



Grenfell Tower Inquiry

Day 126

May 6, 2021

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Thursday, 6 May 2021

1
2 (10.00 am)
3 SIR MARTIN MOORE—BICK: Good morning, everyone. Welcome to
4 today's hearing. Today we're going to hear evidence
5 from another TMO witness, Mrs Teresa Brown, I think. Is
6 that right, Mr Kinnier?
7 MR KINNIER: That's right, sir. May I call Mrs Brown.
8 SIR MARTIN MOORE—BICK: Yes.
9 MS TERESA BROWN (affirmed)
10 SIR MARTIN MOORE—BICK: Thank you very much.
11 Now, sit down, make yourself comfortable. I know
12 you have given evidence to the Inquiry before, so you
13 are reasonably familiar with the way we do things, but
14 just to remind you, we shall have a break halfway
15 through the morning, but if at any stage you feel you
16 would like to have a break some other time, will you
17 just indicate and we will do what we can to help you,
18 all right?
19 THE WITNESS: Yes, will do.
20 SIR MARTIN MOORE—BICK: Good. That's it, just take your
21 time.
22 Right, yes, Mr Kinnier.
23 Questions from COUNSEL TO THE INQUIRY
24 MR KINNIER: Thank you, sir.
25 Good morning, would you please confirm your name for

1

1 the record?
2 A. My name's Teresa Brown.
3 Q. Thank you for coming to give evidence today, it's much
4 appreciated.
5 As the Chairman said, if at any time you would like
6 a break, please say so.
7 Also, if at any time any of my questions are unclear
8 or too long, please say so and I will either repeat them
9 or rephrase them.
10 Also, would you mind keeping your voice up, it's
11 solely so the transcribers can capture everything you
12 say.
13 A. Okay.
14 Q. You will see your statements come up on the screen in
15 front of you, Ms Brown.
16 You have provided three statements to the Inquiry.
17 The first one is at {TMO00000895}. That's your first
18 statement dated 10 January 2019.
19 The second statement can be found at {TMO00842402},
20 and that is dated 4 October 2019.
21 Your third and final statement can be found at
22 {TMO10048982}, and that was dated 15 March 2019.
23 Have you read each of those statements recently?
24 A. Yes.
25 Q. Can you confirm that they are all true to the best of

2

1 your knowledge and belief?
2 A. Yes, but I would add that whilst preparing for this
3 today, I realised that my statement about how many times
4 I went to the health and safety committee is not
5 accurate.
6 Q. We will come on to that in due course.
7 A. Just letting you know that that's the only error that
8 I think is in there.
9 Q. Thank you.
10 Have you discussed your evidence with anyone before
11 coming here today?
12 A. No.
13 Q. Thank you.
14 Now, the first topic I'd like to discuss with you is
15 your experience.
16 Now, you were director of housing at the TMO from
17 February 2014 onwards; is that right?
18 A. That's correct, yeah.
19 Q. If we can go to your first statement, which is at
20 {TMO00000895/1}, at paragraph 4, you say there:
21 "I have professional qualifications in housing and
22 since obtaining my degree I have worked for a number of
23 Arms' Length Management Organisations and local
24 authorities managing a variety of different housing
25 services over time including neighbourhood, concierge,

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1 cleaning and caretaking services."
2 First of all, what are your qualifications in
3 housing management?
4 A. So I'm a chartered member of the Institute of Housing.
5 I did a five-year post-degree course.
6 Q. How long have you been working for arm's length
7 management organisations?
8 A. So I've worked in all local authorities, I've been
9 working for them since my entire career. My whole
10 career's been in the housing field.
11 Q. Would that be something of the order of 25 years?
12 A. Yes, and a little more now.
13 Q. Were you in a director or senior management position in
14 any other body before you joined the TMO in February
15 2014?
16 A. This was my first director post, but I had been in
17 senior management posts reporting to directors of
18 housing all — for a very long time in my career.
19 Q. The next topic I'd like to discuss with you is health
20 and safety training.
21 Now, in relation to your personal training, in broad
22 terms, what health and safety training did you receive
23 before you joined the TMO in February 2014?
24 A. I don't remember taking — doing any specific housing —
25 health and safety training before then. It doesn't mean

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1 that I didn't, I just don't have a recollection of that.
 2 Q. Can you remember any specific fire safety training
 3 before you joined the TMO?
 4 A. No, I'm afraid I can't.
 5 Q. Was there a regular programme of health and safety
 6 training when you were at the TMO?
 7 A. There certainly was for my staff, for the estate
 8 services assistants, that was very regular. I think the
 9 health and safety training that I took part in was
 10 a module that we did online, but I think that's the only
 11 training that I was involved in.
 12 Q. Did the training that you undertook include fire safety
 13 training?
 14 A. I'm sorry, I can't remember the details of it. It was
 15 some time ago, I'm afraid.
 16 Q. In relation to your staff, can you remember whether they
 17 were provided with bespoke fire safety training?
 18 A. So the estate services assistants definitely were.
 19 There was an ongoing programme of training for those
 20 staff ran by Janice Wray and others in the health and
 21 safety team to keep them regularly updated, making sure
 22 they had the skills to do the job.
 23 Q. How regular was regularly for these purposes?
 24 A. So it was at least once a year, but I think when it
 25 became apparent that they needed to up a particular

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1 skill then particular training was run for them, as
 2 I understand it.
 3 Q. How frequent was your own training, can you remember,
 4 the online module that —
 5 A. So I think that was just a one—off.
 6 Q. Okay.
 7 Were you familiar with specific guidance published
 8 by government and other authorities that was specific to
 9 fire safety, fire safety risk: sleeping accommodation?
 10 A. No.
 11 Q. Do you recall the Local Government Association's
 12 guidance on fire safety in purpose—built flats?
 13 A. Yes, definitely, that had been, you know, the key bit of
 14 legislation that our fire safety strategy was pinned on,
 15 so, yeah, I was familiar with that in terms of,
 16 you know, the stay—put strategy.
 17 Q. Were you familiar with the LACORS guidance which was
 18 entitled "Housing — Fire Safety Guidance"?
 19 A. No.
 20 Q. Now, in relation to the LGA guide, did you receive any
 21 specific training on that document?
 22 A. No.
 23 Q. If you hadn't received training on that document, how
 24 were you aware of its requirements?
 25 A. I don't profess to be a specialist in it and to know,

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1 you know, everything about it, I just know that that was
 2 the framework, the best practice that we laid the
 3 foundation of our fire safety strategy, and it was
 4 something that I'd been familiar with from working in
 5 other organisations, the stay—put practice.
 6 Q. Did you ever sit down and read the document in its
 7 entirety?
 8 A. No, I didn't.
 9 Q. Would you refer to it as and when the need arose during
 10 the course of your responsibilities?
 11 A. No, I wouldn't have done that.
 12 Q. So when you needed to have regard to it, would you be
 13 directed to the relevant provision by, say, for example,
 14 Janice Wray?
 15 A. No, I think, you know, Janice Wray and the health and
 16 safety team provided our specialist expertise and
 17 knowledge in there. I didn't seek to go and look at it
 18 further than that. I took the guidance that was
 19 provided.
 20 Q. So there were never any circumstances in which you went
 21 out to look out what advice the LGA guidance gave on any
 22 particular topic?
 23 A. No, I don't think that would have been in my role
 24 particularly to do that. I think we had experts in the
 25 field who had given us advice on that, and, you know,

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1 I had a big sphere of responsibility, and so I think we
 2 apportioned our knowledge and skills accordingly.
 3 Q. How would you keep yourself updated about changes to
 4 general fire safety regulations, policies and
 5 strategies?
 6 A. I think I would get that guidance from the health and
 7 safety team through the committees that we went to and
 8 the meetings that I attended with Janice and other
 9 people in the organisation.
 10 Q. Thank you.
 11 If we can now turn to the housing team training, and
 12 if I could ask you to keep your eye on the screen and
 13 paragraph 6 {TMO00000895/1}, the start of which is on
 14 the screen. It says this in the second sentence:
 15 "My teams were of course required to comply with all
 16 health and safety and fire safety standards and
 17 requirements and respond as necessary to any actions
 18 identified for action but I did not have any role in
 19 relation to setting TMO health and safety policy or
 20 overall general management of health and safety and
 21 fire safety."
 22 Where would your team find details of the relevant
 23 health and safety and fire safety standards which the
 24 TMO had to comply with?
 25 A. So they would have been provided by our health and

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1 safety team. Yeah. And specifically to members of
 2 staff while they were doing the training.
 3 Q. So training would be the principal means by which your
 4 team were updated about changes in health and safety,
 5 fire safety policies and procedures?
 6 A. Yes, although obviously through our operational health
 7 and safety meeting that we had or through the, you know,
 8 general health and safety meeting, that's where we'd
 9 have got our knowledge and any updates from.
 10 Q. Could I now ask you to turn to the TMO's health and
 11 safety group policy dated February 2016, and that can be
 12 found at {TMO10024402}. You see the date there in the
 13 bottom left—hand corner.
 14 Were you familiar with the substance and
 15 requirements of this policy?
 16 A. Yes, I think in general principles. I don't remember it
 17 being February 2016, but yes, in terms of general
 18 principles I was aware of the health and safety policy.
 19 Q. Would you have any cause to refer to the substance
 20 during the course of your job?
 21 A. I don't remember specifically doing so, in terms of this
 22 document.
 23 Q. Now, if we could go to the very bottom of page 7 in this
 24 document {TMO10024402/7}, and you will see there at the
 25 very end "Procedures", and if we can go to the substance

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1 which is at the top of page 8 {TMO10024402/8} and
 2 paragraph 17.1, it says this:
 3 "We have a comprehensive system of Procedures which
 4 are approved by the Executive Team. These are regularly
 5 reviewed/updated and are readily accessed on the
 6 intranet under the Financial Services section to which
 7 the majority of staff have direct access."
 8 First of all, how did you know if a policy or
 9 procedure had been updated?
 10 A. I knew that there was a programme of updates for
 11 policies, so I think through the health and safety group
 12 we would know when a policy was being reviewed and
 13 updated. In general in my team I would know when
 14 policies were being updated. But I don't think I had
 15 cause to look at a lot of the details specifically of
 16 health and safety policies during my particular role.
 17 Q. And would every member of your team have access to
 18 relevant TMO policies and procedures on health and
 19 safety?
 20 A. Yeah, I mean, I know that when I joined I was given
 21 a copy of the health and safety policy, so I would have
 22 seen it and reviewed it at that time.
 23 Q. Now, can I turn to the fire safety policy and strategy.
 24 When you joined the TMO in February 2014, were you
 25 briefed on the substance and requirements of the TMO's

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1 fire safety policy?
 2 A. I don't remember that specifically, but I'm sure I would
 3 have been, in my induction.
 4 Q. Can you remember who inducted you?
 5 A. I saw a variety of people in the first few weeks of my
 6 time there, I think, you know, I was — there was
 7 a programme of me meeting key staff and learning about
 8 their roles and responsibilities, so I would have picked
 9 up things from that induction.
 10 Q. How did you familiarise yourself with the substance of
 11 the fire safety policy?
 12 A. I don't remember specifically how I did that, but
 13 I would have made myself aware of the things that
 14 I needed to, in terms of my staff's responsibilities.
 15 So I would have known what the, you know, health and
 16 safety responsibilities of the estate services
 17 assistants would have been and, you know, things like
 18 our stay—put strategy, you know, I was familiar with
 19 those, I remember those.
 20 Q. Would you say you were clear on what responsibilities
 21 you and your team held in relation to fire safety?
 22 A. Yeah, I was clear what the estate services teams were
 23 doing, I was very clear about the role of my customer
 24 services team in terms of ordering what could be health
 25 and safety repairs. They had a responsibility for

11

1 ordering but not for carrying them out, and we would
 2 have had roles in terms of checking them, checking
 3 repairs, and obviously on a wider scale, you know,
 4 housing professionals deal with all sorts of health and
 5 safety issues in terms of residents' wellbeing,
 6 safeguarding issues, so I would have been very familiar
 7 with those. They'd have been key to my whole career in
 8 housing.
 9 Q. The Inquiry's been provided with a number of iterations
 10 of the fire safety policy. Can I take you to one which
 11 is dated November 2013, which can be found at
 12 {TMO00830598}.
 13 A. Sorry, that's what I thought you were showing me before
 14 when I started answering questions, yeah, but ...
 15 Q. Can I take it from your answer that you're familiar with
 16 this document?
 17 A. Yes.
 18 Q. Were you familiar with the previous document now you've
 19 seen this, on reflection?
 20 A. Yes, I think I was, I wasn't expecting it in the same
 21 format, but yes, the health and safety policy I would
 22 have been given when I joined the organisation and been
 23 aware of it, yeah.
 24 Q. Now, is the November 2013 version the version to which
 25 you referred when the need arose?

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1 A. I don't think I took it out and referred to it, but that
 2 was definitely the live version, and we were obviously
 3 involved in reviewing the strategy at the time of the
 4 fire, and I'd spent a lot of time, you know, going
 5 through that at meetings with colleagues in health and
 6 safety.
 7 Q. Now, could I ask you to turn to a different document,
 8 which is at {TMO00856458}. Now, this is the fire safety
 9 policy dated, you will see at the bottom there,
 10 May 2014.
 11 Do you recall ever seeing this version of the
 12 policy?
 13 A. I don't specifically. I thought it had been reviewed
 14 before the 2017 version, but I don't specifically
 15 remember seeing it.
 16 Q. Looking at it differently, do you ever recall referring
 17 to this version of the policy during the course of your
 18 work?
 19 A. No.
 20 Q. So having looked at this policy, your evidence remains
 21 that the 2013 version was, to use your words, the live
 22 version that you used for the vast bulk of time up until
 23 the fire?
 24 A. I thought it was, but I can't be sure, on reflection,
 25 I can't be sure.

13

1 Q. Now, can we look at another policy that was produced in
 2 relation to fire safety systems. It's called the fire
 3 protection systems policy and procedure, and the
 4 version 1 that I'd like you to look at is dated
 5 February 2012. It can be found at {TMO00870933}.
 6 Now, were you familiar with that document?
 7 A. No, and it was issued before I joined the organisation,
 8 I'm not familiar with that.
 9 Q. And you don't recall referring to it at any stage during
 10 your time at the TMO?
 11 A. No, I don't know what the contents of it are or whether
 12 it was something that I — you know, was
 13 a responsibility within my team to refer to, no, but
 14 I don't remember seeing it. It looks like it's
 15 specifically people in the assets team dealing with,
 16 you know, the more — the contracts in relation to fire
 17 protection systems, which wouldn't have been my role,
 18 but I don't know because I haven't looked at it.
 19 Q. Okay.
 20 Now, if we can turn to a separate topic, which is
 21 responsibilities under the health and safety policy,
 22 which I would like to go back to, which can be found at
 23 {TMO10024402/2}, and paragraph 2.7.
 24 Now, there you see set out the responsibilities of
 25 the senior management team and managers. The first

14

1 bullet point says:
 2 "Staff are aware of their health and safety duties
 3 and their importance, and that they comply with these."
 4 The fourth point says:
 5 "Their newly appointed staff attend induction, and
 6 health and safety and where appropriate, lone worker
 7 training."
 8 Finally, if we turn over the page {TMO10024402/3} at
 9 the top:
 10 "Staff have seen and understood information
 11 published on health and safety and advice/guidance from
 12 the Health & Safety Team."
 13 Do you accept that, as a member of the senior
 14 management team, you were responsible for ensuring that
 15 your staff understood their health and safety
 16 responsibilities?
 17 A. Yes.
 18 Q. How did you ensure that they understood and applied
 19 those responsibilities?
 20 A. So they had specific training related to their job. So
 21 the estate services assistants had specific training,
 22 staff had training in terms of using things like
 23 their — I can't remember what they're called —
 24 Identicom, you know, so personal health and safety
 25 training, there was lots of training that took place in

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1 relation to that, and that's how we would have made them
 2 aware.
 3 Obviously my heads of service also attended the
 4 operations health and safety committee meetings and the
 5 more corporate health and safety committee, so they were
 6 familiar with health and safety obligations through
 7 those meetings and would have fed those down to their
 8 staff.
 9 Q. When there were updates to health and safety policy or
 10 changes in the law, you said earlier that those changes
 11 would be briefed out via the operations health and
 12 safety committee.
 13 Would there be any arrangements whereby those
 14 changes would be more formally recorded so that people
 15 could see what had changed and how?
 16 A. For most of our policies there was a sign-off process
 17 and a — you know, either by executive team or policy
 18 team, so there would have been a sort of policy launch
 19 in that respect. I can't remember a specific one in
 20 terms of health and safety, but I remember the ones that
 21 I did within my team, so I can talk to you about how
 22 I would have done that, if that's helpful, at some
 23 point.
 24 Q. How would you have done that?
 25 A. So, for example, we would have probably worked on the

16

1 development of the policy as a team, really, so that
 2 people were engaged from the beginning, so they would
 3 have been aware of the development of a policy, and then
 4 we would have completed that policy, had it signed off,
 5 and then we would have done team training, we would have
 6 done briefings through our — my head of service meeting
 7 and then through our team meetings, and that would have
 8 cascaded down. Sometimes we did specific training
 9 across the organisation for things like the introduction
 10 of our CRM system, so there would be corporate training
 11 as well. So various ways in which we would do that.

12 We had an internal housing magazine that went round
 13 to all staff, so that would highlight changes, and also
 14 I was a member of the SMT group, which was the senior
 15 management team, sat below the executive team, and
 16 therefore we would share information across the senior
 17 managers in terms of what policies were coming live and
 18 talk to that team about them.

19 Q. Thank you.

20 Now, looking at the obligations there in relation to
 21 training of new employees, would new employees be given
 22 any specific training on fire safety?

23 A. So I think it depends what their role would be. So
 24 there would be an induction for staff and, you know, I'm
 25 sure as part of that they would have spent some time

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1 with the health and safety team, getting an induction
 2 from them, and obviously my managers would have talked
 3 through any new staff's responsibility in terms of that.
 4 So if we had a new ESA, there would be, you know,
 5 a comprehensive induction to make sure that they knew
 6 how to do their job and the skills needed.

7 Q. Could I pick up that point in terms of ESAs and in
 8 particular the fire safety training provided to ESAs.

9 Go back to the health and safety policy, which is at
 10 {TMO10024402/6}. If we go to paragraph 10.2, it says:

11 "Fire Marshal training is conducted on an annual
 12 basis. Estate Staff, Sheltered Housing Officers and
 13 other staff who regularly visit blocks and who are
 14 required to carry out inspections as part of their work
 15 are also trained in fire safety."

16 If we can turn to a separate document, bearing that
 17 in mind, which is at {TMO00832724}. Now, this is the
 18 TMO fire safety strategy from 2017. I think the date is
 19 in the bottom right-hand corner. Actually, it may well
 20 be at the end, but it's from 2017.

21 If we turn to page 14 within this document
 22 {TMO00832724/14}, we see at section 21 at the very
 23 bottom of the page, under the heading "Fire Safety
 24 Training for TMO Staff", it says this:

25 "To increase knowledge, awareness and promote

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1 competence amongst staff the TMO requires all staff to
 2 complete a comprehensive on-line fire safety training
 3 course. Additionally, practical training sessions on
 4 the use of fire extinguishers are run annually for fire
 5 marshals, estate staff, sheltered housing officers and
 6 other relevant staff. Further, staff who are required
 7 to undertake regular communal inspections are also given
 8 additional more specialised training to cover fire
 9 safety systems and features in residential blocks, stay
 10 put strategy, communal storage issues, other issues
 11 highlighted by the FRAs etc. to ensure they are clear on
 12 what to escalate. This training is also provided
 13 annually — with ongoing refresher training at team
 14 meetings and on-site briefings with the H&S Team and the
 15 Fire Consultant."

16 Can you help as to whether all your staff had
 17 completed their online fire safety training at the date
 18 of the fire?

19 A. I won't be able to confirm that for the whole
 20 organisation. I know that there was an online
 21 programme, but I'm not sure who would have completed
 22 that.

23 Q. How would you ensure on an annual basis that your staff
 24 had completed the courses they were required to
 25 complete?

19

1 A. I'm very confident that the ESAs had a regular programme
 2 of training that was organised by Janice Wray and the
 3 health and safety team. You know, I think that's well
 4 documented, that there was ongoing training with them
 5 specifically.

6 Q. Did you ever review the substance of that training to
 7 ensure that it matched what you were expecting to be
 8 provided to your ESAs?

9 A. No, I personally didn't, and I think my heads of service
 10 who managed — who were below me, would have probably
 11 gone through that with Janice, but actually Janice would
 12 have been, you know, the best placed person to decide
 13 what was in that training and, you know, would have the
 14 skills for that. I'm sure there would be engagement
 15 with the team leaders below the heads of service in that
 16 training as well.

