



Grenfell Tower Inquiry

Day 142

June 9, 2021

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Wednesday, 9 June 2021

(10.00 am)

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

We're going to continue hearing evidence today from Janice Wray, so I'm going to ask the usher to bring in Ms Wray, please.

MS JANICE WRAY (continued)

SIR MARTIN MOORE—BICK: Good morning, Ms Wray.

THE WITNESS: Good morning.

SIR MARTIN MOORE—BICK: All right, all set to go?

THE WITNESS: Yes.

SIR MARTIN MOORE—BICK: Very good, thank you.

Yes, Mr Millett.

Questions from COUNSEL TO THE INQUIRY (continued)

MR MILLETT: Yes, Mr Chairman, good morning. Good morning, members of the panel.

Ms Wray, good morning to you.

When we broke last night, I was about to embark on the topic of fire safety training of TMO employees, and I will now ask you some questions on that subject.

Can you please be shown your third witness statement, {TMO00847305/36}, paragraph 122.

This is under the rubric "Fire Safety Training", and you can see in paragraph 122 that you quote extensively

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from the TMO's policy, JW/33, which is an exhibit. That is in fact the TMO fire safety strategy of June 2017, isn't it?

A. I believe so.

Q. Yes, it's a draft, which wasn't, as I think you agreed yesterday, in force as at the date of the fire, was it?

A. No, it wasn't, you're right.

Q. Let's go to the one that was in force, which was the November 2013 version. That's at {TMO00830598/13}.

This is the November 2013 fire safety strategy, which was in force at the date of the fire.

Look, please, at paragraph 20.1 at the foot of the screen, "Fire Safety Training for TMO Staff":

"To promote competence in the area of fire safety amongst staff the TMO provides annual fire safety training to all fire marshals and all staff who are required to carry out inspections throughout the TMO housing stock. The course content is regularly reviewed to incorporate any issues highlighted in the Fire Risk Assessments etc. but it always has an academic element and a practical element — agenda reviewed to take account of any issues brought up by the assessor. (Human Resources maintain a record of course attendees and attendance is mandatory)."

Now, first, who was responsible for ensuring that

2

staff received the necessary fire safety training?

A. We were responsible for setting it up. My colleague

Adrian usually liaised with our external contractor to agree the agenda and set up the courses. So it sat with us, with Adrian and myself.

Q. Right.

At paragraph 123 of your third statement, if we can go back to that, please, page 37 {TMO00847305/37}, you say:

"Phoenix Fire Safety Training Ltd provided annual practical fire safety training to TMO staff, such as that which took place at the Kensal Resource Centre in January 2017 ... This training was also attended by Neighbourhood Officers and Community Officers."

Do you see that?

A. Yes.

Q. Was that the training contemplated by the fire safety strategy, do you think?

A. Yeah, it was one of the courses, yeah. That's the one referred to. Historically it would have homed in on fire marshals and people who were on estates in the course of what they were doing, doing inspections or visiting people, so they had better awareness of what to look out for, yes.

Q. Was that training intended for staff who carried out

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inspections of TMO housing?

A. Yes, it was.

Q. Was the training provided to fire marshals different from the training provided to staff who inspected the TMO's housing stock?

A. Actually, no, no.

Q. It wasn't?

A. It was the same course and it broadened and got developed each year incrementally.

Q. The 2013 fire safety strategy suggests that the course content should be reviewed to incorporate risks highlighted in fire risk assessments, doesn't it?

A. Yes.

Q. Was the content of the training ever reviewed to reflect risks highlighted in the FRAs?

A. Yes, it was, in a fairly practical way. We got to the position where we asked the trainer — we were reviewing the agenda on a yearly basis, but we thought it would be helpful, as well as having a practical demonstration of use of extinguishers, if they visited one of our blocks and he could reiterate what they should be looking out for when they're doing their inspections. So he would talk to them about intumescent strips and cold smoke seals and self-closers and storage, anything at all that they should be regularly monitoring and reporting back

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1 on and things which had been highlighted by the
 2 assessment.
 3 Q. First of all, when did you, as you put it, get to the
 4 position where you asked the trainer? When did that
 5 start happening?
 6 A. Actually, I'm probably not best placed to tell you, to
 7 be honest. It was something that Adrian led on.
 8 Q. Right.
 9 A. I would have said — I would have advised him that these
 10 are the areas that I would like the trainer to focus on,
 11 is this something that we can incorporate into the
 12 training, but actually the dates escape me, apologies.
 13 Q. Right. You say Adrian led on it.
 14 A. Yes.
 15 Q. Is there a record of the review of the fire risk
 16 assessments so that the course trainer would know what
 17 to put into the course?
 18 A. I imagine there is, but I don't have it to hand, and
 19 I —
 20 Q. Right.
 21 A. I'm sure there —
 22 Q. Well —
 23 A. I'm confident there would have been a record of me
 24 advising Adrian in writing of the areas that I wanted
 25 the course to be extended to include, but I —

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1 Q. Do you remember any in particular?
 2 A. Well, as I said, the areas that were coming up in the
 3 risk assessments, if there were particular issues with
 4 communal doors or any of the fire safety measures that
 5 they could reasonably be expected to inspect, we wanted
 6 to have a very clear awareness of what to look for and
 7 when to escalate, and that's what we were trying to
 8 ensure.
 9 Q. Did the course trainer, Phoenix, for example, get
 10 provided with the FRAs or a selection of FRAs across the
 11 estate?
 12 A. No.
 13 Q. So it would be up to you or Adrian Bowman —
 14 A. Yes.
 15 Q. — I imagine Adrian Bowman is who you mean — to filter
 16 out from a review of all the FRAs across the whole of
 17 the TMO stock to work out for yourselves what it was
 18 that the course trainer had to incorporate into the
 19 training?
 20 A. Yes.
 21 Q. Is that how it worked?
 22 A. Yes.
 23 Q. That's quite an exercise, isn't it?
 24 A. It is, but we were receiving the FRAs regularly, we were
 25 allocating the actions, so I had a fair familiarity with

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1 things which were recurring themes and things that
 2 particularly estate staff or anybody regularly on
 3 estates should be looking out for and should be
 4 monitoring against, so those were the issues that we
 5 wanted them to be familiar with.
 6 Q. What expertise did you have to be able to make
 7 a judgement on what matters arising from the FRAs should
 8 be the subject of course content for training?
 9 A. Well, I'd been dealing with the FRAs and the actions
 10 coming in from the start of the programme, I'd been
 11 dealing with the assessors themselves on a regular
 12 basis. If I had queries or concerns or things that
 13 I needed more knowledge or awareness of, I would speak
 14 to them, but I could also do my own research.
 15 I had an overview of where there were problems,
 16 where there were strengths, where there were weaknesses,
 17 so I worked on that basis.
 18 Q. Right.
 19 Can we then move to the question of specialised
 20 fire safety training for ESAs.
 21 A. Yes.
 22 Q. Caretakers, for want of a better word.
 23 If you go to your July 2020 statement, please,
 24 {TMO00847305/38}, paragraph 126, you say there:
 25 "I also recall that in December 2016, a half-day

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1 training session was delivered to Estate Services
 2 Assistants presented by me with input from Carl Stokes.
 3 To supplement the course information already provided,
 4 I attach to this statement the case study on communal
 5 storage used in this course and a fire safety quiz used
 6 at the conclusion of this course ..."
 7 Why did you and Carl Stokes deliver that training?
 8 A. I thought it was important, exactly what you were
 9 saying, that the estate staff needed to have a very
 10 clear understanding of what they should be monitoring
 11 and inspecting against and what they should be
 12 escalating. We would — periodically, the fire risk
 13 assessments would identify communal storage issues,
 14 things that were really within, in the first instance,
 15 the estate services assistants' remit to address, so we
 16 wanted to be clear that they were clear on standards and
 17 they were clear on when to escalate.
 18 We also had used it as an opportunity to use the
 19 Adair fire and what we had learned from the Adair
 20 fire —
 21 Q. Well, I was going to ask you — sorry, I cut across you.
 22 What was it that prompted this particular half-day
 23 training session in December 2016?
 24 A. I mean, we would run — I would run training, often less
 25 formal, I would go to the estate services team meetings

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1 and have discussions with them and highlight things
 2 which were coming out in the fire risk assessments, but
 3 we just felt it was appropriate to have a proper formal
 4 training course where, you know, we could engage with
 5 all of them together and see if there were issues that
 6 they were aware of that we perhaps could address to help
 7 them do their — perform their role.
 8 Q. Just pinning you down a bit, what was it that made you
 9 feel at that point that it was, as you put it,
 10 appropriate to have a proper training course?
 11 A. I'm not really clear that there was something at that
 12 point, it was something that we were always trying to
 13 work towards and to improve on in terms of briefing and
 14 training, and it just — it felt like the right thing to
 15 do. I'm not sure that there was a timing issue that
 16 I can recall.
 17 Q. Right, okay.
 18 Now, in your December 2020 statement, that's at
 19 {TMO00887083/8}, at paragraph 29, you say:
 20 "Following the Adair Tower fire it was recognised
 21 that it would be beneficial to provide our Estate and
 22 Neighbourhood colleagues with additional fire safety
 23 training. Therefore, I recall that we held a half-day
 24 training course with the Estate Staff and some briefing
 25 sessions with the Neighbourhood Teams."

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1 Are you referring there to the half-day session in
 2 December 2016?
 3 A. Yeah, it seems like I am.
 4 Q. I see. So that was a one-off training course held in
 5 response to the Adair Tower fire, was it?
 6 A. As I say —
 7 Q. Or as a reaction to it?
 8 A. We were regularly attending neighbourhood and team —
 9 estate services team meetings, so it was informal
 10 information-gathering and briefings. We wanted to do
 11 something more formal. So it certainly helped having
 12 all of the information on the Adair fire that we could
 13 fully brief them on so they had a clear indication of
 14 where they fitted in the whole process.
 15 Q. Can I show you {CST00030177}.
 16 This is a PowerPoint on fire safety training that
 17 Carl Stokes provided to the Inquiry for training he says
 18 was carried out on 2 December 2016, and it's headed
 19 "Fire Safety Training — Objectives".
 20 If we scroll down to page 2 {CST00030177/2}, you can
 21 see a photograph and a heading, "Adair Tower".
 22 Do you recognise this document?
 23 A. Yes, it's my document.
 24 Q. Oh, you say it's your document?
 25 A. Yes.

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1 Q. So you prepared it, did you?
 2 A. Yes, I did.
 3 Q. I see. Did Mr Stokes contribute to it at all in any
 4 respects?
 5 A. I'm sure I would have shared it with him. The actual —
 6 sorry, just to clarify, the training was something that
 7 I set up and I prepared for, I think I prepared all of
 8 the documentation, but I would have shared it with him,
 9 and he attended and was able to — without sort of
 10 formal documentation, he was able to enhance what I was
 11 saying.
 12 Q. Yes, I see.
 13 Can we go to page 21 {CST00030177/21}, please. If
 14 you look at that, the heading is "Inspection
 15 Requirements & Why?", and if you look at the third
 16 bullet point down, it says:
 17 "■ ESA Responsibilities.
 18 "Ongoing visual checks — 'supply healthy', no defect
 19 highlighted in panel, not vandalised, damaged etc., no
 20 broken call points (break glass units), signage in
 21 place, Zone chart etc."
 22 There is a picture on page 22 {CST00030177/22} of
 23 what looks like an alarm.
 24 On page 28 {CST00030177/28}, there is a photograph
 25 of a fire safety sign.

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1 My question is: were ESAs trained to inspect floor
 2 numbering signage as well as fire safety signage?
 3 A. Erm ... I can't really recall, to be honest.
 4 Q. It looks like an omission from this, as far as we can
 5 tell. Do you accept that?
 6 A. It probably isn't explicitly stated in here. I would
 7 think it likely that we did cover it verbally, but it
 8 may not be in the PowerPoint.
 9 Q. Thank you.
 10 Now, can we go to slide 24 {CST00030177/24}, please.
 11 Here you can see a list of inspection requirements for
 12 communal doors:
 13 "Flat Entrance Doors.
 14 "■ Requirements.
 15 "■ Damaged flat entrance doors.
 16 "■ Temporary doors.
 17 "ESA responsibilities."
 18 Below that on page 25 {CST00030177/25} you can see
 19 a photograph of a flat entrance door, as you can on
 20 page 26 {CST00030177/26}, if we can have that, and 27
 21 {CST00030177/27}.
 22 My question is: were ESAs advised about inspecting
 23 self-closing devices on communal doors?
 24 A. Yes, on communal doors they would have been, yes.
 25 Q. What about flat entrance doors?

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1 A. They would have understood the need to have
 2 a self-closer, and where a resident raised an issue with
 3 them, they could inspect it, but it wasn't part of their
 4 remit to inspect self-closing devices in dwellings.
 5 Q. On the subject of inspection, can we look at slide 29
 6 {CST00030177/29}, please, "TMO Inspections Procedures":
 7 "■ Escalation — how and when?
 8 "■ What works well and what could work better."
 9 Do you see that?
 10 A. Yes.
 11 Q. What was the result of that? Those are rather vague
 12 statements. What procedures did you actually train your
 13 ESA staff on?
 14 A. I think this was an opportunity to — for the ESAs to
 15 engage, to clarify how their inspections were working
 16 and any issues that they had, whether they were —
 17 whether the repairs were being done in a timely way,
 18 whether there were things they thought needed to be
 19 escalated. It was an opportunity for engagement. We
 20 wanted the session to be very interactive, and it was
 21 important that it was. So this was a prompt, really.
 22 Q. Were these inspection procedures documented in anything?
 23 A. Well, they — so by that stage they were using the
 24 palmtop, the PDA, so their inspection — I believe they
 25 had a weekly and a monthly pro forma which was embedded

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1 into their PDA, and that's where they recorded the
 2 outcome of their inspections.
 3 Q. We've seen, admittedly I think probably in passing,
 4 appendix 1 to the November 2013 fire safety strategy
 5 which was still in force as at June 2017.
 6 A. Yes.
 7 Q. That's the caretaker checklist, isn't it?
 8 A. That was in hard copy at that stage because they hadn't
 9 had their palmtop.
 10 Q. How did that relate to ESA inspection procedures as part
 11 of the training that you were giving in December 2016?
 12 A. Well, that's the whole basis of making sure that their
 13 inspection procedures are still appropriate.
 14 Q. Right.
 15 A. That they're clear what to give priority, that if there
 16 are things that they feel aren't given due regard when
 17 they escalate them, in terms of response times or
 18 whatever, it was an opportunity for them to feed back to
 19 us so I can raise that with repairs managers or
 20 whatever.
 21 Q. When you were training your ESA staff, did you have
 22 regard to the inspection and maintenance regime laid out
 23 in the LGA guide?
 24 A. Yes.
 25 Q. You did?

14

1 A. Yes.
 2 Q. Now, can I then turn to some questions on the emergency
 3 plan.
 4 I'd like to show you, to start perhaps in a rather
 5 basic place: the Fire Safety Order. That's at
 6 {HOM00000040}. That's the first page of it.
 7 Can we go to page 12 in it {HOM00000040/12},
 8 Article 15. The heading is "Procedures for serious and
 9 imminent danger and for danger areas"; do you see that?
 10 A. Yes.
 11 Q. "15.(1) The responsible person must
 12 "(a) establish and, where necessary, give effect to
 13 appropriate procedures, including safety drills, to be
 14 followed in the event of serious and imminent danger to
 15 relevant persons;
 16 "(b) nominate a sufficient number of competent
 17 persons to implement those procedures in so far as they
 18 relate to the evacuation of relevant persons from the
 19 premises; and
 20 "(c) ensure that no relevant person has access to
 21 any area to which it is necessary to restrict access on
 22 grounds of safety, unless the person concerned has
 23 received adequate safety instruction."
 24 Can I assume that you were at all times aware of
 25 these requirements?

15

1 A. Yes.
 2 Q. Yes.
 3 Let's look at the Sleeping Guide next, which is
 4 {RBK00036722/36}.
 5 On page 36, towards the foot of the screen, there is
 6 a heading "Emergency plans". It's paragraph or
 7 section 4.2, which says this:
 8 "You need to have an emergency plan for dealing with
 9 any fire situation.
 10 "The purpose of an emergency plan is to ensure that
 11 people know what to do if there is a fire and that the
 12 premises can be safely evacuated."
 13 Just pausing there, were you aware at all times of
 14 that piece of guidance?
 15 A. Yes.
 16 Q. Yes.
 17 Page 37 {RBK00036722/37}, next page, the guide
 18 continues in the third paragraph down:
 19 "In simple premises the emergency plan may be no
 20 more than a fire action notice.
 21 "In multi-occupied and more complex premises, the
 22 emergency plan will need to be more detailed and
 23 compiled only after consultation with other responsible
 24 people, e.g. owners, who have control over the building.
 25 In most cases this means that an emergency plan covering

16

1 the whole building will be necessary. It will help if
2 you can agree on one person to co-ordinate this task."

3 Can I assume that, similarly, you were at all times
4 conscious of that piece of guidance?

5 A. Yes.

6 Q. Yes.

7 Then the LGA guide at {HOM00045964/44},
8 paragraph 34.3, which says:

9 "In summary, the fire risk assessment must consider
10 the 'general fire precautions' defined in the FSO. Of
11 these, the principal ones for a purpose-built block of
12 flats are ..."

13 Then the fourth bullet point down says:

14 "An emergency plan, including procedures for
15 residents in the event of fire."

16 Were you at all times aware of that requirement —

17 A. Yes.

18 Q. — or that piece of guidance? You were.

19 Then if we go to page 118 {HOM00045964/118}, please,
20 paragraph 79.1, under the heading "Preparing for
21 emergencies":

22 "It is a requirement of the FSO that there should be
23 a suitable emergency plan for the premises. Rarely, in
24 purpose-built blocks of flats, will it be necessary to
25 have a more elaborate emergency plan than a simple fire

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1 action notice (see Appendix 5 for examples). Nor will
2 it be universally necessary to display such notices.
3 Indeed, it is more common not to display notices, but to
4 convey this information to tenants in other ways (eg
5 through residents' handbooks and so forth)."

6 Again, were you aware of that guidance?

7 A. Yes.

8 Q. Yes, and then page 120 {HOM00045964/120},
9 paragraph 79.12:

10 "In large, more complex blocks of flats, it can be
11 of great assistance to the fire and rescue service to
12 keep plans on the premises detailing information on the
13 layout of the building and its services. This can be
14 helpful at the time of an incident in dealing with the
15 emergency. Again, use of a 'premises information box'
16 at the main entrance is one way to achieve this."

17 Again, were you aware of that guidance?

18 A. Yes.

19 Q. Yes.

20 Now, I just want to show you what Dr Lane has said
21 in her Module 3 report at chapter 9. This is at
22 BLARP00000028/14 (sic), where she addresses
23 Grenfell Tower in particular.

24 At paragraph 2.2.23 —

25 A. Sorry, I think it's the wrong —

18

1 Q. I think that's not it. {BLARP20000028}. I think I have
2 confounded our operator. But there it is:

3 "2.2.23. Grenfell Tower was a high-rise building

4 with a shared single means of egress and multiple
5 occupancy types (residential and non-residential). The
6 emergency plan for such a building would cover the
7 residential portion of the building, on upper levels, as
8 well as commercial tenancies on the lower levels
9 including a boxing club and a nursery.

10 "2.2.24. Grenfell Tower was provided with a complex
11 smoke control system, and its occupancy profile
12 contained residents who required assistance in the event
13 of a fire as well as non-residents and other relevant
14 persons.

15 "2.2.25. On this basis and as I have set out before
16 in my Phase 2 Module 1 report Regulation 38 Fire Safety
17 Information ... I would consider Grenfell Tower to be
18 a complex building and I review the requirements for the
19 emergency plan accordingly."

20 Do you accept Dr Lane's opinion that Grenfell Tower
21 should be considered a complex building, particularly
22 for the purposes of an emergency plan?

23 A. I'm not sure that I do, actually. It's not — it was
24 never the result of the fire risk assessment that it was
25 considered to be a complex building, and, to the best of

19

1 my knowledge, it wasn't considered a complex building by
2 the London Fire Brigade either.

3 Q. Did you ever get an assurance or a statement from the
4 LFB that, for this purpose, even taking into account the
5 factors that Dr Lane has taken into account,
6 Grenfell Tower was not a complex building?

7 A. I didn't get such an assurance, no.

8 Q. Did you ever ask for one?

9 A. No.

10 Q. Did you ever take any specific advice from any
11 fire safety professional about whether or not, for the
12 purposes of an emergency plan, Grenfell Tower should be
13 considered a complex building in light of the factors
14 Dr Lane has identified?

15 A. I may have had a conversation with Mr Stokes, but
16 I don't believe I did more than that.

17 Q. Right.

18 A. If I could just add, complex buildings in terms of our
19 discussions with the Fire Brigade usually were
20 restricted to Trellick Tower, because Trellick Tower
21 didn't have a repeat structure layout on each floor, so
22 you actually didn't know what was behind the door when
23 you knocked on a flat; it could have been a maisonette,
24 it could have been a downstairs or an upstairs. So that
25 was a really quite complex building and, for that

20

1 purpose, that was the one building that the Fire Brigade
 2 had requested we have a premises information box in
 3 where we had plans, so they could very clearly take the
 4 plans to the floor and go, "Yeah, that's what I need and
 5 this is — and three doors along is the adjoining
 6 property".
 7 So they'd asked and we'd had discussions, and
 8 I think we'd had that in place from about 2013/2014, and
 9 they'd also undertaken a familiarisation at that block
 10 and they were happy with the contents that we'd put into
 11 the premises information box, but they asked for
 12 a second copy of plans so that their crews on the fire
 13 floor and at the base in control would have a set each.
 14 So we had had discussions about complex buildings
 15 and it was on our radar, but that was the only one that
 16 the Fire Brigade had requested and that's what we had
 17 put in place.
 18 Q. Yes, I see. So can we take it from that answer that, at
 19 least from, I think you say, 2013/2014, you knew of the
 20 concept of a complex building?
 21 A. Yes.
 22 Q. And you knew that Trellick Tower, because of what the
 23 LFB had told you, was such a building?
 24 A. Yes.
 25 Q. Did you ever think, in light of knowing that such

21

1 a concept existed, that you ought to review the other
 2 potentially more complex buildings in the estate to see
 3 whether they were complex such as to require further and
 4 more detailed emergency plans?
 5 A. Yes, and we would have had discussions with the
 6 Fire Brigade about whether they wanted us to extend
 7 provision of premises information boxes, and I recall
 8 that one of the things that happened after the findings
 9 of Lakanal was that there was actually a pilot of —
 10 I think it was called a fire safety plate, and the
 11 Fire Brigade worked with a few local authorities to
 12 trial where they erected on the face of a number of
 13 particularly high-rise buildings a plate with some basic
 14 fire information in relation to that building, and the
 15 liaison meeting minutes will reflect that I kept asking
 16 for the feedback from the outcome of that six-month
 17 pilot, and ultimately I was told that there was no
 18 action for landlords, it was really more virtual
 19 information that the Fire Brigade were storing on their
 20 system.
 21 So at that point they still weren't requesting
 22 anything more than what we already had in place.
 23 Q. We will come to premises information boxes much later in
 24 your evidence. But for the present purposes, I'm
 25 interested in the emergency plan specifically.

22

1 A. Okay.
 2 Q. Coming back to Dr Lane's opinion, do you not accept
 3 that, given the factors she has identified which I've
 4 read out to you, Grenfell Tower should have been
 5 considered a complex building?
 6 A. I'm not confident that I do agree because of the
 7 discussions that we'd had, the ongoing discussions with
 8 the Fire Brigade as the fire and rescue service. So I'm
 9 not absolutely convinced that I agree.
 10 Q. Right.
 11 Now, can we go back to the Sleeping Guide, please,
 12 {RBK00036722/112}, and go to paragraph 7.2, please, on
 13 the right-hand side, "Emergency plans".
 14 There is a lot in it, but you can see that there is
 15 guidance about:
 16 "Your emergency plan should be appropriate to your
 17 premises and could include ..."
 18 And then there is a long list of some 16 items in
 19 full down on the right-hand column of page 112, over to
 20 page 113. I'm not going to read them all out to you.
 21 Again, were you aware of that guidance?
 22 A. Yeah.
 23 Q. Were you aware that your emergency plan should be
 24 appropriate to Grenfell Tower? Your emergency plan for
 25 Grenfell Tower should be appropriate to that building?

23

1 A. Yes.
 2 Q. Did you ever sit down with Grenfell in mind and go
 3 through this long list of things that could be included
 4 in your emergency plan?
 5 A. Did I?
 6 Q. You may find one or two, but did you actually ever
 7 undertake a holistic examination of your emergency plan
 8 for Grenfell Tower to see whether these matters had been
 9 included?
 10 A. I'm sure I would have considered them, but I don't know
 11 that I can confirm what you've asked me, that
 12 I undertook a holistic review in relation to that
 13 specific block.
 14 Q. It's fair to say, I think — you can agree with me —
 15 that an emergency plan that met all of these points or
 16 catered for all of these points would be a document of
 17 some substance, wouldn't it?
 18 A. Yes, potentially.
 19 Q. And it would need to be building-specific, wouldn't it,
 20 clearly?
 21 A. I think it's fair to say that we had very few
 22 building-specific emergency plans.
 23 Q. I think that is fair to say.
 24 A. Yes, because the majority of our buildings were
 25 purpose-built, and we were governed by the LGA guide, we

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1 were influenced by the — we felt that that was the
 2 appropriate guidance to apply. So, as you know, they
 3 had a stay—put strategy, and we outlined the stay—put
 4 strategy in a variety of ways, and we — the
 5 Fire Brigade were aware that that was our strategy, we
 6 would have regular discussions with them about that.
 7 Our position was that it's a stay—put strategy, if the
 8 fire's in your dwelling —
 9 Q. I'm going to cut you off, Ms Wray, because we are going
 10 to come in some detail, step by step, to how the
 11 stay put fits, but I think you agree that an emergency
 12 plan that catered for all of these would be a
 13 building—specific and hefty document?
 14 A. Potentially. There will be some themes which are common
 15 across all of the stock.
 16 Q. Yes. Yes.
 17 Now, let's look at {SAL00000013}, please.
 18 This is the document we looked at on the first day
 19 of your evidence, which is Salvus' review of the TMO's
 20 fire risk management system dated 22 September 2009.
 21 There it is on page 1.
 22 Can we go to page 11 {SAL00000013/11}, please, in
 23 that document, and there you will see under paragraph 9,
 24 "Emergency Procedures and Evacuation Plans", and at 9.1
 25 it says, "Lack of/inadequate emergency plans".

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1 Then in the bullets under the "Existing control
 2 measures", it says:
 3 "It is noted from the Estates Staff Quick Reference
 4 Handbook that there is a generic documented emergency
 5 plan.
 6 "This was not available for review at the time of
 7 the assessment and therefore it could not be confirmed
 8 that it is in accord with recommendations as set out in
 9 the HM Government guidance Section 7.2.
 10 "TMO staff who receive fire safety training are
 11 trained to implement local fire fighting actions using
 12 portable fire extinguishers where they were present at
 13 the time and they consider it is safe to do so."
 14 Now, as far as you were aware, were there any
 15 building—specific emergency plans used by the TMO as at
 16 September 2009?
 17 A. We had our minor emergency plan. The principal part —
 18 part 1 relates to cascades and how we deal with
 19 emergencies during working day and out of hours. Part 2
 20 was the bit where we tried to retain a level of
 21 information specific to the block, which would
 22 potentially help the emergency services.
 23 I believe that was in — that was available in 2009.
 24 I know there are issues with the part 2 not having been
 25 updated, but that was around.

