minute you can see — and
 21 it's a little bit difficult because the numbering has
 22 gone a little bit wrong, but between the 4 and the 5 it
 23 says:
 24 "The risk allocation in the FRA actions is as per
 25 the definitions set out at the beginning of the

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1 assessment programme and as agreed with the LFB. If,
 2 however, anyone feels that a risk has been wrongly
 3 assessed please let Janice know."
 4 Was that an invitation to challenge the assessment
 5 of risk within the FRA itself, or was it the priority
 6 rating of the FRA actions?
 7 A. I guess it could be either, really.
 8 Q. Right. Why would there be a challenge to the risk
 9 allocation?
 10 A. I don't know, but you'd need to look at the detail,
 11 I suppose, of each thing that you — I mean, challenge
 12 is a — might question whether what has been defined in
 13 the fire risk assessment is correct or whether it's been
 14 correctly prioritised, or whether the action that's been
 15 allocated is actually doable within the timescale that's
 16 been specified.
 17 Q. What would happen if anybody did feel that a risk had
 18 been wrongly assessed and told Janice Wray?
 19 A. I guess there would be a conversation with Janice and
 20 potentially with the risk assessor —
 21 Q. Right.
 22 A. — to clarify whether that was appropriate and whether
 23 there was a different way of looking at it if that was
 24 appropriate.
 25 Q. Did you ever take up Ms Wray's invitation to challenge

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1 the FRA risk rating of any items?
 2 A. I think I did talk about some specific issues, because
 3 I think I felt that sometimes it was important to
 4 recognise sometimes how long things will take. So if
 5 you're given three weeks to do a task that's going to
 6 take three months, you're set up to fail, so I think it
 7 was about trying to get a bit of realism in there and
 8 understand whether there was any way of mitigating that
 9 risk in the short term or, you know, is the job
 10 allocated appropriately or not.
 11 Q. Right. But that wouldn't be challenging the wrong
 12 assessment of a risk. That might be challenging the
 13 timescale within which Mr Stokes had set for it to be
 14 cured.
 15 A. Yeah.
 16 Q. But really what I'm asking is whether you ever took up
 17 Ms Wray's invitation to challenge the FRA risk rating,
 18 such as whether it should be red, amber or green.
 19 A. I think "challenge" is a strong word. I think it's —
 20 you know, I think there would be discussion to clarify
 21 some issues certainly.
 22 Q. Right. Well, let me try it again.
 23 Where she says, "If ... anyone feels that a risk has
 24 been wrongly assessed please let Janice know", did you
 25 ever yourself go to Janice Wray and say, "I think a risk

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1 has been wrongly assessed as a risk", in other words
 2 wrongly assessed as a green when it should be a red or
 3 wrongly assessed as a red when it should be a green?
 4 A. Possibly, I may have had conversations on discrete
 5 points, but I can't remember specific examples off the
 6 top of my head.
 7 Q. What would give you the expertise to do that?
 8 A. I wouldn't have the expertise, other than to be able to
 9 question whether the assessor has got it right, but
 10 ultimately the assessor's view would be final. That's
 11 not to say that I couldn't say, "Is that correct?"
 12 Q. Right. So the assessor's view would be final?
 13 A. Yes.
 14 Q. Right. So, just to be clear, you would never pretend —
 15 is this right? — to have better expertise at risk
 16 assessment than the fire risk assessor retained by the
 17 TMO?
 18 A. No, and I have no qualification in this at all other
 19 than as a layperson who would look at something and
 20 think: is that right? And have a conversation to
 21 clarify that.
 22 Q. Yes, I see.
 23 Can we then turn to the next meeting I want to show
 24 you, 20 June 2014, {TMO10009784}. This is a health and
 25 safety operational meeting on that date. We can see

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1 that you are present, as is Janice Wray and others.
 2 Can we please turn to page 2 {TMO10009784/2}. On
 3 that page, you can see that there is a heading, "FRA
 4 Statistics", a third of the way down:
 5 "JW confirmed that there had been a lot of progress
 6 for the responsive repairs in relation the FRA's. The
 7 121 jobs outstanding are on track to be completed by the
 8 end of June. PM highlighted that there are 30 actions
 9 which are linked to Estates Services training e.g.
 10 emergency lighting and smoke alarms which have been
 11 arranged.
 12 "PM asked JW to clarify which of the actions could
 13 be defined as absolute requirements and which were best
 14 practise. JW to clarify how many of the actions are
 15 Reds (priorities)."
 16 What information were you seeking from Janice Wray?
 17 A. I don't remember.
 18 Q. Why did you need clarification about what actions were
 19 reds?
 20 A. Erm ... I think I was looking — it sounds like I'm
 21 looking to prioritise the work so we can make as much
 22 headway as we possibly can here.
 23 Q. Surely this was just a matter of looking at the FRA
 24 itself and seeing the colour?
 25 A. Erm ... I'm looking — I mean, I'm looking — I was