17 Q. Now, the strategy we've looked at said that staff who
 18 undertake regular communal inspections were given
 19 additional specialised training to cover fire safety
 20 systems and features.

21 Before the 2017 fire safety policy was finalised,
 22 was it your understanding that ESAs were required to
 23 carry out fire safety training on an annual basis?

24 A. It was my understanding that they had definitely had
 25 a significant amount of training over the years since

20

1 I'd been there. I definitely knew that. It wasn't just
 2 in fire safety, it was in a range of things relevant to
 3 their job.
 4 Q. Looking back at paragraph 21, which we have just looked
 5 at, of the fire safety strategy in 2017, did those
 6 provisions codify existing practice or did they provide
 7 for additional training?
 8 A. Oh, no, I think they were existing practice. I think it
 9 was definitely my understanding that my teams had been
 10 attending regular training to keep them refreshed. We
 11 had new recruits all the time as well, quite a turnover,
 12 when I first joined, of the ESAs, and I knew that,
 13 you know, they were provided with training at that time.
 14 Q. Looking at the point slightly differently, before the
 15 fire, did anyone raise any concerns with you about the
 16 competence of ESAs to carry out inspections, regular
 17 communal inspections?
 18 A. No, I don't think so, no.
 19 Q. If we could turn to a separate document, which is
 20 {TMO00841010}. As the title indicates, these are
 21 minutes of the TMO health and safety committee meeting
 22 on 31 July 2015. We can see from the list of attendees
 23 that you didn't attend, but Maria Sharples, the head of
 24 neighbourhood management south, did.
 25 First of all, who decided attendance of these

21

1 meetings?
 2 A. So this was at a time before Barbara joined — oh, no,
 3 it was Barbara.
 4 I'm not sure who decided attendance at those.
 5 I know that they were refreshed, there was a refresh
 6 when Barbara took over. I can't remember who decided.
 7 Q. Did you ask Maria Sharples to attend on your behalf?
 8 Was she your representative?
 9 A. Yes, I — she definitely reported to me, so yes, she
 10 would have been.
 11 Q. Would she report back to you after each and every
 12 meeting?
 13 A. Yes, she would report back to me, and I believe I was
 14 copied in to all these emails. There's also another
 15 member of my staff there, estate services team leader,
 16 who was attending this. I know we refreshed the
 17 membership. This grew over time to get this right.
 18 Q. Were you confident that you were given full and accurate
 19 reports back as to what points of concern had been
 20 discussed in this forum?
 21 A. Yes. I can't remember at this particular time whether
 22 the parallel operations meeting was still going ahead,
 23 but there was definitely a group one that Sacha ran that
 24 I would have attended, and then later on I obviously
 25 became included in the health and safety committee

22

1 meetings. I felt it was important to and I did go along
 2 to those.
 3 Q. Now, at the start of your evidence, you said that you
 4 wished to correct the number of those meetings that you
 5 attended.
 6 A. Yes.
 7 Q. Would now be the right opportunity for you to make the
 8 correction?
 9 A. Yes, and I can only apologise. I think when I first
 10 wrote my statement, I had limited access to documents,
 11 and I'd just seen two and thought that that's what I'd
 12 done. But, you know, when I reviewed more documents in
 13 preparation for this, you know, off the top of my
 14 memory, I had been to mostly all the operations
 15 meetings, if I hadn't been on leave, and there was a gap
 16 in me attending the health and safety committee,
 17 I think, and then, you know, I got myself involved in
 18 that. But I did always have representatives from my
 19 team on that meeting, Maria particularly and then Martin
 20 who covered for Maria. I think that's how I got a bit
 21 confused, sorry.
 22 Q. When was there that gap, Ms Brown?
 23 A. I think it was probably when this — when it changed
 24 from Anthony managing it to Barbara taking over.
 25 I think it was in the initial set-up of the new style

23

1 meeting.
 2 Q. So earlyish 2015?
 3 A. Early, yeah.
 4 Q. Okay.
 5 A. But I —
 6 Q. Now — apologies, Ms Brown.
 7 A. Yeah, I know I went to quite a few over a period of
 8 time, if I wasn't on leave.
 9 Q. During that gap, you felt, because of your
 10 representatives attending, that you had sufficient
 11 knowledge of the issues that were being discussed; is
 12 that a fair summary of your evidence?
 13 A. Yes, yes, definitely, and this wasn't obviously the only
 14 opportunity to discuss it. We'd have talked about, you
 15 know, general health and safety things in various other
 16 forums, so, yeah.
 17 Q. Thank you.
 18 If we can turn to page 5 within this document
 19 {TMO00841010/5}, and in particular agenda item 10.4, you
 20 will see there under the heading "Training" it says
 21 this:
 22 "There is limited resources available for training
 23 and we have therefore been asked to come up with
 24 a programme of essential training that is required for
 25 the year."

24

1 Were you aware that there were limited resources
2 available for training?
3 A. Well, I think in any organisation there are limited
4 resources, and I think, you know, we did a lot of online
5 training which was a move, you know, a move to go down
6 the route of that. But I believe that where there was
7 essential training, such as the ESA training, that that
8 continued.
9 Q. Had the TMO cut back on training due to cost
10 considerations?
11 A. It's certainly not my recollection that we were
12 particularly short of training. We did a management
13 development programme, obviously health and safety
14 training went on. During my time at the organisation we
15 reviewed a lot of our policies and we provided training,
16 perhaps in-house instead of externally, on our policies
17 and development. So there was certainly a lot — what
18 I thought was quite, you know, a large-scale training
19 programme going on for my staff.
20 Q. That's not quite an answer to my question. Apologies,
21 Ms Brown. My question was: had the TMO cut back on
22 training due to cost considerations?
23 A. Well, it says that we were thinking about it there, but
24 I can't remember there not being sufficient training for
25 people to do their jobs is what I think I'm saying, but

25

1 more than that, I can't comment.
2 Q. Just on that point, you described training as essential
3 training for ESAs; was there any non-essential training
4 for ESAs that was cut for any reason during your time as
5 director of housing?
6 A. I don't remember any.
7 Q. So a fair summary of your evidence is that at no time
8 when you were director of housing did you have any
9 concern about the adequacy of training provided to your
10 staff; is that fair?
11 A. Yes.
12 Q. Thank you.
13 Now, we cannot find a record of health and safety
14 training in 2015 for ESAs. Was there training for ESAs
15 on health and safety in 2015?
16 A. I can't — I would have thought there would be some
17 sort of training, for the reasons that I've described
18 previously, but, you know, I couldn't tell you dates,
19 unfortunately.
20 Q. Can I put the point more directly: are you in a position
21 to confirm that training was provided on health and
22 safety to your ESAs in 2015?
23 A. I can't confirm categorically, but I — you know, my
24 recollection from all the health and safety meetings
25 that were going on was that there was an ongoing

26

1 programme, so it would be my expectation that there was
2 some.
3 Q. Can I now turn to training as discussed in health and
4 safety committee meetings, and could I ask you to go
5 back to your first statement, which is at
6 {TMO00000895/4}, and paragraph 22, where you say this in
7 the opening sentence.
8 A. Yeah.
9 Q. "My team was represented at health and safety meetings
10 organised by Janice Wray. Martin Barr was the regular
11 attender on my behalf but I attended those meetings
12 after he left."
13 Why did Martin Barr represent you rather than you
14 attending yourself?
15 A. So this is the — this goes back to my correction
16 earlier. I — you know, this is — there's a paragraph
17 in this and my previous statement that says that.
18 I know that Martin covered for Maria for a period of
19 time when she was on leave, and I think I got a little
20 bit confused about it. But Martin and Maria and myself
21 quite regularly attended those health and safety
22 meetings, and I apologise for confusion I caused in my
23 statement.
24 Q. Yes, I think we think you first attended health and
25 safety meetings July 2015; does that sound about right

27

1 to you?
2 A. I can't be sure of the exact date, but I know it's
3 recorded in the minutes, so if you say, I would imagine
4 that's correct.
5 Q. Okay.
6 A. But, as I say, I did go to the operational health and
7 safety meetings that took place either alongside or
8 before that.
9 Q. Now, going back to Mr Barr, did he report to you
10 promptly about the substance of the discussions in these
11 meetings?
12 A. Yes, anyone who was attending, if I wasn't there, would
13 have reported back to me. I do remember having
14 discussions with Maria after health and safety meetings
15 and I would get the minutes.
16 Q. Would it be in conversations or would it be by email
17 that you would be updated?
18 A. Probably conversations. I talked regularly to my staff
19 and in one-to-ones, so it may have just been
20 a conversation.
21 Q. Can I take it from that that before meetings you would
22 discuss items of relevance or interest to your
23 department with your representative at this meeting?
24 A. Yeah, there'd obviously be a certain amount of
25 preparation before a meeting if we had to provide some

28

1 information. We'd talk about issues and we would talk
 2 about — yeah, we'd talk about things that were likely
 3 to come up and things that we needed to report.
 4 Q. Can we turn now to {TMO00843688/5}, and in particular
 5 agenda item 6.5. It says this:
 6 "PM [presumably Peter Maddison] queried how we put
 7 the fire strategy into practice. He gave an example of
 8 emergency lighting at Grenfell Tower which had been
 9 taken down by contractors but not reinstated and this
 10 was not picked up for several days despite a number of
 11 staff and contracted agents being on site in the
 12 interim. He emphasised the need for comprehensive
 13 training for all staff who visit site. BM [presumably
 14 Barbara Matthews] acknowledged the need for a health and
 15 safety training programme — not confined to fire safety
 16 — to be implemented."
 17 Were you aware at the time that staff had not
 18 identified an issue with the emergency lighting at
 19 Grenfell?
 20 A. No, I don't think I did, but he — I don't think I was,
 21 but it depends when the inspection had taken place,
 22 because we're talking a few days, several days here. So
 23 it was a weekly and a monthly inspection. I can't say
 24 that I remember this beforehand.
 25 Q. Did Mr Maddison discuss emergency lighting with you in

29

1 relation to Grenfell at any time?
 2 A. It would have been discussed in meetings. I don't
 3 specifically remember, but then he might not necessarily
 4 have done so.
 5 Q. Do you remember whether anyone discussed implementation
 6 of the fire safety strategy with you and whether it
 7 could be implemented at this time?
 8 A. At a general level, all of the measures?
 9 Q. Yes.
 10 A. Not specifically, but I was involved in discussions that
 11 were going on as that strategy developed.
 12 Q. As part of that, did either Barbara Matthews or
 13 Peter Maddison raise concerns with you about the need
 14 for a health and safety training programme?
 15 A. This is specific to lighting, isn't it, emergency
 16 lighting?
 17 Q. But flowing from that, I'm thinking in particular of the
 18 last bit of the quotation at 6.5:
 19 "BM [Barbara Matthews] acknowledged the need for
 20 a health and safety training programme — not confined to
 21 fire safety — to be implemented."
 22 A. So I know that there was some emergency lighting
 23 training that was — specific emergency lighting
 24 training that was run for our ESAs. I can't be accurate
 25 on the timing of that, but maybe that was after this.

30

1 Q. Did either Barbara Matthews or Peter Maddison raise any
 2 concerns with you, at this time or afterwards, about the
 3 need for a health and safety training programme to be
 4 improved or altered?
 5 A. I don't remember that specifically.
 6 Q. At the time, did you have any concerns about the need
 7 for or the adequacy of fire safety training?
 8 A. No, I didn't have any concerns. Well, just because my
 9 experience had been that the staff were getting fairly
 10 regular training on it.
 11 Q. Now, you didn't attend the meeting, the minutes of which
 12 we're considering, but having read the minutes, did it
 13 prompt you to examine what fire safety training your
 14 ESAs had been provided, can you remember now?
 15 A. Well, I think that there was some further training on
 16 the lighting issue. I know there was specific training
 17 on that.
 18 Q. But nothing beyond that that you recall?
 19 A. Well, I suppose it depends what the need for a health
 20 and safety programme was, whether it was things that
 21 were in addition to the training that my staff were
 22 already receiving, so ...
 23 Q. Do you remember asking that question at the time when
 24 you received or after you received the minutes?
 25 A. I don't, I don't remember that.

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1 Q. Could I turn to a separate document now, {TMO10012670},
 2 which should be minutes of a meeting of the TMO health
 3 and safety committee on 19 January 2016.
 4 A. I wasn't there.
 5 Q. You weren't there, but Mr Barr passed on apologies. But
 6 it's minuted at item 1.11 {TMO10012670/2}, if we could
 7 expand that, that:
 8 "MB [presumably Martin Barr] had agreed to look at
 9 procedures for reviewing Insight reports, clarifying
 10 what is outstanding and what priority these have and
 11 acknowledged the need to ensure there is an effective
 12 escalation procedure for ESAs reporting health & safety
 13 issues. MB had confirmed that he would be meeting with
 14 Olivia Hutchison on the 20th January and with GW
 15 [presumably Graham Webb] the following week to discuss
 16 this. He will then produce a draft escalation
 17 procedure. SJ [presumably Sacha Jevans] asked for
 18 clarification on timescale. JW [Janice Wray] to request
 19 MB aims to bring draft to next meeting."
 20 Did Mr Barr report to you that there was a need for
 21 an escalation procedure in relation to health and safety
 22 issues for ESAs?
 23 A. I was aware that that was an issue, yeah, particularly
 24 in respect of repairs.
 25 Q. Did he produce any escalation procedure?

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1 A. I don't remember specifically, but I do remember that,
 2 you know, measures were put in place for ESAs to have
 3 an opportunity to escalate.
 4 Q. Can you remember whether those arrangements were
 5 formalised into a document or not?
 6 A. I don't remember a specific document, but I do remember
 7 things such as there being a repairs surgery put in
 8 place, so RD, our repairs — internal —
 9 Q. Repairs Direct?
 10 A. Thank you — service had surgeries definitely with the
 11 ESAs so they could have an opportunity to review any
 12 outstanding communal repairs and to chase them with
 13 them, because I knew that that was a concern of the
 14 ESAs.
 15 Q. When were those surgeries implemented?
 16 A. I can't remember the specific dates, but I do remember
 17 having a discussion with the ESAs as well about it,
 18 so ...
 19 Q. How regularly did the surgeries take place?
 20 A. I don't know whether they were fortnightly or monthly,
 21 I can't remember, but I think it was fairly frequently.
 22 And obviously this isn't the only opportunity for
 23 people — they weren't the only opportunity for people
 24 to escalate matters.
 25 Q. Who convened these surgeries, can you remember?

33

1 A. I think it was — I don't know whether it was at
 2 Martin's level, who would have been the ESA team leader,
 3 and it would have been the equivalent person in
 4 Repairs Direct and they would have — I think was it
 5 Sam Hart, I think, at the time, I think he was working
 6 on that with them.
 7 Q. You mentioned other opportunities for escalation; what
 8 were those opportunities?
 9 A. So the ESAs could escalate matters to their line
 10 manager, who would have been the ESA team leader, and
 11 then obviously there was a head of service above that,
 12 and then my post. I had regular conversations with
 13 Graham Webb, the managing director of Repairs Direct, so
 14 if there were issues, I could go and talk to him about
 15 them.
 16 Q. How regular was regular of those conversations with
 17 Mr Webb?
 18 A. Graham and I? We would talk on a regular basis about
 19 all sorts of matters. There was a connection, you know,
 20 between the services that we provided.
 21 Q. Had the ESAs themselves been concerned about repairs,
 22 the rate of repairs, what was needed to be done in the
 23 communal areas, and had raised them with you?
 24 A. Yes, they had. I do remember attending a — I used to
 25 go to the ESA team meetings occasionally, not regularly,

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1 but I do remember going to one of those meetings
 2 specifically to talk about this issue with them and
 3 their concerns.
 4 Q. Now, could I now turn to a separate topic, which is
 5 oversight of the estate services team, and if I could
 6 ask you to turn to your second statement,
 7 {TMO00842402/3}, at paragraph 15. It's at the bottom of
 8 the page. You say this:
 9 "In respect of the ESAs, they reported directly to
 10 the Estate Services Team Leaders who in turn reported to
 11 the Heads of Neighbourhood Services, who would ensure
 12 that they were carrying out inspections to completion.
 13 I would monitor the ESA team's performance at a more
 14 strategic level by reviewing performance information.
 15 In doing so I was able to review KPIs such as the number
 16 of inspections carried out as a percentage of those due,
 17 the percentage of Health and Safety weekly/monthly tasks
 18 completed in target and the number of communal repairs
 19 reported by ESA's. We also monitored the number of
 20 call-backs made to the cleaning service. While I only
 21 monitored the ESA performance at a strategic level, the
 22 team leaders had more detailed performance information
 23 available to them that they used as a management tool."
 24 First of all, who provided reports on compliance
 25 with KPIs for you to review?

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1 A. So there was a whole performance team that did that.
 2 There was an extensive network of performance reports.
 3 Siobhan Bowman was the person I had most contact with in
 4 that respect and she reported in to ... sorry, I can't
 5 remember her name. Yvonne, Yvonne Birch.
 6 Q. How often would you review the performance reports?
 7 A. Oh, monthly. I would review them monthly, and the team
 8 leaders had access to insight reports, so they could —
 9 so they would have — I remember specifically to the
 10 ESAs they had weekly performance reports, and then as
 11 part of our overarching CRM development, we introduced
 12 performance — lots of performance monitoring as a part
 13 of that in terms of the workflows. So the managers had
 14 access to, you know, print off almost online performance
 15 every day when they needed to. So there was
 16 an extensive network of performance information
 17 available to us.
 18 Q. Thank you.
 19 Could we turn to {TMO00850808}. These are minutes
 20 of the monthly housing team meeting and a meeting on
 21 31 March 2014. As we see, you were present.
 22 If we turn to page 4 {TMO00850808/4} and agenda
 23 item 11.1 at the bottom:
 24 "TB asked if all Fire Safety Check actions were
 25 completed. DD to [speak] to Clare/Janice about which

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1 actions have been completed so they can be closed down
 2 on W2."
 3 Now, if Janice is Janice Wray, was "Clare"
 4 Claire Williams?
 5 A. I imagine so, yes.
 6 Q. Did your team check with Janice Wray or Claire Williams
 7 every time you or they wanted to check if an action had
 8 been completed?
 9 A. Sorry, say that again.
 10 Q. Yes. Did your team check with either Janice or Claire
 11 every time they wanted to know whether a particular
 12 action had been completed or not?
 13 A. No, they would have had their own access to that
 14 information. So the fire risk actions would be
 15 delegated to my teams. There was a sort of formal
 16 print-out of those, the W2 process, so the managers
 17 would have had information to — you know, they would
 18 have an awareness of what that action was and be able to
 19 monitor it before someone came to ask them if they'd
 20 done that.
 21 Q. How would you monitor yourself that fire safety actions
 22 would be completed on time and satisfactorily by your
 23 team?
 24 A. So — how would I do that? So it would be on occasions
 25 like this. I mean, we would obviously — I attended the

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1 fire — sorry, the health and safety committees where
 2 performance information was raised at a higher level,
 3 but I was aware of the detailed monitoring that went on
 4 below that, and I do remember, you know, where I had
 5 concerns, talking specifically to the heads of service.
 6 I remember conversations with Maria at one point. So
 7 I could drill into the detail of it with staff where
 8 I needed to.
 9 Q. So was the source of your information via the health and
 10 safety committee alone?
 11 A. No, I don't think — it was probably mainly there.
 12 Because of the position that I had and the various other
 13 tasks that I needed to do, I didn't get involved in the
 14 detailed monitoring, you know, of all actions, but
 15 I certainly could if I was concerned about anything.
 16 Q. Would you yourself interrogate W2?
 17 A. No, I wouldn't do that.
 18 Q. Why not?
 19 A. Because I had the staff who were working very closely
 20 with the health and safety team and could do that,
 21 I didn't feel that there was a need for me to do it
 22 specifically on a regular basis.
 23 Q. If there were concerns about the adequacy of completion
 24 of fire safety actions, or that they weren't being
 25 completed on time, how would that be brought to your