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1 Q. Yes. We're going to look at that document very shortly.
 2 Just so that the transcript has it, it appears to be
 3 {TMO10013898}. We will come back to that in a moment.
 4 That's the document you're talking about?
 5 A. Yes, I believe —
 6 Q. It's the two—part document?
 7 A. Yes.
 8 Q. Now, if you look at the column in this document headed
 9 "Risk category with controls", 9.1 is given a high risk
 10 category, isn't it?
 11 A. Yes.
 12 Q. If you look at 9.3:
 13 "Lack of/inadequate procedure for disabled and/or
 14 vulnerable persons."
 15 It says in the middle column:
 16 "Information as to the location of vulnerable
 17 persons appears to be collated by TMO.
 18 "It could not be confirmed if the information
 19 relating to the location of vulnerable persons is up to
 20 date.
 21 "There does not appear to be any formal procedures
 22 in place to deal effectively with fire safety issues
 23 associated with disabled or vulnerable people."
 24 Again, that's got a high risk category, hasn't it?
 25 A. Yes.

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1 Q. And further action is required.
 2 Now, if we skip forward to the action plan which
 3 follows this risk assessment, it's the same document but
 4 page 18 in it {SAL00000013/18}, row 9.1, you can see
 5 there amber:
 6 "It is strongly recommended that TMO seek
 7 confirmation that all emergency plans are in accord with
 8 recommendations as set out in the HM Government guidance
 9 Section 7.2, and where found not to be so that
 10 adjustments are made as necessary to fully comply with
 11 this guidance."
 12 Now, section 7.2 is what I read to you on the
 13 right—hand side of the page of the Sleeping Guide with
 14 those 16 bullet points in it, so it's clear from that
 15 that Salvus have fastened on the fact that there is
 16 a deficiency.
 17 Given that deficiency, was that recommendation ever
 18 actioned, to your knowledge?
 19 A. We had a variety of ways of advising residents of the
 20 fire procedures and the emergency plans, and that
 21 probably changed over time. We had a residents'
 22 handbook where we provided quite a lot of fire safety
 23 information, which included fire procedures that people
 24 should follow. We also ultimately had information on
 25 the website. We did regular — as a result of this, we

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1 had written an article in our Link magazine, which we
 2 would supplement with further Link articles which,
 3 I believe, had the opportunity for people to ask for
 4 them in different languages. There were a variety of
 5 things going on.
 6 In addition, my colleagues in housing management
 7 were looking to identify, provide, obtain more
 8 information about the vulnerability of the residents in
 9 the stock. So there were a variety of things going on
 10 in order to help us to comply with this.
 11 Q. Yes. A variety of things going on may be one thing.
 12 What I'm asking you is whether the TMO ever carried into
 13 effect the recommendation that it confirmed that all
 14 emergency plans, a document, were in accordance with
 15 section 7.2 of the Sleeping Guide? Did that happen?
 16 A. No, it didn't. Not in that way.
 17 Q. Thank you. Why not?
 18 A. Because we were trying to tackle it the best way that we
 19 could, which is provide information to residents, obtain
 20 information about their vulnerability, identify those
 21 who need assistance and target them, meet with them, see
 22 what help they need. There were things going on to meet
 23 it, but not as it states there.
 24 Q. But things going on to meet it is all very well, but
 25 that's not what you're recommended to do.

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1 What I'm not really understanding — it may be my
 2 fault, Ms Wray — is why the TMO didn't simply go to the
 3 emergency plans for each building in its stock, look at
 4 section 7.2 and the emergency plans and bring the
 5 emergency plans in line with section 7.2 for each
 6 building. Why didn't it do that?
 7 A. I suspect it was a resource issue.
 8 Q. Right.
 9 A. That's a huge bit of work.
 10 Q. It is — well, it may or may not be, depending on the
 11 building, but did you ever actually investigate or look
 12 for a budget or resource for that particular task?
 13 A. I can't recall. I think we felt we were moving it
 14 forward in the best ways that we could with the
 15 resources we had available in order to provide better
 16 communications and a variety of communications which
 17 hopefully would be accessible to people. We had
 18 colleagues who were looking to glean as much information
 19 about occupancy profiling, and we were looking to have
 20 contact with people who needed more advice, needed more
 21 guidance, needed more clarity. So we were trying to
 22 meet it within the resources we had available in
 23 a variety of ways.
 24 SIR MARTIN MOORE—BICK: That's a different point, though,
 25 isn't it? Really what Mr Millett is asking you to

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1 consider — and perhaps you have already answered this
 2 question — is whether you carried out a comparison
 3 between the emergency plan for each building and the
 4 guidance. That's a paper job.
 5 A. Yeah. And I don't recall doing it, I'd have to be
 6 honest.
 7 SIR MARTIN MOORE—BICK: Thank you.
 8 MR MILLETT: Can we look at 9.3, same page, page 18
 9 {SAL00000013/18}:
 10 "It is strongly recommended with fire safety issues
 11 associated with disabled or vulnerable tenants and
 12 leaseholders, and also any employees.
 13 "This should include a range of options from
 14 relocation in severe cases with or without potential
 15 property adaptations and fixed fire suppression systems
 16 to the provision of specific personal emergency
 17 evacuation plans in those less serious cases. See also
 18 recommendations in HM Government guidance and Building
 19 Regulations Approved Document M."
 20 Now, you can see from that that that got a priority
 21 rating 4, but a red. Do you see?
 22 A. Yes.
 23 Q. So that was high—risk.
 24 Now, formal procedures to deal effectively with fire
 25 safety issues associated with disabled or vulnerable

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1 tenants, leaseholders and employees, was that ever done
 2 in the context of the emergency plan or an emergency
 3 plan for any building?
 4 A. So the answer to your question is no, not directly, but
 5 to give context, as I stated, my housing colleagues were
 6 attempting to get information on the vulnerability of
 7 the residents. Our position on this was that the
 8 housing colleagues were the people in regular dialogue
 9 with their tenants and their leaseholders. They knew to
 10 refer any health and safety or fire safety concerns or
 11 issues that were expressed to them to me and to Adrian,
 12 and when they came to our attention, we would
 13 investigate further.
 14 And there were a number of people — a small number
 15 of people for whom PEEPs were drafted, there were
 16 a number of people who had sensory issues where their
 17 means of being alerted to a fire was amended so that it
 18 suited them. We worked with some hoarding people in
 19 order to provide earlier warning. There were a variety
 20 of things that we were doing in order to meet this
 21 requirement.
 22 Q. Yes, but as you can see, the recommendation, which is
 23 strong, with a red, is that the TMO consider development
 24 of formal procedures.
 25 Did the TMO ever consider the development of formal

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1 procedures to deal with fire safety issues associated
 2 with disabled or vulnerable tenants or leaseholders?
 3 A. Not formal procedures as such. There was always
 4 a recognition, and certainly I've got disabled
 5 colleagues for whom we did carry out PEEPs, so we were
 6 aware of the PEEP process and there were a number of
 7 residents for whom that was done. But we were always
 8 mindful of the fact that we didn't have any staff or any
 9 resident staff, so we would be quite restricted in what
 10 we could offer. That didn't stop us doing it. That's
 11 why we were trying to give people who — if they needed
 12 better means of being alerted to a fire, could evacuate
 13 themselves or at least get themselves to another
 14 compartment. We were working along this basis because
 15 we felt that that was — that would help and meet the
 16 requirements.
 17 Q. Right. I mean, the answer to my question is no.
 18 So the next question is: did the TMO actively decide
 19 not to develop formal procedures, as strongly
 20 recommended, or did it fall by the wayside?
 21 A. It didn't ... I don't believe there was a decision ever
 22 to not develop formal procedures. It's quite a complex
 23 area, and sometimes we didn't have significant
 24 information about the occupancy profile, so that's one
 25 issue. As I've said, we didn't have any resident staff,

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1 so we had a resource issue with what we could offer in
 2 terms of assisting people.
 3 It was going to be a challenge. It wasn't
 4 something — it would have been very easy to put
 5 something in writing as a formal procedure that we
 6 couldn't actually affect, and we were mindful of that,
 7 so we were trying to make sure that what we could offer
 8 was something that we had the wherewithal to support.
 9 Q. Right. Well, we will come back to see what you did do
 10 later on.
 11 Sticking with the concept or topic of emergency
 12 plans for the moment, if we may, we go then to
 13 {TMO10013898}. It's the reference I gave earlier, and
 14 I just want to identify first what we're looking at.
 15 This is page 1, "KCTMO Emergency Plan". If we go to
 16 page 3 {TMO10013898/3}, we can see that there is
 17 a cascade of dates for revisions there: version 1,
 18 August 2004, revised May 2009, May 2015, February 2016.
 19 Is that the two-part document that you were
 20 referring to earlier?
 21 A. Yes.
 22 Q. Yes.
 23 Now, first, whose responsibility was it to maintain
 24 and update this document?
 25 A. It actually sat with Adrian, my colleague.

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1 Q. Was that a decision or was that just how it was?
 2 A. Erm ...
 3 Q. Who decided that he as opposed to you should be
 4 responsible for maintaining and updating this document?
 5 A. Actually, it was his document, because it was originally
 6 drafted when I was absent for a period of time, and he
 7 took ownership of it. He was also the person who was
 8 involved in our duty out of hours rota from quite
 9 an early stage, when I wasn't, so it was ... yeah, it
 10 was something that he led on. I kind of would catch up
 11 with him occasionally and say, "These people have moved
 12 or left the organisation or joined or whatever, are the
 13 cascades up to date? Do Pinnacle have copies?" I would
 14 sort of touch in with him, but largely Adrian, yes.
 15 Q. When he drafted it, did you supervise his drafting of
 16 it?
 17 A. As I say, when he drafted it, I was not around for
 18 a period.
 19 Q. Who was his line manager so far as this exercise was
 20 concerned, when that happened?
 21 A. Actually, it was when I was on maternity leave and
 22 I can't recall, because it's such a long time ago.
 23 Sorry.
 24 Q. Well, August 2004.
 25 A. I think the drafting started earlier than that.

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1 Q. Right.
 2 A. It will come to me, but sorry, I can't recall.
 3 Q. Nonetheless, come May 2009, can we take it that you were
 4 firmly back in the saddle and supervised the updating of
 5 this document at that stage?
 6 A. Yeah, I didn't scrutinise it, it was something that
 7 Adrian led on.
 8 Q. You say he led on it; you were his line manager, weren't
 9 you?
 10 A. Yes.
 11 Q. So he would lead on drafting it, but didn't you oversee
 12 it, supervise it, approve it, sign it off?
 13 A. Well, yes, but it's a huge document. I wouldn't have
 14 looked in detail at every single pro forma that's
 15 attached.
 16 Q. Right. What about the first part, would you have looked
 17 in detail that?
 18 A. Yes, of course. The first part was the one bit that we
 19 confidently kept up to date.
 20 Q. Now, you can see the revision dates there. They appear
 21 to be rather random. Can you explain, how frequently
 22 was the emergency plan supposed to be updated, or was
 23 there no set —
 24 A. I don't believe there was a set — I mean, the part 1,
 25 which obviously reflected the cascades, the in working

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1 hours and out of working hours cascades, was crucial to
 2 be kept up to date and it was always being updated.
 3 I think these dates refer to the subsequent pro formas.
 4 Q. You can see the first one was dated August 2004. That's
 5 before the RRO came into force, isn't it?
 6 A. Yes.
 7 Q. Do you know what triggered the creation of the document
 8 at that date, that stage?
 9 A. I don't. I think we realised that it was something that
 10 we needed to produce.
 11 Q. Right.
 12 A. But I'm not sure there was particularly a trigger. We'd
 13 been aware of it for some time, but it was quite a big
 14 piece of work and it was finding the time to —
 15 Q. Now, in May 2009, the Sleeping Guide had been in force,
 16 so far as guidance is ever in force, for some
 17 three years. Was the emergency plan updated to reflect
 18 in any way the requirements of the Sleeping Guide?
 19 A. I'm not convinced it was, no.
 20 Q. No. And May 2015, you've now got not only the Sleeping
 21 Guide, but the LGA guidance. Was a revision or review
 22 done of the existing government or local government
 23 guidance at that stage so as to make sure that the
 24 emergency plan reflected it?
 25 A. I'm not confident that happened either.

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1 Q. And what triggered the revision in February 2016, only
 2 some nine months or so after the previous revision?
 3 A. I'm sorry, I can't recall.
 4 Q. All right.
 5 Now, do you remember whether the emergency plan was
 6 supposed to be relied on for dealing with a fire?
 7 A. It was a minor emergency plan, so it was for minor
 8 incidents within the housing stock. It could well have
 9 been a fire, it could have been an outage of one of the
 10 utilities, it could have been a leak or a flood or
 11 a variety of ... it could have been a crime, whatever.
 12 Q. When you say it was a minor emergency plan, do you mean
 13 it was overall a minor emergency plan or just the part
 14 dealing with fire?
 15 A. No, I mean it was an emergency plan for the TMO to deal
 16 with minor emergencies, because anything more than
 17 a minor emergency, particularly where rehousing was
 18 required, would not have been able to be provided within
 19 the resources the TMO had access to.
 20 SIR MARTIN MOORE-BICK: Can you just help me with this.
 21 A. Yes.
 22 SIR MARTIN MOORE-BICK: On the face of it, having looked at
 23 the front page, it is a sort of TMO-wide emergency plan.
 24 Was it approved by someone at a more senior level?
 25 A. It was — certainly went up to executive team, and

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1 I believe some of the executive team kept a hard copy at
 2 home just in case something happened —
 3 SIR MARTIN MOORE-BICK: Right, but when you say it was
 4 drafted by Mr Bowman —
 5 A. Yes.
 6 SIR MARTIN MOORE-BICK: — that's literally the case, he
 7 formulated it, but it was actually approved by the
 8 executive team; is that right?
 9 A. Yes, I believe it must have been. Because — yeah, and
 10 we revised it — actually, sorry, can I go back.
 11 I suspect the revision in February 2016 was related
 12 to the Adair fire.
 13 MR MILLETT: Which had happened at the end of October 2015.
 14 A. Yes, sorry, I didn't pick up on that at first,
 15 apologies, but yeah. Yeah, you're right. They were —
 16 in fact, that answers your question also. I recall that
 17 after the Adair fire it was one of the things that we
 18 wanted to look at was the emergency response, and there
 19 were meetings with the council because they had sent
 20 their LALO, and the executive team then re-looked at our
 21 approach to dealing with emergencies out of hours, and
 22 there were — there may have been some tweaks. So,
 23 apologies.
 24 SIR MARTIN MOORE-BICK: Thank you.
 25 MR MILLETT: Now, you said before the Chairman's question

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1 that this was a minor emergency plan, to deal with minor
 2 emergencies.
 3 Can I just show you page 13 of this document
 4 {TMO10013898/13}, "Part 1 — KCTMO emergency planning",
 5 and in the first paragraph, it says:
 6 "These procedures aim to provide a framework for
 7 effectively managing emergencies on KCTMO estates and
 8 properties."
 9 Then in the third paragraph:
 10 "Neighbouring areas will be expected to assist as
 11 necessary in the event of a major emergency."
 12 Then if you go down to "Emergency plan", the heading
 13 below it, it says:
 14 "This sets out the roles and responsibilities within
 15 the KCTMO in the event of a major incident, which is
 16 defined as:
 17 "'a major incident or natural disaster resulting in
 18 either death, injury or serious disruption to normal
 19 life, which would acutely stretch the KCTMO's resources,
 20 and which may ultimately overwhelm the KCTMO's capacity
 21 to manage without assistance from the council."
 22 It doesn't look from that that this was only
 23 intended to deal with minor emergencies; this looks
 24 pretty major.
 25 A. We had limited capacity, as it says here, to deal with

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1 anything beyond a certain level, but that didn't mean
 2 that we wouldn't make staff available to assist
 3 the council.
 4 Q. No, but what I'm putting to you is when you said it was
 5 an emergency plan to deal with minor emergencies, that's
 6 not right, is it, looking at what I've just shown you?
 7 (Pause)
 8 A. Well, that — it was always intended to be a minor
 9 emergency plan because we knew our limitations and we
 10 knew — and because the council was the freeholder for
 11 the stock and had a much more comprehensive emergency
 12 plan and access to significantly more resources,
 13 particularly in terms of rehousing, then we wouldn't —
 14 it wouldn't have been reasonable to expect us to do more
 15 than we could.
 16 Q. If the emergency plan was only intended to deal with
 17 minor emergencies, why is there a reference to it
 18 dealing with major incidents and a quotation from the
 19 London emergency plan about that?
 20 A. Can I scroll down a bit please?
 21 Q. Yes, do. We can look at the bottom of page 13, please.
 22 A. Okay. I suppose it's got to be read in conjunction with
 23 the reference to the local authority's definition that
 24 a major incident ... I mean, clearly if our resources
 25 are overwhelmed, then we would need to revert to RBKC,

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1 and we don't have a significant amount of resource, so
 2 when I say minor, that doesn't mean it's — it's
 3 difficult to define. It was just trying to set out what
 4 we could do within the resources we had in the event of
 5 emergency and, beyond that, that would have to be
 6 escalated to the borough.
 7 Q. Now, if we go to fire itself, we can see that there is
 8 a reference in this to a fire on page 34
 9 {TMO10013898/34}, where there is a checklist for fire.
 10 If we can just go to that.
 11 It says "Checklist — fire", and then there is what
 12 you might call a cascade of questions and events.
 13 Item 7 is:
 14 "Will Residents have to be evacuated.
 15 "Action: Liaise with on site staff."
 16 So clearly the emergency plan did contemplate a fire
 17 and, within the context of a fire, did contemplate the
 18 possibility of the evacuation of residents, didn't it?
 19 A. Well, that's always a possibility, depending on whether
 20 the Fire Brigade's decision once they've arrived and
 21 done their assessment is to evacuate.
 22 Q. Yes, but all I'm putting to you is —
 23 A. Sorry.
 24 Q. — that within this emergency plan, fire is included,
 25 and within that, the possibility of evacuation of

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1 residents —
 2 A. Yes.
 3 Q. — as you can see.
 4 A. But can I just say that most of this is written really
 5 for the duty officer, so it's questions for the duty
 6 officer who is on duty when the incident happens to
 7 think: okay, have I done this, have I consulted this
 8 person, who have I needed to advise? And so will
 9 residents be evacuated, the way that the person who's
 10 remote and on duty that evening will get that
 11 information is by liaising with the on-site staff. I'm
 12 just clarifying that.
 13 Q. Yes, thank you.
 14 If we go to page 39 {TMO10013898/39}, you can see
 15 "Part 2 — property details". That's just the heading
 16 for part 2, which then follows.
 17 Within that part, if we go, please, to page 145
 18 {TMO10013898/145}, this is the part of part 2 which
 19 deals with or covers Grenfell Tower, Lancaster West, can
 20 you see?
 21 A. Yes.
 22 Q. Was this intended to be a building-specific emergency
 23 plan for Grenfell Tower?
 24 A. It was intended to collate relevant information that the
 25 emergency services or anybody else would require. So it

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1 was meant to be a source of information and contribute
 2 to emergency planning.
 3 Q. Right.
 4 Just looking at page 145, you can see that the
 5 number of dwellings is 120. It's right, isn't it, that,
 6 as at May 2015 and certainly by February 2016, it was
 7 129, wasn't it?
 8 A. Yes. This — I mean, I think everyone is aware that
 9 this wasn't updated when it should have been, yes.
 10 Q. And indeed that's already been found. But can you
 11 explain why this was never updated and, indeed, does not
 12 appear to have been updated completely for many years?
 13 A. No, other than it was something that Adrian and
 14 I discussed the need to do. We were — he was very
 15 mindful of keeping the cascades up to date because that
 16 impacted on who got called when there was an emergency
 17 and instigated a whole load of processes which were
 18 really important, and we knew this needed to be updated
 19 and it just never quite got to the top of his agenda,
 20 unfortunately.
 21 Q. Did you or Adrian Bowman ever consider whether this
 22 emergency plan, so to speak, for Grenfell Tower, or
 23 indeed any of the others in part 2 of this document, met
 24 the guidance contained in section 7.2 of the
 25 Sleeping Guide that we looked at earlier?

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1 A. No, I don't believe we did.
 2 Q. Why is that?
 3 A. I can't give you an answer, I —
 4 Q. It should have done, shouldn't it?
 5 A. Yeah, we certainly should have made reference to it, but
 6 in — you know, many of our blocks were purpose—built,
 7 so it wouldn't have been the only guide that we would
 8 have referred to.
 9 Q. Well, they may be purpose—built, but they wouldn't all
 10 be purpose—built in exactly the same way, would they?
 11 A. Well, no, but that's why there was a specific pro forma
 12 for each of the major blocks.
 13 Q. Exactly.
 14 A. Yes.
 15 Q. So there's nothing here, for example, about how people
 16 would be warned in the event of a fire or what residents
 17 should do if they discovered a fire, arrangements for
 18 safe evacuation, or any of the other matters in the
 19 Sleeping Guide, paragraph 7.2, which we looked at,
 20 dealing with what should happen to residents in the
 21 event of a fire?
 22 A. No, but we've been publicising information on the
 23 emergency plan, on the procedure to follow, on causes of
 24 fire and what to do about them in the handbook, in the
 25 Link, in all of the other publications to new residents

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1 whenever they sign up, et cetera.
 2 So there is something happening. I take your point
 3 that it's not joined up, but we do have methods of
 4 communicating with residents about their fire procedure
 5 and, yes, this clearly is outstanding.
 6 Q. Yes. I mean, not to put too fine a point on it,
 7 Ms Wray, this document was not only never updated, but
 8 was woefully inadequate given the requirements of
 9 section 7.2 of the Sleeping Guide which, by
 10 February 2016, had been around for ten years or so, and
 11 the requirements of the LGA, and also the requirements
 12 of the recommendations by Salvus in 2009.
 13 A. Yeah.
 14 Q. Can you account for that?
 15 A. No.
 16 Q. I want now to turn, please, to the question of
 17 evacuation planning.
 18 Can we look at a copy of the LGA guidance at
 19 {HOM00045964/27}.
 20 We can see section 18, the guidance relating to
 21 evacuation strategy, and at section 18.3, you can see
 22 that it says this:
 23 "This is the essence of the 'stay put' principle."
 24 The "this" I think is compartmentation referred to
 25 in the previous subparagraphs:

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1 "It has underpinned fire safety design standards
 2 from even before the 1960s, when national standards were
 3 first drafted. It still the basis upon which blocks of
 4 flats are designed today. In the majority of existing
 5 blocks, it remains entirely valid."
 6 Then at 18.4:
 7 "Inevitably, fires do occur in which, for
 8 operational reasons, the fire and rescue service decides
 9 to evacuate others in the building. Fires have been
 10 known to spread beyond the flat of origin to involve
 11 other flats or to spread across the top of blocks
 12 through the roof voids. In these cases, total
 13 evacuation of the block has sometimes been necessary.
 14 Fortunately, these fires are rare. They are usually the
 15 fault of failings in the construction."
 16 Now, as you can see, the guidance recognises that,
 17 even though there is a stay—put policy in place for any
 18 given building, there are always going to be instances
 19 where total evacuation is sometimes necessary; do you
 20 see that?
 21 A. Yes.
 22 Q. Were you aware of that concept or exceptional concept
 23 before the fire at Grenfell in June 2017?
 24 A. Yes.
 25 Q. Yes.

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1 Now, having shown you that, let's then look at the
 2 2013 fire safety strategy that you drafted in the
 3 November of that year.
 4 {TMO00830598/10}. It's a document we've looked at
 5 a number of times now. I'd now like to look at it for
 6 a different purpose. Paragraph 15.1, at the foot of the
 7 screen. It says:
 8 "15. Stay put/Defend in Place Strategy.
 9 "15.1. The FRA confirms the appropriate evacuation
 10 strategy for the block. Overwhelmingly a 'stay
 11 put/defend in place' has been highlighted as the
 12 appropriate strategy for our blocks and the LFB have
 13 been made aware of this. Specifically, this means that
 14 only the residents in the flat where the fire breaks out
 15 are initially required to evacuate. This is because the
 16 compartmentation — both between the flats and also
 17 between the flats and the common parts of the block are
 18 considered to be sufficient to withstand fire for
 19 a significant period.
 20 "This is communicated to residents by a variety of
 21 means — Resident's Handbook, website,
 22 'The Link' magazine etc."
 23 It goes on underneath that later on to deal with
 24 doors.
 25 Now, was it your understanding that the stay—put

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1 policy was contingent on compartmentation in the
 2 building being maintained?
 3 A. Yes.
 4 Q. Did you recognise that there may also sometimes, though,
 5 be cases where compartmentation may fail?
 6 A. Yeah, there may be, absolutely.
 7 Q. Yes. Did you understand at the time that, in such
 8 a case, it would be necessary to organise a partial or
 9 total evacuation of the building?
 10 A. It would be necessary for the Fire Brigade to come and
 11 make an assessment, and if they decided that partial or
 12 total evacuation was required, then they would instigate
 13 that as the fire and rescue service, and that's the
 14 information that I would generally convey to residents
 15 when I was explaining the stay-put strategy.
 16 Q. Can you explain why there is no provision in this
 17 document for any form of evacuation in the event of
 18 a fire, notwithstanding the fact that, as we've seen in
 19 paragraph 18.4 of the LGA guide, there may very well be
 20 cases where compartmentation fails and a total or
 21 partial evacuation of a building may be necessary?
 22 A. Because that would be controlled by the fire and rescue
 23 service.
 24 Q. Right, so —
 25 A. Our staff may assist — sorry to cut across you. Our

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1 staff, if we have staff available and the Fire Brigade
 2 require their assistance, would be there to assist, but
 3 that would be the fire and rescue service's decision for
 4 what action to take and they would instigate it.
 5 Q. Yes, but this is a fire safety strategy for your
 6 buildings, but also for the people living in them; yes?
 7 A. Yes.
 8 Q. Yes. Therefore, the question isn't so much who takes
 9 control of the building and the occupants, it's what
 10 residents know to do in the event that stay put for any
 11 building remains untenable, either wholly or partly.
 12 A. And, sorry, that was the point I'm making, that when
 13 I communicate with residents — this is an internal
 14 strategy that goes to the Fire Brigade, it doesn't
 15 particularly go to residents. When I communicate with
 16 residents, I'm always very clear that stay put means if
 17 your flat is not affected by fire, you should initially
 18 be safe to stay put. However, if you choose to leave,
 19 you can. When the Fire Brigade attend, they will make
 20 an assessment and if they feel a partial or total
 21 evacuation is required, then they will lead on that.
 22 That's always what I have put in my communication with
 23 residents.
 24 Residents probably would never have seen this
 25 strategy, so that's why it isn't covered in here.