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1 looking for a summary so I could manage — you know,
 2 rather than delving into the detail of every fire risk
 3 assessment, I was looking for some higher level
 4 information that I could help manage my team and my
 5 process.
 6 Q. Well, you see, those two sentences —
 7 A. To be honest, as I read it again, I don't really
 8 understand the minute, and so I'm trying to answer your
 9 question but I really have no — I had no recollections
 10 of the specific point that we were talking about there.
 11 So, yeah.
 12 Q. Well, let's see if I can suggest to you what this looks
 13 like.
 14 Is it right that you were actually asking
 15 Janice Wray to tell you which of the actions could be
 16 defined as truly red, absolute requirements, and which
 17 of the red ones might be treated as a little bit less
 18 red, perhaps a bit amber?
 19 A. I don't know.
 20 Q. Maybe green.
 21 A. Or maybe I'm looking at just a number of actions and not
 22 being able to say what priority they are at all.
 23 Q. Well, it doesn't say that. It says that you're after
 24 clarification which of the actions could be defined as
 25 absolute requirements and which were best practice.

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1 Now, given that the FRAs had a traffic light system,
 2 why not simply follow the traffic light system in the
 3 FRAs rather than seeking clarification?
 4 A. I can't remember why I asked that.
 5 Q. Were you trying to trim down the reds to see if you
 6 could treat some as less red than others?
 7 A. I'm sure I was trying to ensure that we got through the
 8 backlog that was there as quickly as possible and
 9 therefore understand which ones were the priorities.
 10 Q. Which ones are the priorities were already set out in
 11 the FRAs as red. Those were the priorities. Why did
 12 you need any further clarification?
 13 A. Well, this suggests that maybe I couldn't see that in
 14 the data that I was looking at, maybe we were discussing
 15 at this meeting, and maybe that's why I was asking for
 16 clarification.
 17 Q. Do you remember whether Janice Wray responded to you and
 18 said, "I will show you how many of the actions are reds
 19 by showing you the FRAs where they are red"?
 20 A. Well, the action is from Janice here, so it is for her
 21 to clarify how many of the actions are red, so that
 22 sounds like the data that I was looking at didn't
 23 clarify that point.
 24 MR MILLETT: I see.
 25 SIR MARTIN MOORE—BICK: Sorry to interrupt you, Mr Millett.

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1 It may be you don't remember anything about this
 2 meeting, but I'm not clear whether you're working here
 3 off the FRAs themselves, which would have the red,
 4 amber, green notation, or whether you're working off
 5 something in the nature of a spreadsheet that did or
 6 didn't show those things. It looks as though it might
 7 have been a spreadsheet, but do you recall at all?
 8 A. Almost certainly the latter, because we never reviewed
 9 fire risk assessments themselves. I would have
 10 remembered that. It would have been the data — the
 11 extract data that we were looking at clearly had some
 12 questions that I was trying to understand.
 13 SIR MARTIN MOORE—BICK: Yes, but if it was a datasheet or
 14 a spreadsheet, did it not also show the red, amber,
 15 green notation?
 16 A. It would suggest from my clarification that it didn't.
 17 SIR MARTIN MOORE—BICK: Yes, but you don't have
 18 a recollection —
 19 A. I don't remember specifically.
 20 SIR MARTIN MOORE—BICK: All right, thank you.
 21 MR MILLETT: But I think we saw a document earlier which
 22 suggested that you did know that there was a traffic
 23 light system in operation.
 24 A. There was, but actually, you know, from this point
 25 forward and into the operations committee meetings

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1 beyond this, the month by month reports weren't broken
 2 down, so the number of actions allocated were shown by
 3 due date but not by colour, by priority colour.
 4 So at this stage we were — from having, from what
 5 I could see, very little high-level information, we were
 6 getting some high-level information, but we were forming
 7 it into something that was a bit more useful from
 8 a management perspective.
 9 Q. Right, I see.
 10 Moving, then, to February 2015, {TMO00869479}. This
 11 is a meeting of 23 February 2015 of the health and
 12 safety operational committee, and again you can see that
 13 you were present.
 14 Stay on the first page, "Grenfell Tower
 15 Fire Safety", towards the bottom of the page, you can
 16 see a reference to that there, and then "FRA stats" at
 17 the bottom of the page:
 18 "JW confirmed that there had been an improvement in
 19 the number of outstanding FRA's. AB had a contractor
 20 who was undertaking the FRA's in each. After a recent
 21 review Lancaster West has now become a priority and JW
 22 and Siobhan Rumble are in discussions about this.
 23 "PM suggested that it would be useful to have more
 24 information in relation to the priority levels and
 25 nature of each outstanding FRA. PM and JW to discuss at