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1 attention by your staff?
 2 A. So, I mean, they would have talked to me about it,
 3 either as and when they had to or in a one-to-one or,
 4 you know, they would talk to me about it as a health and
 5 safety committee meeting would come up, various ways
 6 really. I said earlier I do remember talking to Maria
 7 about specific things, and I think that was ... well,
 8 sorry, I don't need to ... answer that.
 9 Q. Was Maria Sharples your point person in relation to
 10 these matters?
 11 A. It depended where there was an issue, really. So —
 12 Q. Fire safety, we're concerned with.
 13 A. Well, so I had two heads of service who had two estate
 14 services team leaders reporting to them, so it could be
 15 whoever had — you know, who was relevant to talk to at
 16 the time, depending on the issue.
 17 Q. Could we now turn to a separate set of minutes,
 18 {TMO00851809}. These are minutes from the housing
 19 monthly team meeting on 26 August 2014, and if we turn
 20 to agenda item 1.7, we see:
 21 "Item 4.13 — MS [so presumably Maria Sharples] has
 22 spoken to AB about ESA workloads and MS to follow up
 23 with AM."
 24 Now, if MS is Maria Sharples, who were AB and AM?
 25 A. I'm not sure. Could we just go back to the top and have

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1 a look at that.
 2 Q. Of course. I'm not sure that helps much.
 3 A. No, unfortunately it doesn't, does it?
 4 Q. Would AB be Adrian Bowman?
 5 A. It could be, yes.
 6 Q. AM, can you remember now who that might be?
 7 A. Can we go back to the minute and see if it jogs me?
 8 Q. So it's item 1.7 we're concerned with.
 9 A. Yeah.
 10 Q. Allocated to Maria Sharples.
 11 A. Oh, was it — no, it wouldn't have been. I'm sorry,
 12 I can't remember.
 13 Q. Now, do you know why Maria Sharples had spoken to AB
 14 about ESA workloads?
 15 A. I don't know specifically. I do know that there was
 16 a period of time in the south of the borough where —
 17 early on, where we were down a few posts. We had to
 18 recruit —
 19 Q. The ESA department?
 20 A. Yeah, we had to do some recruitment down there. So it
 21 may have been — this may have been that relevant time.
 22 Q. Can you remember any other instances when concerns were
 23 expressed to you about ESAs' workload?
 24 A. I don't remember specifically, but I do remember
 25 obviously they had important tasks to do, and one of the

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1 things that we introduced in the time that I was there
 2 was to have a floating ESA to help cover across the
 3 borough to fill gaps where somebody may be on leave to
 4 make sure that we got our regular inspections done. So
 5 that's something we implemented.
 6 Q. Can you recall whether neighbourhood managers reported
 7 any issues about the adequacy of inspections by ESAs to
 8 you or your service team leaders?
 9 A. Whether who did?
 10 Q. Neighbourhood managers.
 11 A. Neighbourhood managers. I don't remember specifically
 12 neighbourhood managers, no.
 13 Q. Anyone else?
 14 A. I do remember in health and safety meetings there was
 15 an occasion, I can't remember the name of the person,
 16 who said they're not picking up some specific issue, and
 17 he raised it at the health and safety meeting. I do
 18 remember that.
 19 Q. Can you remember the specifics of the issue they weren't
 20 picking up?
 21 A. Was it something to do with nosings on the floors or
 22 pavements? Something like that.
 23 Q. So it was nothing fire safety related to the best of
 24 your recollection?
 25 A. No, but I do remember saying him, "Please, you know,

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1 raise it with the team leaders if you've got any
 2 concerns and they can deal with that".
 3 Q. Now, can we turn to the question of FRA actions, and if
 4 I could ask you to turn back to your second statement,
 5 which is at {TMO00842402/2}, paragraph 6, where you say
 6 this:
 7 "The TMO had a Fire Risk Assessment programme
 8 overseen by the Health and Safety Team. Janice Wray,
 9 the Health and Safety and Facilities Manager, would
 10 review the actions arising from these fire risk
 11 assessments and assign relevant actions to the teams
 12 I managed. The team managers and Janice Wray would then
 13 work together to ensure that the actions were completed
 14 and closed down in a timely manner. Overall performance
 15 in relation to the completion of these actions was
 16 reviewed at Health and Safety Committee meetings."
 17 First of all, what FRA actions were assigned to your
 18 team?
 19 A. What types of actions?
 20 Q. Yes.
 21 A. So, it would have been things like rubbish being left in
 22 communal area, bikes in communal area. We did have
 23 quite an issue with communal door locks in the south of
 24 borough on street properties. That was an issue for
 25 a while. Those types of things.

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1 I know it would be communal repairs completed or
 2 they had quite a role in chasing communal repairs or
 3 making sure that they were completed, so they remained
 4 open as actions until they were completed.
 5 Q. Which managers oversaw completion of actions arising out
 6 of FRAs which had been assigned to your team?
 7 A. So it would have been — the main responsibility would
 8 be with the — well, the main body of the work, as
 9 I say, would have been with the ESA team leaders, so
 10 that would have been Louise at one point, Martin Barr,
 11 and then obviously they reported in to Maria.
 12 Q. Just going back to AM in the previous minutes, does
 13 Andy Marshall ring a bell?
 14 A. Oh, he was Repairs Direct.
 15 Q. So would AM have likely been Andy Marshall?
 16 A. It might have been, yes.
 17 Q. Okay.
 18 Now, did you monitor yourself progress in actioning
 19 FRA matters?
 20 A. So I think, as I've said before, yes, I would have done
 21 that in the overall health and safety committee.
 22 I would have raised it in team meetings, as we've seen
 23 that I did, and when there was an issue, I would have
 24 spoken to the relevant member of staff about that, but
 25 I didn't get involved in the absolute detail of it all

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1 the time.
 2 Q. So, again, you wouldn't have interrogated W2 or any
 3 other database available —
 4 A. No, I had very competent staff working for me.
 5 I trusted them to do the job assigned to them and
 6 I didn't feel that there was a need to do that on
 7 a daily basis.
 8 Q. Could we turn to {TMO00861051}.
 9 Now, we see the email in the bottom half of that
 10 page is from Peter Maddison to you, Alex Bosman and
 11 Graham Webb, sent on 21 October 2016 at 16.40.
 12 Peter Maddison attached results of Carl Stokes'
 13 pre-inspection of Grenfell, Barrendon and Colville
 14 before an LFB audit.
 15 In the fourth sentence of that email, Mr Maddison
 16 said this:
 17 "Going forward, I have agreed with Janice that
 18 representatives from A&R/RD [Repairs Direct]/Housing
 19 Management will be invited to attend inspections with
 20 earl Stokes and Adrian.
 21 "This will help ensure that there is a clear and
 22 shared understanding of standards and actions required —
 23 Using Carl and Adrian's expertise to raise awareness
 24 with our staff.
 25 "It will also be a good way of ensuring that the

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1 ownership of actions is pushed down to the right level.
 2 "I also hope that it will help develop a better
 3 understanding of the responsibilities for each team and
 4 improve the communication when matters need escalation."
 5 Now, was there a lack of co-ordination between your
 6 department, Repairs Direct and assets and regeneration
 7 about how best to deal with fire safety related repairs?
 8 A. I don't think there was a lack of co-ordination. There
 9 was obviously an interdependencies about it, if that's
 10 the right word.
 11 Q. Mr Maddison here seems to be suggesting there was a need
 12 for better, clearer understanding. Would you accept
 13 that, first of all?
 14 A. Oh, I mean, undoubtedly there's always ways to improve
 15 things, yes.
 16 Q. Can you recall any specific prompt or concern that
 17 Mr Maddison expressed to you previously about closing
 18 down FRA related actions that may have been underlying
 19 this email?
 20 A. Sorry, let me just —
 21 Q. Do you want to refresh your memory?
 22 A. Yes, please.
 23 (Pause)
 24 Sorry, did you show me something before about —
 25 that there was a concern related to this, or ... sorry,

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1 I'm just slightly lost.
 2 Q. I think clearly Mr Maddison has sent this email, fourth
 3 sentence:
 4 "Going forward, I have agreed with Janice that
 5 representation from A&R [assets and regeneration]/RD
 6 [Repairs Direct]/Housing Management will be invited to
 7 attend inspections with Carl Stokes and Adrian.
 8 "This will help ensure that there is a clear and
 9 shared understanding of standards and actions required —
 10 Using Carl and Adrian's expertise to raise awareness
 11 with our staff."
 12 Now, on reading that email, there appears to have
 13 been a concern that clearer and more broadly shared
 14 understanding of standards and actions appears to be
 15 required. My question is: is that a fair reading of
 16 that email?
 17 A. Well, I think things will have, you know, changed over
 18 time, expectations change over time about what people
 19 want to see in inspections, so I think it's fair to say
 20 that there's always a need to refresh, and I know that
 21 Adrian had a role — who worked in the health and safety
 22 team, he had a role in his own health and safety audits
 23 that he did and, you know, there was a suggestion made
 24 that ESAs should attend those. I think it's a question
 25 of, you know, raising everybody's expertise, which is

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1 a good thing.
 2 Q. So is it fair to summarise your evidence this way: that
 3 you don't recall any specific particular concern on
 4 Mr Maddison's part about understanding of what was
 5 required in relation to actioning FRA action points?
 6 A. Well, there must be a context that made him concerned at
 7 this. I'm not quite sure about that, but —
 8 Q. On the face of this email, can you remember anything
 9 particular?
 10 A. I'm sorry, I can't.
 11 Q. Okay.
 12 A. I can't recognise the address or —
 13 Q. Well, let's see if we go further through the minutes
 14 whether there's anything which occurs.
 15 If we go to {TMO00840777}. Now, these are minutes
 16 from the health and safety committee meeting on
 17 19 January 2017. You gave your apologies, you see there
 18 third on the list of apologies.
 19 A. Yeah.
 20 Q. First of all, did you receive and read these minutes
 21 after the meeting?
 22 A. I would have received them. I think I would have read
 23 them.
 24 Q. There's an element of doubt in that last part of your
 25 response; would you routinely read minutes that were

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1 sent to you for meetings which you hadn't attended?
 2 A. Usually, and at least before the next one, yeah.
 3 Q. Now, if we go to page 2 of these minutes
 4 {TMO00840777/2}, and agenda item 4.0, you will see the
 5 heading there at the bottom of the page, "Fire Safety
 6 and Fire Risk Assessments Update", and it says:
 7 "FRA Actions.
 8 "BM [Barbara Matthews] raised concern that there
 9 were a large number of actions that have now been
 10 outstanding for over 12 months and emphasised the
 11 importance of clearing these as a matter of urgency. BM
 12 requested that each team with outstanding actions that
 13 fall into this category should prepare a written report
 14 for the next meeting setting out the detail of each
 15 action, an explanation of what steps have been taken to
 16 progress these and when each will be fully completed."
 17 Was your team one of those who were required to
 18 provide a written report?
 19 A. Yeah, there would have been outstanding actions in my
 20 team, I think particularly in relation to the issue with
 21 the street properties and the locks, which took a long
 22 time to resolve.
 23 Q. Now, if we can drill down into the detail.
 24 If we turn to {TMO10015963}. Now, you will see in
 25 the top right corner this is called paper 4.

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1 A. Yeah.
 2 Q. This was presented at this meeting in January 2017.
 3 It's subtitled "FRAs — current progress with completion
 4 of actions — 12th January 2017".
 5 If we look in the far left-hand column, six down,
 6 there is "Neighbourhood Management", and reading from
 7 left to right it shows that there are 99 outstanding FRA
 8 actions and 22 partially complete actions allocated to
 9 neighbourhood management.
 10 If we scroll down to the second page
 11 {TMO10015963/2}, again looking at the left-hand side,
 12 "Neighbourhood Management", and reading across, 20 of
 13 the outstanding actions were 4 to 6 months old; 40 were
 14 7 to 12 months old; and three were over 12 months.
 15 Now, I realise it's difficult, given the time that
 16 has passed, but can you remember, beyond the general
 17 indication you've already given, what those actions
 18 were?
 19 A. Okay, so a lot of the actions that were assigned to my
 20 team were dependent on somebody else doing something.
 21 So, for example, the issue with the locks in the south
 22 of the borough was dependent on the assets and
 23 regeneration team, Alex in particular, helping us with
 24 getting a contract for those works, and that did take
 25 a long time, and I think that that accounted for the

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1 biggest amount of out — I'm not saying that properly.
 2 Q. Outstanding actions.
 3 A. The longest period for outstanding actions. That was
 4 a big bulk of the work. And I think there was also
 5 an issue with garage doors where there was a contract.
 6 So in those circumstances sometimes it did take,
 7 you know, far too long, and I think that was the subject
 8 of, you know, Maria and I's discussion around that.
 9 Q. Who was responsible for preparing the written report
 10 that Barbara Matthews had directed be provided?
 11 A. I don't remember the detail of that, unfortunately.
 12 It's one of the things that just — I don't — I'm sure
 13 we would have provided it if we were asked to do it, but
 14 I don't remember the detail of that.
 15 Q. Can you remember any specific action which you took or
 16 you required to be taken to reduce the number of
 17 outstanding actions?
 18 A. Well, I mean, we would have worked — if the action was
 19 an interdependency with another team, we would have
 20 worked very hard with them to get their bit of work
 21 completed so that we could finish our part, so I know
 22 that that would have happened.
 23 Q. Put crudely, Mrs Brown, how did you crack the whip or
 24 what steps did you take to ensure that others were
 25 cracking the whip with other departments upon whom you

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1 depended to complete these actions?
 2 A. Well, there was a lot of conversation between us to try
 3 and get things resolved, so, you know, I know that Maria
 4 was doing that in terms of the issues with the doors.
 5 Q. It may help if we go on to the next set of minutes on
 6 10 March 2017 and they can be found at {TMO10046715}.
 7 There we go. Again, titled "Paper 4" in the top
 8 right-hand corner, subtitled "FRAs — current progress
 9 with completion of actions", this time dated
 10 10 March 2017, and we see again "Neighbourhood
 11 Management", far left side. Reading across, the numbers
 12 then outstanding.
 13 If we scroll down to the next page {TMO10046715/2},
 14 we then see the age of the outstanding actions, and then
 15 if we go to the final and third page {TMO10046715/3}, we
 16 see in the bottom box, under "Neighbourhood Management
 17 South", some explanation behind —
 18 A. Yeah.
 19 Q. — the outstanding actions.
 20 Now, I'll let you just quickly refresh your memory
 21 reading those four bullet points.
 22 A. Yeah, so this looks like an update from Maria.
 23 Q. Do those four bullet points ring true to you as to the
 24 reasons for the outstanding FRA actions?
 25 A. So you've got the non-standard locks in the court —

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1 second point down, is related to what I've just talked
 2 about.
 3 Q. Third one contingent upon other departments' actions,
 4 and then a specific issue to Chesterton Square.
 5 A. Right, so that would have been asking for specific
 6 guidance, probably the health and safety team, about how
 7 to go about that, yeah, so ... yeah.
 8 Q. Okay. You're satisfied that reflected your
 9 understanding at the time?
 10 A. I don't remember this at the time, but it relates to
 11 how — you know, what I've described about the doors,
 12 and it would make sense that that would be Maria doing
 13 that update, so yes.
 14 Q. And she would have had a grip of the necessary detail in
 15 order to give a fair and accurate update?
 16 A. Yes, absolutely. She would have had her own performance
 17 information from Janice and she would have had the
 18 detail of the FRAs that had been assigned. She would
 19 have had access to, you know, W2 and the spreadsheets
 20 that have been available.
 21 Q. Thank you.
 22 If we can now turn to {TMO00842218}, and this is
 23 a further paper presented at the health and safety
 24 meeting on 13 June 2017. Again, the same format. You
 25 see the number of outstanding actions that are coming

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1 down.
2 If we turn over the page {TMO00842218/2} we can see
3 that in the far right-hand column —
4 A. Yeah.
5 Q. — 27 actions are now in the 12 months plus category.
6 Can you remember now what those outstanding actions
7 were?
8 A. I can't, but what I can tell you is that there was
9 a very, very detailed spreadsheet and exchange of
10 information that was exchanged between my teams in terms
11 of what was outstanding, where we are — where we were
12 with it.
13 Q. Okay.
14 A. And whether it was partially completed or not. Trying
15 to think what they were ...
16 Q. If you can't remember, don't worry, but would the
17 reasons for outstanding actions have been broadly
18 similar to the reasons why previous actions were
19 outstanding?
20 A. Yes, if we hadn't solved the problem then they would go
21 on. I mean, if it was, you know, a repair that needed
22 a contract behind it or — you know, they would go on
23 until that other matter was resolved.
24 Most of our FRA actions were things that we could
25 deal with fairly swiftly ourselves and, you know, check

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1 that rubbish had been removed or check a repair to
2 completion, but there were some more complicated things.
3 I'm not saying that's the only reason. At any point
4 there will always be some FRAs outstanding, just because
5 of the nature of the return of them.
6 Q. Of the —
7 A. As they come through, you know, they come in bulks, and
8 that's, you know, something for organisations to plan
9 their way. I've seen that in other organisations too,
10 but —
11 Q. Okay. If we can leave this topic and move on to
12 oversight of the neighbourhood team.
13 If I could ask you to go back to your first witness
14 statement, {TMO00000895/2}, paragraph 9 in particular,
15 you say there:
16 "The office servicing the estate including
17 Grenfell Tower was managed by Nicola Bartholomew who was
18 responsible for managing the Neighbourhood Team whilst
19 the receptionist at the office was part of the Customer
20 Services Team. Nicola was in post from about May 2016
21 and prior to that the office was managed by
22 Siobhan Rumble."
23 First of all, can you help the panel, what did the
24 neighbourhood team do?
25 A. So the neighbourhood team would deal with the whole

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1 range of housing management issues that would come in,
2 sign-up of tenancies, antisocial behaviour issues,
3 somebody wanted to exchange or somebody had died and
4 they needed to deal with the succession. So the whole
5 manner of estate things. It could include domestic
6 abuse cases or any safeguarding issue, a whole range of
7 things. That's the neighbourhood aspect of it.
8 Q. Were they the first point of contact for residents?
9 A. Yes, they would have been.
10 Q. Now —
11 A. Apart from the customer service who would do the
12 reception part, they would be the true first point of
13 contact.
14 Q. Now, there are two areas of the neighbourhood team's
15 responsibility that I would like to discuss with you
16 this morning: the first is their role in providing
17 fire safety advice, and the second is their role in
18 identifying vulnerable residents who may be suitable for
19 a personal emergency evacuation plan.
20 A. Sorry, can you just say whose role?
21 Q. The neighbourhood team.
22 A. The neighbourhood.
23 Q. If I can now deal with the first of those, which is
24 fire safety advice, and if I could ask you to turn to
25 your second witness statement and page 5

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1 {TMO00842402/5}, paragraph 23 in particular. You say
2 there:
3 "I have been asked to detail any recollection, notes
4 or correspondence regarding consideration or discussion
5 of the best approach to ensuring all residents received
6 and understood fire safety advice. This type of
7 discussion would have been had by members of the Health
8 and Safety team, who would be best placed to answer this
9 question."
10 Based upon that evidence, is the position that you
11 didn't have any discussion with the health and safety
12 team about what fire safety advice your team would be
13 providing to residents?
14 A. No, because the health and safety fire advice was sent
15 directly from or was — yeah, sent directly from the
16 health and safety team. They had the responsibility to
17 design that advice.
18 Q. Were your team aware of what fire safety advice ought to
19 be provided to the residents if residents had asked for
20 it?
21 A. Yeah, my teams were very clearly aware of the stay-put
22 policy and the advice there. They would have —
23 you know, they would have told residents that.
24 Q. And on what basis do you say they were very clear?
25 What's in your personal knowledge and experience that

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1 allows you to say that?

2 A. It was just absolutely the centre of our understanding

3 and knowledge on that. I think, you know, as housing

4 professionals who had worked in housing a long time,

5 that was the experience and strategy of, you know, other

6 organisations, and in particular at this time, you know,

7 I know that they knew that it was stay put advice. It

8 was in all our literature, in our Link magazines, in our

9 sign-up information, in various articles, it was

10 repeated and — you know, it was repeated to residents

11 in a number of different forums, different ways.

12 Q. Now, if we can go back to the 2017 fire safety strategy,

13 which is at {TMO00832724/3}, it's the third bullet point

14 from the top which says:

15 "Information to residents — general fire safety

16 information on evacuation strategy, storage in communal

17 areas, smoke alarms, LFB Home Fire Safety Visits etc. is

18 provided via the TMO's website, in regular articles in

19 the quarterly magazine to all residents ('The Link') and

20 the Home Ownership Newsletter, in the Residents

21 Handbook, in an introductory letter to all new tenants

22 etc. Additionally, more specific fire safety

23 information is available through regular Sheltered

24 Housing Newsletters etc."

25 Did the housing team have responsibility for the

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1 distribution of fire safety information?

2 A. No, no, they didn't have specific responsibility, unless

3 in the sign-up pack, when they gave out the sign-up

4 pack.

5 Q. So who would be responsible for ensuring the accuracy

6 and the distribution of information via Link magazine

7 articles?