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1 Q. So can we take it from that answer that, as I think you
 2 accept, the TMO's fire safety strategy never contained
 3 anything which would contemplate a total or partial
 4 evacuation of any building in the event of a fire
 5 because that was regarded essentially as the LFB's
 6 business, not the TMO's business?
 7 A. Well, I wouldn't put it quite like that, but you're
 8 right, it's not explicitly stated.
 9 Q. No.
 10 Now, you have referred to the Adair Tower fire in
 11 October 2015 a number of times. It's right, isn't it,
 12 that at that fire the LFB organised a partial evacuation
 13 from the building, having abandoned stay put in part?
 14 A. Total evacuation, I believe.
 15 Q. Or even total.
 16 A. Yes.
 17 Q. I think in fact it's part, but never mind, that doesn't
 18 matter. But the fact is it happened, didn't it?
 19 A. Yes.
 20 Q. Also, in April 2017, do you remember that the fire at
 21 Trellick Tower —
 22 A. Yes.
 23 Q. — occasioned a partial evacuation?
 24 A. Yes, and some of the residents self-evacuated. I think
 25 the Fire Brigade evacuated a very small number of

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1 dwellings in the staircase.
 2 Q. Yes. So can we take it from that that, by June 2017,
 3 you not only knew but had experience of the fact that
 4 stay put was not an immutable and unchangeable strategy
 5 but was, on occasions, departed from by the LFB?
 6 A. Yes, and that's the point I'm making. That's their
 7 judgement. They're the professionals, they're the
 8 emergency services, so that's their judgement when they
 9 come to do the most appropriate thing.
 10 Q. Yes.
 11 Let me put it slightly differently. Notwithstanding
 12 the way in which paragraph 18.4 of the LGA guidance is
 13 phrased, which is sometimes you need a partial or total
 14 evacuation notwithstanding the presence of a stay-put
 15 policy in a building, in fact, by June 2017, you
 16 personally had had experience of two total or partial
 17 evacuations in your blocks.
 18 A. Yes.
 19 Q. Yes.
 20 A. And in both cases, certainly in the Trellick case, the
 21 fire was contained within the dwelling, so that was
 22 a choice that the Brigade made, and that's entirely the
 23 point that I'm making, that it's for them to make
 24 a judgement, and if they feel that's the appropriate
 25 thing to do, they're the emergency services.

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1 Sorry, I'm —
 2 Q. Yes. I'm putting to you something much more simple,
 3 which is the rarity factor. You knew by June 2017 that
 4 abandoning stay put, wholly or partly, was not
 5 never—never land; it sometimes happened and had happened
 6 to you twice?
 7 A. Yes, I think everybody knows that.
 8 Q. Well, thank you.
 9 So the next question is: let's then look at the 2017
 10 fire strategy, which was examined and I think signed off
 11 by the executive team the day before the fire, on
 12 13 June 2017. {TMO00847324}. That's the first page.
 13 I'd like to show you page 10 {TMO00847324/10},
 14 paragraph 15.1. Just read it to yourself, please, if
 15 you would, very quickly — or slowly, take as long as
 16 you like over it.
 17 My question is: do you accept that the text of
 18 paragraph 15.1 was the same as had been in the 2013
 19 predecessor?
 20 A. Yes.
 21 Q. Yes. The question then is: why was the 2017 fire safety
 22 strategy not updated to provide guidance on when partial
 23 or total evacuation should take place following a fire
 24 in order to reflect the experiences at Adair Tower and
 25 Trellick Tower?

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1 A. I'm not really clear why I didn't explain it.
 2 Q. If we —
 3 A. Sorry.
 4 Q. — look at the June 2016 FRA, that's a year before this
 5 document, for Grenfell Tower itself, this is at
 6 {CST00003145}.
 7 That's, as you can see, the June 2016 FRA for
 8 Grenfell done by Carl Stokes, the last one he did before
 9 the fire.
 10 If we go to page 5 in that document {CST00003145/5},
 11 it sets out what he calls the evacuation strategy for
 12 this building. You can see it there at the foot of your
 13 screen. He says there:
 14 "For the residents of this building there is a 'stay
 15 put' evacuation strategy, this means the residents can
 16 remain within their own dwelling during a fire incident
 17 in this building unless the fire is in their dwelling or
 18 that their dwelling is otherwise affected by the fire.
 19 In which case they should immediately evacuate their
 20 dwelling and call the Fire and Rescue Service. The Fire
 21 Service or TMO employees will arrange for a general
 22 evacuation of the whole building, at anytime if this is
 23 appropriate to do so."
 24 Did you provide that information or that statement
 25 to Carl Stokes to include in his fire risk assessments?

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1 A. No.
 2 Q. Well, you say "No", so your evidence is that that was
 3 something he came up with; is that right?
 4 A. Yeah, it's not my statement, I —
 5 Q. No, but that's not quite my question.
 6 A. Sorry.
 7 Q. My question is: is he reflecting something you told him?
 8 A. What I was going to say is, just to refer back to what
 9 I said before, that if there was going to be
 10 an evacuation of the building and we had staff in the
 11 vicinity, they would assist the emergency services as
 12 required. They wouldn't instigate an evacuation,
 13 certainly not a fire-related evacuation. There may have
 14 been another kind of evacuation that was required
 15 because of, I don't know, power outage or because of
 16 some other, I don't know, carbon monoxide leak or other
 17 reasons, in which case staff would be brought from
 18 across the borough and would actually have to door-knock
 19 and assist people and do the best they could. But, no,
 20 that's not my statement.
 21 Q. I can certainly understand that in the event of a need
 22 for evacuation because of something to do with something
 23 else —
 24 A. Yeah.
 25 Q. — like a flood or a gas leak, where the fire service

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1 may not be involved, that is one thing, but this is
 2 dealing with fire, isn't it? This is what should happen
 3 in the event of a fire.
 4 A. In the event of a fire — sorry, I just keep
 5 reiterating — in the event of a fire, the fire and
 6 rescue service are in charge. It's absolutely —
 7 they're the professionals. We will all do what we're
 8 asked to do by them.
 9 Again, if we have TMO employees around and available
 10 on site and the fire and rescue service make a request
 11 of them for assistance, they will assist, but there is
 12 no kind of formal training or no particular role, it's
 13 just that, you know, in good faith they will, and I know
 14 that they have.
 15 Q. I'm assuming you read this.
 16 A. Yeah.
 17 Q. Yes, and it's not entirely dissimilar, if I can put it
 18 that way, to the text that we see in Carl Stokes' other
 19 FRAs earlier for Grenfell Tower.
 20 What did you understand that this sentence meant
 21 when it says, "TMO employees will arrange for a general
 22 evacuation of the whole building, at anytime if this is
 23 appropriate to do so"?
 24 A. I just didn't interpret it that way. My view, very
 25 clearly, that I keep reiterating, is that that is the

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1 fire service's responsibility to call the shots and
 2 decide what's appropriate, and if we have staff who are
 3 available, they will do as they're bid, and that's how
 4 I perceived that.
 5 In terms of general evacuation, TMO employees, it
 6 would have been a non—fire—related matter.
 7 Q. You say it's not how you read it. How do you read the
 8 words, "TMO employees will arrange for a general
 9 evacuation of the whole building"?
 10 A. Well, I think that it's — sometimes Carl's written
 11 communication isn't as clear as it should be, and —
 12 Q. What's unclear about that?
 13 A. Well, it implies that they've got a role that they don't
 14 have.
 15 Q. It doesn't imply it, it says, "TMO employees will
 16 arrange for a general evacuation". I'm just seeking to
 17 understand what is remotely ambiguous about it that
 18 could have been —
 19 A. Well, I think what he was referring to is a general
 20 evacuation of the whole building in another kind of
 21 circumstance.
 22 Q. Let's see if we can trace the source of this language.
 23 {CST00003061}. Now, this is a letter I've shown you
 24 before of 27 September 2010, which followed Carl Stokes'
 25 meeting with you at the Hub on 24 September 2010, the

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1 day after you had told him that he had won the medium
 2 programme tender. We went through that before.
 3 Now, can I ask you in that letter to go to page 3
 4 {CST00003061/3}, please. He is setting out there at the
 5 top of the page what he has got from you at the meeting,
 6 and it says this:
 7 "The Evacuation Strategy for Residential Buildings.
 8 "In residential accommodation buildings there is a
 9 'defend in place' evacuation strategy for the residents,
 10 this means the residents remain within their own
 11 dwelling during a fire incident unless the fire is in
 12 their dwelling or it is otherwise affected, in which
 13 case they immediately evacuate the flat and call the
 14 Fire and Rescue Service. The Fire Service or TMO
 15 employees can or will arrange for a general evacuation
 16 of the building at anytime if this is appropriate or
 17 resident can leave at anytime if they so wish."
 18 Then it goes on about the information.
 19 So it looks from this that Carl Stokes was writing
 20 back to you, recording his understanding of what you had
 21 told him at the 24 September meeting; yes?
 22 A. It looks that way.
 23 Q. And when he said, "The fire service or TMO employees can
 24 or will arrange for a general evacuation of the
 25 building", that was his understanding, he got it from

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1 you, and you didn't correct him?
 2 A. Well, it's a misunderstanding, because I would never
 3 have said that or led him to believe that, and we didn't
 4 train our staff to do that, and it wouldn't be
 5 appropriate to do that because it's the fire and rescue
 6 service's responsibility, so that's remiss of me not to
 7 have corrected him.
 8 Q. Did you ever set out the elements of a general
 9 evacuation plan in writing or at all?
 10 A. I mean, we have our fire action notices, we have our
 11 fire procedures, our emergency plans that we share with
 12 residents. Beyond that, I don't recall anything
 13 specific.
 14 Q. Did you ever brief TMO employees that they might be
 15 required to arrange or assist with a general evacuation
 16 or a substantial partial evacuation of the whole
 17 building?
 18 A. The — it would largely have been our resident
 19 caretakers, some of whom were on site at Adair Tower and
 20 at Trellick Tower, and we — if something happened out
 21 of hours, we would have had two duty caretakers on duty,
 22 and they would have been the first people to the scene.
 23 So I had had many conversations with them and, actually,
 24 they would have been very willing to help the
 25 fire service in any way that they could.

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1 Q. I'm sure that's true, willing to help is one thing, but
 2 did they actually get given a briefing about what they
 3 were supposed to do?
 4 A. No, and I wouldn't have been in a position to give them
 5 a briefing because I wouldn't know what the Fire Brigade
 6 would want them to do.
 7 Q. What training did you give or did you give training at
 8 all to any TMO staff about how best to assist in the
 9 carrying out of a general or partial evacuation of any
 10 building?
 11 A. No.
 12 Q. Why is that?
 13 A. Well, it's kind of self—evident. I mean, if —
 14 Q. Is it?
 15 A. Sorry, but if you have to evacuate a building urgently
 16 in a non—fire situation, it's just all hands to the
 17 pump. The managers on site will say, "Okay, this is
 18 what I want you to do, this is the message, you know,
 19 this is how I want you to carry it out". I'm not sure
 20 that there is a lot that you can do in terms of
 21 training; it's about instruction and being clear that
 22 you're doing it consistently.
 23 Q. Did you ever discuss the details of TMO's arrangements
 24 for a general evacuation with the London Fire Brigade at
 25 any time?

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1 A. No, I don't believe I did, because it wasn't something
2 that they — that was — considering all of the dialogue
3 and ongoing contact that we had with them, I'm not
4 sure — I don't recall having a conversation about that.
5 Q. Was it your understanding that the TMO staff were
6 expected to assist with a general or partial evacuation?
7 A. It was my understanding that it was very much the
8 Fire Brigade's responsibility, and if I had staff
9 on site and the Fire Brigade needed their assistance,
10 most of my staff would be more than willing to help, and
11 that's — it was informal and that's what was in place.
12 Q. Right. You say that's what was in place. What I'm
13 really seeking to get at is what was in place as
14 a matter of formal procedure whereby TMO staff would
15 assist with or assist with arranging a general or
16 partial evacuation?
17 A. There wasn't a formal procedure.
18 Q. Right.
19 A. But we'd had enough incidents and enough liaison with
20 the Fire Brigade that — and I know my colleagues were
21 more than happy to help.
22 Q. Did you ever ask Carl Stokes for any advice about
23 planning a general or substantially partial evacuation
24 strategy in the event of a fire?
25 A. No, because I believe his view was similar to mine, that

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1 it was very much for the Fire Brigade to take charge and
2 decide what firefighting operations and what evacuation
3 was required, and put plans in place, and, no, beyond
4 that, I don't think I did.
5 MR MILLETT: Mr Chairman, I have two questions before
6 a possible break, but let me just finish this off, if
7 I may.
8 SIR MARTIN MOORE—BICK: Yes.
9 MR MILLETT: Can I ask you to look at {TMO00840431}.
10 This is your note. It's a paper which you presented
11 to the health and safety committee —
12 A. Yeah.
13 Q. — on Adair Tower, 31 October, and you set out some
14 detail, a great deal of detail, about the fire.
15 In the fifth bullet point down, you see you say
16 this:
17 "The fire strategy for this — in common with almost
18 all TMO blocks is a 'stay put' strategy which means that
19 only the residents in the flat where the fire originates
20 need evacuate. Initially other residents safely inside
21 their flat will generally be safe to stay put. Once the
22 Fire Brigade attend they make an assessment and decide
23 whether additional evacuation is required and if
24 necessary facilitate this ..."
25 Then you say:

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1 "... (assisted by any TMO staff who are present)."
2 So those words in brackets there, was that
3 a reference to a plan or was it just an observation
4 that, if any TMO staff happened to be on hand, they
5 would help out?
6 A. The latter.
7 Q. The latter, I see.
8 We've seen the FRA, at least the June 2016 FRA. Do
9 you know why you allowed Carl Stokes to say repeatedly
10 and without qualification in every single FRA for
11 Grenfell Tower from 2010 onwards that, where
12 appropriate, the building would be evacuated, where you
13 hadn't taken steps to ensure that the TMO staff could
14 carry out an evacuation and you hadn't discussed that
15 with the LFB?
16 A. No, I can't give you an answer.
17 MR MILLETT: Mr Chairman, is that a convenient moment?
18 SIR MARTIN MOORE—BICK: Yes, very well. Thank you.
19 Ms Wray, we'll have a break now and we'll resume,
20 please, at 11.35. As before, please don't talk to
21 anyone about your evidence while you're out of the room.
22 All right?
23 Thank you very much. Yes, if you would like to go
24 with the usher, please.
25 (Pause)

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1 Good, thank you, 11.35, thank you.
2 (11.20 am)
3 (A short break)
4 (11.35 am)
5 SIR MARTIN MOORE—BICK: All right, Ms Wray, ready to carry
6 on?
7 THE WITNESS: Yes.
8 SIR MARTIN MOORE—BICK: Good, thank you.
9 Yes, Mr Millett.
10 MR MILLETT: Thank you, Mr Chairman.
11 Ms Wray, I want to ask you now some questions about
12 vulnerable residents and evacuation planning for them.
13 Can we start by looking at your third witness
14 statement, please, {TMO00847305/34}, paragraph 112. You
15 say there:
16 "I have been asked to clarify what the fire safety
17 policy was for the evacuation of disabled residents in
18 the event that the need to evacuate occurred due to
19 a fire in that person's flat and/or the failure of
20 compartmentation. The fire safety advice given to
21 disabled residents in the Tower was the same as that
22 given to non-disabled residents. I never envisaged that
23 there would be a failure of compartmentation, as I had
24 no reason to."
25 Now, what about where compartmentation didn't fail

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1 but a disabled or vulnerable resident had a fire in
 2 their flat and had to leave? Assuming that set of
 3 facts, what special plans did you have in place for
 4 those residents?
 5 A. When I was made aware of residents with any particular
 6 needs, usually Adrian or I, or we might have asked
 7 Carl Stokes to make contact with the resident, identify
 8 what the issue was, if it was in relation to sensory
 9 issues or changes to their detection, if it was about
 10 being alerted to a fire or if it was about responding to
 11 a fire. I can think of examples where we did provide
 12 pieces of kit which enabled people to be alerted and
 13 then they were able to self-evacuate.
 14 Sorry. We spoke about PEEPs, and ultimately we
 15 would have produced PEEPs, but we did rely on our
 16 housing management colleagues to refer people to us,
 17 because they had relationships with the residents and
 18 they knew — they would have known who — I think
 19 vulnerability covers a mass of different kinds of
 20 conditions, and not everybody vulnerable will need any
 21 degree of assistance in terms of being alerted to a fire
 22 or responding to a fire, but some people very definitely
 23 will. So I think it has to be something that is
 24 responded to on a person-by-person basis.
 25 My colleagues did refer people to us for a variety

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1 of reasons, and particularly in relation to hoarding we
 2 did quite a lot of work. So we would look to
 3 investigate with the individual people what could be put
 4 in place to assist them.
 5 Q. Well, thank you. I'm not quite sure that's an answer to
 6 my question. What I'm really seeking to understand is
 7 paragraph 112 of your statement.
 8 You say that fire safety advice given to disabled
 9 residents in the tower, Grenfell Tower, was the same as
 10 that given to non-disabled residents. So just pausing
 11 there, do I take it from that that the fire safety
 12 advice did not differentiate as between disabled and
 13 non-disabled residents?
 14 A. I would only have known people were vulnerable or
 15 disabled if it had been brought to my attention —
 16 Q. No, I'm sorry.
 17 A. Yeah —
 18 Q. Let me try again. The fire safety advice didn't
 19 distinguish between the two kinds of residents?
 20 A. Sorry, what I was going to try and say was the initial
 21 fire safety advice would be general advice. Once I'm
 22 made aware that someone has specific special
 23 requirements, then the advice will be different,
 24 obviously. But, initially, I'm not going to know that
 25 we have anybody who is vulnerable, so it's general needs

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1 accommodation, I'm providing standard information in
 2 relation to how people will or won't behave in the event
 3 of a fire.
 4 When people are brought to my attention, then
 5 obviously specific advice or specific pieces of
 6 equipment or whatever is investigated in relation to
 7 alleviating their concerns.
 8 Q. I see, thank you. So when you say the fire safety
 9 advice given, that's a reference to the generic advice
 10 given to all residents, regardless of their capabilities
 11 or abilities; is that how we're to understand that?
 12 A. That's the starting point.
 13 Q. I see.
 14 A. Everybody will receive that initially, and then we would
 15 look to ...
 16 Q. Right, I see.
 17 Then the question arises what the relevance of your
 18 not envisaging a failure of compartmentation is. Why
 19 was that relevant?
 20 A. I wrote so many statements ... Well, I mean, I think in
 21 general, yes, it does happen, it can't be ruled out, but
 22 in general, compartmentation, we did try and rely on it.
 23 We tried to investigate it where we had opportunities
 24 to, we knew where the properties were purpose-built, so
 25 as a rule we were not expecting compartmentation to

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1 fail, although we accepted that it possibly could in
 2 extreme cases.
 3 Q. When you say, "I never envisaged that there would be
 4 a failure of compartmentation, as I had no reason to",
 5 one of the reasons to envisage it, even if not as
 6 a likelihood but certainly as a possibility, was because
 7 paragraph 18.4 of the LGA guidance said so.
 8 A. Yeah.
 9 Q. Now, it's right, I think, isn't it, that as at the date
 10 of the fire at Grenfell Tower, 14 June 2017, only
 11 a vulnerable or disabled resident in general housing who
 12 raised a concern with estate or neighbourhood colleagues
 13 would receive a PEEP?
 14 A. They didn't even need — I beg your pardon, they didn't
 15 even need to raise a concern. If they were a resident
 16 with whom the housing manager had regular contact and
 17 either the housing manager or the neighbourhood support
 18 officer had concerns, they could raise that with my
 19 colleague and I. But I know that — I believe there was
 20 information retained in terms of vulnerability that
 21 I wouldn't have, I think, been able to access, and
 22 I think rightly so, I think it's personal information,
 23 so I would have wanted to be clear that anyone who had
 24 concerns or about whom the housing manager had concerns
 25 would be happy for us to engage with them.

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1 Q. Well, let me just look and see what you say in your
 2 third statement at {TMO00847305/35}, please. You say at
 3 paragraph 114:
 4 "114. I have been asked to provide more information
 5 on the TMO's intention to produce Personal Emergency
 6 Evacuation Plans ('PEEPs') for vulnerable and disabled
 7 residents. I have also been asked to set out the extent
 8 of my knowledge and involvement in this plan.
 9 "115. PEEPs were generally targeted at workplace
 10 and occupational settings and not residential dwellings.
 11 Additionally, the Health and Safety team were not
 12 routinely advised of the location of vulnerable
 13 residents or those with disabilities. If vulnerable or
 14 disabled residents raised concerns with my Estate or
 15 Neighbourhood colleagues, we would have visited that
 16 resident and/or asked the fire risk assessor to visit
 17 and/or sought an LFB Home Fire Safety Visit."
 18 Now, it looks from that evidence that it was up to
 19 the vulnerable or disabled resident to raise a concern
 20 with the TMO, which would then trigger a visit and
 21 a discussion; is that right?
 22 A. It's not ... I have worded it wrongly, because I know
 23 for a fact that in relation to hoarding residents, that
 24 was a — we became aware of those from our neighbourhood
 25 support colleagues, and where they were particularly

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1 concerned about the vulnerability and the ability of
 2 that individual to get out in the event of a fire and
 3 the increased fire loading, they came to us proactively
 4 with that information and we then did visits and made
 5 recommendations. So I haven't really outlined this
 6 clearly.
 7 Q. Right. Well, I'm just going on your wording.
 8 A. Yes.
 9 Q. But looking at what you say, "if vulnerable or disabled
 10 residents raised concerns", what kind of concern there
 11 would trigger a referral for a PEEP?
 12 A. If they just had concerns about fire safety generally,
 13 and any kind of — it wouldn't have to be some terribly
 14 high-level concern. If they had some anxiety about how
 15 they would behave in the event of a fire, how they could
 16 protect their family from fire, then we would have
 17 engaged with them.
 18 Q. I see.
 19 In what circumstances would an estate or
 20 neighbourhood officer know when to make a referral for
 21 a PEEP for a resident in general housing?
 22 A. In general, my impression was that the housing officer
 23 had quite good relationships and ongoing and regular
 24 contact with the people — probably not all, but many of
 25 the people in their patch, and developed relationships

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1 and knew those who might be anxious and those that were
 2 not, and were dealing with them in all sorts of ways and
 3 referring them to all sorts of support services, so they
 4 were probably in a better position than me to know who
 5 to refer.
 6 Q. So your position was one of impression based and
 7 entirely reliant upon the judgement of the ESAs and
 8 neighbourhood officers?
 9 A. The neighbourhood officers particularly.
 10 Q. On a case-by-case basis?
 11 A. Yes.
 12 Q. So there was no set procedure or system in place which
 13 would govern what circumstances would trigger a referral
 14 for a PEEP?
 15 A. No. We would consider anyone who — vulnerability was
 16 brought to our attention. And also with my colleague
 17 who would do the sign-ups with new residents, she was
 18 also aware of the need to highlight any concerns.
 19 Q. Right.
 20 Did you realise that neither Nicola Bartholomew or
 21 Siobhan Rumble realised that they could refer somebody
 22 for a PEEP?
 23 A. I think what I need to say is that we didn't use the
 24 term "PEEP". There are far too many acronyms in
 25 housing, so it was probably not a term that was widely

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1 used. But particularly in relation to fire safety, then
 2 we would brief our colleagues in housing management on
 3 a regular basis, we would talk to them about the outcome
 4 of the fire risk assessments, and that would be
 5 something that we would also raise with them.
 6 Q. I'm sorry, did you realise that neither
 7 Nicola Bartholomew nor Siobhan Rumble realised that they
 8 could refer somebody for a personal emergency evacuation
 9 plan?
 10 A. Yeah, no, my point is that "PEEPs", the term "PEEPs",
 11 wasn't something that we tended to use with housing
 12 colleagues. We said, "If you have anybody who has got
 13 concerns about fire safety — any issues in regard to
 14 fire safety", it was kind of more general than that, "If
 15 they're worried about how they would evacuate, if
 16 they're unclear or if they've got anxiety or if they've
 17 got any concerns at all, please raise them with us".
 18 Q. Did you ever prepare a PEEP, personal emergency
 19 evacuation plan, for any resident?
 20 A. I don't believe I did. I've certainly prepared some for
 21 colleagues, workplace colleagues.
 22 Q. Yes, I'm talking about residents in general housing.
 23 You never prepared one yourself?
 24 A. No, I didn't.
 25 Q. Carl Stokes told us that he had prepared two in the

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1 period of seven years during which he was a fire risk
 2 assessor.
 3 A. Okay.
 4 Q. Do you know how many others were prepared by you —
 5 well, by your team?
 6 A. No, I don't, and just to go back to what I said earlier,
 7 we were trying to assist people, and sometimes it was
 8 that they didn't have the right kind of detection, they
 9 might have had sensory issues, they may have just needed
 10 more confidence about what to do if there was a fire in
 11 the dwelling, just get to the next compartment, so there
 12 were lots of — there were conversations being had and
 13 there was advice being given which may not have been
 14 documented as a PEEP because it wasn't to that degree of
 15 detail.
 16 Q. Right.
 17 Let's just see if we can look at some of the
 18 guidance to see what good looks like, if I can put it
 19 that way.
 20 Can we start with {INQ00014732}.
 21 Now, what I'm going to show you, Ms Wray, is the
 22 fire safety risk assessment supplementary guide.
 23 (Pause)
 24 No? Right.
 25 Well, were you familiar with a document called the

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1 "Fire safety risk assessment supplementary guide: means
 2 of escape for disabled people" dated 2007?
 3 A. Mm.
 4 Q. You were?
 5 A. Yeah.
 6 Q. And you were aware of the requirements, were you, that
 7 the responsible person must provide a fire risk
 8 assessment with an evacuation plan for all individuals
 9 on the premises, including disabled persons?
 10 A. Mm—hm.
 11 Q. Yes?
 12 A. Yes.
 13 Q. And that the evacuation plan should not be dependent
 14 upon the fire and rescue service?
 15 A. Right.
 16 Q. Yes?
 17 A. Yes.
 18 Q. And also that the Disability Discrimination Act 1995,
 19 which I think was replaced by the Equality Act 2010,
 20 required organisations and employers to ensure that
 21 disabled persons could leave a building safely in the
 22 event of a fire?
 23 A. Yes.
 24 Q. Yes. And also, that those responsibilities applied to
 25 all buildings where the RRO applied; yes?

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1 A. Yes.
 2 Q. And that would therefore mean all general needs
 3 accommodation, I think you agree?
 4 A. Yes.
 5 Q. Yes.
 6 Did you ever rely on the guide or look at that guide
 7 to refer to evacuation planning for general needs
 8 accommodation within the TMO stock?
 9 A. I looked at all of the guides but I couldn't understand
 10 how I could facilitate more than what we were already
 11 doing because we didn't have a resource, we didn't have
 12 any staff, we didn't have anyone who could sit (sic).
 13 Even in terms of the specialised housing, where we
 14 were being quite rigorous about regular assessments of
 15 individual residents and regular site visits and regular
 16 reminding them of the fire procedure, the agreement with
 17 the Fire Brigade was we would document those residents
 18 who would require help and put it in a fire docs box,
 19 and the Brigade would come, take that information and
 20 assist those people to evacuate. Even in those
 21 locations we did not have staff who could assist.
 22 Q. You say you didn't have anyone who could sit?
 23 A. Assist.
 24 Q. I see, it was transcribed wrongly.
 25 Let me show you the LGA guide, {HOM00045964/120}.

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1 We can see that at paragraph 79.9, at the top of the
 2 page, it says this:
 3 "79.9 In 'general needs' blocks of flats, it can
 4 equally be expected that a resident's physical and
 5 mental ability will vary. It is usually unrealistic to
 6 expect landlords and other responsible persons to plan
 7 for this or to have in place special arrangements, such
 8 as 'personal emergency evacuation plans'. Such plans
 9 rely on the presence of staff or others available to
 10 assist the person to escape in a fire.
 11 "79.10 Even in sheltered housing schemes, there will
 12 be reliance ultimately on rescue by the fire and rescue
 13 service in the event that residents cannot escape by
 14 themselves. However, in sheltered housing schemes, it
 15 is commonplace to hold information relating to any
 16 resident with particular mobility or other issues
 17 affecting their ability to escape. This can be made
 18 available to the fire and rescue service on arrival at
 19 the premises (eg by keeping it in a 'premises
 20 information box', which can only be unlocked by the fire
 21 and rescue service, at the main entrance). Details of
 22 any residents using oxygen or other medical gases are
 23 also usually kept with this information.
 24 "79.11 It is not realistic to expect such an
 25 approach to be adopted where there are disabled people

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1 and others requiring assistance in a 'general needs'
2 block. Any attempts to keep information of this kind
3 must be updated regularly as inaccurate information
4 could potentially be more harmful than no information."