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1 a later stage. JW confirmed that the team are managing
 2 and prioritising the FRAs and that there will always be
 3 some outstanding FRAs due to the nature of the
 4 assessments.
 5 "JW to split the outstanding FRAs into high, medium
 6 and low categories with targets."
 7 First, if one just goes back to the bottom of
 8 page 1, you will see, as I read to you, that there had
 9 been a recent review of Lancaster West which had become
 10 a priority.
 11 Why had Lancaster West become a priority? This is
 12 February 2015.
 13 A. I don't remember.
 14 Q. Was it anything to do with the FRA carried out at
 15 Grenfell Tower on 17 October 2014?
 16 A. I don't know.
 17 Q. You don't know?
 18 A. I don't know.
 19 Q. Now, continuing with the rest of it I've read to you,
 20 and the action note at the end on page 2 to split the
 21 outstanding FRAs into high, medium and low, you're
 22 recorded here as seeking more detail about the priority
 23 of FRAs. Was that in relation to fire risk assessments
 24 that had not been completed or was it in relation to the
 25 actions arising from the FRAs?

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1 A. The actions. I think it's the point we discussed in
 2 your last point, which is getting some more granular
 3 detail on what the actions were by priority.
 4 Q. I see. So you needed more — is this right? — detail
 5 about what actions actually needed to be carried out?
 6 A. At this level, so at a management level, what I was
 7 hoping to get is a better management tool so I could see
 8 where the issues were and what needed to be actioned,
 9 what the priority —
 10 Q. So you're asking, in fact, for more information in
 11 relation to the priority levels of each outstanding FRA
 12 as well as their nature. Why did you need to understand
 13 their priority levels?
 14 A. Because that dictates the time in which they need to be
 15 resolved, and also their urgency and the level of risk.
 16 Q. But, again, we're now in February 2015. We've seen
 17 earlier requests for details on prioritisation. By this
 18 stage, did you not have a document, whether it was the
 19 original FRAs or whether it was a spreadsheet, which
 20 reflected the priorities accorded to the actions by the
 21 fire risk assessor?
 22 A. It would appear not, because that's what I'm asking for.
 23 I mean, obviously there would be the fire risk
 24 assessment report itself available, but that is — there
 25 are 10,000 properties, and that's a lot of work. I was

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1 looking for something which would give an overview that
 2 would help me steer and direct the compliance in this
 3 field.
 4 Q. Was this the same information about priority levels that
 5 you had asked for in June 2014?
 6 A. Was June 2014 the last document we looked at?
 7 Q. Yes.
 8 A. Yes, I think so.
 9 Q. So is this right: some seven, perhaps eight months had
 10 gone by between you asking for clarity about
 11 prioritisation but had not received it?
 12 A. Possibly.
 13 Q. You say possibly; it looks on the documents that that is
 14 the case.
 15 Were you asking for any different information here
 16 in February 2015 from the information about priority
 17 that you were asking in the June of 2014 that we saw?
 18 A. I think it seems to me like it's the same information
 19 that I'm requesting.
 20 Q. Right.
 21 Can you account for why it was that you kept having
 22 to ask for this prioritisation information?
 23 A. I don't remember.
 24 Q. Can you account for why what you had asked for first
 25 time in June 2014 had not been given to you?

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1 A. I don't know what the offline conversation was between
 2 myself and Janice that was referred to in those minutes,
 3 I can't remember that.
 4 Q. Did you ask Janice Wray or take her to task on the fact
 5 that you had asked for this information seven months
 6 previous and still hadn't got it, and ask her why that
 7 was?
 8 A. I can't remember a specific conversation.
 9 Q. Right.
 10 Now, the minutes suggest — they say, actually, at
 11 the top of page 2 — that you and Janice Wray would
 12 discuss this at a later stage. Why was it necessary to
 13 discuss it at a later stage?
 14 (Pause)
 15 A. I assume that it was an issue that wasn't going to be
 16 resolved at this meeting and that I'd agreed to have
 17 an offline conversation with Janice.
 18 Q. Right. Did you have an offline conversation with her?
 19 A. I'm sure I did, but I can't remember specifics.
 20 Q. When you say offline, do you mean secret or unrecorded
 21 or ...?
 22 A. I don't know what would be secret about any of this.
 23 This would be about trying to gain an understanding
 24 between my team and the health and safety team.
 25 Q. You can't remember the specifics, but do you remember