8 A. So we had Pete Griffiths, who was responsible for the

9 Link magazine.

10 Q. And which department is he in? Sorry to cut across you.

11 A. In Yvonne Birch's team.

12 Q. The residents' handbook, who would be responsible for

13 providing the information in that and distributing it to

14 residents?

15 A. Sorry, if I could just go back and say Pete wouldn't

16 have written the information, he would have got it off

17 Janice, he would have got it off, you know, the expert

18 in health and safety in terms of the information.

19 Q. But distribution —

20 A. Distribution would be him, and it was something that he

21 took a lot of time and investment in, and I'm pretty

22 sure he arranged home delivery of that magazine.

23 Q. Now, the residents' handbook, who was responsible for

24 distributing that?

25 A. So the residents' handbook was something being developed

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1 by one of Yvonne's staff ...

2 Q. We'll come on to that later.

3 A. Sorry, names ...

4 Q. Can you remember who it was?

5 A. Erm ...

6 Q. Don't worry, we'll come on to the residents' handbook

7 after the break, and it may well be in that time you'll

8 remember.

9 You indicated earlier on that information would be

10 given in introductory letters to new tenants. Who would

11 be responsible for providing those letters to new

12 tenants?

13 A. I believe that there was, you know, a standard letter

14 that was part of our induction pack. When we signed

15 people up, there was a pack that we gave out to

16 residents, and that would be the neighbourhood team who

17 gave that out on sign-up.

18 Q. You say you believe; did you ever verify for yourself

19 what information was being provided in that letter about

20 fire safety?

21 A. Did I ever review it? I'd seen a copy of it, and I did

22 actually review the packs at some point with a member of

23 staff, but that was a long time ago. I can't remember

24 the detail of it.

25 Q. Was it at the start of your time at the TMO?

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1 A. Oh, no, it was probably in the last year —

2 Q. Okay.

3 A. — before the fire, I think. But I don't think

4 I changed the letter, I think it was —

5 Q. Now, Janice Jones, who is a neighbourhood officer at the

6 TMO, said that the residents' handbook and the repairs

7 handbook were not distributed to residents between 2010

8 and 2017.

9 Now, my first question is: is that right?

10 A. I'm not sure if that was right. I know that it was

11 in — it was being renewed, and it was somebody called

12 Janet Seward — it's come back to me — who was

13 responsible for doing that, and it did take a long time

14 to be reviewed. But I'm not sure that we weren't

15 distributing the previous version of it at that time, so

16 I'm not sure. I'm surprised to hear that.

17 Q. Are you able to put it more categorically and say that

18 whatever version was provided, residents were

19 nonetheless provided with the residents' handbook and

20 the repairs handbook between 2010 and 2017?

21 A. Well, I can't claim for anything up until 2014, I don't

22 know, and actually —

23 Q. After 2014?

24 A. — yeah.

25 I'm not sure. I do remember being involved in the

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1 review of that handbook, certain sections of it, and
 2 I do know it took a long time, but I can't confirm more
 3 than that.
 4 Q. Now, it was your team, is that right, who was
 5 responsible for reviewing and revising the residents'
 6 handbook?
 7 A. No, not at all, so —
 8 Q. Who was it?
 9 A. So it was Janet Seward in the policy and performance
 10 team. She had the responsibility of doing that. It was
 11 a big job, consulting various different sections across
 12 the organisation. So I was personally involved in
 13 reviewing relevant bits to my teams within it, and I —
 14 Q. Sorry to interrupt. Would you have reviewed fire safety
 15 information —
 16 A. No, not — no.
 17 Q. — or would you have left that to Janice Wray?
 18 A. Yes, absolutely.
 19 MR KINNIER: Sir, I'm about to move on to a new and separate
 20 topic, so if it's convenient —
 21 SIR MARTIN MOORE-BICK: That would be a good point, wouldn't
 22 it?
 23 We will have a break in just a moment, Mrs Brown,
 24 but before we do, could I just take you back for
 25 a moment to an answer you gave Mr Kinnier a bit earlier

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1 on about discussing fire safety advice with the health
 2 and safety team.
 3 He asked you to confirm his understanding that you
 4 didn't have any discussion with the health and safety
 5 team about what fire safety advice your team would
 6 provide to residents, and you answered no, in other
 7 words you didn't, because the health and safety fire
 8 advice was sent directly from the health and safety team
 9 who were responsible for designing it, but you didn't
 10 say to whom it was sent by the health and safety team.
 11 A. So I think they would have written articles — so Janice
 12 did a direct introductory letter that went into our
 13 packs.
 14 SIR MARTIN MOORE-BICK: Yes.
 15 A. And she would have provided Pete Griffiths the
 16 information that went into the Link magazine. So
 17 whoever was publishing something would get the source
 18 information from the health and safety team.
 19 SIR MARTIN MOORE-BICK: Did your neighbourhood teams get
 20 anything direct from Janice Wray?
 21 A. No, but they would have been aware of the advice that
 22 was going out directly, so they would have seen that.
 23 They saw Link magazine. So they would have been joined
 24 up in the message that was being sent out very clearly.
 25 SIR MARTIN MOORE-BICK: All right, that's very helpful, it

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1 just clarifies that for me, thank you.
 2 Right, well, we will have a break now. We will come
 3 back, please, at 11.40, and I have to ask you, please,
 4 not to discuss your evidence with anyone while you're
 5 out of the room.
 6 THE WITNESS: Okay, thank you.
 7 SIR MARTIN MOORE-BICK: Thank you very much. Would you like
 8 to go with the usher.
 9 (Pause)
 10 Right, 11.40, then, please.
 11 MR KINNIER: Thank you, sir.
 12 (11.24 am)
 13 (A short break)
 14 (11.40 am)
 15 SIR MARTIN MOORE-BICK: All right, ready to carry on?
 16 THE WITNESS: Yeah, fine, yeah.
 17 SIR MARTIN MOORE-BICK: Good. Thank you.
 18 Yes, Mr Kinnier.
 19 MR KINNIER: Thank you, sir.
 20 During your time at the TMO, the revision of the
 21 residents' and repairs handbook appears to have started
 22 in 2015.
 23 Is it right that neither handbook had been finalised
 24 in its revised version by the time of the fire?
 25 A. I can't specifically remember, but I do remember it

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1 taking a very long time, yeah.
 2 Q. Can you remember why it took so long?
 3 A. I can't specifically. I mean, obviously it was a big
 4 piece of work and there's lots of people to consult
 5 across the organisation. There must have been a reason
 6 that it sort of halted, and I can't remember that,
 7 I'm afraid.
 8 Q. Would you accept that both the residents' and repairs
 9 handbook are a useful means of communicating fire safety
 10 information to residents?
 11 A. Yes, they definitely are a useful mechanism, but they're
 12 not the only mechanism to do that.
 13 Q. Would you accept that the absence of up-to-date
 14 fire safety information in those handbooks is
 15 a significant omission in the mechanisms for providing
 16 fire safety information to residents?
 17 A. It's a part in the omission, but there were other
 18 mechanisms to do it.
 19 Q. Is your view that the omission of information in an
 20 up-to-date handbook was made good by the provision of
 21 information by other sources?
 22 A. Well, I'm saying in that particular respect there were
 23 other methods in which fire safety information was
 24 communicated. I mean, clearly it's ... yeah.
 25 Q. And you would itemise those as the Link magazine ...

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1 A. The letter for new tenants, any newsletters that went to
 2 Grenfell specifically in the course of the development,
 3 website information, there were a variety of mediums.
 4 Q. Now can I turn to the topic of personal emergency
 5 evacuation plans.
 6 First of all, are you familiar with those plans,
 7 otherwise known as PEEPs?
 8 A. I'm familiar with the term, yeah.
 9 Q. Now, Janice Wray in one of her statements to
 10 the Inquiry — and the reference is at
 11 {TMO00847305/35} — said at paragraphs 114 to 115 this:
 12 "114. I have been asked to provide more information
 13 on the TMO's intention to produce Personal Emergency
 14 Evacuation Plans ('PEEPs') for vulnerable and disabled
 15 residents. I have also been asked to set out the extent
 16 of my knowledge and involvement in this plan.
 17 "115. PEEPs were generally targeted at workplace
 18 and occupational settings and not residential dwellings.
 19 Additionally, the Health and Safety team were not
 20 routinely advised of the location of vulnerable
 21 residents or those with disabilities. If vulnerable or
 22 disabled residents raised concerns with my Estate or
 23 Neighbourhood colleagues, we would have visited that
 24 resident and/or asked the fire risk assessor to visit
 25 and/or sought an LFB Home Fire Safety Visit."

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1 Now, first question is this: were you aware that
 2 ESAs or neighbourhood officers could refer vulnerable or
 3 disabled residents to the health and safety team for
 4 PEEPs or an evaluation for a PEEP?
 5 A. I'd say not specifically. I mean, I knew — we all knew
 6 that we could go to Janice Wray and her team for advice
 7 on anything, but specifically would they have gone
 8 there? I don't think they would. I don't think they
 9 would have been looking to do PEEPs at the time.
 10 Q. So is your evidence that no one in your time at the TMO
 11 from February 2014 in the housing department would have
 12 thought to have referred any vulnerable or disabled
 13 resident to the health and safety team for PEEPs
 14 evaluation?
 15 A. I can't speak for everybody, but I know —
 16 Q. It is your department, the housing department.
 17 A. Would they — sorry, say it again.
 18 Q. Would your team have been aware during the time you were
 19 the director of housing from 2014 onwards of the
 20 opportunity to refer a vulnerable or disabled resident
 21 to the health and safety team for evaluation for a PEEP?
 22 A. Not specifically for a PEEP. They would have definitely
 23 spoken to Janice about a particular issue or concern
 24 they had in terms of vulnerability, they would
 25 definitely have done that. We had discussions with

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1 people — with her about mobility scooters, all sorts of
 2 things. But I don't think, in terms of general needs,
 3 that awareness would have been widespread.
 4 Q. You made the distinction there between general needs.
 5 Would members of your team have been aware of that
 6 possibility of referring to the health and safety team
 7 for a PEEP for those in sheltered accommodation?
 8 A. So my team didn't necessarily cover the sheltered team
 9 in that way, it would have been the — Hash's team who
 10 would have done the intense work in terms of PEEPs.
 11 But, yes, generally my awareness, and I would assume
 12 that of my teams, was that it was more appropriate to do
 13 them in sheltered housing accommodation than in general
 14 needs.
 15 Q. Why was that distinction drawn?
 16 A. I think because of our stay—put policy, we weren't
 17 expecting to evacuate. In sheltered accommodation,
 18 I think there's the — there is the support to enable
 19 a PEEP to take place. You know, generally, you know,
 20 there are people on hand to do that. In general needs,
 21 the position has been very different, and, you know,
 22 obviously this depends on your interpretation of the
 23 guidance, but our strategy was a stay—put strategy.
 24 Q. Do you recall any discussion during your time at the TMO
 25 that a vulnerable or disabled resident in general needs

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1 housing ought to be referred to health and safety for
 2 a PEEP?
 3 A. No, I don't remember that specifically.
 4 Q. Or at all?
 5 A. Erm —
 6 Q. Any discussion at all?
 7 A. I know that there was a discussion around one of the
 8 residents in — there was lots of discussion around
 9 mobility scooters and how we could accommodate those,
 10 but that was not specifically about PEEPs.
 11 SIR MARTIN MOORE—BICK: Can you just help me with this: your
 12 answer referring to the stay—put policy suggests that
 13 you were seeing this in the context of a complete
 14 evacuation of the building.
 15 A. Seeing a PEEP in terms of that?
 16 SIR MARTIN MOORE—BICK: Yes.
 17 A. Yes, I guess we were. We weren't having detailed
 18 discussions about it, but I think the thing about a PEEP
 19 is that that's your — you need somebody to assist you
 20 with evacuation in a PEEP.
 21 SIR MARTIN MOORE—BICK: Well, maybe, but it was always
 22 possible, wasn't it, that a person with a disability
 23 would need to evacuate either his or her own flat
 24 because the fire was in that flat, or the floor as
 25 a whole because there was a fire in another flat on that

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1 floor which was potentially endangering his or her flat .
 2 So the need for evacuation wasn't limited to a case in
 3 which there might be a fire affecting the whole
 4 building, was there?
 5 A. No. No, I guess ... but we were certainly — I mean, at
 6 no point did anybody suggest to me that we should be
 7 having PEEPs and be looking at them as part of our
 8 evacuation strategy or any strategy. What we were doing
 9 and we were very much concentrating on was trying to
 10 build up information about vulnerabilities in order to
 11 tailor services to meet needs. That was in terms of
 12 general provision. Clearly we used that information
 13 when there were emergencies, so, you know, if there was
 14 a gas shut-off, or, you know, the purpose of it was to
 15 try and help us prepare to utilise that information. We
 16 definitely did use that in many situations, but we
 17 weren't — I don't think we were looking to, you know,
 18 PEEPs in general.
 19 SIR MARTIN MOORE-BICK: All right, thank you very much.
 20 MR KINNIER: Thank you, sir.
 21 Were you aware of the Shepherds Court fire in the
 22 summer of 2016?
 23 A. Yes.
 24 Q. Were you aware that that involved a partial evacuation
 25 of that building?

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1 A. Erm ... probably, yes, I probably was, yeah.
 2 Q. Did that prompt any consideration on your part that
 3 there would have to be some form of provision to enable
 4 vulnerable or disabled residents to evacuate if a fire
 5 arose?
 6 A. So I think rather than the Shepherd's Bush fire, which
 7 probably isn't helpful to answer your question, my last
 8 experience had been a fire at Adair Tower, in which it
 9 was a stay-put policy but the Fire Brigade arrived and
 10 decided to evacuate that building, and they did evacuate
 11 that building and people, you know, with vulnerabilities
 12 and disabilities were evacuated, and that was my most
 13 recent experience.
 14 Prior to that, every time that I had had to attend
 15 a fire, compartmentalisation had worked, there had been
 16 no issue.
 17 Q. And so, in summary, the Adair Tower fire didn't cause
 18 you to think whether there was a need for PEEPs or some
 19 other provision to enable the evacuation of vulnerable
 20 or disabled residents in the event of a fire?
 21 (Pause)
 22 A. Sorry.
 23 Q. Would you like a break?
 24 A. No, I'm going to be fine, just give me a second.
 25 SIR MARTIN MOORE-BICK: Yes, just take a moment.

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1 A. Sorry, can you ask me the question again?
 2 MR KINNIER: Of course.
 3 Is it right to summarise your evidence this way:
 4 that the Adair Tower fire didn't cause you to think that
 5 either there should be a personal emergency evacuation
 6 plan or some other arrangement to provide for the
 7 evacuation of vulnerable or disabled residents from TMO
 8 high-rise buildings?
 9 A. No, I'm afraid it didn't, because my experience there
 10 was that the Fire Brigade arrived and, you know, they
 11 led on that, they made the decision to move from
 12 a stay-put to an evacuation policy, and they led that
 13 and it worked, and there was no — when we did a review
 14 on that, there was no recommendation from the LFB or
 15 from anybody else to have changed that, because it was
 16 very unusual. That is the only fire that I'd been to,
 17 obviously prior to Grenfell, where ... sorry.
 18 Q. Would you like a break?
 19 A. No. Sorry.
 20 SIR MARTIN MOORE-BICK: Just take your time.
 21 A. Sorry, this is just inevitably going to happen,
 22 I'm afraid, but I would like to carry on, if I can,
 23 so —
 24 MR KINNIER: And presumably the same answer would apply in
 25 relation to the Shepherds Court fire, for the reasons

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1 you've just given? That didn't prompt consideration of
 2 PEEPs or some other form of arrangement for evacuation?
 3 A. No, and, you know, my experience has been that it's very
 4 unusual for it not to work.
 5 Q. Were you aware that a resident in general housing could
 6 have been referred to the LFB for a home fire safety
 7 visit?
 8 A. Yes, absolutely, and I know that we did refer people
 9 there for a home safety visit. I know that we did that
 10 because we worked with Janice on a list of properties
 11 where fires had occurred, you know, small fires, and
 12 part of the support that we put in there was to offer
 13 a home visit to make sure that, you know, the risk of
 14 fire was considered and every preventative measure was
 15 put in place. So, yes, we would have done that.
 16 Q. Can you remember during your time at the TMO whether the
 17 LFB, following a home fire safety visit, ever raised
 18 with your department the need for a personal emergency
 19 evacuation plan for any vulnerable or disabled resident?
 20 A. No, and, you know, if they had, I would have done it.
 21 Q. Did you have any discussions with Janice Wray about
 22 identifying vulnerable or disabled residents in general
 23 needs accommodation?
 24 A. Not specifically, but I do know that, you know, we were
 25 obviously doing this, you know, fairly significant

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1 tenancy check and vulnerability policy and, you know, in
 2 preparation obviously for supporting people, but also
 3 for our CRM system. That was well known across the
 4 organisation, and so ... but not specifically, no.
 5 Q. Did she ever raise with you the question of PEEPs at any
 6 time?
 7 A. I don't remember a discussion about it, apart from
 8 having a discussion at health and safety committee
 9 meetings around sheltered residents.
 10 Q. So at no time did she prompt you to think about
 11 referring residents to her department from general needs
 12 housing if they were vulnerable or disabled?
 13 A. I don't remember that.
 14 Q. Do you know, from your personal experience in dealing
 15 with other ALMOs you worked for, whether any other
 16 social housing landlords prepared PEEPs for vulnerable
 17 and disabled residents?
 18 A. It certainly wasn't my experience. I'd worked at
 19 Hammersmith previously, and I don't remember us doing
 20 that there, and that was after the, you know, LGA
 21 guidance.
 22 Q. Can you remember why that wasn't done?
 23 A. I mean, I think it all comes back to, you know, at the
 24 time our — you know, the central advice that governed
 25 the way that ourselves and I believe many other

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1 organisations, housing organisations, was, you know,
 2 based on the LGA guidance that, you know, stay put works
 3 and that — you know, there are bits in that that really
 4 do say, you know, it may be in certain circumstances
 5 impractical to evacuate. I mean, you know, there's much
 6 discussion on this now, but, you know, in — it's easy
 7 to look back in hindsight, but we were operating
 8 according to that guidance in a way that I think other
 9 organisations across the country were.
 10 Q. Is it your evidence that the LGA guide had informed that
 11 approach to PEEPs?
 12 A. Yes, I think very much so. You know, that's in our fire
 13 safety strategy, I think, so ...
 14 Q. Now, can I turn to TMO — apologies, Ms Brown, I cut you
 15 off.
 16 A. No, I was just saying there are — I know obviously
 17 you've given guidance — the Inquiry have given guidance
 18 on that, but I do think it's an extremely complicated
 19 area to get right in terms of keeping PEEPs up to date
 20 and, you know, how you would apply that evacuation.
 21 Q. Can I now turn to {TMO10017541}, and these are minutes
 22 from a health and safety committee meeting on
 23 13 June 2017.
 24 If we turn to page 4 of those minutes
 25 {TMO10017541/4} at paragraph 3.8, which is under the

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1 subject heading "Fire Safety Summary", it's minuted
 2 there at 3.8:
 3 "BM [Barbara Matthews] raised concern at the amount
 4 of fires due to '[misuse] of cooking in a microwave
 5 oven' and queried what could be done to reduce the
 6 incidence of these. HC ..."
 7 Is that Hash Chamchoun?
 8 A. Yes.
 9 Q. "... advised of the procedure his team follow when
 10 sheltered residents are particularly vulnerable — work
 11 with Social Services, request an assessment by our Fire
 12 Assessor and a Home Fire Safety Visit from the LFB.
 13 However, where the resident is in the wrong
 14 accommodation and requires increased care, even where
 15 this is recognised, there can be a considerable delay
 16 before a move can be arranged. TB [presumably you]
 17 [advised] that this can be even more of a challenge when
 18 the vulnerable residents are in general needs housing
 19 but she advised that Neighbourhood staff appeared to
 20 have made every effort to address the risk highlighted
 21 by the minor fires and false alarms mentioned in the
 22 report."
 23 Now, what had neighbourhood staff done to address
 24 the risk of minor fires and false alarms?
 25 A. So this goes back to what I'd explained earlier.