5 Then 79.12 I've read to you already this morning.
6 I think you said earlier you were familiar with that
7 part of the guidance; I'm assuming also that you were
8 familiar with the rest of the guidance on this page?

9 A. Yes.

10 Q. Yes.

11 To what extent did that guidance that I've read to
12 you inform your strategy for dealing with vulnerable or
13 disabled residents in general housing within the TMO
14 stock?

15 A. Well, it did inform it. I mean, we did feel that this
16 was the most appropriate guidance for the majority of
17 buildings that we had, that they were purpose-built,
18 that they were stay put, and, you know, we would still
19 endeavour to provide advice and assistance and sensory
20 pieces of kit, and we would produce PEEPs, but they
21 could not rely upon staff assisting because we did not
22 have any.

23 Q. Right.

24 A. So we were really constrained. It wasn't — we weren't
25 deliberately, wilfully ignoring the problem, we were

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1 trying to do what we could to assist, and where somebody
2 vulnerable had family who could assist, then that was
3 certainly helpful, but we just could not rely on staff.
4 I think we maybe have one member of resident staff, and
5 in those days we probably had 200 members of staff, one
6 was resident. We had two people on duty out of hours to
7 cover all of the stock.

8 It — sorry, I just — I think it's important to
9 emphasise that I — we couldn't see how else we could
10 resource it, we couldn't see what else we could do, so
11 we were trying to do what we could to make sure that
12 people could escape to a separate compartment or if
13 there were things we could do to alert them to a fire so
14 that they could self-evacuate, but it was really
15 a challenge.

16 Q. Did you seek to justify the approach you've just
17 identified in your answer by reference to paragraph 79.9
18 of this guide consciously?

19 A. No, I don't think so.

20 Q. Right.

21 Were you ever conscious that there might be
22 an element of inconsistency between the Sleeping Guide
23 on the one hand and the LGA guide on the other when it
24 came to PEEPs in general needs high-rise buildings?

25 A. Of course.

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1 Q. You say of course —

2 A. Well, I can see that there is a complete conflict
3 between them, but I genuinely believed that this was the
4 appropriate guidance for the majority of our properties.

5 It's the kind of issue, I think I said before, that
6 when this was being produced, there was significant
7 consultation across the sector, and I did raise a number
8 of issues, and I think disability was one of the issues
9 that I did raise. So we were hoping, across the sector,
10 that this would be able to resolve lots of ongoing
11 issues, leaseholder doors, all of our kind of perennial
12 things which were problematic, and, I mean, this is the
13 advice that it gives, but it still doesn't — I still
14 would want to have produced PEEPs and, where I needed
15 to, I believe that we did, but often we had to stop
16 short of that because we didn't have a resource. We
17 didn't have anyone who could physically come and take
18 people out of the building or assist or use evac chairs
19 or any of the things that you can do in occupational
20 settings which is — you know, we had a wheelchair-bound
21 lady in our office for a long time and we were able to
22 have an evac chair, have it serviced regularly, train
23 our staff, review the PEEP, keep a list of her
24 medication, do all the things that we knew that we had
25 to do, but it is — there realistically wasn't something

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1 that we could do on a big scale in general needs
2 accommodation.

3 Q. So is the answer to my question yes?

4 A. That I knew there was a discrepancy?

5 Q. Yes.

6 A. Yes, sorry. Apologies, I thought I had already
7 responded to that.

8 Q. Given that you knew there was a discrepancy, did you
9 make a choice as to which of the two governing guides
10 you would follow?

11 A. I genuinely still believe —

12 Q. No, sorry, because I've had your answer about what you
13 genuinely still believe.

14 Did you make at the time, as a matter of fact,
15 a conscious choice about which guide to follow?

16 A. I made a conscious choice to apply the guide that
17 I thought was appropriate to the environment that was
18 there and to the type of buildings that we were —

19 Q. And are the two long answers you've just given me about
20 79 the rationale for choosing the LGA guide over the
21 Sleeping Guide?

22 A. Sorry, I can only reiterate that I believe that the
23 purpose-built guide is the appropriate guide for these
24 blocks.

25 Q. Now, I want to ask you about some events in 2009.

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1 Can I ask you, please, to be shown {RBK00052528/3}.
 2 You will see on page 3 that there is an email from
 3 you to Robert Black and Liam Good, copied to
 4 Lornette Pemberton and Adrian Bowman, on 17 June 2009,
 5 and the subject is, "Enforcement Notice from
 6 Fire Brigade".

7 It starts by saying:

8 "This is to advise you that the Fire Brigade
 9 informed us this morning that they intend to serve an
 10 Enforcement Notice jointly on us & the Council. I'm not
 11 sure exactly how this will be worded but it will relate
 12 to our lack of progress with fire risk assessments in
 13 the communal areas of our blocks as required by the
 14 Regulatory Reform (Fire Safety) Order 2005. The
 15 background to this is as follow[s] ..."

16 Then if you look at the point numbered 2,
 17 paragraph 2, you say this:

18 "Last year we were contacted by the local
 19 fire safety team who requested a copy of our fire risk
 20 assessment for Gillray House. We submitted this and
 21 then received a letter advising us that 'conditions
 22 [specified] in and required by the Regulatory Reform
 23 (Fire Safety) Order 2005 were being contravened'. The
 24 specific area of concern was noted as 'fire risk
 25 assessment not suitable and sufficient — procedures to

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1 be put in place in relation to occupants of the building
 2 with reduced mobility'. This opened up a protracted
 3 discussion with Brigade on a whole range of fire safety
 4 issues and I met with the Fire Safety Officers in order
 5 to try to clarify their requirements."

6 Do you accept that the LFB had recommended that
 7 there should be a procedure in place for residents with
 8 reduced mobility?

9 A. Yes.

10 Q. Yes.

11 Now, if we go up the chain, please, to page 1
 12 {RBK00052528/1}, if you go with me to the bottom of
 13 page 1, you will see that Claire Wise responds to you
 14 the next day, on 18 June, also copied to Adrian Bowman,
 15 and she says this:

16 "Dear Janice,

17 "I have been asked to contact you with regards to
 18 your email dated 17th June (below).

19 "I have worked on a project assessing the access to
 20 TMO dwellings for the Accessible Housing Register and
 21 subsequently made recommendations to the schedule of
 22 works to satisfy Disability Discrimination Act
 23 requirements. As an aside to this I have been
 24 researching design and management issues relating to
 25 provisions for emergency egress of disabled

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1 buildings[sic] from flats in tall buildings. I am
 2 certainly no expert in this field but I have found
 3 little guidance or legislation relating to the
 4 requirements for dwellings and in particular social
 5 housing landlords. I may be mistaken but the Regulatory
 6 Reform (Fire Safety) Order of 2005 provides very limited
 7 information in relation to dwellings and as such, on
 8 receipt of the enforcement notice, it may be necessary
 9 to seek legal advice. I would draw your attention to
 10 point 6 (1) which states that 'this order does not apply
 11 in relation to (a) domestic premises, except to the
 12 extent mentioned in article 31 (10)'. This latter
 13 article is applied only in relation to prohibition
 14 notices.

15 "Having said that, there may be duties under the
 16 Disability Discrimination Act which states that disabled
 17 people are not be treated any less favourably than
 18 a person without a disability. That would therefore
 19 mean that, if an evacuation plan is in place that would
 20 not be suitable for a person with disabilities, then an
 21 alternative provision for disabled people needs to be in
 22 place. I would also argue that the Council should
 23 address this under duties in the Disability Equality
 24 Scheme.

25 "My feeling is that provisions for domestic premises

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1 (including communal areas) has slipped through the net
 2 in relation to legislation and good practice guidance."

3 Then she goes on to explain why that is.

4 Then she says:

5 "This would appear to be an opportunity for
 6 collaborative working with the fire brigade to develop
 7 a model that can be applied across the remaining TMO
 8 buildings. I would like to stress that I am not an
 9 expert in this field. I would however have an interest
 10 in assisting with resolving this matter. Can I suggest
 11 that we meet to discuss the progress so far and consider
 12 a plan of action?"

13 Now, the first question is: did you accept
 14 Claire Wise's offer of assistance?

15 A. I cannot recall. I believe we did have some further
 16 discussions, but I cannot recall.

17 Q. Right.

18 Now, she suggested seeking advice to clarify the
 19 TMO's and RBKC's statutory duties, both under the RRO
 20 and under the Disability Discrimination Act. Did you
 21 seek such advice for the TMO?

22 A. No, I don't believe so. I thought that related to the
 23 enforcement notice.

24 Q. Nonetheless, did you seek such advice?

25 A. I don't recall doing so, no.

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1 Q. Do you know from your own knowledge whether RBKC did?
 2 A. I don't know.
 3 Q. Right.
 4 Now, she suggests that, as you can see, duties
 5 existed under the Disability Discrimination Act to
 6 ensure that disabled persons can safely evacuate
 7 a building.
 8 Were you concerned to find out whether the TMO owed
 9 such a duty and, if so, to what extent and how it should
 10 go about discharging it?
 11 A. I was always concerned to be doing what I needed to be
 12 doing and to maximise people's ability to egress, but
 13 I — but yeah, the how I was able to go about it was the
 14 challenge.
 15 Q. Did you take any steps to discover, first, whether the
 16 TMO itself owed a duty under the DDA; secondly, if so,
 17 what its extent was; and, thirdly, how to discharge it
 18 to that extent?
 19 A. I don't recall. It's probably work that the policy team
 20 would have done more generally across the stock.
 21 Q. But you didn't?
 22 A. No, I don't believe I did.
 23 Q. Did you instigate such an investigation?
 24 A. I can't recall.
 25 Q. Okay.

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1 Let's look on a little bit later in the year 2009,
 2 October, {RBK00047771}.
 3 These are the minutes of an early progress meeting,
 4 19 October 2009. We can see that you are there,
 5 together with Abigail Acosta — she'll come back into
 6 the story later on — and also Andrew Furness of Salvus,
 7 and Ann Muchmore from RBKC.
 8 On page 1, under paragraph 2, can you see that there
 9 is a programme? And within the programme, you can see
 10 that Grenfell Tower is identified, and it's identified
 11 as completed as of 30 September. Do you see that?
 12 A. Yes.
 13 Q. Yes.
 14 If you go to page 2 {RBK00047771/2}, you can see
 15 under paragraph 4 that there are queries, "Queries
 16 arising from FRA reports", and if you go to 4.3, at the
 17 bottom of the page, "Action: Janice to investigate", and
 18 then underneath that it says this:
 19 "The report states 'At the time of the risk
 20 assessment it could not be ascertained if any residents
 21 in the building had any sensory impairments and it is
 22 recommended that the TMO includes an item in their next
 23 news sheet advising tenants to contact TMO if they have
 24 any disabilities that might restrict or hinder their
 25 ability to react or respond to an alarm'."

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1 On the next page {RBK00047771/3} we can see what is
 2 said as recorded at this meeting:
 3 "We do have a green triangle on our Housing IT
 4 system to flag up residents with vulnerability. Also
 5 there is a resident profile exercise in hand and we have
 6 a 'TMO—2—YOU' service to vulnerable residents — all
 7 existing ways of flagging up vulnerable people ... do we
 8 need to go further than this? AF [Andrew Furness]
 9 advised that if the assessor could be given information
 10 in relation to the locations of the vulnerable residents
 11 & their vulnerabilities before they assess the block
 12 this will make the assessment much more comprehensive.
 13 AA [Abigail Acosta] agreed to investigate if IT could
 14 extract this information for Worlds End Estate so that
 15 it could be given to Salvus in advance of the assessment
 16 starting next Monday."
 17 Now, was there any discussion, do you remember,
 18 about providing the assessors with information about
 19 vulnerable residents in blocks which had already had
 20 completed FRAs, such as Grenfell Tower?
 21 A. I don't recall one.
 22 Q. Why was that?
 23 A. I've no idea. I ...
 24 Q. Do you accept that, at least from October 2009, you
 25 yourself were aware of the need to provide assessors

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1 with information about the location of residents with
 2 vulnerability?
 3 A. Yeah, seems so.
 4 Q. In other words, not just employees, not just staff, but
 5 residents?
 6 A. Yes.
 7 Q. And also that the TMO should maintain a system, and
 8 in fact did maintain some kind of system, for recording
 9 vulnerable residents?
 10 A. Yes.
 11 Q. Now, moving on in time, {SAL00000047}.
 12 This is an email from Andrew Furness of Salvus,
 13 5 January 2010, to the LFB, Nicholas Coombe, relating to
 14 "Defend in place strategy and policy meeting".
 15 If you go to page 2 {SAL00000047/2}, please, in that
 16 document, and look at the — I suppose it's the third
 17 paragraph down, it says:
 18 "Trouble is many clients do not know ..."
 19 Can you see that?
 20 A. Yeah.
 21 Q. "Trouble is many clients do not know who they have in
 22 their buildings and the risk assessors, either have to
 23 make a professional educated guess, or some I have come
 24 across ignore occupiers response entirely putting into
 25 the 'too difficult' box. We do try and get the info,

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1 but sometimes we rely on a bit of luck that the
 2 occupiers are in when we visit.
 3 "RBKC TMO have little or no knowledge of occupiers
 4 of their premises and thus we have gone for appropriate
 5 compartmentation, dwelling detection/warning route,
 6 supported by detection in higher risk areas (LACORS
 7 guide) and have advised them to find out about their
 8 tenants and take appropriate steps if
 9 disabled/vulnerable persons are known to occupy eg
 10 visible warning system plus AFD in all common areas
 11 (plus the above) assist them to create PEEPS."
 12 Did you agree with Salvus' assessment of the
 13 position as at January 2010 as described there?
 14 A. I don't know that I'm in a position to say, to be
 15 honest, because any information that was being collated
 16 was being collated out of my sight, so I don't know how
 17 successful it was or what percentage of the stock they
 18 had completed. Maybe we did know very little, but
 19 I suspect that may not be the case, because
 20 Andrew Furness hadn't spoken directly to my housing
 21 colleagues and I certainly hadn't passed him back any
 22 detailed information.
 23 Q. Well, that was my next question, Ms Wray: was this
 24 question ever discussed —
 25 A. No.

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1 Q. — as between you and Mr Furness?
 2 A. No.
 3 Q. Right. And, to your knowledge, nobody in your staff
 4 either?
 5 A. No.
 6 Q. Right.
 7 Did you yourself take any steps to ensure that you
 8 had improved information on vulnerable residents in
 9 TMO—managed properties, general housing needs?
 10 A. Me, myself, I probably did not, because it would not
 11 have been for me to obtain the information. There
 12 was — there were generally initiatives in place, and
 13 I know there were always discussions about tenancy
 14 audits and various things where lots of information
 15 could have been gleaned, and that was sort of happening
 16 in the housing side.
 17 Q. Where Mr Furness says, "have advised them to find out
 18 about their tenants", can you assist, what advice had
 19 Mr Furness given you or, to your knowledge, anybody in
 20 the TMO about finding out about their tenants?
 21 A. I think he's referring back to the minutes that you've
 22 just showed us.
 23 Q. I see. Right.
 24 Moving on, then, can we look, please, at the
 25 23 June 2010 letter from Carl Stokes we looked at

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1 earlier in your evidence. It's at {CST00001887}. We
 2 looked at it I think yesterday. You will recall the
 3 topic, the title of the letter:
 4 "Employee Fire Training, Personnel Emergency
 5 Evacuation Plans (PEEPs) and the Lift Maintenance ..."
 6 In the first paragraph you can see that he refers to
 7 the meeting the previous day, 22 June, and we covered
 8 that, but he goes on to say:
 9 "When completing any fire risk assessments for
 10 buildings under the control of The Tenant Management
 11 Organisation ... and where TMO employees are present in
 12 the buildings the information in this letter will be
 13 used as a basis of the fire training and fire warden
 14 section ... The information on lifts will be used in the
 15 relevant section for fixed installations ..."
 16 And at the end he says:
 17 "The PEEPs documents again will be used as evidence
 18 in the disabled persons section."
 19 Looking specifically at that last sentence, PEEPs,
 20 do you recall whether he advised you that PEEPs were to
 21 be used for residents — residents — as well as staff?
 22 A. I'm sure that he did.
 23 Q. If we go to page 2 {CST00001887/2}, under the heading of
 24 "PEEPs" there, you can see that he says:
 25 "The suite of [Personal] ..."

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1 Well, he calls it "Personnel", but one never quite
 2 knows:
 3 "... Emergency Evacuation Plans (PEEPs) documents
 4 you showed me are the ones used as best practice in the
 5 HM Government guidance documents for risk assessment.
 6 So by using these documents you are following the
 7 guidance in the Government risk assessment guides and
 8 therefore best practice."
 9 Now, these were, I think, the documents that you
 10 exhibited to your 24 January 2020 statement.
 11 A. Yeah.
 12 Q. Is that right?
 13 A. Most likely, yeah.
 14 Q. Yes. Just for our reference, that's {TMO00862589}, and
 15 there are, I think, ten documents you exhibited, aren't
 16 there, JW/1 to JW/10?
 17 A. Yeah.
 18 Q. Do you remember what you discussed about those documents
 19 with Mr Stokes? What was the thrust of the discussion?
 20 A. Well, just that where we were undertaking PEEPs, that's
 21 the format that they would follow, that we would
 22 complete —
 23 Q. Right. So there would be a letter, a personal record
 24 sheet, a questionnaire, a reception sign and a risk
 25 matrix, for example?

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1 A. Yeah, that was the plan.
 2 Q. And was the plan to use those documents not only for
 3 staff but for residents?
 4 A. Where PEEPs needed to be recorded, the plan was to use
 5 those as the basis. We might have looked to refine them
 6 if they were too unwieldy, but that was the plan, yes.
 7 Q. I see. You say where PEEPs needed to be recorded, so
 8 that was the suite of documents that you would use where
 9 you needed to create a PEEP for a resident?
 10 A. Yes.
 11 Q. I see.
 12 Now, if we go to page 3 in this document
 13 {CST00001887/3}, he says this, just after number 9:
 14 "From the information above the lifts in these
 15 building would be suitable to be used by disabled
 16 persons as a means of evacuating the premises and the
 17 TMO asset register/system holds all the premises
 18 address, servicing dates of the lifts etc."
 19 Did you understand that the lifts were to be used to
 20 evacuate disabled persons?
 21 A. No. This is a point of dispute, disagreement, between
 22 Mr Stokes and I. I was very clear that they were not
 23 firefighting lifts or evacuation lifts, and discussions
 24 with my then senior lift engineer had clarified that.
 25 Q. Was that Robin Cahalarn?

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1 A. Robin Cahalarn, yes. And that had been conveyed to
 2 Salvus and was discussed with Mr Stokes, but he was —
 3 remained utterly convinced that they were firefighting
 4 lifts and so insisted on still describing them in that
 5 way. And I would have sort of raised it with him on
 6 a periodic basis, but I would never have used the lifts
 7 for evacuation lifts, because I was not convinced they
 8 were of that standard, and I also don't think, from what
 9 I've read, that it's really appropriate to use
 10 evacuation lifts unless you've got somebody supervising
 11 the process, and that was the other difficulty that we
 12 had, that we had nobody who could be supervising.
 13 If I had staff there to supervise the lifts, then
 14 they could have participated in assisting people as
 15 well, and that was my dilemma.
 16 Q. Indeed.
 17 You have just given a very clear and unequivocal
 18 answer. Why did you not go back and respond to
 19 Mr Stokes 23 June 2010 letter and tell him that that
 20 sentence was wrong?
 21 A. We had that discussion on a regular basis, and he was
 22 utterly convinced that they had a separate power supply
 23 and therefore — I said, "But they don't".
 24 As I'm sure you appreciate, and as it turns out
 25 maybe not wisely, Robert and I decided that it would be

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1 helpful to identify the criteria that they did — sorry,
 2 the qualities that they did have, the lifts — our lifts
 3 complied with a number of the criteria from the required
 4 standard. That was in order so we could share that with
 5 the Fire Brigade, particularly so we could say, "Look,
 6 they're not firefighting lifts, but they do X, Y and Z",
 7 and I thought I'd always been absolutely clear that that
 8 was the case and always very clear that they don't have
 9 a hatch and there are other criteria that they don't
 10 have.
 11 But Carl remained utterly convinced, and so I think
 12 in the end he probably started to make me doubt myself,
 13 but there was never — I was never going to use them as
 14 an evacuation lift because I remained unconvinced that
 15 they were firefighting lifts.
 16 Q. We will come back to the subject of lifts —
 17 A. No doubt.
 18 Q. — later in your evidence.
 19 Can we move on in time, then, to {CST00003061}.
 20 This is the 27 September 2010 letter recording what
 21 transpired at the 24 September 2010 meeting with you.
 22 If we go to page 3 {CST00003061/3}, and look at the
 23 bottom of the page, there is a heading there, "PEEPs".
 24 A. Yes.
 25 Q. He records again, by what looks like a cut and paste

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1 from the 23 June letter, the same text in the first
 2 paragraph.
 3 Then he goes on to say, do you see in the fourth
 4 line:
 5 "You explained that the residents news letter
 6 carry's[sic] articles asking any resident to contact TMO
 7 if they are experiencing any mobility or sensory
 8 problems."
 9 Then he says this:
 10 "TMO have recently introduced a comprehensive
 11 programme to gathering information about residents
 12 including any disabilities and their physical ability
 13 and mobility to respond to any emergency situations.
 14 This information will be [inputted] on a 'TP Tracker
 15 system' and held centrally.
 16 "The additional information will be used to assess
 17 if residents may require additional devices to provide
 18 them with early warning of smoke/fire in their home
 19 and/or development of a Personal Emergency Evacuation
 20 Plan (PEEPs)."
 21 A. Yeah.
 22 Q. Now, he, as you can see, records a summary of the
 23 information you gave him at the meeting. Does that
 24 accurately reflect what you told him on this subject?
 25 A. I must have been advised by housing colleagues that the

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1 TP tracker system was being brought in or in place in
 2 order to identify vulnerabilities, disabilities and
 3 other information in order to provide a better service
 4 to the residents, including in relation to fire safety.
 5 Q. Right. So did you explain to him, as he's recorded
 6 here, that the TMO would be gathering information about
 7 residents with disabilities and physical ability in all
 8 TMO-managed properties?
 9 A. That's what I'd been led to believe, so that sounds
 10 like — yes, that's sounds correct.
 11 Q. So, just to be clear, not only sheltered housing?
 12 A. No, no.
 13 Q. Now, he says that you referred to a residents'
 14 newsletter. Was that the Link magazine?
 15 A. Most likely.
 16 Q. Right. Did you include that request in Link magazine,
 17 in other words that any resident who was concerned about
 18 their ability to respond in an emergency should tell the
 19 TMO?
 20 A. I don't believe it was worded — I don't think
 21 I explicitly said that, no, the answer to your question
 22 is no. I think I would always — when I did any
 23 articles in the Link, I would have always encouraged
 24 people with any queries or concerns or — to contact me,
 25 I would have always given my contact details, and we

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1 would often have also included Fire Brigade details, in
 2 terms of if people wanted, instead of coming to the
 3 landlord, to go straight to the fire and rescue service,
 4 we would have put those details as well. Some people
 5 would have preferred to do that and not share that kind
 6 of — and that's the other thing, some people didn't
 7 want to share that information because it's personal.
 8 Sorry.
 9 Q. No, I understand that, but my question is really
 10 a systemic one.
 11 We have reviewed the disclosure of Link magazine
 12 between 2009 and 2012, at the very least, and we've seen
 13 no reference to PEEPs in there at all.
 14 A. Okay. Sorry to interrupt, and I will slow down.
 15 I was always reluctant to use the term "PEEPs",
 16 I think that's just a bit inaccessible to people, so
 17 I would have described it in terms of people who had
 18 fire safety concerns or concerns about being able to
 19 leave their home or what the guide should be in order to
 20 protect themselves and their family. It would have been
 21 couched in those terms. I don't think "PEEPs" would
 22 have been a term that —
 23 Q. Right, okay.
 24 I mean, it looks from what Mr Stokes has recorded
 25 here, as I've read to you, that the TMO's policy at this

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1 point was to go out and identify and gather information
 2 about residents who had a need for a personal emergency
 3 evacuation plan, rather than relying on housing officers
 4 or ESAs to bring the information to you?
 5 A. It was sort of a combination of both, really, that they
 6 had — they seemed to have a system in place for
 7 obtaining the information, but I wouldn't have —
 8 I didn't feel it was appropriate for somebody to give me
 9 a list of addresses with people's vulnerabilities
 10 because it's personal information. I think it was
 11 important that the housing officer who was dealing with
 12 that individual and had a relationship with them checked
 13 with them that they were happy for me or one of my
 14 colleagues to make contact with them.
 15 Q. I see. So maybe the word "gathering" is the source of
 16 the problem here.
 17 Is this intending to communicate to Mr Stokes that
 18 the programme that the TMO have recently introduced was
 19 one of collating such information as was volunteered to
 20 it, or, on the other hand, proactively going out and
 21 getting it?
 22 A. My — okay. I believe the way it was conveyed to me is
 23 that housing management were trying to proactively
 24 obtain information, more information, about their
 25 residents, about our residents, which would allow us to

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1 deliver a better service on all fronts, in terms of
 2 housing management, in terms of fire safety, in terms of
 3 cleaning services, the whole thing. So — but people
 4 obviously still have the option whether they want to
 5 respond to that. So it was proactive, but it couldn't
 6 necessarily be assured that it would be comprehensive.
 7 Q. Do you remember who it was who gave you the information
 8 that we see reflected there, namely that the TMO had
 9 recently introduced a comprehensive programme to gather
 10 information about residents?
 11 A. I can't recall at this stage. It will have been
 12 somebody either from housing management or from the
 13 policy team who were perhaps leading on the project.
 14 Q. Did they give you a document, a summary of what this
 15 system was?
 16 A. Unlikely.
 17 Q. Right. Do you know who it was or —
 18 A. Sorry, not —
 19 Q. — would that be speculation?
 20 A. Not now.
 21 Q. I see.
 22 Now, he refers, does Carl Stokes, to the TP tracker.
 23 Did you provide Carl Stokes with access to the
 24 TP tracker —
 25 A. No.

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1 Q. — at the time?
 2 A. No. I don't think it would be appropriate for him to
 3 have access to personal data.
 4 Q. Right. Did you discuss with Mr Stokes how he could have
 5 access to personal data that was perhaps trimmed so that
 6 the particularly personal elements could not be seen by
 7 him?
 8 A. I don't recall doing that.
 9 Q. Or asking the particular residents whether they would
 10 consent to their personal information being seen by the
 11 fire risk assessor so that he could assess their risk?
 12 A. I don't recall doing that.
 13 Q. No.
 14 Did you agree with Mr Stokes that you would provide
 15 him with information about residents who were especially
 16 at risk in TMO properties?
 17 A. I don't recall that conversation, although I may have
 18 done.
 19 Q. The reason I'm asking you that is that Mr Stokes said in
 20 his evidence that you had agreed to provide him with
 21 that information, and he said that on {Day137/70:19} and
 22 at {Day137/74:14}. He actually says that that was
 23 specifically agreed with him in September 2010. Is that
 24 right?
 25 A. He may be right, I don't recall.