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1 when you had this offline conversation with her about
 2 the matters to be discussed at a later stage as
 3 indicated here?
 4 A. I don't.
 5 Q. Do you know why Janice Wray needed to split the
 6 outstanding FRA actions into categories with completion
 7 dates?
 8 A. Because that would have helped me understand the task
 9 that I was — that was in hand. I was trying to ensure
 10 that the fire risk assessment actions were resolved in
 11 accordance with timescales and priorities.
 12 Q. What was the process or procedure before that point?
 13 A. I don't know.
 14 Q. Well, you had a procedure at that moment. You were
 15 obviously working on outstanding FRA actions. What —
 16 A. Sorry, beyond which point are we talking about?
 17 Q. At this point, this is February 2015. What was the
 18 process or procedure for prioritisation and identifying
 19 completion dates before Janice Wray did the split-out
 20 that you had asked for?
 21 A. It was the same process that we described earlier. So
 22 Janice would allocate an action to a team, whether it be
 23 repairs or the contract management team. They would
 24 action that repair through the contract. When they had
 25 confirmation that that repair was done, they would

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1 report it back to Janice, who would close off the action
 2 in the fire risk assessment.
 3 Q. Yes, I see.
 4 A. So there were a number of issues. One was the process
 5 itself was quite bureaucratic of communicating between
 6 various teams, but also there was the detail of the
 7 action that was actually carried out by the contractor.
 8 Q. Right, I see.
 9 A. So —
 10 Q. So she —
 11 A. And what I was looking for was an overview so I could
 12 see what the priorities were and where any issues were
 13 that needed to be addressed.
 14 Q. Right. But that was a goal, an overview, which you had
 15 been seeking from really very early on in your role as
 16 director of assets and regeneration, wasn't it?
 17 A. Yes.
 18 Q. As we've seen so far this afternoon. So we're now
 19 pretty much two years into your role.
 20 Can you account for why, even two years in, you
 21 didn't have an overview of the priorities and completion
 22 dates of outstanding FRAs?
 23 A. I can't remember exactly what data I did have at that
 24 time. That was something that would have been reviewed
 25 at these meetings, and going forward. I don't remember

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1 the specifics. There may have been something ...
 2 Q. Was the intention that Janice Wray's categories would
 3 match those already given to the actions by the fire
 4 risk assessor, or would she do some other form of
 5 categorisation?
 6 A. No, it was the same as the fire risk assessments.
 7 Q. Right.
 8 Sticking on this page for the moment
 9 {TMO00869479/2}, when it says, "there will always be
 10 some outstanding FRAs due to the nature of the
 11 assessments", what did that mean, do you remember?
 12 A. Well, it's a process. There will always be a flow of
 13 work. You'll always have some actions which are to be
 14 completed. The task was to make sure that they were
 15 done within the time prioritised.
 16 Q. Okay.
 17 How would it be safe to have FRAs in a permanent
 18 state of uncompleted actions?
 19 A. Well, because risk assessments will be carried out on
 20 a programme basis. They're not all carried out at once,
 21 and when you carry them out, it would be a flow of
 22 process. So at any one time there will be a number of
 23 actions which are still in date, and the — what I was
 24 looking to do is to understand here which were in date
 25 and which were at risk of running out of date, and what

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1 were their priorities. Because obviously, you know,
 2 a low priority fire risk assessment action might have
 3 six months to be completed.
 4 Q. I see. So that's what outstanding FRAs means, is it,
 5 there? When one looks at the words "some outstanding
 6 FRAs" there, did you understand that what she meant was
 7 in date and uncompleted, or out of date?
 8 A. I read that to say there's never going to be a point
 9 where there's going to be zeros. It's always going to
 10 be — there's always going to be something to be done.
 11 MR MILLETT: Right, I see what you mean.
 12 Mr Chairman, we've come to 4.30, and I'm still in
 13 the same stream but going to go to a different document.
 14 Perhaps that's a convenient moment.
 15 SIR MARTIN MOORE-BICK: I think it probably is, isn't it,
 16 Mr Millett, because if we carry on on this stream, we
 17 might take up a little time.
 18 MR MILLETT: Yes.
 19 SIR MARTIN MOORE-BICK: Well, Mr Maddison, I think that's
 20 a convenient point at which to finish for the day. So
 21 I think you were expecting to come back tomorrow in any
 22 event, weren't you?
 23 THE WITNESS: Yes.
 24 SIR MARTIN MOORE-BICK: Good. Well, we'll look forward to
 25 seeing you at 10 o'clock tomorrow, then, please, and

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1 please remember not to discuss your evidence or anything
2 relating to it over the break.

3 THE WITNESS: Yes, of course. Thank you.

4 SIR MARTIN MOORE–BICK: Thank you.

5 (Pause)

6 Thank you. 10 o'clock tomorrow, then, please.

7 Thank you.

8 (4.35 pm)

9 (The hearing adjourned until 10 am
10 on Thursday, 29 April 2021)

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