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1 Janice, obviously, in her regular meetings with the
 2 Fire Brigade, would become made aware, and we would in
 3 other ways be made aware, of where there had been
 4 an incident, and I do remember there was a spreadsheet
 5 and we would look at that, and then neighbourhood
 6 officers would go out and visit and arrange for the LFB
 7 to assist and see if there was anything, you know, that
 8 we could do in those situations.
 9 For example, sometimes you'd be concerned if people
 10 didn't, you know, have electricity and the risk of them
 11 using candles and fires and things like that, so it was
 12 around prevention.
 13 Q. Thank you.
 14 Now, can I turn to a separate topic, which is
 15 vulnerable residents policy and the supporting residents
 16 policy.
 17 Can we turn to {TMO00880461}. This document is
 18 entitled "Vulnerability policy". The file name
 19 indicates that it's dated 2014.
 20 First of all, do you remember this?
 21 A. Yes.
 22 Q. Was this the first draft of the policy that was sent to
 23 you, to the best of your recollection?
 24 A. I don't know what — whether this is the first draft or
 25 not.

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1 Q. Can you remember who drafted it?
 2 A. So I work with — David drafted it.
 3 Q. David Noble?
 4 A. Yes, sorry, David Noble.
 5 Q. What prompted the development of this draft, can you
 6 remember?
 7 A. I think — so we — this obviously sat alongside doing
 8 the tenancy check work, which was heavily about tenancy
 9 profiling. I think this was around making sure that the
 10 whole staff — the whole organisation had an approach to
 11 recognising vulnerability and referring people to the
 12 neighbourhood teams who they thought might need some
 13 support.
 14 Q. Thank you.
 15 Now, on the first page we see that the policy
 16 identifies three key areas: the TMO customer strategy,
 17 then the HCA regulatory framework tenancy standard, and
 18 finally the Care Act, presumably the Care Act 2014.
 19 What was your understanding of the duties owed by
 20 the local authority to residents under the Care Act
 21 2014?
 22 A. So this is around having care plans, care packages in
 23 place, isn't it?
 24 Q. Yes. What was the understanding of the TMO's duties to
 25 vulnerable residents?

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1 A. So our understanding was to provide as much support as
 2 we could to vulnerable residents and we did that in
 3 a variety of ways, and that was central and paramount in
 4 a lot of our policies, particularly our ASB policy.
 5 Q. What were your teams' specific responsibilities — and
 6 emphasis on the word "specific" — for supporting
 7 vulnerable residents?
 8 A. So I think they would have been around signposting
 9 people to the correct support agencies where that was
 10 appropriate, to make sure that they had the supporting
 11 need, either care package or mental health services,
 12 a whole range of things.
 13 Q. Now, can we turn to page 2 of this policy
 14 {TMO00880461/2}, and at the top of the page there should
 15 be a definition, yes, "Existing definitions", which
 16 says:
 17 "H&S don't really have anything, only the PEEP
 18 process which is mainly ad-hoc and/or self-nominated.
 19 "Sheltered Housing don't really have anything
 20 either, because by its nature everyone in a supported
 21 housing meets the eligibility criteria."
 22 H&S, presumably that's the health and safety team?
 23 A. It looks like it.
 24 Q. Now, was it your understanding that health and safety
 25 had no definition at the time of what constituted

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1 vulnerability?
 2 A. I wouldn't have — I don't remember that. I don't
 3 recall.
 4 Q. How would you decide whether a resident was vulnerable
 5 or not in the absence of any definition?
 6 A. Well, I think outside this policy, when we were looking
 7 at it specifically in our tenancy check profiling form,
 8 we clearly identified, you know, people who may be
 9 vulnerable within that, and in our ASB policy there is
 10 extensive information and we did training for our staff
 11 around all sorts of vulnerability and all sorts of
 12 support arrangements you might want to tap into. So in
 13 terms of housing management, the issue of vulnerability
 14 would have been, you know, well explored and known, you
 15 know, the possibilities of vulnerable people.
 16 Q. Maintaining the focus on PEEP and the process is, it
 17 says there that the process was mainly ad hoc and/or
 18 self-nominated. Does that accord with your
 19 understanding at the time?
 20 A. Yes, but focused on sheltered generally.
 21 Q. How did you understand that residents could be aware of
 22 the process by which they could self-nominate?
 23 A. Sorry, can you just say that again?
 24 Q. Yes. You will see there that the PEEP process is mainly
 25 ad hoc and/or self-nominated. How would a tenant,

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1 a resident, know how to self-nominate themselves for
 2 a PEEP?
 3 A. I'm not sure that we did any publicity around that to
 4 tell them.
 5 Q. So would it be fair to say they wouldn't be aware of the
 6 arrangements if you weren't publicising it?
 7 A. Yes, I think that's fair to say, but I also don't recall
 8 anyone asking for one. Not that the onus should be on
 9 them, I'm just saying I don't recall that.
 10 Q. Can you recall any resident self-nominating?
 11 A. No, I can't.
 12 Q. At any time during your employment at the TMO, did you
 13 or anyone at the TMO consider whether the PEEP process
 14 could be integrated into the vulnerable policy process?
 15 A. No, I don't think that we did.
 16 Q. Now, if we move further down page 2, the next main
 17 heading is "Identification", you will see there at
 18 section 3. This section refers to people currently on
 19 the system:
 20 "We need to decide whether they remain."
 21 Was a decision taken on whether to retain existing
 22 information about vulnerable residents or not?
 23 A. Well, I don't think that there would be any reason to
 24 delete or take off any of the information that we had.
 25 Our processes and this and the tenancy profiling were

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1 about updating the information and making sure that it
2 was correct and filling in the gaps. I don't think
3 there would be any intention to remove it.

4 Q. Okay.

5 Now, turning further down this paragraph, the next
6 section refers to identification of people by
7 neighbourhood/rent income officers, and says during the
8 tenancy check process by customer services officers and
9 other teams.

10 Now, turning to the first bullet point there,
11 "People identified by Customer Services Officers/other
12 teams":

13 "CSAs need training on identifying possible
14 vulnerability issues with callers and visitors."

15 Was that training ever carried out, to your
16 knowledge?

17 A. There was an extensive training programme in the
18 customer service centre. We implemented that quite
19 early on, and we talked to them about the need to, on
20 single view, put information in the fields there on
21 vulnerable people. I'm pretty sure of that.

22 Q. Do you have any specific recollection whether any
23 training needs were identified for any other teams?

24 A. I know that we did — so as we rolled this out, we
25 definitely did — there was, you know, training for my

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1 teams. We also did training for Repairs Direct.
2 I remember one of my team leaders doing training in what
3 they called Toolbox Talks early one morning to engage
4 our repairs service in this, who obviously had,
5 you know, great access to residents to make these
6 referrals if they saw concerns.

7 Q. Do you recall the substance of any training given to
8 CSAs on how to identify vulnerable or potentially
9 vulnerable residents?

10 A. I think there was something in their training manual on
11 this. I'm pretty sure that there was. So, you know,
12 identifying vulnerable people would have been fairly
13 commonplace for the customer services assistants and for
14 neighbourhood staff. It is — you know, it's the nature
15 of their work. You know, where they had concerns about
16 somebody, I know that they were asked to sort of flag it
17 to a manager and, you know, if they were really
18 concerned, obviously neighbourhood would get involved
19 and take that forward. So I know that that was part of
20 their manual.

21 Q. Now, we've had disclosed to us ten drafts of the
22 supporting residents policy. Did you receive each and
23 every one of those drafts, can you remember?

24 A. I don't think I did.

25 Q. Did David Noble consult you on each and every draft?

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1 A. I don't remember each and every draft. I do remember
2 being, you know, heavily involved in it.

3 Q. Do you remember any discussion of PEEPs during the
4 course of that process?

5 A. I don't. I don't recall that.

6 Q. Do you recall any discussion as to how tenants could
7 self-nominate for a PEEP and to ensure that they had
8 that option?

9 A. No, I think you've asked me that.

10 Q. If residents were unaware of the prospect of
11 self-nominating, how could they do it?

12 A. Well, I think if people had had discussions with us
13 about it in detail then they would probably have been
14 provided with some information, but —

15 Q. Is that a supposition?

16 A. It is a supposition, unfortunately.

17 Q. You can't speak directly whether that ever happened?

18 A. No, because I don't remember anyone ever asking us
19 specifically for a PEEP.

20 Q. Could we now go to {TMO00880465}. This is a document
21 entitled the "Safe and Sound Procedure". Now, this
22 appears to have been drafted to accompany the safe and
23 sound policy. Paragraph 1.1 of this procedure says in
24 its preamble:

25 "This procedure supports the Safe and Sound

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1 Policy ..."

2 Now, my first question is: was the vulnerability
3 policy renamed the safe and sound policy?

4 A. Well, I mean, you will see that we — I don't know why
5 we did this, but we changed the name of this procedure
6 a lot along the way.

7 Q. Why?

8 A. I don't know specifically. I think it ended up the
9 supporting people policy, which is — which was a way of
10 engaging all staff to think about how they could support
11 people, which was its intention.

12 Q. Now, can you remember seeing this draft procedure
13 document before today?

14 A. I don't remember.

15 Q. Can you remember contributing to its drafting or
16 consideration?

17 A. I remember having discussions about it. I may have
18 contributed to it. I'm sure you will be able to tell me
19 if I did, but ...

20 Q. If we go to paragraph 2.1 on this page, we can see that
21 residents with support needs are to be identified by
22 neighbourhood officers, et cetera.

23 Do you agree that these are mainly TMO employees
24 falling within your team that are responsible for
25 identifying —

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1 A. Yes, and I believe —
 2 Q. — vulnerable residents?
 3 A. — that we widened this from this, because, you know,
 4 clearly my teams were already involved in identifying
 5 vulnerable people in the course of their work, so —
 6 Q. And given that practice, given this procedure, is it
 7 fair to say that your department was responsible for
 8 implementation of this policy and this procedure?
 9 A. No, I think this was — I mean, this was never the
 10 finished product, so in terms of the overall procedure,
 11 our policy teams would have been responsible for the
 12 implementation of the procedure because it was
 13 a procedure across — you know, that was intended to be
 14 applied across the organisation, although obviously it
 15 had strong links to my team because they would be the
 16 people referred to.
 17 Q. The particular burden falls on your team, doesn't it,
 18 because under the clear heading "Identification of
 19 residents", the five categories of employees set out
 20 there all fall within your team, don't they?
 21 A. So, as I've said, this wasn't the final version of
 22 this —
 23 Q. But on this draft, looking at this draft.
 24 A. Oh, on this draft, yeah, but this —
 25 Q. Just developing this point further, if we can look at

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1 paragraph 3.1 under the heading "Role of the
 2 Neighbourhood Team", they were said to be responsible or
 3 intended to be responsible for:
 4 " ... recording and investigating any referrals, and
 5 either referring the resident to other services (where
 6 the resident has given permission), or encouraging the
 7 resident to seek support from other specific agencies."
 8 Now, was that an accurate summary of the
 9 neighbourhood team's responsibilities —
 10 A. Yes.
 11 Q. — in practice?
 12 A. Yes, absolutely.
 13 Q. Did you ensure that the neighbourhood team was aware of
 14 its responsibilities at this time, ie in 2015?
 15 A. I always made sure that this was a responsibility of my
 16 teams, whether that was through this policy or through
 17 a number of other housing policies.
 18 Q. And what instructions, advice or training did you
 19 provide to ensure that you were satisfied that your
 20 staff knew how best to identify vulnerable residents?
 21 A. So we had done extensive training with my time on
 22 antisocial behaviour, and I keep making the link back to
 23 them, but that was a very detailed policy and procedure
 24 which covered all sorts of referral and support
 25 mechanisms available to neighbourhood officers to

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1 utilise, not only in terms of antisocial behaviour but
 2 those key contacts that are there with other
 3 organisations to provide support, you know, like
 4 safeguarding, supporting people, mental health services.
 5 So that was a key part of our role that came across all
 6 sorts of policies.
 7 Q. Answering my question more directly —
 8 A. Sorry.
 9 Q. — is the upshot of that that your team knew how best to
 10 identify vulnerable residents?
 11 A. Yes.
 12 Q. Were there any instances or concerns reported to you
 13 that your team were not consistently identifying
 14 vulnerable residents or potentially vulnerable
 15 residents?
 16 A. No, I mean, I was aware that they were recognising
 17 vulnerable people in all sorts of different case work
 18 and, you know, my feeling of that was that they were
 19 engaged with that and were very committed to providing
 20 support where they could to vulnerable residents. That
 21 was my experience of the staff that worked for me.
 22 Q. And who immediately below you was responsible for the
 23 successful and efficient implementation of this
 24 policy/procedure?
 25 A. So it would have been the heads of services, the

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1 neighbourhood — sorry, the head of service and the team
 2 leaders below them.
 3 Q. Thank you.
 4 Could I just follow up on this question of training,
 5 Mrs Brown, and in relation to the supporting
 6 residents/vulnerable policy.
 7 Could I ask you to go to {TMO00852233}. You will
 8 see on 2 March 2015 there was a resident engagement team
 9 briefing. If we look at agenda item 3.1
 10 {TMO00852233/2}, we see this is part of an update given
 11 by DN, ie David Noble, and he said at 3.1:
 12 "Also looking at Vulnerability Policy — important
 13 information for CAS regarding time residents may need to
 14 answer the door, if they need large print letters or
 15 suffer from mental health issues etc. There will be
 16 staff training on this."
 17 Now, did you have any discussions with David Noble
 18 about staff training for the housing team in relation to
 19 the requirements of the vulnerability policy?
 20 A. I'm not sure that David did the training for the
 21 vulnerability policy. I think that it was a team leader
 22 within my team in the south who did the vulnerability
 23 training.
 24 Q. Who was that? Was it Maria Sharples or somebody else?
 25 A. No, it was somebody who worked —

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1 Q. Can you remember the name?
 2 A. Yes, I can, it's Angelique Noble. She definitely did
 3 the training for the Repairs Direct.
 4 Q. And —
 5 A. I think it was her, pretty sure.
 6 Q. Would she have been responsible for organising that for
 7 the supporting residents policy as well?
 8 A. Well, they weren't separate policies, they were —
 9 Q. Well, they went through various descriptions. I just
 10 wanted to bottom out: was training absolutely provided
 11 on the substance that was called the vulnerability
 12 policy and later the supporting residents policy?
 13 A. Yes, I believe it was. I 100% know it was done for the
 14 Repairs Direct people. I know that my teams were
 15 heavily involved in the development of it. We wouldn't
 16 have implemented a policy without, you know, at least
 17 having an awareness of that. I know it was discussed at
 18 all sorts of team meetings, it was discussed at SMT.
 19 You see, a lot of this was around — these were
 20 skills in this policy that — you know, in terms of
 21 training, our neighbourhood officers were already aware
 22 of, you know, the mechanisms to provide support by the
 23 time this policy was introduced.
 24 Q. Okay.
 25 Can I turn to a separate issue, which is finalising

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1 the supporting people policy, and if we can go to
 2 {TMO00866011}, and this is a senior management team
 3 meeting on 18 February 2016. You will see you were
 4 there, second attendee.
 5 If we go to page 4 {TMO00866011/4}, item 8.1:
 6 "TB [that's you] advised there was not a mechanism
 7 for staff to feedback information on resident
 8 vulnerabilities which led to the development of this
 9 policy. A CRM process is being developed around this."
 10 Now, by this stage, we are now 16 months into the
 11 drafting process.
 12 My first question is this: why had 16 months elapsed
 13 with no policy being finalised?
 14 A. I think that was just because of the volume of other
 15 work and improvements that we were doing. In this
 16 period of time we'd, you know, introduced the whole of
 17 the CRM system, we'd done a number of restructures, we'd
 18 trained all our staff, you know, there was lots going
 19 on, and, as I say, the core of identifying and
 20 supporting people was a role of our neighbourhood
 21 officers, who had always done this. This policy was
 22 around making sure that other people across the
 23 organisation were also utilised to recognise that need
 24 and to provide information to our neighbourhood
 25 officers.

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1 So, yes, ideally you would implement a policy
 2 quicker than that, but —
 3 Q. But the essential reason was pressures of other forms of
 4 work; is that fair?
 5 A. There wasn't a decision not to do it, as far as I can
 6 remember. I think I was doing all sorts of other things
 7 at this period of time. I don't know why it didn't
 8 happen as quickly as it did, but there were lots of
 9 other things going on at the time, like the tenancy
 10 profiling project, which would have been collecting this
 11 information as well.
 12 Q. Given the subject matter of the policy, it ought to have
 13 taken far less time, shouldn't it?
 14 A. Yes, I think that's a reasonable thing to say, it should
 15 have taken far less time, but whether it had — I think
 16 it was formalising — it was more about formalising
 17 systems that were already happening. You know, we
 18 always wanted to raise — I mean, certainly our,
 19 you know, customer service and our resident engagement
 20 team are all, you know, aware of the need to identify
 21 and support vulnerable people. I think this was, as
 22 I said before, about widening that.
 23 Q. During that protracted drafting process of some
 24 16 months, what guidance was given to TMO staff in
 25 relation to how to identify a vulnerable resident, if

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1 any?
 2 A. Well, I'm not sure if other managers gave information
 3 out to their staff in doing that. I don't know if
 4 Repairs Direct did or not. But I think, you know, we
 5 had discussed this in various forums along the way, so
 6 obviously people were aware of the importance of it.
 7 Q. So is it fair to assume that historic custom and
 8 practice continued in relation to the identification of
 9 vulnerable residents or potentially vulnerable
 10 residents?
 11 A. Yes, absolutely, in various ways.
 12 Q. And so the processes for communicating the
 13 identification of vulnerable or potentially vulnerable
 14 residents remained the same throughout this protracted
 15 period?
 16 A. Yeah, I mean, they'd been enshrined in neighbourhood
 17 work — they've always been enshrined in neighbourhood
 18 work, you know, this is in all our policies, as I said
 19 before.
 20 Q. Were you concerned at any stage during the 16-month
 21 process that there was no formal finalised policy in
 22 place to govern the issues surrounding identification
 23 and management of vulnerable residents or potentially
 24 vulnerable residents?
 25 A. Sorry, can you just say that again?