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1 Q. I see.
 2 Were you in any way reliant on him to identify
 3 disabled residents in his FRA work and bring them to
 4 your attention?
 5 A. I would have encouraged anybody to gather information
 6 which was relevant to residents that allowed us to
 7 tailor services to their needs, so I would have expected
 8 our estate staff, our contractors who were regularly
 9 on site, and Carl, if he came across anything that he —
 10 or if he met a resident who clearly wasn't very
 11 able-bodied or was really struggling and he saw them
 12 enter their flat, I would expect him to highlight that.
 13 Q. As a general matter, I can see why you say that, but my
 14 question is really this: did you ever have any reason to
 15 think that Mr Stokes thought that you were reliant on
 16 him to go out and identify disabled residents as part of
 17 his role as a fire risk assessor?
 18 A. I don't believe that he thought I was dependent on him
 19 for that information, but I think it's reasonable — it
 20 was reasonable to expect him to feed back on relevant
 21 information. I mean, he did in a range of areas in
 22 relation to repairs, et cetera, outside his direct scope
 23 of work, so I would have expected him to do the same.
 24 Q. Can I ask you, please, to look at an email run in
 25 September 2010, so same month as this letter,

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1 {RBK00026862}.
 2 If we look at page 1, at the bottom, you can see
 3 that this is an email from Robert Black to Jean Daintith
 4 at RBKC, copied to Laura Johnson and you, dated
 5 30 September. He says:
 6 "Jean and [Brian]
 7 "Thank you for sending me the attached article
 8 outlining the potential conflict for disabled people
 9 between fire safety and high rise living.
 10 "I feel it is worth reiterating that as we have now
 11 completed the fire risk assessments on all of our
 12 potentially high risk — which includes all of our
 13 high-rise — blocks and in each case the evacuation
 14 strategy has been confirmed as being 'stay put — defend
 15 in place'. Specifically, the assessments have confirmed
 16 that because these blocks consist of purpose-built,
 17 self-contained dwellings and the compartmentation is
 18 good, if a fire were to break out elsewhere in the block
 19 the residents would be safe to stay put. Obviously if
 20 the fire was within their flat they should evacuate
 21 immediately.
 22 "However, with regard to emergency procedures for
 23 disabled residents we are aiming to produce Personal
 24 Emergency Evacuation Plans (PEEPs). Specifically, as
 25 and when people's disabilities are brought to our

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1 attention there is a need to produce a PEEP to clearly
 2 identify what their emergency procedures would be and if
 3 necessary to fit devices to help give them early warning
 4 of fire.
 5 "In truth to date we have only done this in a small
 6 number of cases — most notably where residents had no
 7 hearing and impaired speech and/or were blind — and we
 8 liaised with the LFB to fit the most appropriate
 9 detector. However, the fire risk assessments have
 10 clearly identified the need for us to extend this work
 11 in relation to residents known by us to have
 12 disabilities."
 13 If we turn the page {RBK00026862/2}:
 14 "The FRAs themselves have sometimes identified
 15 individual residents who we should target and the
 16 TP Tracker and 'Big Wow' work will clearly identify
 17 others. We were planning to work with the new FRA
 18 consultant to produce generic PEEP's for larger blocks
 19 that could then be personalised to individuals' needs."
 20 First, do you remember receiving this email?
 21 A. Not especially, but I must have done.
 22 Q. Yes. Did Robert Black discuss the TMO's position on
 23 PEEP's with you at any stage before sending this
 24 response?
 25 A. It's likely that he did.

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1 Q. Do you think it accurately reflects the TMO's position
2 on PEEPs as at September 2010?
3 A. It may have done at that time, but I would — generic
4 PEEPs are not something that I would ever consider,
5 so ...
6 Q. Right.
7 Did you or anybody else at the TMO work with
8 Carl Stokes, who by then was or was about to become the
9 new FRA consultant, at least for the medium-term(sic)
10 programme, to produce a generic PEEP for residents?
11 A. No, because my impression of PEEPs is they have to be
12 tailored to the individual's needs, so I just don't
13 think a generic PEEP is worth the paper it's written on,
14 really.
15 Q. Were any processes put in place to personalise PEEPs to
16 individuals' needs?
17 A. Well, that's what this is saying, that once we know
18 people who require targeted assistance or help, then
19 that's what we need to get on and do.
20 Q. Yes, and was there any process put in place to take that
21 forward?
22 A. Well, what I've said before is that housing management
23 knew that they should prioritise and identify people and
24 let us know and then we would take that forward on
25 an individual basis.

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1 Q. Indeed, Robert Black says here that there was a need to
2 identify residents who should be targeted for PEEPs, and
3 he suggests that that should be done through the
4 TP tracker and the "Big Wow".
5 We know what the TP tracker is; what was the
6 "Big Wow"?
7 A. I have no idea, sorry.
8 Q. Right. You have no idea. When you read this, was it as
9 much of a mystery then as it is today?
10 A. Yeah, I think it probably was, yeah.
11 Q. Did you not ask him?
12 A. I may have done.
13 Q. Right.
14 A. It may have been — it's possible, and possibly likely,
15 when — where we had resident engagement programmes of
16 activity, they often had a specific, "TMO get on board"
17 or they had a silly name.
18 Q. Did you use the TP tracker or "Big Wow", whatever that
19 was, to identify vulnerable residents in the event?
20 A. Did I, sorry?
21 Q. Yes, did you or your team?
22 A. No, I wouldn't have had access to TP tracker. I would
23 have been going back to housing management and
24 reiterating the need for them to identify people,
25 because they may have ended up with a great big long

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1 list, but actually maybe a smaller number of those
2 people actually needed fire safety advice, guidance,
3 assistance or ultimately a PEEP.
4 Q. You say you wouldn't have had access to the TP tracker.
5 A. I don't believe I did.
6 Q. Who would have done, or who did?
7 A. I can't say definitively, but it's sensitive personal
8 data, isn't it? So there are data issues. I would
9 think that, since the housing officers are the people
10 with whom the conditions of tenancy relationship with
11 residents is in place, then I would think it would be
12 the housing management colleagues.
13 Q. What does TP stand for? Maybe it's obviously, but
14 I can't —
15 A. I'm assuming it's tenant participation, but I don't know
16 for sure.
17 Q. Right. So my question again: who had access to the
18 TP tracker?
19 A. Okay. I can't tell you definitively, but my
20 understanding would be that it would be housing
21 management colleagues and possibly also home ownership
22 colleagues.
23 Q. Who were the housing management colleagues?
24 A. So it would have been the housing officers and their
25 managers, people who ultimately — Teresa wasn't around

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1 at that time, but people who were ultimately under
2 Teresa Brown's jurisdiction.
3 Q. And how did they report to you or your team?
4 A. Well, the north team sat just in front of where we sat,
5 so we had lots of day-to-day contact about all sorts of
6 things, and the south team ultimately moved to the south
7 estate. But, yeah, we were in regular dialogue with
8 them about all sorts of issues on estates, health and
9 safety issues and fire safety issues.
10 Q. But that team didn't have anything to do with
11 Carl Stokes, did it?
12 A. No.
13 Q. No. So was there a system or a conduit for information
14 put in place whereby information that came in to the
15 TP tracker through the housing management colleagues
16 would be filtered to your team, the health and safety
17 team, so that they could be taken account of when
18 analysing risk in a building and, specifically, the need
19 for a PEEP for an individual?
20 A. I think the answer to your question is there was no
21 formal system, but there was quite a lot of informal
22 briefing, discussion, reminding and requests for advice,
23 et cetera. So there wasn't a formal system.
24 Q. Right. So if Carl Stokes had wanted to know who the
25 residents in Grenfell Tower were who had vulnerabilities

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1 in the case of a need to conduct an evacuation of any
 2 kind, how would he go about getting it?
 3 A. He would have asked me and I would have asked
 4 a neighbourhood colleague with access to the system, but
 5 I'm not confident that that actually happened. That's
 6 what should or could have happened, but I'm not
 7 confident that it did.
 8 Q. That was my next question and you've answered it.
 9 A. Yes.
 10 Q. Thank you.
 11 Now, fire safety letter to residents. We've talked
 12 about Link; let's look at letters.
 13 This is {TMO10048275}. This is a letter. It looks
 14 like a standard form letter dated 18 January 2011 to the
 15 resident at 173 Grenfell Tower. Maybe it isn't
 16 a standard form letter.
 17 If you go to page 2 in that {TMO10048275/2}, you can
 18 see that in the penultimate paragraph in bold, there is
 19 a sentence which says:
 20 "Please remember that lifts must not be used in the
 21 event of a fire."
 22 Then it says this:
 23 "Please do consult the additional fire safety
 24 information in our Residents Handbook and do not
 25 hesitate to contact me if you have any queries about

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1 this letter, about your own fire procedure or if you
 2 feel that you would have difficulty hearing or
 3 responding to your smoke alarm, are not able-bodied or
 4 have any special requirements. We will work with you to
 5 produce a personal emergency evacuation plan taking
 6 account of your specific needs."
 7 Now, the first question is: did you draft that
 8 letter?
 9 A. Yes.
 10 Q. Were these letters or letters with that statement in it
 11 sent to all residents in Grenfell Tower?
 12 A. I don't know, actually.
 13 Q. Right.
 14 A. I don't know what the context of this is, sorry. It's
 15 possible, but I can't say for sure.
 16 Q. The text that you've put in in that last paragraph
 17 there, was that a text that you devised specifically for
 18 the resident of flat 173 in Grenfell Tower in
 19 January 2011, or was it a general text that you were
 20 using more widely for communicating with residents
 21 across the TMO stock?
 22 A. I don't remember what led to this communication, but,
 23 you know, there were often standard messages, so there
 24 was often fairly standard text. I can't really answer
 25 your question completely, I'm afraid.

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1 Q. In what circumstances would you write to a tenant and
 2 include that text?
 3 A. Exactly what we were saying, that if — in the first
 4 instance, if somebody's been referred to me or the
 5 housing manager is a bit concerned and sort of suggests,
 6 I would try and make contact with the individual. If
 7 I couldn't get them on the phone or in the flesh, then
 8 I might drop them an email or a line or a letter.
 9 Sorry, I can't be more specific because I don't recall
 10 the 173 —
 11 Q. No. In general terms, though, do I take it from that
 12 that this text would go into a letter to a resident as
 13 a response by you, rather than as an active search for
 14 data?
 15 A. Yeah, I think that's fair comment.
 16 Q. Yes.
 17 A. Yes.
 18 Q. Do you know whether the TMO prepared any PEEP as
 19 a response to this letter, or a response to a response
 20 to this letter?
 21 A. I don't believe that we did. I don't know if I got
 22 a response to the letter. I don't know what the history
 23 of the letter is, so, sorry.
 24 Q. Let's look at the 2010 FRA for Grenfell Tower, please,
 25 {CST00003181/16}.

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1 29 December 2010 FRA for Grenfell. Section 13, top
 2 of the page, "Disabled people", and there is a tick—box,
 3 you can see. The text says:
 4 "It is considered that the building is provided with
 5 reasonable arrangements for means of escape for disabled
 6 people?"
 7 Tick, "Yes".
 8 Then in the text underneath it, it says this:
 9 "At the time of the risk assessment there was no
 10 evidence of any resident within the premises who suffers
 11 from sensory impairment that would prevent them from
 12 hearing a shouted warning of fire. TMO have recently
 13 introduced a comprehensive programme to gathering
 14 information about tenants including any disabilities and
 15 their physical ability and mobility to respond to any
 16 emergency situations. This information will be
 17 [inputted] on a 'TP tracker system' and held centrally.
 18 "The additional information will be used to assess
 19 if residents may require additional devices to provide
 20 them with early warning of smoke/fire in their home
 21 and/or development of a Personal Emergency Evacuation
 22 Plan (PEEPs).
 23 "Both the lifts in this building are evacuation/fire
 24 fighting lifts and could be used in the evacuation of
 25 any disabled residents from the building."

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1 Now, presumably this "comprehensive programme of
2 gathering information" was exactly what you had told him
3 at the 24 September 2010 meeting and he had recorded in
4 his 27 September letter; yes?
5 A. Yes.
6 Q. Yes. And before he completed the FRA for Grenfell Tower
7 in December 2010 as we see here, did Carl Stokes ask you
8 whether there were any residents in Grenfell Tower who
9 had a physical disability which would affect or might
10 affect their ability to respond to an emergency
11 situation?
12 A. I don't recall him doing so.
13 Q. No. Did you check the TP tracker yourself to see what
14 information was available about residents in
15 Grenfell Tower at that date so that you might be able to
16 provide them to Carl Stokes?
17 A. I don't know for sure, but I think the honest answer is
18 probably not.
19 Q. And why is that?
20 A. Erm ... I can't explain, really. Because I know, to
21 have got the information, I'd have had to go through
22 a colleague, so it would probably have stuck in my mind.
23 No, I'm sure I didn't.
24 Q. Do you know how it was that Mr Stokes was aware that
25 there was no evidence of any resident within the

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1 premises suffering from sensory impairment?
2 A. I can only presume that he's basing that on the
3 residents who he saw on the day that he was carrying out
4 his assessment. I don't know whether he had
5 conversations with anybody on site or any on-site
6 colleagues, I'm not sure.
7 Q. Right.
8 Did you know that in fact at this time, according to
9 the TP tracker in June 2010, six months before,
10 admittedly, there were some 11 residents of
11 Grenfell Tower with a vulnerability?
12 A. I didn't, no.
13 Q. Right. The redacted version of that, just for our note,
14 is at {INQ00014631}, but you didn't know that.
15 You should have known that, though, shouldn't you?
16 A. Yes.
17 Q. Do you remember reading this section of the FRA?
18 A. Not explicitly, no.
19 Q. No.
20 A. But I would have done.
21 Q. Yes. Did you notice — and it was generic, to some
22 extent — that Carl Stokes only appeared to be referring
23 to individuals with hearing impairments, but no other
24 vulnerabilities, such as mobility or sight?
25 A. Disabilities, their physical ability and mobility, so

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1 I think he's covered quite a few, but I appreciate it's
2 a wide ...
3 Q. Well, no, sorry, to be clear, in his first sentence he
4 says, "there was no evidence of any resident within the
5 premises who suffers from sensory impairment that would
6 prevent them from hearing a shouted warning of fire".
7 Now, that's oral, clearly —
8 A. Yeah.
9 Q. — but not visual or mobility, is it?
10 Do you know why he limited his observation to
11 sensory impairment about hearing?
12 A. I don't.
13 Q. Did you ask him?
14 A. I don't recall doing so, no.
15 Q. Were you not concerned that he might not have been
16 considering the needs of other individuals who would be
17 referred to as disabled and therefore deserving of
18 a PEEP?
19 A. I don't think he meant to be as specific as that, and
20 I don't think he was intending to exclude, but
21 I appreciate that's what it says there.
22 Q. But it's odd, isn't it? I mean, on the face of it, it's
23 a very limited approach to disability, isn't it?
24 A. Well, it appears to be, but, as I say, I don't believe
25 that that was his approach to disability, I just think

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1 it's a poor reflection.
2 Q. Do you accept that but for the first sentence about
3 shouted warnings of fire, the information that
4 Carl Stokes has included here is essentially a cut and
5 paste from the letter he wrote to you on 27 September?
6 A. Yes.
7 Q. Did it make you concerned that the information was not
8 tailored or specific to Grenfell Tower but was just
9 plonked, as it were, into this FRA, the same as it had
10 for all others?
11 A. I don't think I picked it up at the time.
12 Q. Why is that?
13 A. Just sheer volume of things that I was reading and
14 things that I was actioning, and it's not an excuse,
15 I can't — I should have picked it up.
16 Q. Right. We may come back to that answer in due course,
17 as we look at other FRAs.
18 I would like to ask you next about your discussions
19 with the LFB on the subject of PEEPs.
20 Can I please show you {RBK00053638}.
21 This is a set of minutes with the LFB fire safety
22 team on 20 July 2010, and if you look at the first page,
23 you can see there that, as well as Ann Muchmore from
24 RBKC, you and Carl Stokes were present, with two people
25 from the LFB; yes?

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1 A. Yes.
 2 Q. If we go to page 6 of this minute {RBK00053638/6}, we
 3 can see, under paragraph 6.5, "Allocations policy",
 4 there, there is a subparagraph 6.5.2 in the middle of
 5 your screen which says this:
 6 "There was some discussion about how much we know
 7 about the vulnerability / disability of the residents in
 8 RBKC properties, and Janice advised that we had recently
 9 undertaken an initiative to gather more information of
 10 this nature. (This will allow us to establish [where]
 11 individuals require a PEEP.)"
 12 What was the initiative that you were referring to
 13 there?
 14 A. I don't know whether TP tracker's been superseded by
 15 something else. Sorry, I can't say at this stage.
 16 I know that housing management regularly were looking
 17 for more effective ways to gather the information.
 18 I don't know whether they were still on TP tracker or
 19 they've moved to a tenancy audit. I'm sorry, I'm not
 20 clear at 2011.
 21 Q. At this time, it's pretty clear, if this minute is
 22 accurate, that what you were telling them was that you
 23 had a recent initiative to collect more information, not
 24 merely to collate it internally.
 25 A. Yes.

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1 Q. Yes. And presumably that collection initiative did not
 2 depend on residents volunteering information, but
 3 instead the TMO going out and getting it?
 4 A. Yes, I believe it — I mean, I think all of these
 5 initiatives that the housing management team put in
 6 place were about being proactive, but residents still
 7 don't have to provide it, so it's still not necessarily
 8 comprehensive, is all the point I'm making. But, yeah,
 9 we weren't requiring people to write in and volunteer
 10 the information, but they still wanted — they had to
 11 want to provide it.
 12 Q. What was the system whereby the TMO was gathering more
 13 information about people's vulnerabilities?
 14 A. Sorry, I can't add anything to what I said earlier.
 15 I know housing management colleagues regularly were
 16 looking at most effective ways of obtaining that
 17 information, and I'm not clear in 2011 which system that
 18 was that I was referring to.
 19 Q. For your information, the TP tracker was still in place
 20 at that time.
 21 A. Okay, well, it might have been that. I'm sorry, I can't
 22 tell you for sure.
 23 Q. This is in July 2011. We've seen that you had told
 24 Carl Stokes in September that there was the TP tracker
 25 in place. If it's the TP tracker then it's not so

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1 recent, but maybe it's the same system. Can you help
 2 with that?
 3 A. No, I can't. It may be, I'm sorry, I can't —
 4 Q. Can we take it from the minutes that you did at least
 5 tell the LFB that the TMO were in the process of
 6 gathering more information about vulnerable and/or
 7 disabled residents?
 8 A. That's what they say.
 9 Q. That's what it says, and that you would prepare PEEPs
 10 for such residents where necessary?
 11 A. Where necessary, yes.
 12 Q. Yes.
 13 Were you aware of how much information had actually
 14 been gathered thus far by July 2011?
 15 A. No.
 16 Q. This note suggests that the TMO would proactively
 17 identify residents who required a PEEP, I think you have
 18 accepted that, but there is no mention here, is there,
 19 that a PEEP would only be prepared if a resident
 20 required assistance from the TMO?
 21 A. No, that's not how it's worded, yeah.
 22 Q. No. So do you accept that, looking at this document,
 23 the LFB might reasonably have believed, and indeed RBKC
 24 might reasonably have believed, that the TMO was
 25 proactively identifying vulnerable residents in general

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1 needs accommodation for the purposes of deciding whether
 2 a PEEP was needed for that person?
 3 A. Well, yes, that's what it says, isn't it?
 4 Q. Yes.
 5 Now, you had a further meeting with the LFB
 6 14 months later on 26 September 2012.
 7 Can we go to the email about that. It's at
 8 {TMO00863422}. It's an email from Claire Wise to
 9 Amanda Johnson, and you're copied in on it, and it says:
 10 "Hi all,
 11 "Janice and I met with the London Fire Brigade this
 12 morning. I thought it would be useful to summarise our
 13 discussions on sheltered housing."
 14 Then you can see that Nick Comery was there, RBKC,
 15 and LBHF team leader was there, et cetera, as well as
 16 Andy Jack, who is the main author, so it says, of the
 17 RRO.
 18 Then she goes on to say this in the fourth paragraph
 19 down towards the bottom of your screen:
 20 "They stressed that, if there are residents in
 21 buildings that cannot independently evacuate or may have
 22 other needs that impact on their ability to carry out
 23 fire safety procedures (e.g. if they are hard of
 24 hearing) then the Fire Brigade need to know. Local fire
 25 stations do not need to be informed. It would be good

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1 practice for a list of residents with additional needs
 2 to be kept close to the fire alarm control panel. The
 3 information could be stored in Gerda boxes or less
 4 expensive boxes locked with a fire brigade padlock key.
 5 The box should be marked for the attention of the fire
 6 brigade for use in the event of a fire.
 7 "They believe that it is the person/organisation who
 8 manages the building that has a duty to develop a plan
 9 with actions to be taken in the event of a fire and
 10 collect information on residents with additional needs.
 11 I.e. it is the responsibility of the landlord/building
 12 manager to establish the needs of residents though it is
 13 acknowledged that residents are able to decline to
 14 disclose this information if they choose."
 15 Why did Claire Wise attend the meeting with the LFB
 16 along with you, do you remember?
 17 A. I don't remember. Actually, I think she might have been
 18 doing a Master's or something in this particular field
 19 and —
 20 Q. Yes.
 21 A. — so it was appropriate.
 22 Q. Right.
 23 A. Yeah, I think it's something like that.
 24 Q. As I've shown you I hope clearly, the email starts with
 25 a discussion or identifying the discussion about

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1 sheltered housing.
 2 A. Yeah.
 3 Q. Were these discussions related only to sheltered housing
 4 or did they also apply to general needs accommodation,
 5 so far as you understood it at the time?
 6 A. I think they were largely focused on sheltered housing,
 7 but the Fire Brigade were keen to extend the same
 8 provisions.
 9 Q. Right, I see. So can we take it that this discussion
 10 covered both general needs housing and sheltered
 11 accommodation?
 12 A. Ideally, yes.
 13 Q. It looks like it from the tone of the email, but you
 14 agree with that, I think?
 15 A. Yes.
 16 Q. Did you create a system to collect information on
 17 residents with additional needs as identified here?
 18 A. No.
 19 Q. Why is that?
 20 A. Erm ... I think this is what the Fire Brigade were
 21 aiming for, but it wasn't actually what generally they
 22 were introducing. I think our anxiety was always about
 23 having the ability to keep information. If we'd had
 24 a box locally in every block with information, that's
 25 quite a substantial — that's a paper document that

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1 needs to be updated on a regular basis because people's
 2 capacity is changing all the time. I think we just saw
 3 that surely there would be a better way of doing it, is
 4 it something we could do electronically?
 5 So we didn't practically do it in terms of hard copy
 6 documents, and I think we pondered how we'd be able to
 7 do it electronically, and then I don't think we ever
 8 discussed it with the Fire Brigade again, unfortunately.
 9 Q. Now, the LGA guide had been in place by this time for
 10 about a year, hadn't it?
 11 Do you remember whether at the meeting you argued
 12 with the LFB, based on the LGA guide, that you didn't
 13 need to put in place PEEPs for your residents in general
 14 needs housing?
 15 A. I don't recall doing so.
 16 Q. No, it doesn't look like you did. Does that tell us
 17 that you weren't particularly reliant on that as the
 18 basis for not producing PEEPs?
 19 A. We would — I mean, I just find that I'm reiterating
 20 that we would have produced PEEPs in circumstances where
 21 people needed assistance to get out of their property,
 22 providing we could provide that assistance or their
 23 family could provide that assistance, but there were
 24 lots of other situations where help and advice and
 25 guidance was given which wouldn't have been documented

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1 as PEEPs.
 2 Q. Yes, I see.
 3 Now, moving forward in time to December 2012, can we
 4 go to {CST00016416}.
 5 This is an email from you — it's the second part of
 6 the screen I think we need — to Carl Stokes. He's
 7 redacted out for some reason. What you are doing —
 8 just work with me with this, it's not easy to see — is
 9 sending him an email on 3 December, and underneath the
 10 date it says:
 11 "For info. Received this late Friday — haven't even
 12 read it yet! J."
 13 And then immediately after the exclamation mark —
 14 sorry, "J" is you.
 15 A. Yeah.
 16 Q. Then it says from Nicolas Comery, London Fire Brigade,
 17 and then you have the email for 30 November 2012.
 18 A. Yes.
 19 Q. What's happened is it's all become crunched up together,
 20 but it looks like you're forwarding to Carl Stokes on
 21 3 December an email you got from Nicolas Comery on
 22 30 November, which was late Friday evening.
 23 A. Right.
 24 Q. It's to you, and the subject is "LFB sprinkler
 25 initiative". You see that?

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1 A. Yes.
 2 Q. Now, he goes on to say in the third line of that email:
 3 "As part of this communication, we would like to
 4 include a list of ten suitable premises within each
 5 borough which LFB consider would benefit from
 6 installation of AFSS [automatic fire suppression
 7 systems] due to risk factors of the inhabitants. Using
 8 the attached appendices I am to assist the LFB borough
 9 commanders for H&F and K&C with this identification
 10 process. Could I please request your assistance to
 11 identify suitable vulnerable persons in local authority
 12 premises. My current deadline is 20th December 2012.
 13 Thank you very much ..."
 14 If we look at the response to that, from Carl Stokes
 15 to you, at the top of your screen, 3 December, so same
 16 day, about 25 minutes later, Carl Stokes says this:
 17 "Thanks for this Janice.
 18 "I would say you have nobody that this refers to
 19 because if you had you would have undertaken a PEEPs for
 20 them and [implemented] any findings which would have
 21 included additional fire safety measures.
 22 "If you identify anybody now questions like why were
 23 they not included in the buildings FRA spring to mind.
 24 "A good response I believe would be thank you for
 25 this information if we find anyone in the future we will

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1 let you know.
 2 "And I will pass this on to the person oversees our
 3 list of persons who this maybe applicable too[sic].
 4 "Carl."
 5 First, why were you forwarding this email to
 6 Carl Stokes?
 7 A. Because generally he — it was helpful for him to know
 8 about dialogue we were having with the Fire Brigade, so
 9 that if it impacted on his fire risk assessments or his
 10 approach to them, or if the Fire Brigade had changed
 11 their policies or procedures, then he needed to be aware
 12 of that.
 13 Q. Did you speak to Carl Stokes on the telephone about this
 14 before he responded to you by email?
 15 A. I don't recall.
 16 Q. Now, he suggests here that at least you suggest, but
 17 certainly he says, "I would say you have nobody". He
 18 says, "I would say you have nobody that this refers to".
 19 Did you read that as a reference to there being no
 20 vulnerable persons at all in any TMO—managed property?
 21 A. No.
 22 Q. How did you read it?
 23 A. Sorry, could you humour me and just scroll down a bit?
 24 I just wanted to establish whether it related to general
 25 needs or specialised housing or — would you mind?

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1 Q. Yes, of course. Certainly, absolutely. Let's look at
 2 the lower email.
 3 A. I mean, it's not specific to any particular —
 4 Q. No.
 5 A. — location, which is — yeah. I would possibly have
 6 ignored it and gone to, in the first instance, my
 7 specialised housing managers to say, "Have you got
 8 anybody who fits this criteria?" Because that's
 9 where — you know, the likelihood is that that's where
 10 the vulnerability is and that is documented, and we're
 11 already sharing that information with the Brigade. So
 12 I'd have started in the first instance with that, and
 13 then I would have — I'm presuming then I would have
 14 gone to housing management colleagues to say, "Is there
 15 anywhere that" — or, "Have you got anybody who's come
 16 to light who you have got particular concerns about?"
 17 Q. Now, we can actually see that there was an attachment to
 18 this document that you got —
 19 A. Yeah.
 20 Q. — which I think he refers to. That is at
 21 {CST00003191}. Let's quickly have a look at that,
 22 because I think that might help.
 23 It's appendix A, "Identifying the most vulnerable
 24 from fire". Did you read that when it came in?
 25 A. Yes, I would have done, definitely.