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1 Q. Yes. Were you concerned at any time during this
2 16-month period that there was no policy for vulnerable
3 residents in place?
4 A. I think I would be concerned that the wider organisation
5 weren't being pulled into it, but in terms of my own
6 teams and generally most teams across the organisation,
7 I would know that they recognised the need to support
8 residents to maintain their tenancies. There were
9 neighbourhood support teams, all sorts of other teams
10 working very hard, you know, to do that. So in that
11 respect it didn't concern me.
12 Q. So, in summary, at no stage did you have cause to raise
13 any concerns with your seniors about the delay in
14 finalising the supporting people policy?
15 A. I don't remember doing so.
16 Q. Do you remember anyone else raising any concerns?
17 A. I don't.
18 Q. Could I now turn to {TMO00866011}. This is a senior
19 management team meeting on 18 February 2016. You are
20 second on the list of attendees. We can see that you
21 arranged to discuss matters with Graham Webb and
22 Hash Chamchoun to get their views on the policy.
23 First of all, did they express any or any
24 substantive concerns about the substance of the draft?
25 A. No. I mean, Hash managed the sheltered — our sheltered

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1 scheme, so — and our CAS team, so he again would have
2 been very aware and knowledgeable and his teams would
3 have already been involved in, you know, supporting
4 vulnerable residents, that would have been key to his
5 work.
6 Graham didn't express any concern about it at all.
7 I mean, I think his staff — Repairs Direct staff were
8 very open to training and, you know, providing a wider
9 contribution across the organisation to our core
10 purpose. I mean, they attended domestic abuse training
11 as well, and, you know, they were very engaged, so —
12 Q. Did you ask the health and safety team for their views
13 on the draft?
14 A. I don't remember doing so.
15 Q. Would you have done so?
16 A. Erm —
17 Q. Would someone else have done that?
18 A. I think — I mean, I certainly wouldn't. I guess David
19 was doing the legwork on this policy.
20 Q. Do you recall any substantive concerns being expressed
21 by any member of the health and safety team about the
22 substance of this draft policy?
23 A. No, no, not at all, and in this team, Barbara's —
24 Barbara Matthews was at this meeting. She obviously had
25 overall responsibility for health and safety. I don't

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1 remember her raising any concerns.
2 Q. Can we now turn to the tenth and what appears to be the
3 final draft of the supporting residents policy, which is
4 at {TMO00880481}.
5 Now, if the header can be expanded, we can see that
6 it provides for an operational date of April 2016.
7 There is still a draft watermark on the document.
8 Can you help us as to whether the policy was
9 formally finalised in April 2016 or on some other date?
10 A. I would imagine that it was, going by this. I can't
11 remember specifically the exact date.
12 Q. Now, can we turn to another document, {TMO00880549}.
13 Now, these are minutes of, again, an SMT meeting on
14 17 March 2016, so shortly before the stated operational
15 date on that draft or the document we've just looked at.
16 If we can turn on the first page, it's at the bottom
17 of the first page, to agenda item 1.7, we see set out
18 there:
19 "TB confirmed the Supporting People Policy has been
20 updated following input from HC [Hash]. TB advised that
21 the policy has not yet gone to ET ..."
22 Executive team; is that right?
23 A. Yes, executive team, yes.
24 Q. "... for sign off as the position on this has not yet
25 been clarified. Yvonne Birch is drafting a procedure

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1 for sign off of policies by ET [executive team]."
2 Was the supporting residents policy and procedure
3 shared with the senior management team after this
4 meeting on 17 March 2016?
5 A. I don't remember when it was shared with them, but
6 I think this Yvonne Birch drafting a procedure for
7 sign-off isn't specifically about this policy, it's
8 about that — I think she was reviewing how policies —
9 Q. I understand that.
10 A. Sorry.
11 Q. Apologies, it may be my question was unclear.
12 Are you able to assist us as to whether the policy
13 and procedure was shared with the SMT after this
14 meeting?
15 A. SMT or —
16 Q. SMT. Can you remember? If you can't remember —
17 A. I'm assuming it would have done, yeah, if I said I was
18 going to, yes, I'm assuming it would have. But it might
19 not have been me, actually, it might have been David
20 doing it.
21 Q. Who would have been responsible for sending the policy
22 and procedure to the executive team? Would that have
23 been you or David Noble?
24 A. No, so David was taking responsibility ultimately for
25 writing it. He reported in to — well, in the chain of

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1 command to Yvonne Birch, so I would expect it to go
 2 through that way. I believe Sacha was aware. We'd
 3 discussed — my manager was aware, and she was an ET
 4 representative.
 5 Q. So it was your expectation, but you're not in a position
 6 to confirm the position; is that fair?
 7 A. Expectation they would have been circulated to both ET
 8 and SMT, yes, absolutely. They were aware of it.
 9 I know that they were aware of its development.
 10 Q. Now, David Noble said that a policy could be implemented
 11 if it had not been signed off by the executive team.
 12 Did that reflect your understanding of the position?
 13 A. Yeah, I think that's right, but there was no reason for
 14 ET not to have signed off this policy.
 15 Q. That's not quite an answer to the question I asked.
 16 A. Sorry.
 17 Q. Was your understanding that a policy could be
 18 implemented even though it hadn't been signed off by the
 19 executive team?
 20 A. I can't remember the process, really, if I'm honest, to
 21 explain how and why, but yes, I mean, this policy —
 22 quite possibly that could be the case, because this
 23 policy wasn't a fundamental change. It wasn't a,
 24 you know, huge legislative introduction, it was about
 25 improving, you know, our sort of approach to customer

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1 care. So I think, yes, it's possible that it didn't
 2 have the weight of, you know, some of the — I don't
 3 mean the weight. I don't mean that.
 4 Q. I don't want to put words in your mouth, but it seems to
 5 be that as it was a codification of existing practice
 6 and didn't involve substantial change, it didn't quite
 7 have the profile that a new policy would have had; is
 8 that a fair summary?
 9 A. I think that's where I was trying to go, yes, that's
 10 a good summary.
 11 Q. Ms Brown, it's really important, mainly to assist the
 12 transcriber, if you don't talk over me.
 13 A. Oh, sorry.
 14 Q. I promise not to talk over you as well, it's just she
 15 has to get everything down.
 16 Now, given your evidence that it didn't represent
 17 a substantial change in policy and practice, was any
 18 training provided, first of all, to your team regarding
 19 the substance and requirements of the new supporting
 20 people policy and procedure?
 21 A. We would definitely have made people aware of it
 22 because, you know, the potential was that they were
 23 getting referrals from other parts of the organisation,
 24 so I do believe that the teams would have been trained
 25 and briefed on it, maybe through a team meeting, maybe

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1 not something, you know, really significant for my teams
 2 in terms of neighbourhood.
 3 Q. You say "would have been"; were they trained on the
 4 substance and requirements of this new policy?
 5 A. I have no reason to believe that they weren't, but
 6 I can't categorically tell you how and when they were.
 7 Q. Was training provided both to members of your team and
 8 Repairs Direct?
 9 A. Definitely provided to Repairs Direct.
 10 Q. Why are you more certain in relation to Repairs Direct
 11 but uncertain in relation to your own team?
 12 A. Because I remember specifically who did it — sorry, who
 13 provided the training, and that person was a team leader
 14 in my team, so if she was providing that training for
 15 Repairs Direct, there is no way that she will not have
 16 briefed her officers about the policy and its
 17 implementation and the impact on them. So I can't think
 18 of a specific training date for them, but I know that
 19 they would have been fully briefed about it.
 20 Q. Now, can I turn to the supporting residents procedure,
 21 and if I can turn to {TMO00880481}, and it's returning
 22 first of all to the policy. At page 1 under the heading
 23 "Background", the third paragraph under "Background"
 24 says:
 25 "The Supporting Residents policy is designed to

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1 ensure that we identify those residents who may need
 2 additional support, record what support is needed,
 3 deliver it where we can, and to help to ensure that we
 4 work with any relevant agencies and make referrals to
 5 them where necessary. It also aims to make sure that in
 6 an emergency, relevant residents' needs are prioritised
 7 wherever possible. This document sets out the key aims
 8 and responsibilities to enable this to happen. This
 9 policy is supported by a procedure that sets out in
 10 greater detail the steps to be taken."
 11 Was the reference to emergency intended to cover
 12 fire as well?
 13 A. No, I don't think specifically it was.
 14 Q. Given that fire is a foreseeable event, why wasn't it
 15 envisaged to be an emergency covered by the policy?
 16 A. Sorry, can you say that again, please?
 17 Q. Of course.
 18 Fire is a foreseeable event; why wasn't it the type
 19 of emergency that was anticipated to be covered by this
 20 policy?
 21 A. What I think I'm saying is that the information —
 22 you know, any profiling information that we provided was
 23 to deal with — was to assist with, you know, tailoring
 24 services and tailoring services, you know, and
 25 providing — sorry, I'm not describing this very well.

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1 Q. I don't want to put words in your mouth, and please say
2 if this is neither fair nor correct, but it appears that
3 fire wasn't anticipated at all when considering the type
4 of events this policy was addressed to cover; is that
5 fair? It didn't cross anybody's minds —
6 A. Yeah, I think that's a — well, I think that that's,
7 yeah, a fair —
8 Q. And is the explanation for that that people were focused
9 on customer care provision rather than events such as
10 fire? Is that fair and —
11 A. Yeah, I mean, I think this wasn't a health and safety
12 policy, it was linked to, you know, operational
13 procedures in terms of how can we identify and collect
14 information and, yeah, principally it wasn't ...
15 Q. Did anyone say, "Fire is foreseeable, that should be
16 addressed within this policy"?
17 A. Well, no, I don't think anybody did say that.
18 Q. Can you explain why not?
19 A. Well, I ... can I explain why not ...
20 Q. Is it just it never crossed anyone's mind?
21 A. Well, I don't think the risk of fire never crossed
22 anybody's mind, I think this was for a different
23 purpose.
24 Q. Now, can we turn to section 2, which is headed
25 "Definition", and the following definition of a resident

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1 to whom the policy applies is given as:
2 "An individual or household with care and support
3 needs or who is experiencing difficulties with
4 day-to-day life as a result of health or disability,
5 age, social, family, financial, behavioural or other
6 circumstances, or any combination of these."
7 Was that the TMO's historic working definition of
8 a resident who may require support?
9 A. I think it was a definition for this policy, yeah.
10 Q. Did that reflect the historic custom and practice?
11 A. Definitely. So, you know, if you go back and look at
12 the tenancy profiling visit, I mean, that was very much
13 focused on identifying needs across, you know, the
14 equality strands, and that is how it's linked to this,
15 and that was custom and practice.
16 Q. And that would have been — given your previous
17 answers — widely known across the TMO, would it, that
18 working definition?
19 A. This definition?
20 Q. Yes.
21 A. Probably not across the TMO, definitely across all of my
22 teams.
23 Q. Would it have been known, can you speak to this, within
24 the health and safety department?
25 A. Yes, I would see no reason why not.

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1 Q. Can you see any reason why it wouldn't be known,
2 for example, by Repairs Direct as well?
3 A. Well, in terms of ... I can speak for Graham, I would —
4 well, I can't speak for Graham, clearly, sorry. But,
5 you know, he would have — because he met with us
6 regularly, he would have had an understanding of this.
7 But I don't know if the wider teams would have had that,
8 you know, understanding and known that definition.
9 Q. Now, can we turn to the supporting residents procedure
10 which can be found at {TMO00880482}. If we can turn to
11 page 7, again, operational date: April 2016.
12 If we could turn back to the first page of this
13 procedure and look at paragraph 2.2, it's headed
14 "Potential indicators and solutions", which reads:
15 "There are a number of indicators that officers
16 should be alert for. Sometimes a resident will simply
17 tell us that they have a particular issue, and what
18 needs to be done to support them."
19 Now, can you see there any reference to fire safety
20 or evacuation considerations for a vulnerable resident?
21 A. No.
22 Q. Can you explain that absence?
23 A. Because we weren't looking at this in terms of fire and
24 evacuation.
25 Q. If it wasn't being looked at here, in relation to

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1 vulnerable residents, where was it being looked at?
2 A. I don't think we were looking at evacuation strategies
3 for residents in the event of fire because of our
4 stay-put policy.
5 Q. And by "we" do you mean the TMO or do you mean the
6 housing department?
7 A. No, I mean the organisation.
8 Q. Thank you.
9 Now can I turn to a new topic, which is recording
10 data in relation to vulnerable residents, and in
11 particular the retention of that information on Capita
12 and CRM.
13 Now, there were three points that a resident in
14 general housing could be identified as being vulnerable,
15 and I just want to check that we've summarised this
16 correctly: first of all, on sign-up for a new tenancy;
17 secondly, during a tenancy audit; and, thirdly, on the
18 basis of an ad hoc meeting with a neighbourhood officer.
19 A. I'm so sorry, can you just repeat the first part of
20 that?
21 Q. Yes. Now, there seem to be three occasions on which
22 a resident could be identified as vulnerable or
23 potentially so.
24 A. Yeah.
25 Q. First of all, on sign-up for a new tenancy; do you agree

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1 with that?

2 A. Yes, definitely .

3 Q. During a tenancy audit; do you agree with that?

4 A. Yeah.

5 Q. And, finally, as a basis of an ad hoc meeting with

6 a neighbourhood officer.

7 A. Or — well, I think there would be wider ways, phone

8 calls into the organisation. So we had set up our CRM

9 system so that there was a flag where there was

10 a potential to record on our single view, we called it ,

11 the first screen of our CRM system, and this information

12 could be input into a part of that screen so that

13 anybody could record vulnerability , and the whole ethos

14 of our CRM strategy was to make that a feature across

15 the organisation so that anyone having a conversation if

16 they were concerned could update that and record

17 vulnerability .

18 Q. Thank you. We'll go into that in more detail.

19 Before we do so, can we turn to your second witness

20 statement, {TMO00842402/6}, and if we go to paragraph 27

21 in particular , where you say:

22 "I have been asked to set out my knowledge of the

23 vulnerable persons list used by TMO staff on the

24 Lancaster West Estate. Essentially, we had a vulnerable

25 person flag on the CRM system that we used to tailor our

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1 housing services to meet the specific needs of

2 a resident ... The flag function was helpful in

3 circumstances such as if there was a power outage, as we

4 would use the list function on CRM to compile a list of

5 vulnerable residents and where they were located."

6 Now, my first question is a basic one, which is: was

7 information on vulnerable residents primarily stored on

8 CRM?

9 A. So it depends on the source. So the tenancy check

10 information was definitely uploaded on to Capita and the

11 historic information was on Capita, and my understanding

12 is that, as we developed the CRM system, the Capita

13 system fed directly into the CRM system and uploaded and

14 transferred that data. That's my understanding of it.

15 Q. Am I right in understanding that CRM was introduced in

16 2016?

17 A. Yes, that's right.

18 Q. Where did you store information — by you I mean the

19 housing department — in relation to vulnerable

20 residents before 2016?

21 A. So our — any information that we had would have — in

22 hard documents would have gone on our W2 system, so any

23 of the tenancy checks would have gone on there, and then

24 the information would have gone to David Noble's team to

25 input into Capita.

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1 Q. When you say David Noble's team, David Noble plus who

2 else?

3 A. So David Noble plus him for a while, but later on

4 another policy officer , and we employed somebody to put

5 information on — to help us with inputting the tenancy

6 profile information.

7 Q. Could you compile a list of vulnerable residents from

8 CRM?

9 A. I believe that you could —

10 Q. Could I stop you there. You say, "I believe".

11 A. Yeah.

12 Q. Are you able to confirm that you could compile a list in

13 the sense that you had done it?

14 A. I personally hadn't done it, but my experience of asking

15 for lists of vulnerable people, I would either go to

16 David Noble or I would ask a team manager, and

17 I believe — I believe — that ... I believe that my

18 call centre operatives could have told me what was on

19 CRM.

20 Q. Okay.

21 A. I believe so. I'm not certain of that, and I haven't

22 made the call to check, so I'm not certain.

23 Q. Okay.

24 Now, could I turn to tenancy auditing.

25 If we could take you to minutes from two separate

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1 meetings, the first of which is at {TMO00851268}, and

2 that should be a housing team monthly minute from

3 a meeting on 5 June 2014.

4 If we could turn to page 6 {TMO00851268/6}, we can

5 see that at item 8 you provided an update on tenancy

6 checks and the profiling project. At 8.2 it says this:

7 "TB [that's you] and David Noble took a report to ET

8 [executive team] on proposals to improve profiling

9 information on tenants to enable the TMO to adapt its

10 service to meet the needs of its customers."

11 8.3:

12 "It has been agreed that as there are huge gaps in

13 the information currently stored, this project will

14 start from the beginning. Profiling information will be

15 collected through home visits and we will also take the

16 opportunity to carry out a Tenancy Check at the same

17 time."

18 The first question is this: what were the needs of

19 its customers to which the TMO service required

20 adaptation?

21 A. Well, it could be anything. It could be the way that we

22 sent out written information, the way we communicated

23 over the phone, the way that our operatives visited

24 a property, whether they knocked loudly or left time for

25 someone to come to a door. It could be a whole range of

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1 things.

2 Q. What were the huge gaps referred to and quoted at 8.3?

3 A. So I think this was around — I mean, I believe that

4 there had been previous attempts to gather profiling

5 information by the organisation, but I think the issue

6 that we had was that there wasn't a huge — a high

7 proportion of information stored on our systems, and

8 also the date at which it was collected hadn't been

9 recorded, so it was quite difficult to understand how

10 old that information was, whether it was relevant. So

11 this was around making sure that it was currently up to

12 date.

13 Q. What profiling information did you seek to collect?

14 A. So it's all the information that's in the profiling

15 form, so it would be anything in terms of, you know, the

16 whole equality strands and disability information.

17 Obviously the questionnaire went wider than that, but in

18 terms of vulnerability, that would be what we were

19 doing.

20 Q. And what was the practical purpose for which you

21 intended to put this information?

22 A. So this linked into — obviously we wanted to know that

23 information in its own right, you know, to check that we

24 were providing the right support to people that we,

25 you know, came across in our tenancy checks, but it was

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1 also really important to inform the information on our

2 CRM system, that single view that I talked about before.

3 It was important that we had as much information about

4 our residents that we could input into that system.

5 Q. Is it fair to say, though, given your previous answers,

6 that the need to identify vulnerable residents who may

7 need assistance in the event of a fire wasn't one of

8 those practical purposes to which you intended to put

9 the information?

10 A. It wouldn't have been, you know, the sole purpose, but

11 I do know that where we had, you know, incidents of

12 fires in the past, we had utilised the information that

13 we'd had from profiling, that we had on our systems, to

14 provide assistance. We had definitely done that in the

15 Adair fire. So whilst it wasn't, you know, specifically

16 related, the intention of that vulnerability policy as

17 well was to have that information available.

18 Q. Given that was one of the purposes for which you were

19 collecting information, why was fire and the need to

20 evacuate potentially vulnerable residents not

21 specifically accounted for in the supporting people

22 policy and procedure?

23 A. It wasn't the purpose of it, but we will have — we

24 would have used the information from the tenancy

25 profiling and the vulnerability policy to — in

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1 emergency situations. We had done in the past and we

2 would have done in any situation where, you know, we'd

3 come across an emergency.

4 Q. But would you accept there appears to be a serious gap

5 in the scope of the supporting people policy and

6 procedure as it didn't address the needs of vulnerable

7 residents in the event of a fire?

8 A. It didn't address evacuation of the vulnerable people in

9 the event of a fire, but it would have addressed

10 providing support to people who had been in there.

11 So, for example, at Adair Tower, when we were

12 on site there, I accessed the vulnerable information in

13 relation to the floor that was affected on the way to

14 that, I got that information, and we would have utilised

15 that in that emergency situation to provide support and

16 a response to the people there. That's how we would

17 have utilised it. It didn't go at that stage in terms

18 of, you know, evacuation, but it was used in those

19 situations.

20 Q. Given that you had used it and used it in a practical

21 situation of an evacuation of Adair Tower, I'm sorry to

22 come back to it, but why was evacuation not covered in

23 the supporting people policy and procedure?

24 A. It wasn't included in words, but it was — you know, all

25 this — collection of all this information was going to

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1 a bank of information that we could utilise and draw on

2 in an emergency situation.

3 Q. So given it wasn't in words, on what basis would you

4 expect your team members to know which residents would

5 require assistance in the event of evacuation —

6 A. So my team members would have used —

7 Q. Apologies — and to consider that when they're

8 identifying vulnerable people under the purpose of the

9 policy?

10 A. Sorry, can you —

11 Q. Yes.

12 A. We talked over each other.

13 Q. Given that the requirement to identify vulnerable people

14 for the purposes of evacuation wasn't, to use your term,

15 in words, isn't that a serious gap in the policy, the

16 scope of the policy, that was meant to safeguard

17 vulnerable people?

18 A. So we weren't looking to evacuate our residents. We

19 were only looking to utilise information in emergency

20 situations to provide support. In any normal — well,

21 in any situation where there had been an emergency, we

22 had definitely utilised it in a proactive way to provide

23 support to residents.

24 Q. The next point is: given that Adair Tower had happened,

25 and an evacuation had taken place, you had had practical

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1 experience which suggested the policy ought to have
 2 embraced evacuation, and it didn't, did it?
 3 A. No, it didn't, but the Fire Brigade — we were on site
 4 with the information that we had from our systems and
 5 the Fire Brigade did evacuate people at the Adair fire.
 6 Q. Now, can we go to agenda item 8.8, which is at page 6
 7 also {TMO00851268/6}. It says:
 8 "TB wanted to make the team aware of the project
 9 before talking to other teams about the project details
 10 of the process and recording of outcomes need to be
 11 worked out. Training for staff on how to deal with
 12 fraud will also need to take place."
 13 Which other teams did you talk to about this
 14 project?
 15 A. I talked to the council's fraud team, they were involved
 16 in providing our training.
 17 Q. Did you talk to health and safety?
 18 A. In terms of the profiling visit? I didn't specifically.
 19 Q. Well, did you?
 20 A. No, I didn't talk to them about this process, no,
 21 I didn't talk to them.
 22 Q. Do you know whether anyone involved in the project spoke
 23 to health and safety?
 24 A. Erm, I —
 25 Q. In terms of directly know as opposed to supposition.

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1 A. So I don't know if they did specifically, but I know
 2 that this policy was widely talked about in the
 3 organisation. There are ET managers who have
 4 responsibility for health and safety. I'm sure that
 5 they would have talked about it with their teams and the
 6 development of it.
 7 Q. Did you identify any need for further or any training to
 8 staff in relation to resident profiling?
 9 A. We provided significant training for our staff on the
 10 introduction of this profiling project. I remember
 11 there were — I do remember there were specifically two
 12 dates for that training and it was provided by myself,
 13 Maria and Kiran, and also the fraud officer from
 14 the council, Andy Hyatt.
 15 Q. Can I go to {TMO00851809}, and this is the second minute
 16 I promised I would take you to. This is a meeting on
 17 26 August 2014. You are present.
 18 If we can go to agenda item 7, headed "Tenancy
 19 Checks with Profiling Project Update", and if we go to
 20 7.2 {TMO00851809/5}:
 21 "Andy Hyatt is to come back with training dates for
 22 the week commencing 8th/15th September. Training by KS,
 23 MS, TB and Andy Hyatt will address how to complete the
 24 form and tenancy fraud; TB and MS to send email to all
 25 staff involved to explain the project and when it will

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1 be implemented."
 2 Was the primary aim of the tenancy audits to
 3 identify fraud, tenancy fraud?
 4 A. No, it wasn't, it was one aspect of it. It was
 5 principally the profiling, and the form encapsulated
 6 a number of things. But, no, it wasn't principally
 7 about fraud. In fact, we separated it out later. At
 8 a later date we concentrated more on the profiling and
 9 separated out the fraud from our process.
 10 Q. Now, in relation to this specific audit stage, was any
 11 bespoke training provided to staff on how best to
 12 identify vulnerable or potentially vulnerable residents?
 13 A. So we went through — I mean, this training didn't just
 14 concentrate on the fraud aspect, that was a small part
 15 of it. It was around ...
 16 Q. Did it focus on identification of vulnerable people?
 17 A. I can't remember the detail of it specifically, but in
 18 terms of neighbourhood teams, they would have already
 19 been aware about the identification of vulnerable
 20 people.
 21 Q. Can we turn to {IWS00001778/2}. We see the start here
 22 of a questionnaire that was completed.
 23 If we could turn over the page {IWS00001778/3},
 24 there you go, this is a questionnaire the housing team
 25 used to complete tenancy audits. Is that correct?

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1 A. Yes.
 2 Q. Who designed the questionnaire?
 3 A. So I had an input, David Noble had an input, and —
 4 Q. Who was the primary draftsman?
 5 A. Erm ...
 6 Q. I think Mr Noble said it was probably him.
 7 A. Well, it started with my PA doing some benchmarking
 8 across a number of organisations to look at best
 9 practice, so I can't honestly remember who did it,
 10 you know, who was responsible for which part of it, but
 11 overall David Noble I guess eventually was.
 12 Q. Now, if we turn to page 10 {IWS00001778/10}, and
 13 hopefully get to section D, entitled at the top of the
 14 page, you see, "About You and Your Needs", and you will
 15 see there there are detailed questions asking residents
 16 about their needs and any disability.
 17 Again, why were you asking these questions?
 18 A. Any of these questions? To —
 19 Q. For what purpose were these —
 20 A. To understand what sort of support people needed.
 21 Q. Now, can you explain why, if any respondent confirmed
 22 they had a disability, they weren't referred to the
 23 health and safety team for a PEEP?
 24 A. Because that wasn't the practice that we did.
 25 Q. Okay.

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1 Can we turn to page 17 {IWS00001778/17}, which is
 2 the final page of the questionnaire. It was signed on
 3 24 June 2015, we see there in the bottom left-hand
 4 corner. That was before the supporting residents policy
 5 and procedure was completed.
 6 Now, before the implementation into force of that
 7 policy and procedure, how were TMO employees completing
 8 the form to know what action they should take on the
 9 basis of the information set out in the questionnaire?
 10 A. So initially this was something carried out by
 11 neighbourhood officers doing a door-knock to residents
 12 to complete the form. That's how it was done initially,
 13 and I think a thousand-odd were collected in that way.
 14 Q. But my question was directed to what action —
 15 A. Sorry.
 16 Q. — they should take. So if a questionnaire indicated
 17 that a respondent was vulnerable or had a disability,
 18 how would your employees know what to do with that
 19 information that a resident was vulnerable or disabled?
 20 A. So there was a whole sort of training around this and
 21 a whole W2 — sorry, CRM process about what to do with
 22 the information once they'd collected it, you know, and
 23 part of that was making the necessary referrals to other
 24 organisations if support needed to be provided, or
 25 dealing with any other matter that arose, and there was

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1 a whole sort of structured process on our CRM system for
 2 doing that.
 3 Q. But that structured process never included PEEPs, for
 4 the avoidance of doubt?
 5 A. It didn't include PEEPs.
 6 Q. Where would the information —
 7 A. It was everything else.
 8 Q. Sorry, Ms Brown.
 9 A. No, it fell short of PEEPs.
 10 Q. Where would the information gathered from these
 11 questionnaires be formally gathered?
 12 A. So it was — the paper form would have been uploaded
 13 into the W2 system, and the — sorry, into ... W2, yeah,
 14 W2, and the — we had a workflow that would record any
 15 other actions that needed to be done and referrals that
 16 needed to be made so you could track, you know, the
 17 outcome of this, and it —
 18 Q. And as a result of this questionnaire exercise, did you
 19 notice an improvement in the accuracy and completeness
 20 of the information you had on residents who were
 21 vulnerable?
 22 A. Yeah. Sorry, the other thing to add was that it was
 23 uploaded into Capita, it was definitely uploaded into
 24 Capita, we had a person who did that, and you could see
 25 over time, and I think there was a report into the

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1 executive team, late 2016, to see — by David that
 2 reported sort of the progress that was being made in
 3 terms of that profiling information.
 4 MR KINNIER: Thank you, Ms Brown.
 5 Sir, it's 1 o'clock. I've come to the end of that
 6 topic.
 7 SIR MARTIN MOORE—BICK: Well, how convenient.
 8 MR KINNIER: Very convenient. Therefore, sir, may I invite
 9 you to rise until 2.00?
 10 SIR MARTIN MOORE—BICK: Yes, thank you very much.
 11 Well, as you heard, Mrs Brown, that's a convenient
 12 point. We will break now to have some lunch.
 13 THE WITNESS: Thank you.
 14 SIR MARTIN MOORE—BICK: We will come back at 2 o'clock,
 15 please, and in the meantime, please don't talk to anyone
 16 about your evidence or anything relating to it.
 17 THE WITNESS: Okay, thank you.
 18 SIR MARTIN MOORE—BICK: All right? Thank you very much.
 19 (Pause)
 20 Thank you, 2 o'clock, please.
 21 MR KINNIER: Thank you, sir.
 22 SIR MARTIN MOORE—BICK: Thank you.
 23 (1.00 pm)
 24 (The short adjournment)
 25 (2.00 pm)

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1 SIR MARTIN MOORE—BICK: All right, ready to carry on?
 2 THE WITNESS: Yeah.
 3 SIR MARTIN MOORE—BICK: Well done, thank you.
 4 Yes, Mr Kinnier.
 5 MR KINNIER: Thank you, sir.
 6 Mrs Brown, could we just go back to where we began,
 7 and that was your training.
 8 Was your five-year degree course linked to the
 9 Chartered Institute for Housing in any way, shape or
 10 form?
 11 A. Yes, sorry, that was my five years, yeah.
 12 Q. Did that course address issues specific to fire safety,
 13 can you remember?
 14 A. It was a significant long time ago and I don't remember
 15 specifically, unfortunately.
 16 Q. Okay.
 17 Does membership of the Chartered Institute require
 18 any CPD training to be pursued?
 19 A. Yeah, it's recommended, yeah.
 20 Q. Is it mandatory?
 21 A. Not that — I haven't done any.
 22 Q. Okay. At all or in relation to fire safety?
 23 A. I haven't done any at all.
 24 Q. Okay.
 25 Considering from the perspective of evacuation, have

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1 you ever been informed, instructed or trained to the
 2 effect that stay put is sufficient on its own, or is
 3 that simply an assumption you made, as a response to
 4 a fire?
 5 A. Sufficient on its own as in ...
 6 Q. As a response to a fire .
 7 A. I'm not quite sure what — obviously there are
 8 fire safety measures that sit behind that to enable that
 9 to be — in terms of things like fire closures, and ...
 10 is that what you mean?
 11 Q. No.
 12 A. Sorry.
 13 Q. No.
 14 Have you ever had any specific training on the
 15 approach to safety control measures, following on from
 16 your answer, to control risks arising from fire safety
 17 hazards?
 18 A. No, I haven't had any specific fire risk training.
 19 Q. Have you had any specific training on PEEPs themselves,
 20 the circumstances in which they're required, their
 21 scope, the detail?
 22 A. No, no, but I have — no, I haven't.
 23 Q. Okay.
 24 Now, can I go back to the storage of data in
 25 relation to vulnerable residents .

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1 You said earlier that neighbourhood officers could
 2 enter data on vulnerable residents to CRM, and
 3 David Noble or one of his team would enter vulnerability
 4 data on Capita.
 5 Now, my first question is this: did you recognise
 6 that there was a risk of different data being recorded
 7 on two systems, ie Capita and CRM?
 8 A. I did, but it — where we put it depended on the source
 9 of the information coming in. But I did recognise — if
 10 I'm right in your question — that there was a risk if
 11 CRM didn't feed back into Capita, I did recognise that.
 12 Q. And how did you mitigate that risk?
 13 A. So it was something that I raised with our IT department
 14 and asked for — you know, for them to think about
 15 a solution for that. I don't remember the outcome of
 16 that. I mean, obviously all these systems and processes
 17 were in development, and I don't remember if the feed
 18 goes backwards.
 19 Q. So would it be fair to say that you lacked the specific
 20 technical knowledge to know whether all relevant
 21 information was being captured after 2016 on CRM?
 22 A. What I knew was that some information was being captured
 23 on CRM and I knew that some information was being
 24 captured on Capita, and everything that went on to
 25 Capita fed into CRM. That's what I knew. So I would

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1 have known to look in two places if —
 2 Q. Were any checks carried out to ensure that up-to-date
 3 information was fully captured on CRM and was being
 4 accessed as the most up-to-date source of data by your
 5 employees?
 6 A. I'm not sure how we could have checked that it was being
 7 captured. Sorry, I'm not quite sure of your question
 8 there. Sorry.
 9 Q. Data's been collected from questionnaires; do you accept
 10 that?
 11 A. Yes, definitely .
 12 Q. That data after 2016 is recorded on CRM; do you accept
 13 that?
 14 A. No, not all — so the questionnaire information was
 15 still being put into Capita — from the tenancy profile
 16 information was always still put into Capita, that
 17 didn't change.
 18 Q. Do you know of the extent to which that information was
 19 then captured or could be accessed via CRM?
 20 A. So my understanding is that all information that went
 21 through Capita would feed into CRM and therefore it
 22 could be accessed by anybody, and would continue to be
 23 that way. That feed never changed.
 24 Q. But you accepted earlier on that there was a risk that
 25 information might not be captured in that way.

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1 A. No, I don't think I was saying that. What I was saying
 2 was that there was a risk that information that was put
 3 directly into CRM wasn't fed back into Capita, so there
 4 wasn't the link back, is what I'm saying. I'm certain
 5 that the profiling information went into Capita.
 6 Q. So there would be a risk that there would be different
 7 information on Capita than there was on CRM?
 8 A. Yes, and these were things that we were looking at,
 9 whether we continued to use Capita in the long term or
 10 whether we moved, you know, forward, so —
 11 Q. Stopping there. Let's take it step by step, Ms Brown,
 12 it would probably be easier.
 13 Were you absolutely sure after CRM came online that
 14 all your employees were accessing the right system to
 15 access the most up-to-date information about vulnerable
 16 residents?
 17 A. I'm certain that — so the majority of staff were using
 18 just CRM, and that's where they would see their
 19 up-to-date information. Neighbourhood staff and who
 20 needed to know more detailed information could view W2,
 21 where the main data was held, and could view Capita.
 22 Q. Was there a minority of employees who were only
 23 accessing Capita and who therefore may not have access
 24 to the full, complete and accurate information
 25 regarding —

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1 A. So everybody across — —
 2 Q. Sorry, it's really important you just wait for the
 3 question to finish rather than talking over.
 4 A. So everyone across the organisation had access to CRM,
 5 we rolled it out across the organisation, so everybody
 6 could see that single view information, and information
 7 that was on there in terms of vulnerability.
 8 Q. Now, you said that in the event of an emergency, TMO
 9 officers would be able to produce a list of vulnerable
 10 residents. Would that list be derived from CRM or
 11 Capita?
 12 A. I mean, clearly the list that David Noble gave was — —
 13 I'm not sure where it came from, to be fair. I mean,
 14 I would expect when we asked that for people to have
 15 used both, I think, in the interim.
 16 Q. Even though that possibly gave rise to a risk of
 17 an employee accessing incomplete data on Capita, or
 18 would you expect them to go to CRM and then Capita?
 19 A. So someone like David Noble, who — — so, as part of that
 20 vulnerability policy, what it says in it is that we
 21 would build templates of information to utilise, and
 22 I would expect reports to come from David's team
 23 principally, is where they came when we needed
 24 information, he could access both Capita and CRM.
 25 Q. Okay. Right.

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1 Can we turn now to previous fires, and earlier on in
 2 your evidence we discussed Adair.
 3 Do you remember that there was a fire at
 4 Trellick Tower in April 2017?
 5 A. Yes, I do.
 6 Q. Is it right that you attended the scene following the
 7 fire?
 8 A. I attended the scene the following morning when I knew
 9 about it.
 10 Q. Had the tower, Trellick Tower, been evacuated to some
 11 extent as a result of the fire? Do you remember that?
 12 A. I'm trying to remember. I don't know whether it was
 13 a voluntary evacuation or a Fire Brigade evacuation.
 14 Q. It doesn't really matter, does it?
 15 A. I'm not sure. I wasn't there, so I can't tell you
 16 precisely what happened the night before.
 17 Q. But you are aware that there was an evacuation, whether
 18 voluntarily or sponsored by — —
 19 A. I remember that some people had left the building, yeah.
 20 But the fire had been contained within the property.
 21 Q. Had that fire at Trellick Tower prompted you to
 22 reconsider the need for PEEPs in relation to vulnerable
 23 residents?
 24 A. No, the fire had been contained within the flat, as, you
 25 know, most of the other fires that I had experienced in

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1 my working career had, and, no, it didn't. It,
 2 you know, reinforced that compartmentalisation worked.
 3 Q. So you didn't feel that the fact of evacuation, whether
 4 voluntary or prompted by the LFB, ought to have given
 5 cause to pause to think whether PEEPs might have been
 6 required for vulnerable and disabled residents?
 7 A. No, because, you know, nobody fed that back as an issue
 8 in terms of, you know, either, you know, the
 9 evacuation — — people didn't feed back as an issue for
 10 anybody.
 11 Q. When you say nobody fed back, are you saying that the
 12 LFB didn't say anything to you?
 13 A. So the Fire Brigade didn't feed back anything as
 14 an issue. It didn't come up at all as an issue.
 15 Q. Do you remember any lessons to be learned exercise being
 16 carried out either by the health and safety team or any
 17 other department at the TMO following the Trellick Tower
 18 fire?
 19 A. Not following the Trellick Tower fire, no. No, although
 20 I think we were looking just at how we communicated
 21 internally with each other after that fire, as in who
 22 got told at night, because I didn't realise about it
 23 until the next morning in that particular circumstance.
 24 Q. Now can we turn on to a sort of linked topic, which is
 25 the emergency plan.

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1 Now, in your third statement to the Inquiry,
 2 {TMO10048982/2}, paragraph 7, you mention that there was
 3 an RBKC contingency management plan, and then you go on
 4 to say at paragraph 8:
 5 "The TMO Emergency Plan was therefore intentionally
 6 not in operation at that time as it would be wrong and
 7 potentially unsafe to have more than one emergency plan
 8 in place as is recognised by the wider RBKC Contingency
 9 Management Plan and multi-agency liaison protocols and
 10 procedures."
 11 You then go on at paragraph 11 to say:
 12 "11. I was not involved in training in emergency
 13 planning and response as that came under the remit of
 14 Janice Wray ... I am aware that following the fire at
 15 Adair Tower, a joint RBKC and TMO review was undertaken
 16 of the emergency response to the fire after which
 17 a joint contingency planning exercise between RBKC and
 18 TMO teams was undertaken. I was not involved in this
 19 exercise.
 20 "12. As regards arrangements to warn/inform/advise
 21 the public in the event of an emergency like the
 22 Grenfell Tower fire, these fell under broader fire
 23 safety, and health and safety arrangements. I was aware
 24 that as part of those arrangements, a stay put policy
 25 was in place in the event of a fire occurring at

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1 Grenfell Tower.”
 2 How did you come to understand that the TMO
 3 emergency plan was not in operation?
 4 A. In which circumstance, in Adair or ...?
 5 Q. Yes.
 6 A. Yeah, in the Adair fire. Because it was a larger scale
 7 fire, the Fire Brigade were there, they were controlling
 8 it, and the council had sent initially a — sorry, what
 9 are they called — a LALO, an authority liaison —
 10 Q. Local authority liaison officer.
 11 A. Yeah, they had sent one to the scene of the fire, and
 12 I knew Robert was liaising with them. On that occasion
 13 they didn't stay as long as we had liked, but they had
 14 definitely thought it was their response right from the
 15 outside.
 16 Q. Now, you gave evidence during Phase 1 of the Inquiry on
 17 16 November 2018, when you confirmed that you were
 18 familiar with the TMO emergency plan, and you also
 19 confirmed that you understood that the TMO would not use
 20 this plan due to the scale of the emergency on
 21 14 June 2017.
 22 Now, could we go to the annual report for 2015/16
 23 which is at {TMO00840583}. This says that in major
 24 emergencies — I'm just trying to find the relevant
 25 section of it, but I'll read it out [{TMO00840583/19}]:

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1 "In major emergencies the Council's emergency plan
 2 is activated. However, for more minor emergencies which
 3 specifically affect our blocks (not major enough to
 4 require decanting of a whole block) KCTMO has its own
 5 emergency plan."
 6 If we go to page 16[sic] we can pick this up.
 7 Apologies. I don't think that is right.
 8 A. No.
 9 Q. Anyway, I'll continue reading:
 10 "In the wake of the serious fire at Adair Tower the
 11 Chief Executive and the Executive Team reviewed the out
 12 of hours cascade, the roles and responsibilities of
 13 employees currently involved with the ... Emergency Plan
 14 and how this links to RBKC's Emergency Plan ... The
 15 Executive Team confirmed that the KCTMO arrangements
 16 worked well and should remain in place. However,
 17 efforts to publicise this within the organisation are in
 18 hand."
 19 Were you aware of the nature and extent of the TMO
 20 arrangements before June 2017?
 21 A. Yes, yes, I was aware of the cascades, yeah, the
 22 in-house and out-of-hours one.
 23 Q. Could you help us, how would you assess the size of
 24 an incident in order to identify which emergency plan
 25 would be implemented?

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1 A. Basically it was around whether it was something that
 2 the TMO could deal with themselves or other resources
 3 and assistance were needed, so if a rest centre was
 4 needed. It's really down to the scale of the emergency
 5 and how many properties were affected and impacted.
 6 Q. So a view is taken on the night, essentially?
 7 A. Yeah, in accordance with —
 8 Q. Or at the scene.
 9 A. — the circumstances, yes.
 10 Q. Could we turn to {TMO10013898}. Now, this is the
 11 emergency plan that was in place in June 2017.
 12 If we can go to page 14 within this plan
 13 {TMO10013898/14}, it says, "Vulnerable residents", near
 14 the top:
 15 "Information on numbers of known vulnerable
 16 residents are included on the block/property details
 17 which form part of this plan."
 18 Did you ever provide up-to-date information on
 19 vulnerable residents to include in the property details
 20 of this element of the form?
 21 A. No, and I wasn't asked to.
 22 Q. Were you aware of a need to do so?
 23 A. No.
 24 Q. Did anyone discuss the need to do so?
 25 A. Not that I remember.

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1 Q. Did Janice Wray ever raise the point with you?
 2 A. No.
 3 Q. If we can go down further on this page, you will see the
 4 heading "Duty rota", and it says this:
 5 "A rota of on-call staff (mostly resident Estate
 6 Services Assistants (ESA)) is maintained by the Head of
 7 Neighbourhood Management. These staff are on-call
 8 outside of normal working hours. The list is available
 9 to CSC & Pinnacle."
 10 It would appear that the ESAs would be the first
 11 staff on call to any incident. Is that a fair and
 12 accurate summary?
 13 A. Some of them. It was on a rota basis, so not all of our
 14 ESAs were on our out-of-hours call rota, it was
 15 an optional thing, so ...
 16 Q. If we can now turn to page 17 within this document
 17 {TMO10013898/17}, we see in the top right a note which
 18 says:
 19 "Key decision makers are likely to be staff in the
 20 green shaded boxes ..."
 21 How did you ensure that your team identified in the
 22 green shaded boxes and in white were aware of their
 23 responsibilities under the plan?
 24 A. I mean, I think this was well circulated. I think this
 25 was something that Janice led and did meet regularly

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1 with these people, particularly in respect of the out of
 2 hours. I actually wasn't on the out-of-hours rota, but
 3 I know that she — I believe that she did do training
 4 with them about what was required.
 5 Q. You believe; do you know how regularly that training was
 6 provided?
 7 A. I can't recall, I'm afraid.
 8 Q. Could we go to page 34 {TMO10013898/34}. There we see a
 9 "Checklist — fire". Have you seen this page before,
 10 this checklist before?
 11 A. I probably have. I don't recall it in any detail.
 12 Q. Do you recall it at all, having seen it before? Have
 13 a read of it to refresh your memory.
 14 (Pause)
 15 A. No, I'm not sure with certainty.
 16 Q. Now, if we see on the far left — hand side number 7, the
 17 question is, "Will Residents have to be evacuated".
 18 Do you accept that is a question that ought to be
 19 considered in the event of a fire?
 20 A. Yes, I do, except it's something that would have to be
 21 assessed, and I would see that to be the Fire Brigade to
 22 assess that when they arrived at the scene.
 23 Q. Does that mean that the TMO, in your view, has no role
 24 in deciding whether and to what extent to evacuate?
 25 A. Yeah, and it says here, "Liaise with on site staff".