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1 Q. So that told you what he, Mr Comery, regarded as the
 2 definition of vulnerable residents, and it's a document
 3 that goes over some 11 pages. It's a lengthy read, but
 4 it's got quite a lot of forms in it as well, but the
 5 main part of it is the first two pages.
 6 When you read that, you could at least understand
 7 what it was that he wanted?
 8 A. Yes.
 9 Q. So coming back to Carl Stokes' email back to you,
 10 please, if we can, {CST00016416}, can you explain why
 11 Mr Stokes thought it appropriate to advise you to say
 12 that you have nobody that this refers to?
 13 A. No, I can't.
 14 Q. I mean, clearly you couldn't agree that there were no
 15 vulnerable residents in the whole of —
 16 A. No, I couldn't and I wouldn't.
 17 Q. No.
 18 A. No.
 19 Q. Were you not concerned by Mr Stokes' attitude, as
 20 reflected by this email?
 21 A. I can't recall. As I read it now, it seems a bit
 22 bizarre, to be honest. It's concerning, but I think
 23 it's a strange reply.
 24 Q. Well, it's more than concerning, with great respect,
 25 isn't it? He is suggesting that you tell the LFB a lie.

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1 A. Yeah, but he should know me well enough. I wouldn't
2 ever do that.
3 Q. Well, maybe, but that is what he is doing, and my
4 question is: did this not ring alarm bells with you
5 about Carl Stokes?
6 A. I don't remember it doing. I think I would have just
7 gone off and done what I thought was the right thing to
8 do, I'm sure I would.
9 Q. Yes, and one can understand that, but my question is
10 really about the depth of your concern --
11 A. Yeah.
12 Q. -- when you received this document.
13 Going on with it, he is saying in the third
14 paragraph:
15 "If you identify anybody now questions like why were
16 they not included in the buildings FRA spring to mind."
17 Why was that a question which then did not spring to
18 mind to you at that point?
19 A. I feel it quite likely that I spoke to him on the phone
20 on receipt of this because that would normally have been
21 my practice, because actually, from my perspective,
22 that's irrelevant. If you find people now then we amend
23 the FRA to reflect that. It's finding them that's
24 important, not that they weren't known before. So I'm
25 sure I would have discussed it with him and gone ahead

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1 and done what I thought was the right thing to do.
2 Q. Right.
3 It looks, on the face of it, do you agree, that he
4 was more concerned about questions being asked about his
5 FRAs than about actually getting on with what Mr Comery
6 was suggesting and identifying vulnerable residents in
7 TMO stock?
8 A. We did have one similar exchange, actually, on
9 a different matter where I felt like he had taken the
10 wrong end of the stick. It was about Adair Tower.
11 Q. Sorry, my question again.
12 A. Yeah.
13 Q. Do you agree with me that, on the face of it, he was
14 more concerned about being asked difficult questions
15 about his FRAs, rather than actually getting on with
16 identifying vulnerable residents in the TMO stock?
17 A. From what it says here, then that's what it looks like.
18 Q. Did you have a telephone conversation on receipt of this
19 document?
20 A. I'm sure I would have, but it was 2012, so I can't
21 definitely say that I did. I'm absolutely sure that
22 I would have, but I can't remember it.
23 Q. Right. Would this email not have rung an alarm bell
24 with you about Mr Stokes' integrity?
25 A. I ... that's why I would have spoken to him about it in

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1 detail. I'm pretty sure we would have clarified why he
2 was putting this down. I don't think I would have ended
3 up with an ongoing concern or else I would have done
4 something more about it.
5 Q. Really? Didn't you just ring him up and tell him that
6 this was a completely outrageous suggestion and there
7 was no way you were going to mislead the LFB in this
8 way?
9 A. And I very likely did.
10 MR MILLETT: Right.
11 Mr Chairman, is that a convenient moment?
12 SIR MARTIN MOORE-BICK: Yes, I think it is. Thank you very
13 much.
14 Well, it's time we all had a break for some lunch,
15 Ms Wray, so we will take that now. We will come back
16 and resume, please, at 2 o'clock. Again, please don't
17 talk to anyone about your evidence while you're out of
18 the room.
19 THE WITNESS: Okay.
20 SIR MARTIN MOORE-BICK: All right?
21 THE WITNESS: Thank you.
22 SIR MARTIN MOORE-BICK: Thank you very much. If you would
23 like to go with the usher, then, please.
24 (Pause)
25 Right, 2 o'clock, then, please.

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1 MR MILLETT: Thank you.
2 (1.00 pm)
3 (The short adjournment)
4 (2.00 pm)
5 SIR MARTIN MOORE-BICK: All right, Ms Wray, are you ready to
6 carry on?
7 THE WITNESS: Yes.
8 SIR MARTIN MOORE-BICK: Good, thank you very much.
9 Yes, Mr Millett.
10 MR MILLETT: Mr Chairman, thank you.
11 Ms Wray, we looked at the FRA for Grenfell Tower
12 dated 29 December 2010. I now want to show you the
13 Grenfell Tower FRAs in the period 2012 to 2016 with
14 a focus on PEEPs.
15 Can we start with the November 2012 FRA, please, at
16 {CST00003084/20}, section 13. The same section,
17 "Disabled people", the same text.
18 If you look in the commentary box this time, it
19 says:
20 "At the time of the risk assessment there was no
21 evidence of any resident within the premises who suffers
22 from sensory impairment to such a level that would
23 prevent them from hearing a shouted warning of fire ..."
24 And then these words:
25 "... or a loud knocking on their entrance door to

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1 warn them."
 2 Then if you look a little bit lower down, over the
 3 page {CST00003084/21}, it says, in the last line, use of
 4 the lifts would be under the control of the
 5 fire service. Do you see that?
 6 A. Mm—hm.
 7 Q. Now, those are new words, particularly "loud knocking on
 8 their entrance door to warn them". Can you explain why
 9 those words came in?
 10 A. No, I'm sorry, I can't.
 11 Q. Did you ever ask Carl Stokes about why he thought it fit
 12 to add those words to what was otherwise a cut and paste
 13 standard version of comments to go into all these FRAs?
 14 A. I may have done, but I don't recall.
 15 Q. Right. Well, we can just take this quite quickly, then.
 16 Skipping ahead to the October 2014 FRA for
 17 Grenfell Tower, {CST00003157/21}, section 13, "Disabled
 18 people", middle of the page, it says exactly the same
 19 thing as the 2012 FRA, doesn't it?
 20 A. Yes, it seems to.
 21 Q. Yes, it seems to.
 22 Again, the April 2016 FRA, {CST00003161/22}. You
 23 have the same text, but this time, in the April version,
 24 Mr Stokes has stopped at "shouted warning of fire". Do
 25 you know why the sentence added in the 2012 FRA about

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1 loud knocking has now been removed?
 2 A. I don't, no.
 3 Q. Did you ever ask him about these oddities?
 4 A. I don't recall doing so.
 5 Q. Right.
 6 A. Sorry.
 7 Q. Did you notice from time to time that the same
 8 information had been used again and again by Carl Stokes
 9 in section 13 of these FRAs?
 10 A. Probably I did, yes.
 11 Q. Did you ever ask him about why he was just cutting and
 12 pasting from one to another?
 13 A. No, I don't think I did.
 14 Q. Did it never give you cause for concern?
 15 A. Erm ... I suppose the fact — if I didn't raise it with
 16 him, then I must have not focused in on it.
 17 Q. Were you not concerned that he might be using
 18 out-of-date information, at least in this respect?
 19 A. I should have been. I honestly can't recall.
 20 Q. Were you concerned that he wasn't independently
 21 assessing the needs of disabled people and fire safety
 22 measures in place at the time of each assessment afresh?
 23 A. Yeah, in retrospect, yes, I should have highlighted
 24 that.
 25 Q. But not at the time?

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1 A. I can't specifically remember —
 2 Q. Right.
 3 A. — whether we discussed it or not. Sorry, I just can't
 4 recall.
 5 Q. Right.
 6 Do you recall whether, before or after his visit to
 7 carry out a fire risk assessment, Mr Stokes ever asked
 8 you for up-to-date information about disabled persons at
 9 Grenfell Tower?
 10 A. I don't recall him asking me.
 11 Q. In his second witness statement, he tells us that he
 12 wasn't asked to review or consider the TP tracker at
 13 all. The reference for that is {CST00030186/38},
 14 paragraph 143. That's for our note, I don't need to
 15 show it to you.
 16 But is that correct, that he wasn't ever asked to
 17 review or consider the TP tracker?
 18 A. He certainly wasn't asked to review it. As I think
 19 I said earlier, that would be confidential and personal
 20 data and he wouldn't have access to that.
 21 Q. He didn't ask for access and you didn't offer him
 22 access?
 23 A. That's right.
 24 Q. Now, did you know that the TP tracker was discontinued
 25 in July 2013?

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1 A. I do now.
 2 Q. Did you not know at the time?
 3 A. Well, I wouldn't have known what housing management were
 4 using to obtain information on vulnerabilities. I knew
 5 they had various systems in place and I wouldn't have
 6 known the detail. It wouldn't have necessarily been on
 7 my radar. I'm not sure I would have been made aware of
 8 it.
 9 Q. You say it wouldn't have been on your radar. I'm
 10 slightly puzzled by that, because the need to identify
 11 vulnerable residents was part of your responsibility,
 12 wasn't it, as a competent person?
 13 A. Yeah, I'm not disputing that, what I'm saying is
 14 I wouldn't know what mechanism they were necessarily
 15 using.
 16 Q. Oh, I see. I see what you mean. But if you didn't know
 17 that it had been discontinued in July 2013, what was the
 18 basis of the information, what was the database for that
 19 information and the system for collecting it after
 20 July 2013?
 21 A. I think that's the point I'm obviously not making very
 22 well, is that I knew that they had systems in place.
 23 They weren't always the same system, there had been lots
 24 of debate about whether there should be a tenancy audit,
 25 there were different ways that they considered obtaining

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1 the information, and I wasn't necessarily aware of which
 2 one was being trialled or being put in place at any one
 3 time.
 4 Q. Did you ever make any enquiries yourself into the
 5 information that the TMO held elsewhere in its systems
 6 about disabled and vulnerable residents in
 7 Grenfell Tower, between the dates 2010 and 2017?
 8 A. I'm not sure that I made specific enquiries. I think —
 9 I believe that when I was reviewing the fire strategy,
 10 I did try to clarify what we had in place, and what
 11 level of information we had stored from my colleague
 12 David Noble, I think, but not in relation to any
 13 specific block, I don't think.
 14 Q. I think from your earlier evidence this morning, but
 15 just confirm, it's right, isn't it, that you never
 16 actually considered telling Carl Stokes that before he
 17 carried out each FRA, or rather when you gave him the
 18 list of FRAs to do, you never told him about the number
 19 of vulnerable residents that the TMO had identified in
 20 those buildings?
 21 A. I don't believe I did, no.
 22 Q. And why is that?
 23 A. It was clearly a major oversight. I can't give you any
 24 other explanation, I'm sorry.
 25 Q. In the six and a half years between the

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1 24 September 2010 meeting and the Grenfell Tower fire,
 2 do you remember whether you ever had a meeting with him
 3 to bring him up to date with the steps that you and the
 4 TMO were taking to identify the needs of disabled
 5 persons, or who they were?
 6 A. We would have had discussions and I think meetings with
 7 regard to specific actions that we were taking in
 8 relation to hoarders, in relation to people who
 9 installed security gates in front of their dwellings and
 10 delayed their rescue, and our discussions with the
 11 Fire Brigade and a way forward on those specific
 12 aspects. There were various ways we were trying to
 13 identify that I could easily access, and vulnerable
 14 people, I would have talked to him about those and
 15 perhaps a range of other things where we were putting in
 16 different sensory equipment, but I ... yeah, beyond
 17 that, I can't recall.
 18 Q. I mean, if you didn't tell Carl Stokes about any
 19 disabled persons resident in Grenfell Tower, how were
 20 you going to ensure that the TMO complied with its
 21 obligations to identify occupants especially at risk in
 22 the fire risk assessments that were going to be carried
 23 out?
 24 A. Just to go back to what I said this morning, what I was
 25 trying to do was to convey to my housing colleagues that

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1 they should refer people to me, individual residents who
 2 may or may not have had difficulties or had concerns or
 3 wanted reassurance or any number of fire safety related
 4 concerns, and as and when they were — those people were
 5 made known to me, then we would make contact with them.
 6 Presumably the letter that you showed me this morning
 7 may have been one of those.
 8 Q. And how many of those individuals during that
 9 six—and—a-half—year period did you pass on to
 10 Carl Stokes?
 11 A. I've no idea, sorry.
 12 Q. Right. He counted two PEEPs that he had been involved
 13 in preparing. Two.
 14 A. Yeah.
 15 Q. Can you give us any idea of the number of individuals
 16 resident either in Grenfell Tower or generally across
 17 the stock that, over the six and a half years, you
 18 passed back to Carl Stokes for his consideration?
 19 A. I can't give you. What I can say is that a lot of the
 20 conversations and dialogue and the activity that was
 21 going on did not result in PEEPs. So there was quite
 22 a lot of work going on that did not result in the
 23 production of a PEEP. That didn't mean that we weren't
 24 able to alleviate people's concerns and put in place
 25 things to assist them to be alerted to a fire or respond

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1 to a fire.
 2 So in terms of PEEPs, there probably was not a lot
 3 of activity, but I feel sure there were occasions
 4 whenever I asked Carl to visit an individual resident
 5 who had raised a concern, plus Adrian and myself were
 6 doing that also. But I can't give you a volume.
 7 Q. Now, Carl Stokes, when one looks at all the other FRAs,
 8 appears to have included exactly the same paragraph in
 9 each one, that there were no disabled residents, or
 10 there was no evidence of any disabled residents, in the
 11 FRAs for other properties, other than Grenfell Tower.
 12 Let me show you an example of this. {CST00004307}.
 13 This is Adair Tower, FRA of 28 October 2010.
 14 If we look at page 15 {CST00004307/15}, bottom of
 15 the page, under "Disabled people", same text, same tick,
 16 and look, same text:
 17 "At the time of the risk assessment there was no
 18 evidence of any resident within the premises who suffers
 19 from sensory impairment that would prevent them from
 20 hearing a shouted warning of fire."
 21 Then, again, you see the now familiar text about the
 22 TP tracker system.
 23 A. Yes.
 24 Q. And then over the page {CST00004307/16}:
 25 "The additional information will be used to assess

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1 if residents may require additional devices to provide
 2 them with early warning of smoke/fire in their home
 3 and/or development of a [PEEP] ..."
 4 Then if we look at {TMO00854930/18} this is
 5 Gillray House, the FRA dated 19 November 2012. Same
 6 text again. He says again:
 7 " ... no evidence of any resident within the premises
 8 who suffers from sensory impairment ..."
 9 In fact, did you know that Carl Stokes had prepared
 10 a PEEP for a resident of Gillray House on
 11 18 October 2010?
 12 A. Yes.
 13 Q. Some two years before.
 14 A. Yes.
 15 Q. So did you check whether the resident of Gillray House
 16 for whom that PEEP had been prepared two years prior was
 17 still living in that building when the 2012 FRA for it
 18 was completed?
 19 A. I know the resident in question, and it was her daughter
 20 it related to. I know the resident was — and I believe
 21 remains there currently. I know the daughter has since
 22 gone to university, but I don't know what date she went,
 23 so I can't say definitively whether she was still there
 24 at that stage or not.
 25 Q. Did it not strike you as odd that Mr Stokes having done

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1 a PEEP — one of two, it appears — for this resident at
 2 Gillray House two years prior was able to say in this
 3 fire risk assessment that there was no evidence of any
 4 resident within the premises who suffers from sensory
 5 impairment, et cetera?
 6 A. Yes.
 7 Q. I mean, even if the particular impairments to that
 8 particular resident were nothing to do with an aural
 9 impediment, hearing, nonetheless it's odd, isn't it,
 10 that this appears here? Did it not strike you as odd at
 11 the time?
 12 A. It mustn't have done.
 13 Q. I mean, did you actually read these documents?
 14 A. Yes, of course.
 15 Q. If you read it and paid attention to it, would it not
 16 have struck you at the time that that was a peculiar
 17 sentence to put in?
 18 A. I can only think that at the time nobody had been
 19 brought to my attention either, so there weren't
 20 particularly warning signs.
 21 Q. In fact, if we go to {CST00005609}, we can see that here
 22 is an email from you to Carl Stokes on 18 November 2013,
 23 so this is a year after the Gillray House
 24 19 November 2012 FRA, and you say here, and we need to
 25 go a third of the way down:

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1 "C
 2 "3 years ago you drafted a PEEP for Mrs [Blank]'s
 3 daughter. Mrs [Blank] seeking another copy of this — no
 4 doubt she has her own agenda — but before we provide
 5 could I ask you to make the following tweaks to this
 6 please."
 7 Then you make some amendments.
 8 Now, it appears that the resident was still living
 9 in Gillray House at that time, so that's after the FRA.
 10 A. It does.
 11 Q. So it would follow from that contemporaneous record that
 12 the FRA for Gillray House in November 2012 was factually
 13 incorrect to your certain knowledge when it says that
 14 there were no residents with known vulnerabilities in
 15 Gillray House.
 16 A. It would, looking at that, yes.
 17 Q. But you never asked Carl Stokes to amend his FRA or
 18 correct it in any way?
 19 A. I don't recall doing, no, and yes, I should have done,
 20 and ...
 21 Q. Hazlewood Tower. Let's look at one of those.
 22 20 February 2014 at {TMO10043804}, page 1, please,
 23 first, to identify it, page 20 {TMO10043804/20} to look
 24 at what I want to see.
 25 Section 13 at the foot of your screen, "Disabled

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1 people", same text, and now the same mantra—like
 2 statement in the first part of the commentary box. Yes?
 3 A. Yes.
 4 Q. And, again, cut and paste, no change, one size fits all,
 5 as it appears.
 6 A. As it appears.
 7 Q. Markland House, 21 January 2016 at {TMO10047159}, page 1
 8 to start with, identify the document, 21 January 2016,
 9 and page 21 {TMO10047159/21}, please, "Disabled people",
 10 section 13, same text, same tick—box, "Yes", and the
 11 same mantric statement at the beginning of the
 12 commentary box. Yes?
 13 A. Yes, and yet I thought Markland House was the other
 14 location.
 15 Q. Indeed, and you're right about that. Mr Stokes had
 16 prepared a PEEP for a resident of Markland House on
 17 8 March 2014, hadn't he? Yes, two years before this.
 18 Let's look at that. That's {CST00020896}. There it
 19 is. I don't think I need the detail for it.
 20 My question is: did Mr Stokes ask you if this
 21 resident was still living at Markland House when he
 22 undertook his FRA in January 2016, two years later?
 23 A. I don't recall him asking.
 24 Q. Again, did you check if the resident was still living at
 25 Markland House in January 2016?

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1 A. I don't recall doing that.
 2 Q. So it may be that a resident of Markland House may still
 3 have had a PEEP at the time of the FRA and yet no
 4 mention was made of that by Mr Stokes in his FRA?
 5 A. It may have been, yes.
 6 Q. Finally, let's look at one more, Trellick Tower,
 7 April 2017. 26 April 2017, I think the day before the
 8 fire there, actually. {TMO00842255}, page 1, please.
 9 There it is. And on page 24 {TMO00842255/24}, we need
 10 the same section, section 13, "Disabled people", same
 11 text, same tick-box, commentary box, same paragraph,
 12 although this time we've got the loud knocking again
 13 added on for no apparent reason at the end of that
 14 sentence.
 15 Can you explain why all of these FRAs that we've
 16 looked at do not record any vulnerable residents in
 17 those properties across the time period we've been
 18 looking at, despite the presence of at least two?
 19 A. I can't.
 20 Q. And can you explain why, as we can see — although
 21 I don't think I've shown you in each of them, take it
 22 from me — these FRAs in this part still continue to
 23 refer to the TP tracker even though its use was
 24 discontinued by the TMO as long before as 2013?
 25 A. Only that he hadn't been updated with whatever had

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1 superseded TP tracker.
 2 Q. It looks from this that Carl Stokes was not provided
 3 with any up-to-date information about the presence of
 4 vulnerable persons in any of these properties for which
 5 he did FRAs, on the face of it.
 6 A. Looks that way, yeah.
 7 Q. Even in respect of the two properties where we know that
 8 two persons had had PEEPs prepared for them.
 9 A. Indeed.
 10 Q. How can you account for that state of affairs?
 11 A. I can only say what I have said before, in that I was
 12 relying on my housing colleagues to refer people to me,
 13 so that I got the people who generally had concerns in
 14 relation to fire safety, whatever they may be, and when
 15 we received that information, we would investigate,
 16 write, interact with, try and provide whatever it is,
 17 either reassurance or actually physical help.
 18 Ultimately if they needed a PEEP, then a PEEP would have
 19 been drafted. But, as I've already said, we were
 20 constrained with not being able to provide any actual
 21 physical assistance. However, if that was what was
 22 required, we would have endeavoured to try and work that
 23 through. We potentially would have involved the
 24 Fire Brigade.
 25 We were doing that, and there's clearly a disconnect

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1 between the work that we were doing and that information
 2 going through to Carl that I didn't pick up at the time,
 3 and in addition, it looks like the PEEPs that he had
 4 done just — I can't give an explanation why — if I'd
 5 been asked for information about whether those residents
 6 were still there then I would have provided it, but
 7 I probably wouldn't have picked up on the need to do
 8 that unless I was prompted.
 9 Q. Did you come to an agreement with Carl Stokes not to
 10 record disabled persons in his FRAs?
 11 A. No, I did not.
 12 Q. Did you come to an agreement with Carl Stokes not to
 13 assess the needs for all disabled and vulnerable
 14 residents in high-rise blocks?
 15 A. No. No, I didn't.
 16 Q. Now, I want to look at the question of how PEEPs were
 17 covered in the fire safety policies and strategies, if
 18 we can.
 19 Can we look, please, at your November 2013 fire
 20 safety strategy, {TMO00830598}. We've seen this more
 21 than a number of times now, but there are so many parts
 22 of it we need to look at.
 23 This time we need to go to page 14 {TMO00830598/14}
 24 at paragraph 24.1, "Fire procedures". We looked at this
 25 together briefly before. Let's just revisit it.

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1 It covers staff, doesn't it, staff who are not fully
 2 able-bodied?
 3 A. It does, yes.
 4 Q. It doesn't refer to residents, does it?
 5 A. It doesn't refer at this stage, no.
 6 Q. At this stage?
 7 A. Well —
 8 Q. We know that the fire safety strategy was never updated
 9 or amended to cover residents.
 10 A. I meant at this point in the document, but —
 11 Q. I'm sorry, quite right.
 12 A. It's fine. But you may well be right.
 13 Q. Okay. I mean, do you think that PEEPs for residents is
 14 covered anywhere else in this document?
 15 A. I don't know, it's a 2013 document.
 16 Q. Yes.
 17 A. I'm just commenting on the bit that you're showing me.
 18 Q. Do you know why there is no reference in this fire
 19 safety strategy, which was the operative or governing
 20 strategy as at the date of the Grenfell Tower fire, to
 21 PEEPs for residents?
 22 A. I don't.
 23 Q. Only staff.
 24 A. No, I don't, because, as you say, it's a small amount of
 25 evidence, but there is evidence that we have done them

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1 and we would be willing to do them, and we were actively
 2 investigating residents' concerns and queries, which may
 3 or may not result in a PEEP, but it hopefully would
 4 alleviate concerns. So, yeah, that then — that should
 5 be included.
 6 Q. Well, yes.
 7 Let's go to page 16 {TMO00830598/16}, two pages on.
 8 A. Okay.
 9 Q. Now, in fact, that's not what I want. I'm so sorry.
 10 This is my fault.
 11 I'd like to show you the 2017 fire safety strategy
 12 which was adopted the day before the fire, I think.
 13 If you go to {TMO00847324}. We have been looking at
 14 the 2013 version, at paragraph 24.1. Now we want the
 15 2017 version, and if you look at 25.1 on page 15
 16 {TMO00847324/15}, the text is very similar to the 2013
 17 version, isn't it?
 18 A. Yes.
 19 Q. "For staff who are not fully able-bodied and who may
 20 need assistance ..."
 21 You see that?
 22 A. Yes.
 23 Q. Again, can you tell us why during the period between
 24 2013 and 2017 no thought was given, it appears, to
 25 amending the 2013 strategy so as to provide for PEEPs

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1 for residents as opposed to or as well as staff?
 2 A. I can't. Clearly it should have been amended. But,
 3 having said that, it probably should have been amended
 4 more frequently than it was.
 5 Q. Yes.
 6 If we go to page 16 of this document
 7 {TMO00847324/16}, paragraph 28, "Hoarders and vulnerable
 8 residents", you can see the heading.
 9 A. Yeah.
 10 Q. If you go to paragraph 28.3, it says:
 11 "Efforts are made to capture information about
 12 residents' vulnerability at sign-up, as part of routine
 13 Neighbourhood Management work, tenancy auditing process,
 14 tenancy profiling process and as part of our regular
 15 ongoing contact with residents. This information is
 16 used to offer the resident a service which better meets
 17 their needs and this includes fire safety. (Residents
 18 with sensory impairment will be offered the appropriate
 19 detection etc.)"
 20 Now, does that accurately summarise the system —
 21 the system — for recording residents' vulnerability, at
 22 least as at the date of this policy?
 23 A. I'm confident that that would have been — that quote,
 24 vulnerability at sign-up and the associated text, would
 25 have been given to me by neighbourhood housing

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1 management colleagues. So I think it will have done.
 2 Q. How was that information captured, to use the word in
 3 the text, used to meet residents' needs in relation to
 4 fire safety?
 5 A. As we said, it's captured, it's located wherever it's
 6 located, and the neighbourhood team have access to that
 7 information and regular contact with their residents,
 8 and escalate it to the health and safety team.
 9 Q. Where was that information kept?
 10 A. I don't know, at that stage, sorry, I wouldn't — as
 11 before, I wouldn't have had access to it. It would have
 12 come to me from the team, with the permission of the
 13 resident. Sorry.
 14 Q. Was it kept up to date after sign-up?
 15 A. I don't know the answer to that. That would — that
 16 information is owned by housing management. I'm
 17 assuming that — I can only assume that there were
 18 processes in place to keep it updated. I'm sure it
 19 would have been an ongoing challenge, but I don't
 20 know — I can't answer that, sorry.
 21 Q. Do you know why there is no link between the contents of
 22 paragraph 28.3 and the reference to the capturing of
 23 information there and the preparation of PEEPs?
 24 A. There definitely should be. I think clearly when I've
 25 put it together I've linked it to the hoarders and not

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1 directly to the PEEPs.
 2 Q. Right.
 3 Can we go to {TMO10024402}, please. This is the TMO
 4 health and safety policy from February 2016, signed by
 5 Robert Black, and as you can see from it, the only
 6 reference to PEEPs in here that we see is at page 6
 7 {TMO10024402/16}.
 8 If we go to page 6, you can see under section 10,
 9 10.3:
 10 "Employees with disabilities have their own
 11 individual personal emergency evacuation plan which is
 12 regularly reviewed and where necessary their colleagues
 13 are trained in the safe use of the evacuation chair."
 14 Did you have input — I think you did, didn't
 15 you? — into the drafting of this policy?
 16 A. Yes.
 17 Q. Why when you drafted that did you not make the
 18 connection between having employees having their own
 19 PEEPs but residents not?
 20 A. Is there not a separate section in terms of resident
 21 safety and does that not cover it? Sorry. Because most
 22 of this looks like it's related to occupational
 23 locations. I can't remember how I put it together. We
 24 would often have tried to differentiate the sections
 25 that related to resident safety and employee safety.