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1 So, you know, in all my experience, that has been
 2 a Fire Brigade decision at the time of a fire. It's not
 3 for us to decide — we wouldn't have the expertise or
 4 knowledge, I don't think.
 5 Q. But with respect, Mrs Brown, it says liaise with on site
 6 staff, it doesn't say liaise with the LFB, does it?
 7 A. No, it doesn't say that, but if you're talking about
 8 a fire, they will be there at that stage.
 9 Q. But it's quite clear here, in answer to the question
 10 "Will residents have to be evacuated", the answer or the
 11 action is "Liaise with on site staff", presumably TMO
 12 staff. That's all that's said here, isn't it?
 13 A. Yeah.
 14 Q. And there is no reference to the LFB, is there?
 15 A. No, there isn't, but it's not saying that they make the
 16 decision, it's saying liaise with staff on site. So
 17 staff on site will be communicating with other people in
 18 an emergency.
 19 Q. Can we go to a fire risk assessment for Grenfell which
 20 can be found at {CST00003145/5}.
 21 We see in the final section of that, under the
 22 heading "The evacuation strategy for this building", it
 23 says:
 24 "For the residents of this building there is
 25 a 'stay put' evacuation strategy, this means the

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1 residents can remain within their own dwelling ... is
 2 otherwise affected by the fire. In which case they
 3 should immediately evacuate their dwelling and call the
 4 Fire and Rescue Service. The Fire Service or TMO
 5 employees will arrange for a general evacuation of the
 6 whole building, at anytime if this is appropriate to do
 7 so."
 8 Now, the first point there is the fire risk
 9 assessment itself anticipates the TMO having some role
 10 there as well, doesn't it, in relation to evacuation?
 11 A. Yes, it does.
 12 Q. Given that there had been an evacuation at Adair in
 13 October 2015, and Trellick in April 2017 —
 14 A. Yeah.
 15 Q. — would you agree that the TMO's recent experience
 16 before the Grenfell fire gave no assurance that stay put
 17 would be appropriate in all circumstances?
 18 A. No, no, I don't agree with that. The Adair fire was
 19 contained within one flat, and in — sorry, not the
 20 Adair, the Trellick fire, and the Adair fire, I do know
 21 that our ESA was on site, so played some kind of role in
 22 that, I don't know precisely, but he was on site, Robert
 23 was on site, but I don't think that, you know, they
 24 played the major role in the evacuation. In that
 25 circumstance, it was the Fire Brigade who took control

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1 and did that. But we did have staff on site.
 2 Q. Can we now turn to the topic of fire safety complaints,
 3 and if we could turn to your first statement, please,
 4 Mrs Brown, {TMO00000895/4}, paragraph 20 in particular.
 5 Here you explain the complaints procedure.
 6 Now, to break this down, at stage 1 the team
 7 complained about would respond to the complaint; is that
 8 right?
 9 A. Yes, that's right.
 10 Q. Then if the complaint was escalated to stage 2 you would
 11 oversee the complaint; is that right?
 12 A. Yeah, and the head of service would deal with it and
 13 then I would just have a look at that, yeah.
 14 Q. So did you oversee the team leader's responses to the
 15 stage 1 complaints?
 16 A. No, I didn't do that.
 17 Q. Who did?
 18 A. I believe that the head of service would.
 19 Q. What was the role of the complaints team in this
 20 process, in your experience?
 21 A. So the complaints team logged and monitored our
 22 complaints. So they set timescales and they logged them
 23 and they divvied them out to the most appropriate person
 24 to deal with them, and then we sent our responses back
 25 to them before they went out.

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1 Q. How did you monitor staff understanding of the
2 complaints procedure and how to monitor it?
3 A. Erm ... How did I monitor it?
4 Q. Take it stage by stage: did you ensure that your staff
5 were trained in how to pursue or apply the complaints
6 process?
7 A. I don't remember any specific training, but I know that
8 they were aware of how to do it. They dealt with
9 complaints and they responded to them appropriately
10 and —
11 Q. So when you say you weren't aware of any specific
12 training, were they trained on how to apply the
13 complaints process?
14 A. I can't remember any training, but I would imagine that
15 they had been, and they, you know, were familiar with
16 the complaints process, and I didn't have any concern to
17 think they weren't applying it appropriately to say that
18 they needed any additional training. But I can't
19 confirm when they would have had any.
20 Q. So you had no concerns expressed to you directly about
21 the adequacy or the effectiveness or the efficiency with
22 which your staff managed the complaints process?
23 A. No, not — no.
24 Q. Were you aware of the complaints policy definition of
25 complaints, enquiries and service requests?

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1 A. Yeah.
2 Q. How would you classify a matter that was put before you?
3 What criteria would you apply?
4 A. So, I mean, it was very clear that a service request was
5 not a complaint, that was the initial request for
6 service. So a complaint would have been
7 a dissatisfaction with service by ourselves or the
8 contractor, or also about an attitude of either
9 ourselves or someone providing the service.
10 Q. Were you trained on the appropriate criteria to apply to
11 determine correctly the right classification?
12 A. I don't remember that, but I did know about it, I was
13 fully aware of it, as were my staff.
14 Q. Can you remember whether there was any issue with
15 complaints being misclassified as enquiries?
16 A. I don't remember that specifically, no.
17 Q. Can you recall now what information was provided to
18 residents about the complaints process itself?
19 A. The complaints process was publicised, it was on our
20 website, I think it was in Link, and I think also there
21 was information in our receptions, in our three
22 receptions.
23 Q. If we could turn to a housing monthly team meeting on
24 31 March 2014, we looked at this slightly earlier, and
25 it's at {TMO00850807}. You were there.

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1 If we turn to page 4 {TMO00850807/4}, item 8.0,
2 "Complaints Process/Filing", and we see the minute at
3 item 8.2:
4 "Team need to send responses to CM/TB ..."
5 Can you help us, who was CM?
6 A. She was my PA.
7 Q. " ... so TB can read. TB will advise when it can be
8 sent. Complaints Team should be copied in at that
9 stage. Where Councillors send enquiries directly to
10 Section Heads/Team Leaders it is fine for them to
11 respond directly."
12 Did you sign off all responses to complaints
13 addressed to your team?
14 A. No, no, I didn't do stage 1. I'd have reviewed stage 2.
15 I don't remember doing all of the councillor enquiries,
16 because sometimes they were emails and they would have
17 responded to some of those directly, yeah.
18 Q. If a complaint went straight to your team, would that
19 mean it wasn't recorded?
20 A. No. If complaints came straight to our teams, we should
21 have logged them with the complaints team.
22 Q. Okay.
23 Now, could we turn to another minute of the housing
24 monthly team meeting, this time on 26 August 2014, and
25 this is at {TMO00851809/2}, and in particular item 2.6.

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1 There is the heading roughly halfway down the page
2 "Complaints":
3 "This information is meaningless if there is no
4 breakdown. The statistics are not reflective of what is
5 happening. Target dates are rolled out which means that
6 they are still within target. Sometimes complainants
7 are not getting a full response for 70–100 days. TB to
8 discuss with Siobhan Bowman and Janet Seward."
9 Did you discuss that problem with either of those
10 ladies?
11 A. Well, I believe that I did. I didn't raise that as
12 an issue. Somebody in my team had told me. So these
13 aren't my words, this is a record of what someone else
14 said, and I believe that I — that we did.
15 Q. When you say "we", did you discuss that concern with
16 either Siobhan Bowman and/or Janet Seward?
17 A. So I can't remember specifically doing it, but what
18 I can say is that we had — we did implement quite a —
19 a W2 process around it — sorry, a CRM process around it
20 that really logged and tracked complaints and sent us
21 reminders. So I know that if these were issues
22 previously, they were issues that we worked on and
23 resolved as an organisation and that there was,
24 you know, a solid process for monitoring and making sure
25 that people responded.

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1 Q. Can you give us some detail as to what actions you or
2 your team took to address the problem?
3 A. So — well, we developed the CRM system and the workflow
4 that went with that, that directed, you know, how people
5 should respond and tracked and logged that as the
6 complaint went along.
7 Q. Okay.
8 Now, can we go back to your first statement, which
9 is at {TMO00000895/2}, and in particular paragraph 12.
10 It just flows on from the answer you've just given. You
11 say that:
12 "If any resident drew attention to any wider issues
13 of safety or technical specifications etc. it would be
14 recorded in the CRM system (Customer Relationship
15 Management) and directed to the appropriate department
16 for a response."
17 Then you continue in the final sentence to say this:
18 "If that matter had any general health and safety or
19 fire safety implications, the matter would be referred
20 to the health and safety team to deal with."
21 The first question is the obvious one: what matters
22 would be identified as having "health and safety or
23 fire safety implications"?
24 A. So if maybe it was to do with a fire risk assessment,
25 an action from that, or ... I'm trying to think of some

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1 examples.
2 Q. Would residents have raised an FRA action? Do you
3 have —
4 A. No, residents wouldn't have. Sorry. No, they wouldn't.
5 I'm trying to think of one.
6 So, for example, the issue of that mobility scooter
7 that we had that one of my neighbourhood officers was
8 dealing with, that would have been something that she
9 would have likely discussed with the health and safety
10 team, so that may be an example. I can't —
11 Q. Sorry. Was any guidance or training provided to your
12 staff to identify what could be properly classified as
13 fire safety matters?
14 A. I'm not sure.
15 Q. Being more specific as to particular matters that may
16 fall within the scope of fire safety implications, would
17 repairs to flat entrance doors be identified as
18 a fire safety issue?
19 A. Yes, but they wouldn't — repairs to flat safety doors
20 wouldn't necessarily go to Janice. They were something
21 that was dealt with by our Repairs Direct. So if we
22 identified an issue with a flat front door, it would go
23 to — it would be logged through our customer service
24 centre and sent to RD to deal with — Repairs Direct to
25 deal with.

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1 Q. Does that answer apply equally to if there were an issue
2 reported about communal doors?
3 A. Yes, they would repair them.
4 Q. And self-closing devices?
5 A. Yes.
6 Q. If any matter was referred to the health and safety
7 team, what arrangements were in place to monitor whether
8 the health and safety team had actually responded in
9 time and satisfactorily to any issue raised?
10 A. So if it was logged on our CRM system and allocated to
11 them as an action, you could tell when they'd responded.
12 Q. How?
13 A. Because it — your response is logged and the email that
14 you sent is recorded and tracked within that system.
15 MR KINNIER: Thank you, Ms Brown.
16 Now, Ms Brown, we have come to the end of my
17 prepared questions. You will remember from two years
18 ago that we now have a break of 15 minutes, if that's
19 all right with you, sir, and see if there are any
20 further matters which I should ask which I haven't done,
21 and if there are any other lines of questioning.
22 SIR MARTIN MOORE-BICK: Yes.
23 Well, as you know, we need to have a break now just
24 to sweep up any further questions, so we will stop now
25 until 2.50, please, and then we will see if there are

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1 more questions for you at that stage.
2 THE WITNESS: Thank you.
3 SIR MARTIN MOORE-BICK: Thank you very much.
4 (Pause)
5 Right, 2.50, then, please.
6 MR KINNIER: Thank you, sir.
7 SIR MARTIN MOORE-BICK: Thank you.
8 (2.35 pm)
9 (A short break)
10 (2.50 pm)
11 SIR MARTIN MOORE-BICK: All right, Mrs Brown?
12 THE WITNESS: Yeah.
13 SIR MARTIN MOORE-BICK: Right. Well, let's see if there are
14 any more questions for you.
15 Yes, Mr Kinnier.
16 MR KINNIER: There are just a few, sir.
17 SIR MARTIN MOORE-BICK: Yes.
18 MR KINNIER: Ms Brown, thank you.
19 Could we go to {TMOH00000907/3}, the bottom of the
20 page. You will see there an email from Andrea Newton,
21 sent to Sacha Jevans, copying others at the TMO, on
22 9 March 2016.
23 If we can go to page 4 {TMOH00000907/4}, we see from
24 the top of page 4, five lines down, there is a sentence
25 which starts, "I'll get straight to it".

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1 A. Yeah.
 2 Q. Then Andrea Newton says:
 3 "I feel there is a huge lack of coordination within
 4 TMO and [Repairs Direct]."
 5 Now, if I can go back to page 1 {TMOH00000907/1},
 6 you will see at the bottom of the page Sacha Jevans
 7 forwarded that email to you.
 8 Now, when you received this email, did you read the
 9 email chain below it, so you saw the complaints that
 10 Andrea Newton had raised about lack of co-ordination
 11 between TMO and Repairs Direct?
 12 A. Yeah, it was around that and a lot of other things,
 13 yeah.
 14 Q. Were you aware of concerns expressed by residents about
 15 the TMO's management of repairs?
 16 A. I knew that that — this — yes, I was aware that she
 17 had some concerns, yes.
 18 Q. Were those concerns widespread or were they confined to
 19 Andrea Newton?
 20 A. I'm not — I don't think they would have been confined
 21 to Andrea Newton.
 22 Q. And what was the essential nature of the concerns that
 23 were expressed to you?
 24 A. So I think at the time — this is shortly before the
 25 fire — I think — no, it wasn't, it was a year before.

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1 I think overall performance was, according to — was
 2 quite good in terms of performance indicators, but
 3 I think there were always issues that you can improve
 4 upon, and I think through the work that I did with
 5 the — through my teams, through the customer service
 6 centre who ordered repairs, you could see that there
 7 were some issues where we could improve upon. Things
 8 like leaks and repeat jobs and those types of things
 9 were issues that we were continually looking at and
 10 trying to improve, so I was aware of that.
 11 Q. And what practical measures did you take to respond to
 12 Andrea Newton's complaint, can you now remember?
 13 A. Yes, I can specifically. So Graham Webb, the managing
 14 director of Repairs Direct, and myself did a walkabout
 15 with Andrea Newton, and I think Nicky attended,
 16 Nicky Bartholomew, the new Lanc West manager at the
 17 time, and we walked the whole estate making a note of
 18 any issues that she had concerns about.
 19 Q. Thank you.
 20 Can I now turn to a separate topic: resident
 21 engagement.
 22 Your statements don't refer to any of the resident
 23 organisations relevant to Grenfell.
 24 First of all, do you accept that engagement with
 25 resident organisations is a crucial part of housing

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1 management?
 2 A. Yes, yes.
 3 Q. What do you consider would be achieved from engagement
 4 with resident organisations?
 5 A. You get feedback about services and how they feel
 6 they're going and what the key issues are, you know,
 7 from their point of view, and it helps you shape and
 8 improve services. I think we certainly picked up on
 9 some of the things that Andrea Newton was saying at this
 10 time and implemented them, particularly around
 11 Repairs Direct, so we — I did a structural review in
 12 neighbourhood services where we looked at the office and
 13 the services provided by the office, and we made sure
 14 that we could report repairs directly at that office
 15 going forward, and the CSE member of staff that we had
 16 was — on reception was put there as a result of that
 17 re-organisation and this sort of feedback.
 18 Q. And what would be the nature and extent of the
 19 engagement you would expect one of your neighbourhood
 20 teams to have with a residents' group?
 21 A. So I know that Nicky Bartholomew and her team built
 22 a very good relationship with the RA there and they did
 23 fortnightly walkabouts with them, you know, to keep in
 24 touch with any issues that they may have.
 25 Q. Did you monitor that levels of resident engagement were

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1 consistent with your expectations?
 2 A. Not specifically. I mean, I was aware of discussions
 3 and things that were happening, and I didn't see any
 4 concern to, you know, be involved in them any more than
 5 I had previously. So I thought that the relationship
 6 was going well, they seemed to be building a good
 7 relationship. Andrea Newton was very complimentary
 8 about the work of that neighbourhood team.
 9 Q. And what contact did you yourself have with,
 10 for example, the Lancaster West Residents' Association?
 11 A. So I did the walkabout with the Lancaster Residents'
 12 Association at this time. I didn't have any day-to-day
 13 input with them, so, you know, they were meeting with
 14 Nicky and her team, and above that there were, you know,
 15 a head of service.
 16 So I didn't do so on a day-to-day basis, but I would
 17 have done had I needed to and thought it was necessary.
 18 Q. Would the same answer apply to the Grenfell Tower
 19 Leaseholders' Association? What was your contact with
 20 that body?
 21 A. I didn't meet with them, but I did respond to elements
 22 of their emails and complaints that were relevant to my
 23 team. So I wouldn't have directly replied to them, but
 24 I would have, you know, given comments or paragraphs
 25 within that response.

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1 Q. What was your contact with the Grenfell Tower Compact?
2 A. I think I went to a couple of meetings with the
3 Grenfell Compact, but they were largely attended by
4 Pete Maddison and my head of service, but I did go to
5 a few of those, yes.
6 Q. Can I turn to a separate topic now, which is equality
7 and diversity training.
8 What training did you receive in relation to the
9 TMO's duties towards residents with protected
10 characteristics under the Equality Act?
11 A. I didn't attend any particular training there.
12 Q. Were you aware of the public sector equality duty and
13 how it applied to residents?
14 A. Probably, but I can't recall.
15 Q. Did you receive any equalities training particularly
16 directed to the needs of the vulnerable or disabled?
17 A. So, yes, I have over my career, yes, definitely. I have
18 specialised in ASB and — you know, over the years, and
19 spent a lot of time either organising or being involved
20 in training on those particular matters. So, you know,
21 that would have been all of the skills that were
22 required to respond to vulnerable residents, not just
23 within antisocial behaviour but more broadly, as we've
24 talked about earlier today.
25 Q. Whose role was it to ensure the adequacy of

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1 communication of fire safety information to residents
2 with an additional language or other communication
3 needs?
4 A. All the communication would have been from our health
5 and safety team. They led on that communication.
6 Q. Now, are you aware of any consideration given to
7 proactively offering fire safety advice to tenants based
8 on their first language which they were known to speak?
9 A. No, I don't think that we did do that, although there
10 was obviously a translation strip in our publications,
11 and we would have carried out translation had we been
12 asked, and did on occasions, on other matters. I knew
13 that my team were having things translated.
14 MR KINNIER: Thank you.
15 Mrs Brown, I've come to the end of my questions for
16 today.
17 The final question: is there anything you would like
18 to say to the panel over and above the evidence you have
19 given during the course of today?
20 A. I think we spent a lot of time talking about PEEPs
21 today. Perhaps I shouldn't actually go there. No.
22 SIR MARTIN MOORE—BICK: Don't if you don't feel comfortable.
23 A. I just think it's a very complicated area of business,
24 and I think some, you know, thought really needs to be
25 given about the guidance. It needs to be really thought

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1 through. It's very complicated in terms of how you keep
2 PEEPs up to date, how you implement them in evacuation
3 situations. It's obviously the subject of much debate,
4 but it's something there needs to be absolute clarity on
5 for everybody going forwards. I think that's something
6 I would say.
7 MR KINNIER: Mrs Brown, thank you very much for attending to
8 give evidence today. We're most grateful.
9 THE WITNESS: Thank you.
10 SIR MARTIN MOORE—BICK: Mrs Brown, before you go, let me
11 thank you, if I may, on behalf of all members of the
12 panel. I think we understand that it's not easy to come
13 here and give evidence, and this is the second time you
14 have done it, so we are very grateful to you, it's been
15 very helpful to hear what you have to tell us, and thank
16 you very much indeed.
17 THE WITNESS: Thank you.
18 SIR MARTIN MOORE—BICK: Now it's all over and you can go.
19 All right?
20 THE WITNESS: Until the next time. Thank you.
21 (The witness withdrew)
22 SIR MARTIN MOORE—BICK: Yes, Mr Kinnier. Now, is that it
23 for today?
24 MR KINNIER: That is it for today, and we start again on
25 Monday at 10 o'clock with another TMO witness.

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1 SIR MARTIN MOORE—BICK: With another witness, yes, good.
2 Thank you very much, then we will break there and
3 resume at 10 o'clock on Monday.
4 MR KINNIER: Thank you, sir.
5 SIR MARTIN MOORE—BICK: Good, thank you.
6 (3.05 pm)
7 (The hearing adjourned until 10 am
8 on Monday, 10 May 2021)
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