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1 But I believe ... Well ...
 2 Q. Well, you ask me. I mean, I can scroll down through it,
 3 but there doesn't appear to be a distinction, at least
 4 on the face of the document, between residents on the
 5 one hand and employees on the other.
 6 A. Okay, well, then, in which case that's an error. That
 7 should be —
 8 Q. The thrust of this document is the RRO obligations in
 9 the workplace and protecting TMO employees, isn't it?
 10 I mean, you can scroll down it, please, and have a look
 11 at it and refresh your memory.
 12 A. I mean, it's a health and safety policy statement —
 13 it's an organisational health and safety policy
 14 statement, so, in the first instance, it's very much
 15 about the organisation, but obviously, in our case, that
 16 extends to the residents. But it probably doesn't have
 17 significant detail about residents but just captures the
 18 main aspects of risk, potentially.
 19 Q. This is a February 2016 document.
 20 Before I leave this document, can I just show you on
 21 page 6 at paragraph 10.1, there is a reference to FRAs
 22 in communal areas of residential blocks.
 23 A. Right.
 24 Q. That is a reference to that, so you might say that that
 25 is where residents are catered for or at least referred

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1 to.
 2 A. I suppose what I'm saying is it's sort of — employers
 3 are required to have this document. It's initially —
 4 it's largely aimed at the organisation and the
 5 arrangements for health and safety in an organisation,
 6 so obviously because our purpose was to house residents
 7 and protect them, there is reference to residents as
 8 well, but it was focused on employees. So it doesn't
 9 have the level of detail that you would necessarily
 10 expect.
 11 Q. Now, can we go to {TMO00840753}.
 12 This is a minute of the health and safety committee
 13 meeting of 13 September 2016. I think we looked at it
 14 yesterday. We can see you were present from page 1.
 15 On page 5 {TMO00840753/5} it says, under agenda
 16 item 6:
 17 "Review of the Safety Policy and Strategy.
 18 "BM thanked all who had [provided] comments on this
 19 policy. The committee reviewed the comments received
 20 and JW agreed to update so the reviewed draft could be
 21 presented to the next meeting. Specifically, the
 22 following amendments were agreed ..."
 23 Then you can see the first one:
 24 "Discussion around identifying vulnerable
 25 individuals — strategy to reflect new Policy on

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1 Vulnerability."

2 Is this right: this was a discussion about the draft
 3 fire safety strategy at that time?
 4 A. Yes.
 5 Q. Yes. What was the discussion around identifying
 6 vulnerable individuals?
 7 A. I suspect it was what led to the text that eventually
 8 went into the updated draft, that — I'm sorry, I can't
 9 recall whether Teresa Brown was at this meeting, but if
 10 she wasn't, she presumably would have had a deputy.
 11 I think it would have been her clarifying how housing
 12 management now obtain that information.
 13 Q. Do you know whether this was a reference to residents or
 14 TMO employees?
 15 A. This would have been about residents, definitely.
 16 Q. Why are you so sure about that?
 17 A. Discussion around identifying vulnerable individuals and
 18 the policy — my understanding is — yeah, no, I don't
 19 have any doubt, it would definitely be residents,
 20 because — sorry, just to add that in terms of staff,
 21 line managers would have a responsibility for
 22 identifying any needs of their staff, and so it would be
 23 an HR route rather than a health and safety committee
 24 necessarily.
 25 Q. I see.

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1 Can you help me, what was the new policy on
 2 vulnerability?
 3 A. I can't help you, sorry, I don't know the detail.
 4 Q. Do you remember whether it was a document that was
 5 drafted by David Noble in April 2016 called "Supporting
 6 residents"?
 7 A. It could be. I'm sorry, I don't know.
 8 Q. Right. David Noble told us that that was what was
 9 discussed, but you can't help; is that right?
 10 A. Sorry, David Noble didn't sit on this committee, did he?
 11 Q. He drafted something called the supporting residents
 12 policy.
 13 A. Yeah, he may well have done. Sorry, I thought you were
 14 talking — I thought you were referring to the comment
 15 here about the discussion on policy on vulnerability.
 16 Q. Was there an agreement for the fire safety strategy to
 17 reflect the new policy on vulnerability, whatever that
 18 was?
 19 A. That seems to be what it says here, doesn't it?
 20 Q. Right.
 21 Now, if we go to {TMO00865834}, and we look later on
 22 in the same year, 2016, this is an email from you to
 23 David Noble, at the foot of page 1, going over to
 24 page 2. You see the very foot of page 1 it's from you
 25 to David Noble, 7 December 2016, and if you go to the

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1 top of page 2 {TMO00865834/2}, you say:
 2 "Hi David
 3 "I am reviewing our fire policy and as part of the
 4 discussions with the H&S Committee there have been some
 5 questions about data on vulnerability — how is this
 6 captured, where is it stored, how reliable is it?
 7 "Are you able to advise please."
 8 On page 1 {TMO00865834/1} if you scroll up, please,
 9 to that, you can see David Noble's response on the same
 10 day. He explains how the data was captured in the first
 11 part of his email there, and then in the penultimate
 12 paragraph, he says:
 13 "We have a new Supporting People policy that I wrote
 14 a while back. I've handed it over to Tom now, but it is
 15 live, though we need to do more work on publicising it."
 16 Now, was that the first time that you had tried to
 17 find out TMO data on vulnerable residents?
 18 A. Certainly since the committee, when we'd had that
 19 discussion, so I was obviously trying to get some detail
 20 so I knew what I was going to put into the draft
 21 fire strategy.
 22 Q. Well, the committee meeting was on 13 September 2016 and
 23 this is 7 December 2016. Why had you left it between
 24 September and December to ask the question?
 25 A. I can't give you an answer to that.

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1 Q. Right.
 2 Had you seen the supporting people or vulnerability
 3 policy, whichever you call it, by that date?
 4 A. I don't believe I had, no.
 5 Q. Right. Is this email the first time that you became
 6 aware of the fact that David Noble had produced
 7 a supporting people policy, or that there was one?
 8 A. I honestly don't know.
 9 Q. Right.
 10 A. At this stage, I honestly don't know.
 11 Q. What was it that led to this question? What was it
 12 about the fire policy particularly that led you to ask
 13 this question about data on vulnerability?
 14 A. The minute that you just showed me was colleagues
 15 recommending that any changes to the fire strategy
 16 reflect the vulnerability policy, which I didn't know
 17 anything about. It hadn't, I think at that stage, been
 18 shared with me. So I appreciate there has been a delay,
 19 but I've clearly got it in my mind that I need to find
 20 out some more detail about what that involves.
 21 Q. Did he send you or did you ask him to send you the
 22 supporting people policy?
 23 A. I can't recall.
 24 Q. He said he has handed it to Tom but it is live. Did you
 25 go look at it?

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1 A. I can't recall.
 2 Q. Did you ask David Noble to share the information on how
 3 many individuals were recorded as vulnerable in the TMO
 4 stock?
 5 A. I don't remember.
 6 Q. Were you satisfied by his answer to your question?
 7 A. Erm ...
 8 Q. You asked him, "how is this captured, where is it
 9 stored, how reliable is it?", and he has answered you.
 10 Were you satisfied by his answer?
 11 A. It's not comprehensive, is it, but it gives me a flavour
 12 of — it gives me a steer of what's happening, and at
 13 least I have a better understanding of what housing
 14 management are doing to obtain the information.
 15 Q. Let's look at the document to which he is referring, the
 16 supporting people policy. This is at {TMO00880481}.
 17 You can see at the very top of the document that
 18 it's got an operational date of April 2016, author:
 19 David Noble. This is version 1.
 20 It's entitled "Supporting Residents policy", and you
 21 can see the third paragraph there:
 22 "The Supporting Residents policy is designed to
 23 ensure that we identify those residents who may need
 24 additional support, record what support is needed,
 25 deliver it where we can, and to help ensure that we work

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1 with any relevant agencies and make referrals to them
 2 where necessary. It also aims to make sure that in an
 3 emergency, relevant residents' needs are prioritised
 4 wherever possible. This document sets out the key aims
 5 and responsibilities to enable this to happen. This
 6 policy is supported by a procedure that sets out in
 7 greater detail the steps to be taken."
 8 Did you see this document, either in April 2016 or
 9 in September 2016 or in December 2016?
 10 A. I clearly hadn't seen it in April 2016 or September
 11 2016, and I don't know if he sent me a copy, I imagine
 12 that he would have done, when I contacted him in
 13 December, but it looks like at that point in time
 14 I hadn't known about it in detail.
 15 Q. Right. Did you ever thereafter, that is after
 16 December 2016, see this document?
 17 A. I can't recall.
 18 Q. Right.
 19 A. How long is it? How many pages is it?
 20 Q. It is four pages.
 21 A. No, sorry, I really can't recall. I may have done.
 22 Q. Well, I don't want to keep it from you. We can scroll
 23 down. Let's do that. Let's look at the bottom of
 24 page 1, "Definition", "There is no one agreed
 25 definition", and there is an attempt at a definition.

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1 On page 2 {TMO00880481/2} there is a list of
 2 vulnerabilities and potential solutions, aims.
 3 Then on page 3 {TMO00880481/3}, identification and
 4 referral.
 5 A. It doesn't ring a bell, actually.
 6 Q. It doesn't?
 7 A. No.
 8 Q. Gosh. Right.
 9 Can you explain why you, as the head of health and
 10 safety, did not see this document?
 11 A. I can't, no.
 12 Q. Now, I've shown you and read to you the third paragraph
 13 on page 1 {TMO00880481/1}, if we can just go back to
 14 that, please. If you hadn't read it, I suppose this
 15 question may not cut much ice, but do you agree that
 16 it's identifying the fact that residents might need
 17 additional support in the context of fire safety?
 18 A. Indeed.
 19 Q. Yes. Do you know why there is no reference anywhere in
 20 this document otherwise to fire safety?
 21 A. No.
 22 Q. No.
 23 A. Which is why I don't think I saw it.
 24 Q. Now, there is a procedure that goes with it. I could
 25 probably take this quite quickly, given your answers.

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1 {TMO00880482}. Supporting residents procedure.
 2 Have you ever seen this document before?
 3 A. Doesn't ring a bell.
 4 Q. Right. How can you account for that?
 5 A. I can't.
 6 Q. I mean, there is no reference to fire safety, no
 7 reference to referring residents for PEEPs, no reference
 8 to how the information gathered under the procedure
 9 might be used to generate a PEEP. Can you account for
 10 that?
 11 A. No.
 12 Q. Was there any published guidance for TMO staff across
 13 the board to identify and address the fire safety needs
 14 of vulnerable residents? Any published guidance to that
 15 effect?
 16 (Pause)
 17 A. I don't actually know. As I'm sat here, I can't think
 18 for sure that there was published guidance, which
 19 clearly there should have been. But I know that I would
 20 have regularly discussed it with housing management
 21 teams in their team meetings and with their managers.
 22 Q. Right.
 23 Similarly, no guidance, no standing guidance,
 24 procedure, protocol, for TMO staff to identify and refer
 25 residents in general needs housing for PEEPs?

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1 A. No, not formally, no.
 2 Q. Now, I want to ask you about your personal knowledge of
 3 vulnerable residents within Grenfell Tower.
 4 I'm going to show you an email run at {LFB00001057}.
 5 This is an email exchange in February 2016.
 6 At the bottom of page 2 {LFB00001057/2}, you can see
 7 the email there from Charles Batterbee to you dated
 8 4 February 2016, and he says this:
 9 "Dear Janice,
 10 "I am emailing to ask if you hold any information on
 11 the resident of 83 Grenfell tower ... Whilst carrying
 12 out a group risk visit to the block to offer residents
 13 a home fire safety visit, our crews spoke to a gentlemen
 14 at [sic] to the door of this address. The gentleman is
 15 blind and did not want to give us any details and as
 16 a result we were unable to gain access. I believe if we
 17 are able to contact him prior to the visit, this would
 18 re-assure him of who we are. Our main concern is that
 19 there appeared to be [tin] foil covering up the smoke
 20 alarm in the flat, which could compromise its operation
 21 and effectiveness. Please contact me if you need any
 22 more information to support this request, thank you."
 23 A. Yeah.
 24 Q. Now, let's just reflect on this.
 25 Charles Batterbee will be known to us as

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1 Crew Manager Batterbee, the first firefighter from the
 2 first crew in attendance from G271 to enter the tower at
 3 01.01 on the morning of 14 June. This particular
 4 individual who was blind was Elpido Bonifacio, known to
 5 us as the last occupant of the tower to be rescued,
 6 leaving the building at 08.07.20. There is, therefore,
 7 a historical importance in this document, at least for
 8 those reasons.
 9 Let's see how the story unfolds.
 10 If we go up in the chain, you can see in the next
 11 email in the chain that Siobhan Rumble responds and
 12 says:
 13 "Good morning Charles,
 14 "The tenants of 83 Grenfell Tower are at
 15 Mr Bonifacio and Ms Fernandez, their telephone number is
 16 [redacted]. Let me know if you need anything further."
 17 If we look further up page 2, we can see that you
 18 respond or enter the discussion. I think we need the
 19 bottom of page 1 {LFB00001057/1} for the start of the
 20 email run, 10 February 2016, you to Charles Batterbee:
 21 "Hi Charlie
 22 "Would you be able to advise on what date you
 23 visited Grenfell Tower to undertake the group risk visit
 24 you mentioned below? Please advise."
 25 Then Charles Batterbee comes back to you and says,

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1 if we go up a little bit further, 13 February:
 2 "Hi Janice,
 3 "We visited Grenfell tower on the 2nd of Feb 2016
 4 and carried out home fire safety visits. The Green
 5 watch tried to contact Mr Bonifacio and Ms Fernandez by
 6 telephone. They also knocked on the door of number 83
 7 the following day whilst at Grenfell Tower, however
 8 there was no answer on both occasions."
 9 Your response, next day:
 10 "Thanks — that's really helpful."
 11 Would a PEEP have been considered appropriate for
 12 a resident who was blind?
 13 A. Certainly needed further investigations. It may have
 14 required a PEEP, it may have required some other means
 15 of assisting or alerting or — it would have needed
 16 further investigation.
 17 Q. We can see from this email exchange that both you and
 18 Siobhan Rumble were involved in it.
 19 A. Yes.
 20 Q. Did you consider whether to contact Mr Bonifacio to
 21 offer him an assessment for a PEEP?
 22 A. I should have done.
 23 Q. Do you know why you didn't?
 24 A. I don't know why I didn't.
 25 Q. Now, as I've shown you, Charles Batterbee told you that

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1 the LFB had been unable to contact Mr Bonifacio again.
 2 Did you ask Siobhan Rumble or anybody else to follow up
 3 with Mr Bonifacio?
 4 A. I can't recall.
 5 Q. Doesn't look like it.
 6 A. I can't recall, sorry.
 7 Q. Let's look at another exchange about a vulnerable
 8 resident, {TMO00861013}.
 9 At the bottom of page 1, there is an email from you
 10 to Nicola Bartholomew on 19 October 2016.
 11 If we go to page 2 {TMO00861013/2}, we can see you
 12 say:
 13 "Hi Nicky
 14 "Further to our communication about the impending
 15 LFB audit of Barandon Walk and also Grenfell Tower,
 16 I instructed our fire risk assessor to inspect both
 17 blocks yesterday and advise of any issues that require
 18 urgent attention. He has agreed to provide me with
 19 a written report on each inspection detailing any
 20 potential concerns — I should be in receipt of this
 21 tomorrow. However, the assessor has advised that there
 22 was a mobility scooter parked in the communal lobby
 23 outside flat 9 and this was being charged through the
 24 letterbox of the flat at the time of his visit. Paul
 25 has never made me aware of this — were you aware? Did

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1 the resident seek permission to have a scooter in this
 2 area and had we informed them of the ban on charging in
 3 the communal areas."
 4 Now, we've seen that in fact Carl Stokes had indeed
 5 written to you and photographed the mobility scooter
 6 outside flat 9, and being quite strict with you
 7 about it.
 8 Did you follow up with Nicola Bartholomew about the
 9 outcome of the discussion with the tenant from flat 9?
 10 A. Yes, and my recollection is that I think it was
 11 Robert Regan, the ESA, went and spoke to the lady at
 12 length and explained the issue with scooters and
 13 communal areas and charging, and my recollection is it
 14 got — then it was referred to Millicent Williams, who
 15 was the housing officer who was liaising directly with
 16 the resident, and at that point they — I think where it
 17 got to was they were investigating whether the scooter
 18 could be stored and charged on the ground floor in the
 19 hub room. So at that stage, from the information I've
 20 got, the resident is still able to come and go from the
 21 ground floor without the use of the scooter.
 22 Q. Well, my question is: would the fact that a resident has
 23 a mobility scooter not be a clear indication that they
 24 might need an assessment for a PEEP?
 25 A. Yeah, they might do, yeah.

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1 Q. Did you yourself or to your knowledge Nicola Bartholomew
 2 or Millicent Williams investigate whether or not the
 3 occupant with the mobility scooter needed an assessment
 4 for a PEEP?
 5 A. Well, it was kind of all tied up together, that
 6 Millicent and Robert had spoken to the lady and were
 7 investigating whether there was — she had the capacity
 8 for the storage and charging to be downstairs, so that
 9 linked to how — whether she could come and go to the
 10 premises without the use of the scooter. That was what
 11 we were trying to establish at that stage.
 12 Q. What did you establish?
 13 A. Well, the last time I was — I believe that's where we
 14 got to, that I was led to believe that she could come
 15 and go and they were looking at the arrangements of
 16 whether that could be stored in that location.
 17 Q. Right. But you never got as far as the discussion for
 18 a PEEP and, as far as you know, nobody else did either?
 19 A. No, I believe not.
 20 Q. Right.
 21 2017, let's move to that year.
 22 Can we look, please, at {TMO00869490}. This is
 23 an email exchange in March 2017 between you and
 24 Daniel Wood within the TMO, and it's about block
 25 management.

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1 If we go to page 3 {TMO00869490/3}, we can see that
 2 Daniel Wood wrote to you on 8 March 2017, and he says:
 3 "Hi Janice,
 4 "I am working on an opportunity that may result in
 5 us taking on the management of blocks outside of the
 6 existing stock."
 7 Et cetera.
 8 He goes on to say:
 9 "I am currently preparing a board report and will
 10 need to include something around H&S and FRAs, can you
 11 let me have a bit of narrative please in terms of what
 12 the standard requirements would be for managing a new
 13 block of say forty units."
 14 If you go to page 1 of that email run
 15 {TMO00869490/1} we can see that you respond to him, and
 16 you set out at quite some length the key provisions
 17 necessary for health and safety and fire safety.
 18 We'll need to scroll down to the last bullet point
 19 on that page, but if you do, you can see there that you
 20 say this:
 21 "As residents are 60+ then it is possible that their
 22 physical ability may decline and they may struggle to
 23 self-evacuate. If this becomes the case we should draft
 24 an individual personal emergency evacuation plan (PEEP)
 25 so clarify how this can be managed and any assistance

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1 that we are able to provide."
 2 Now, you suggest there that you would need to draft
 3 PEEPs for residents who are older than 60 and who
 4 struggle to self-evacuate. That's what you do. That's
 5 how I read that.
 6 A. Yeah, but I think that related to the block that he was
 7 asking for information on.
 8 Q. Right, fair enough, but does this tell us that you did
 9 understand that PEEPs should be prepared for residents
 10 in some circumstances at least?
 11 A. Yes.
 12 Q. Yes. But, nonetheless, you took no steps to prepare
 13 PEEPs in existing properties managed by the TMO, did
 14 you?
 15 A. Well, I don't think that's a fair reflection.
 16 Q. Right.
 17 A. We had a small number of PEEPs, and we gave assistance
 18 and sensory kit and we worked hard with the hoarders and
 19 there was — there were things going on, but we weren't
 20 producing volumes of PEEPs and, as I've outlined before,
 21 we would have been constrained by what assistance we
 22 could provide from within the staff cohort, and that
 23 would have impacted on what we could do, but that would
 24 not have stopped us preparing them.
 25 Q. No. My point is really, I'm just asking you to accept

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1 that at this point, March 2017, you understood that
 2 where there was a resident of a block that might
 3 struggle to self-evacuate because of their physical
 4 abilities at the very least, an individual personal
 5 emergency evacuation plan needed to be drafted for them.
 6 A. Not in every case, but yes, I've not disputed that there
 7 are occasions when that — they will be required, and
 8 I think when I've referred to it in paperwork, that's
 9 what I've said: a PEEP will be prepared if that's
 10 required. There may be other interim measures or other
 11 steps that are necessary which actually deal with the
 12 issue or enable people to self-evacuate. Maybe they
 13 just need assistance with alarms or whatever. There's
 14 a whole range of vulnerabilities and there's a whole
 15 range of responses, so it would have to be on
 16 an individual basis.
 17 Q. Now, I want to ask you about a different topic, which is
 18 fire safety information given to residents.
 19 Can we start, please, by looking at your first
 20 witness statement at page 53 {TMO00000890/53},
 21 paragraph 245.
 22 You say there, under the heading "Fire advice given
 23 to residents between 2012 and 14 June 2017":
 24 "Fire risk assessments were available to residents
 25 on request however requests of this nature were

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1 uncommon. This could have been because we had a number
 2 of other systems in place for keeping residents informed
 3 on fire safety matters, which I have endeavoured to
 4 outline below."
 5 Now, just pausing there, was it made known to
 6 tenants that there were fire risk assessments for their
 7 buildings?
 8 A. I am confident that we — when we wrote articles for
 9 the Link, and I can certainly recall writing them, where
 10 we said a fire risk assessment does exist for your
 11 buildings, it's reviewed on a regular basis, I'm pretty
 12 sure we'd have offered them. People did approach me for
 13 them and we would have routinely provided them.
 14 Q. Yes, and I think it's right to say that your website
 15 contained reference to FRAs and the residents' right to
 16 ask for them.
 17 A. Yes.
 18 Q. That's right, isn't it?
 19 A. Yes, I believe so, and, sorry, just to add that there
 20 were times when we routinely provided them. When people
 21 were doing a right to buy or were selling a leasehold
 22 property, they were routinely requested. There were
 23 other circumstances, but those are the ones that come to
 24 mind.
 25 Q. Yes, presumably for mortgagees or banks or insurers.

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1 A. Yes, and also asbestos details and all of that kind of
 2 information. And also there were probably some
 3 residents' associations who were mindful of them being
 4 carried out and would sometimes request them.
 5 Q. So, from your perspective, an FRA was, to all intents
 6 and purposes, a public document —
 7 A. Yes.
 8 Q. — to be read by —
 9 A. Yes.
 10 Q. — an innumerable range of people?
 11 A. Yeah, I would have made them widely available.
 12 Q. And Mr Stokes knew that too, did he?
 13 A. Yeah, I believe so.
 14 Q. So far as —
 15 A. As far as he knew, then, yeah. I mean, I know he puts
 16 that comment at the front that I don't really hold with,
 17 but anyway. But, yes, he knew that. I mean, they were
 18 our documents. We commissioned him to produce them in
 19 relation to our locations, so it was up to us what we
 20 did with them.
 21 Q. Just picking up on that answer, you say there was
 22 a comment at the front that you didn't really hold with.
 23 Was that the bit about not showing the FRA to the London
 24 Fire Brigade?
 25 A. Yes. We were always going to give the Fire Brigade any

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1 information that they wanted, and we always did, so I'm
 2 sure we had a conversation about that, but he felt that
 3 that was an accurate interpretation of the legislation,
 4 so I let it ride.
 5 Q. You never discussed whether it was appropriate to put
 6 that in his FRA or not with him?
 7 A. Yes, sorry, that's what I was just saying. I would have
 8 discussed it with him and said, actually, "Is this
 9 right, do we need to have this here, because you know
 10 we're going to provide these to" ... no, no, he was
 11 absolutely convinced that this was the proper
 12 interpretation of the legislation and therefore it
 13 needed to stay in.
 14 Q. All right. Okay.
 15 Going back to your statement, paragraph 246
 16 {TMO00000890/53}:
 17 "246. Each new tenant received a letter from TMO,
 18 signed by myself and issued by either the Voids Officer
 19 or the Neighbourhood Team, advising them of the fire
 20 procedure and encouraging them to raise any concerns
 21 they had with us. Included in this letter was a copy of
 22 an LFB leaflet on Home Fire Safety Visits, which
 23 encouraged them to take up a free independent Home Fire
 24 Safety Visit from the LFB.
 25 "247. We provided fire safety information to new

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1 and existing tenants and leaseholders on our website and
 2 through letters. Furthermore, regular fire safety
 3 information was included in the TMO's quarterly magazine
 4 'Link', which was hand delivered to all properties by
 5 a third party company. Fire Safety articles were also
 6 frequently included in 'Home Ownership News' which was
 7 a regular newsletter for leaseholders.
 8 "248. Historically all of our written
 9 communications with residents about fire safety advice
 10 were provided only in English however we would always
 11 have had a communication translated if a resident
 12 requested this of us. We expected residents to read the
 13 information provided and alert us if they were unable
 14 to."
 15 Who was responsible for ensuring that fire safety
 16 advice was provided in the letters to new and existing
 17 tenants?
 18 A. I produced the letter.
 19 Q. You produced it; who was responsible for ensuring that
 20 it was in there? Was that you?
 21 A. No, it was given to — most of the time the sign-ups
 22 were done by — I think my colleague was called a voids
 23 officer, so I gave her electronically a copy of the
 24 letter, and used to restock her supplies of home
 25 fire safety leaflets as and when she required them.

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1 So I produced the letter, but she would — she
 2 had — there was a pack of information that people got
 3 whenever they were taking up a tenancy and it was
 4 incorporated into that, I believe.
 5 Q. Right.
 6 Who was responsible for ensuring that fire safety
 7 advice was provided on the website? Was that you as
 8 well?
 9 A. Probably — well, it would be my text. I would have
 10 just given somebody the text and they would have been
 11 responsible for uploading it.
 12 Q. What about Link and home ownership magazines?
 13 A. Again, they would have been my information given to
 14 other people.
 15 The other thing that actually I realised I probably
 16 missed was the residents' handbook, and also we would
 17 have done regular newsletters to our specialist housing
 18 residents as well with this information.
 19 Q. To what extent was your approach to disseminating
 20 fire safety advice to residents informed by the
 21 LGA guide after the summer of 2011 at the least?
 22 A. Yeah, reasonably.
 23 Q. Reasonably?
 24 A. Yes.
 25 Q. What does that mean?

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1 A. Well, that means I would have read it and — but also,
 2 actually, just, sorry, a bit of context to go back,
 3 I think when we had Salvus, one of their recommendations
 4 was that we do a letter to everybody in the stock to get
 5 them to confirm that they understood their fire
 6 arrangements, and I discussed that with my then
 7 line manager, Lornette Pemberton, and our communications
 8 colleague, and they said that, actually, their
 9 experience was that a letter to all the residents wasn't
 10 the most effective way of communicating with the
 11 residents, and that they recommended that we used
 12 the Link, which also had the translation information on
 13 the rear cover. So I went back to Andy Furness and
 14 suggested that I do that instead, and he said that was
 15 equivalent. So, certainly going back to 2009, that was
 16 the kind of thing we were doing.

17 Q. Did you ever carry out a review of whether the means
 18 that you were using to communicate fire safety advice
 19 were sufficient or appropriate?

20 A. Not a review, as such. We were constantly looking at
 21 what other options were available. We thought about
 22 preparing a DVD, we asked other colleagues across the
 23 sector what we were doing, and there wasn't anything
 24 widely different to what we were doing that seemed to be
 25 absolutely the way to go.

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1 Q. Now, you refer to the residents' handbook —
 2 A. Yes.
 3 Q. — just now. It's not in your witness statement. Is
 4 that an oversight?

5 A. Yes. It must have been.

6 Q. Right.
 7 Do you remember referring to the tenants' handbook
 8 at your meeting with Carl Stokes on 24 September 2010?

9 A. I may have done.

10 Q. You may have done?

11 A. Yeah.

12 Q. His letter refers to it.

13 A. Probably then.

14 Q. Let's look at it, {CST00003061/2}. This is under the
 15 heading, "Fire and Emergency Information for Residents",
 16 as you can see in the middle of your screen, and it
 17 says:

18 "Prior to moving into their flat all residents are
 19 issued with a handbook which includes appropriate fire
 20 safety advice and information in accordance with the
 21 advice in the HM Government 'sleeping risk' guide
 22 section 7.2."

23 You will remember what we looked at this morning,
 24 and that was it.

25 He goes on:

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1 "The residents are given a tour of the building by
 2 a Housing Officer, the resident does not sign for the
 3 hand book or to say that they have received this
 4 information but it is part and parcel of the residents
 5 moving in programme."
 6 That's what he said there.
 7 Did you give him that information? You must have
 8 done.

9 A. Yes, I must have done, and I was regularly asked to
 10 review and update the health and safety and the
 11 fire safety information in the residents' handbook, and
 12 in preparing to come here I can see it got reviewed
 13 again in — it was either 2010 or 2011. So, to the best
 14 of my knowledge, that was being issued to new residents,
 15 to supplement the other things we had in place.

16 Q. Right.
 17 Can we go to {CST00002701}. This is a second letter
 18 of 27 September 2010. We haven't looked at this yet.

19 A. Okay.

20 Q. He sent you two on that date, and the subject is
 21 "Fire safety signage in residential buildings".
 22 If we go to page 7 {CST00002701/7} in that nine-page
 23 letter, you can see that he says under "Fire notices"
 24 there in the last paragraph:
 25 "I therefore concur that as TMO supplies information

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1 to the residents in a variety of different ways,
 2 newsletters, residents meetings and articles in the Link
 3 magazine etc fire action notices are not required to be
 4 displayed in the residential buildings. If contractors
 5 or employees are in the building [they] will know the
 6 evacuation procedures etc because of their induction and
 7 fire training."

8 He gives an example of a fire action notice.
 9 Did you show Carl Stokes the residents' handbook at
 10 your meeting of 24 September 2010? The reason I ask is
 11 he doesn't seem to refer to it in there.

12 A. I actually don't recall if I did or I didn't.

13 Q. Right.

14 A. I would feel confident that I would have shown him at
 15 least the health and safety and the fire safety
 16 information, whether it had just been my version that
 17 I'd sent through to my colleague, but I don't recall.

18 Q. Let's look at a handbook, {IWS00001762/2}. This is
 19 exhibit MR/6, and MR is Mohammed Rasoul, who was
 20 a resident of Grenfell Tower who has helpfully given
 21 evidence to this Inquiry. This is his tenancy handbook,
 22 and as you can see from the first page, although it's
 23 not particularly big, bottom right—hand corner, its
 24 publication date is 2004.

25 A. Okay.

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1 Q. If we go to page 21 in this document {IWS00001762/21},
 2 you can see that on that page, in the first part of that
 3 page, "Living in a flat or maisonette", on the
 4 right-hand side, last bullet point, there is a reference
 5 to fire doors:
 6 "These must be kept clear of obstructions and must
 7 be closed at all times. Never wedge them open for any
 8 reason."
 9 It looks from our review of this document that that
 10 is the only reference to fire safety in it.
 11 A. That doesn't — as I say, in preparing to come, I found
 12 an email with my updated information which went back to
 13 the policy team in either 2010 or 2011 which had
 14 a substantial amount more health and safety and
 15 fire safety information.
 16 Q. I see. So you say this was updated, was it?
 17 A. That's what my understanding was, yes.
 18 Q. Right. How often was the tenants' handbook updated so
 19 far as health and safety matters and fire safety in
 20 particular were concerned?
 21 A. Because — just because of the ... sorry. It was a hard
 22 copy document, so when they were reviewing it, they
 23 would review the whole document. So it wasn't possible
 24 to review individual sections, it was kind of all or
 25 nothing.

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1 Q. Right.
 2 A. Which is why when policy colleagues were reviewing it,
 3 they would write to everybody who had contributed, said,
 4 "Here is the text that we're working to at the moment,
 5 what do you want to change", and I would invariably have
 6 reviewed and potentially updated. But, yeah, there was
 7 substantially more than this.
 8 Q. Can you help me with something, then. When Carl Stokes
 9 referred to the tenants' handbook in his first letter of
 10 27 September 2010 and said that residents were provided
 11 with fire safety advice about evacuation procedures,
 12 which tenants' handbook was that? It's clearly not this
 13 one.
 14 A. It doesn't seem to be this one. I didn't produce it,
 15 but I know it was fairly regularly updated — or it was
 16 my understanding that it was fairly regularly updated
 17 because I was periodically asked for my — to comment on
 18 my sections. So I really think there must have been at
 19 least one update since then.
 20 Q. Right. You haven't exhibited it or —
 21 A. I never sort of kept a hard copy, I really only had my
 22 text. So, sorry, I'm ... but yeah, this is — this
 23 looks really old information.
 24 Q. Right.
 25 Now, let's go into 2009 then.

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1 {TMO10000368}. This is the minute of a health and
 2 safety committee meeting of 19 May 2009, as you can see.
 3 A. Right.
 4 Q. You can see that you were present at it.
 5 A. Yes. Yeah.
 6 Q. If you go to page 2 {TMO10000368/2}, please,
 7 paragraph 3, you can see it says this:
 8 "Janice confirmed that some fire safety information
 9 [had] now been drafted for inclusion in new Residents
 10 Handbook and this had been circulated to members for
 11 comment."
 12 So is it right that you first drafted fire safety
 13 information for inclusion in the residents' handbook at
 14 that stage, May 2009?
 15 A. I don't know. I can see that you've given me a 2004
 16 version, and there's very little in there, and we
 17 haven't got the appendix to this. I don't know if that
 18 was the first time I did or not. I find that really
 19 hard to believe, but I am ... I don't have the handbook
 20 and I don't have the older version, so I'm not in
 21 a position to say.
 22 Q. Do you know what prompted the inclusion of fire safety
 23 information in the new residents' handbook in May 2009?
 24 A. I can only presume that the handbook was being reviewed
 25 and updated and there was an opportunity for me to feed

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1 into it. As I say, it was either all reviewed or we had
 2 to live with the old version until it was renewed, so it
 3 must have been at a review point.
 4 Q. Right.
 5 {CST00003279}. Email exchange, August 2011, between
 6 you and Paul Miller.
 7 Page 2 {CST00003279/2} —
 8 A. Exactly. That's the one — sorry, that was the one
 9 I was remembering.
 10 Q. Right. That's what you're referring to, is it?
 11 A. Yeah, I remembered seeing this.
 12 Q. Right.
 13 This exchange indicates that the fire safety advice
 14 for the residents' handbook was still in draft form at
 15 that stage. Is that right, August 2011?
 16 A. I don't know whether it was again in draft form.
 17 I don't know. I don't know how often they reviewed it.
 18 Q. Right. Do you know who Paul Miller was?
 19 A. Yes. He was a resident.
 20 Q. Resident?
 21 A. He was a resident who had a specific fire safety
 22 concern. He didn't live in Grenfell Tower. He lived in
 23 the World's End estate.
 24 Q. Indeed. Do you know why the residents' handbook had not
 25 been finalised, at least so far as fire safety advice

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1 was concerned, by August 2011?

2 A. No, I would have provided fire safety advice, and if

3 they were reviewing the document, I would have had

4 an opportunity to review it again.

5 I was — the debate — the discussion that we had

6 with Mr Miller on site, and I think the Fire Brigade, he

7 raised some issues, and one of the issues he raised was,

8 well, how do we communicate with the residents and how

9 do we advise those, and I said, "Well, actually, that's

10 quite timely, I think I have been asked to review this,

11 so perhaps you could feed into what I think we should be

12 communicating", so I sent him a copy and he seemed happy

13 with it.

14 Q. If we go up to page 1 {CST00003279/1}, we can see that

15 you forward this email to Carl Stokes on 18 March 2013.

16 A. Yeah.

17 Q. "For info below is correspondence with Mr Miller on the

18 fire safety info for our Residents Handbook — item 3 on

19 the minutes from the meeting with Cllr Hargreaves."

20 Was the tenants' handbook, at least so far as

21 fire safety was concerned, still in draft at this point,

22 March 2013?

23 A. No, not as far as I'm aware, for sure. Mr Miller had

24 something that he was unhappy about and we endeavoured

25 to address that, and that ended up involving councillors

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1 and the Fire Brigade and on-site meetings, and it seemed

2 to be he accepted the Fire Brigade's position, which was

3 the same as ours. But he would raise the same issue

4 every couple of years, and I think that's been raised

5 again by Mr Miller, and therefore I was revisiting the

6 original email exchange that we'd had.

7 Q. My question was really about whether the handbook was

8 finalised and then updated or whether it remained in

9 draft.

10 A. Yeah, and all I can say to you is I would have provided

11 my final information and, to the best of my knowledge,

12 it was finalised and updated, and if there was a further

13 review, I would have been consulted subsequently. I've

14 got no reason to believe that it wasn't. Sorry, I was

15 just trying to explain the context of this email.

16 Q. Right. So, so far as you're concerned, the residents'

17 handbook was finalised, but updated from time to time?

18 A. Yes, that was my understanding.

19 Q. Right.

20 Can we then turn to the subject of fire safety

21 letters for new tenants.

22 {TMO00865991}, please. This is a letter dated

23 September 2016 signed by you:

24 "Dear Resident,

25 "Re: Fire Safety in your home."

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1 This looks like a standard form fire safety letter

2 for new tenants. Is that correct?

3 A. It is, yeah.

4 Q. Were residents told that they could ask for that letter

5 to be translated into another language?

6 A. Not directly as part of this letter, but, as I say, it

7 went into an induction pack which was provided by my

8 colleague, the voids officer. So there could have been

9 any number of things. If there was a reason to

10 translate, they potentially could have asked for all of

11 it.

12 Q. Right.

13 Now, we can see that there is no reference in this

14 letter to personal emergency evacuation plans. This is

15 September 2016.

16 A. Yeah.

17 Q. At a time when the vulnerable policy is being discussed.

18 Are you able to say why there is nothing in here about

19 PEEPs?

20 A. I'm not. What I would just reiterate is this was — my

21 colleague would meet on site with the individual and

22 talk them through the items in the induction pack, and

23 would come away with a view of whether — and, you know,

24 whether they had any support or required any support or

25 if there were any vulnerability issues. So they were

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1 quite well placed to come back with relevant information

2 if we needed to take further action.

3 And I think I didn't want to make it overly long.

4 When you're a new tenant and you're hit with a whole

5 pile of information, I wanted to make sure that they

6 would read it and digest it.

7 Q. It wouldn't make it overly long if you added an extra

8 part at the end saying, "If you have any disabilities or

9 vulnerabilities, please let your neighbourhood officer

10 or housing manager know".

11 A. No, indeed.

12 Q. No, but it didn't.

13 Now, is it right that Moira MacDonald was supposed

14 to distribute these letters?

15 A. Yes, most of the time, she was the voids officer,

16 I believe, so yes.

17 Q. How did you know whether she did provide that letter to

18 new tenants? Was there a system?

19 A. There wasn't a system. I would speak to her on

20 a regular basis just to confirm that she was still doing

21 it. Sometimes she would show me that it was in the

22 pack, where she pre-prepared packs, and also I would ask

23 her if she needed additional copies of the home

24 fire safety leaflet which we got from the operational

25 teams at the Fire Brigade and they would often bring to

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1 our liaison meetings.
 2 Q. You also referred to regular articles on fire safety in
 3 Link magazine and the home ownership newsletter.
 4 A. Yeah.
 5 Q. How often or regularly did fire safety articles feature
 6 in those magazines?
 7 A. I don't know, actually.
 8 Q. Was there a programme of fire safety advice to be
 9 distributed in the newsletters or were they —
 10 A. It was probably more ad hoc than it should have been.
 11 Q. When you say ad hoc, do you mean responsive to
 12 a particular —
 13 A. Not necessarily responsive, just sometimes I would
 14 think, "Oh, I haven't put anything in for a while,
 15 I'll" — and in terms of the home ownership news, it was
 16 produced by the home ownership team and their sort of
 17 kind of assistant director would contact me on a regular
 18 basis to say, "I'm producing another one, is there
 19 anything that you want me to include?" And so sometimes
 20 it might be gas safety, sometimes it would be fire
 21 safety, sometimes it would be relating to flat entrance
 22 doors. There were kind of different things that we
 23 would put in.
 24 Q. Do you know why the fire safety advice was disseminated
 25 through these publications rather than in a dedicated

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1 circular, a leaflet, say?
 2 A. No reason. These things were, I suppose, already in
 3 existence, and to go back to the kind of original advice
 4 I'd been given by the comms team that it was — they had
 5 found it to be more well received and that residents —
 6 the impression or the research that they'd done
 7 indicated that residents preferred the information in
 8 the way that it was provided.
 9 Q. Right.
 10 A. And sometimes I think the concern was if you send
 11 somebody a bespoke letter about one particular issue, it
 12 might not actually get opened, whereas if it's in
 13 a magazine — I don't know, I can't really comment, I'm
 14 not a comms person, I was just — that was what I was
 15 told.
 16 Q. The reason I ask is because the LGA guidance, which you
 17 were familiar with, referred to campaigns of leafleting
 18 and other initiatives in order to keep the fire safety
 19 message fresh. You will recall that; yes? It's
 20 paragraph 77 —
 21 A. Yeah, and sometimes we have distributed Fire Brigade
 22 leaflets through all the high-rise, and we would have
 23 done — occasionally done things like that, so there
 24 were different initiatives.
 25 Q. So you did do that, did you?

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1 A. We did. We didn't do it regularly, but we had done it,
 2 and I actually recall at the time just before we
 3 appointed Salvus, I think we did all of the high-rise
 4 blocks with Fire Brigade leaflets, and we would have
 5 done it periodically.
 6 Q. Did all leaseholders receive homeowner newsletters and
 7 tenants Link magazine?
 8 A. Yes. There were several who wished not to receive
 9 the Link magazine, several leaseholders particularly,
 10 and they were omitted from the circulation because that
 11 was their choice, but yes.
 12 Q. Now, the Link magazine, at least, was published in
 13 English, wasn't it?
 14 A. Yes.
 15 Q. But there was a flyer at the end, wasn't there, saying
 16 that residents could request a translation?
 17 A. That's my understanding, yes.
 18 MR MILLETT: Let's just look at an example of that.
 19 {TMO00873549}.
 20 Mr Chairman, we'll look at this and then I would ask
 21 for the break.
 22 SIR MARTIN MOORE-BICK: Yes, very well.
 23 A. Okay.
 24 MR MILLETT: This is Link, which wishes all the readers
 25 a merry Christmas, for this is the autumn/winter 2015

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1 issue.
 2 If you go to page 40 {TMO00873549/40}, there is
 3 a flyer which says, "Do you want this information in any
 4 other format or language?" Do you see that?
 5 A. Yeah.
 6 Q. Was that the only means by which residents were informed
 7 that they could request a translation of fire safety
 8 advice?
 9 A. I don't know. I don't know if there was anything on the
 10 website.
 11 Q. Right.
 12 A. But in general — for a while we had I think it was
 13 called LanguageLine. There was a sort of active
 14 translation that could be done on the telephone which
 15 all of my neighbourhood colleagues particularly knew
 16 first-hand, so there were — and I recall certainly
 17 having to get procedures translated into Spanish in
 18 various locations.
 19 Q. Right. And you can see that the question and the
 20 invitation in English there are translated into seven
 21 languages.
 22 A. Yeah, I believe there were a core seven languages at the
 23 time that were recognised back in 20 ... I don't know,
 24 I don't know if it was a borough approach or it was just
 25 to do with the quantities of —

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1 Q. Well, I was going to ask you, what if they only spoke
2 Amharic or Telugu or —
3 A. I'm sure they could have requested anything, but these
4 were the core languages that the residents spoke from
5 the assessment that had been done, I believe.
6 Q. Right. What if they didn't speak any of those
7 languages, then what?
8 A. That's the point I'm making, they could request it in
9 any language. We had LanguageLine, we had access to
10 other translation facilities, and they weren't
11 exclusively these, but these were the main languages
12 that our residents spoke.
13 MR MILLETT: Mr Chairman, is that a convenient moment?
14 SIR MARTIN MOORE—BICK: Yes, I think it is, thank you.
15 We will have a short break now, Ms Wray. We will
16 come back at 3.35, please. Again, please don't talk to
17 anyone about your evidence while you're out of the room.
18 All right?
19 THE WITNESS: Thank you.
20 (Pause)
21 SIR MARTIN MOORE—BICK: Right, 3.35, then, please.
22 (3.20 pm)
23 (A short break)
24 (3.35 pm)
25 SIR MARTIN MOORE—BICK: Good. Right, ready to go on again?

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1 THE WITNESS: Yes.
2 SIR MARTIN MOORE—BICK: Thank you very much.
3 When you're ready, Mr Millett.
4 MR MILLETT: Yes, Mr Chairman, thank you.
5 We're going to spend a bit of time still on the
6 subject of fire safety advice.
7 Can I turn to fire safety advice during the
8 Grenfell Tower refurbishment next.
9 During the Grenfell Tower refurbishment, who was
10 responsible for providing updates on fire safety for
11 residents?
12 A. I would have seen that as being the project team's
13 responsibility because they knew what was happening in
14 the programme and what the impact of that would be on
15 the residents. So I would have seen that as something
16 that they would provide in their newsletters and keep me
17 apprised.
18 Q. Right. You see, Claire Williams says that she wasn't
19 responsible for providing fire safety advice to
20 residents, only for preparing refurbishment newsletters.
21 Would you agree with that?
22 A. She could have — she could and she did consult me about
23 what the advice — how it would be worded, how it could
24 be included in the newsletter, but she was the person
25 who was communicating with the residents and she had

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1 a vehicle for such.
2 Q. That doesn't quite answer my question.
3 Of the two of you, Claire Williams and you, who was
4 responsible, who was answerable, for providing updates
5 on fire safety advice to residents of Grenfell Tower?
6 A. Well, I suppose it must have been both of us, because
7 I couldn't have provided information unless I knew what
8 was happening in the project and the impact of that upon
9 the building and the residents, and she knew what was
10 happening and could advise me, and therefore — so it
11 was probably a joint initiative.
12 Q. Right. I'm not sure she saw it that way, you see. She
13 told us that it was for the health and safety team to
14 ensure that residents received fire safety advice. The
15 reference for that was {Day121/19–20}. Do you agree
16 with that?
17 A. In the normal scheme of things, it would be the health
18 and safety team who provided that information, but
19 without having input from the design — from the project
20 team, we wouldn't have been necessarily able to provide
21 up-to-date information. So that's my — the point I'm
22 trying to make is that we couldn't have done it in
23 isolation the way we normally would without significant
24 input.
25 Q. Was there therefore any plan, any strategy, to provide

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1 fire safety advice to residents while work was
2 continuing?
3 A. I don't know if there was a strategy. It was something
4 that we discussed periodically. Claire, as you probably
5 appreciate, we invited her to come to our regular
6 Fire Brigade liaison meetings, so we were actively
7 looking at kind of fire safety issues in relation to the
8 project, and as and when she was doing newsletters, to
9 incorporate that information, she would get my input.
10 Q. Now, from a review of the Grenfell Tower refurbishment
11 newsletters, which were distributed between
12 September 2013 and May 2016, really the period of the
13 refurb, we can only find two which refer to fire safety
14 advice: one in July 2014, the July 2014 newsletter, and
15 the May 2016 newsletter.
16 Did you know that those were the only occasions on
17 which fire safety advice was given to residents of
18 Grenfell Tower during the refurbishment?
19 A. No, I didn't, but I was under the impression that there
20 was also some information on notice boards and there was
21 other means of providing information as part of the
22 project.
23 Q. Let's look at the first newsletter.
24 This is what she says in her statement about it,
25 {TMO00840364/38}. This is Claire Williams' first

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1 witness statement. Paragraph 210, she refers to the
 2 stay—put advice there, and she says that:
 3 "The entry in the Newsletter was in part prompted by
 4 emails sent by Eddie Daffarn noting that he believed
 5 Rydon's site compound was taking up the Grenfell
 6 designated evacuation meeting point. The entry was to
 7 reinforce the fire safety strategy and the instructions
 8 and guidance of LFB that all occupants, except those
 9 occupying the flat where the fire was, should remain in
 10 the flat rather than evacuate to a meeting point."
 11 She goes on to refer to an email exchange between
 12 and you Ben Dewis on the previous page, if we go back to
 13 that, page 37 {TMO00840364/37}, paragraph 209, where she
 14 says:
 15 "That position was relayed to me by Janice Wray
 16 following her exchanges of correspondence with Ben Dewis
 17 of LFB on 8 and 9 July 2014 ..."
 18 If we go to that, it's {TMO10006875/2}.
 19 You can see in the third email down from the top on
 20 page 2, Ben Dewis writes to you and says:
 21 "Dear Janice,
 22 "I received this email below from an Edward Daffarn
 23 who you may be aware of who lives at Grenfell Tower."
 24 Then he goes on to say at the bottom:
 25 "The contractor has contacted the local station to

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1 inform them of changes to access points and riser
 2 access. The local station are making arrangements to
 3 carryout a familiarisation visit for local crews.
 4 Unfortunately, it would appear the same courtesy has not
 5 been given to the residents to update them on their
 6 Emergency Procedures. Could I ask what the measures
 7 being taken in regard to Fire Safety at the premises are
 8 during the refurbishment works."
 9 Now, we can see that this is then forwarded by you
 10 to Claire Williams, if you go to page 1 {TMO10006875/1},
 11 at the bottom. Do you see that?
 12 A. Yes.
 13 Q. And you ask, second line in the first paragraph:
 14 "Do we need to write to residents on the issue of
 15 fire safety during the works?"
 16 Do you see that?
 17 A. Yes.
 18 Q. "We could put something together to reassure them that
 19 there is still a stay put strategy and reiterating the
 20 procedures they should follow, works in hand to enhance
 21 fire safety in the longer term etc.? Perhaps this has
 22 already been done?
 23 "I need to respond to this man and would like to be
 24 able to emphasise what we have already done (meetings,
 25 letters etc.)"

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1 Why were you not aware of what fire safety
 2 information had been provided to residents to date?
 3 A. Because I wasn't part of the project team and I had at
 4 that stage assumed that it was something that the
 5 project team had in hand.
 6 Q. Right.
 7 A. And so I didn't have that information, which is why I'm
 8 questioning her and assuming that that's already been
 9 put in place.
 10 Q. Now, you suggest putting together information to
 11 reassure residents, and then in the last line you say
 12 you want to "emphasise what we have already done". Is
 13 it that you didn't want to admit that nothing had been
 14 put in place?
 15 A. Just to reiterate, my answer to your last question is
 16 that I didn't know what the project team had done and so
 17 I wanted to be clear what that was, and if there were
 18 gaps then clearly we needed to plug them, but I didn't
 19 know, I wasn't part of that team.
 20 Q. Right. Why didn't you just ask Claire Williams, "Well,
 21 what has been done?"
 22 A. Well, I think that's just my long-handed way of saying
 23 that.
 24 Q. I see.
 25 If we then go, please, to {TMO10007353/5–6}. Let's

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1 look together at the foot of page 5 and over to page 6
 2 in this email run.
 3 We can see that you write to Ben Dewis, same day.
 4 It's a different email chain, but this is part of the
 5 same correspondence. You say:
 6 "Hi Ben
 7 "Thank you for your e-mail. I have spoken to my
 8 colleague, Claire Williams, Project Manager for the work
 9 at Grenfell Tower and we would advise as follows ..."
 10 Then you go on to explain some background, and you
 11 set out a number of measures that you're taking on the
 12 fire safety strategy.
 13 In the second bullet at the top of page 6
 14 {TMO10007353/6}, you say this:
 15 "A Newsletter is being sent to all Grenfell
 16 Residents on a regular basis with updates on the works
 17 and I can confirm that the July Newsletter — which is
 18 currently being drafted — includes confirmation of the
 19 blocks Stay Put fire evacuation strategy, what this
 20 means for the residents and the intention to maintain
 21 this for the duration of the work."
 22 You don't say there that that step was being taken
 23 in response to his email, do you?
 24 A. No, I don't.
 25 Q. But it was, wasn't it?

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1 A. Well, that's the first time I became aware that the
2 project team hadn't already been writing to residents to
3 confirm their fire safety procedures. Sorry, that's —
4 Q. Yes.
5 A. At that point, I didn't know, so you're absolutely
6 right, but I didn't —
7 Q. Why didn't you tell Mr Dewis that you had not at that
8 stage so far provided any fire safety advice before
9 being prompted by his email?
10 A. I don't know. I don't know whether there were ... there
11 was already information on the noticeboard or — I don't
12 know. Most of the information I had to glean from
13 Claire and then advise Ben.
14 Q. Right.
15 Now, the next newsletter with fire safety advice was
16 May 2016. That's at {JRP00000028}, please. That's
17 page 1.
18 If you go to page 4 {JRP00000028/4}, you can see the
19 fire safety advice in the second arrow, "The 'stay put'
20 fire policy", and you can see what's said there.
21 I won't read it all out to you. That's how it appears.
22 If we look at the email exchange between you and
23 Claire Williams on this subject, this is at
24 {TMO00860222}. This is an email from Claire Williams to
25 you of 29 April 2016:

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1 "Janice
2 "Yesterday's demonstration went well apparently ..."
3 Then in point 2:
4 "They asked how we publicised our stay put policy.
5 I attach the relevant newsletter, and I will put this in
6 the May 2016 one again."
7 Now, you can see from the attachments at the top of
8 that page that the relevant newsletter was the one from
9 July 2014; yes?
10 A. Yes.
11 Q. Although it doesn't say 2014, take it from me that it
12 is. It says "July v9.pdf".
13 It looks from this email, do you agree with me, that
14 the fire safety advice was only provided to residents
15 during the refurbishment on the request of the London
16 Fire Brigade? In other words, after a prompt.
17 A. It looks that way, yes.
18 MR MILLETT: Do you know why the TMO didn't have —
19 SIR MARTIN MOORE-BICK: Mr Millett, just help me a bit. I'm
20 a bit puzzled, because nothing had changed, had it? Why
21 was it —
22 A. No, it hadn't.
23 SIR MARTIN MOORE-BICK: Sorry, just a minute.
24 Is it being suggested that something had changed
25 during the course of the refurbishment to render the

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1 previous fire advice redundant?
2 MR MILLETT: No, I'm not suggesting that at all, I'm simply
3 seeking to probe whether or not — well, I think I have
4 the answer, that the publication of the fire safety
5 advice, so far as you see it in the two newsletters, was
6 prompted by requests or suggestions from the LFB.
7 SIR MARTIN MOORE-BICK: It was only a reiteration of what
8 had always been —
9 MR MILLETT: Yes, there is nothing that changes in the
10 advice itself.
11 SIR MARTIN MOORE-BICK: No.
12 MR MILLETT: My question then is: why did the TMO not have
13 a proactive plan to inform residents about fire safety
14 during the refurbishment, rather than being prompted by
15 the LFB to do it?
16 A. I can't give you the answer to that. Just would
17 reiterate that my understanding was that there was
18 information in the noticeboards throughout the whole
19 period of the refurbishment, so it was on hand. People
20 have had information in the newsletter. There are
21 resident liaison officers and people on site who could
22 be — or people can ring me or ... there are lots of
23 opportunities to ask questions. But it hadn't changed,
24 it was the same, so I can't — sorry, I can't give you
25 a satisfactory explanation.

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1 Q. I want to turn now to the topic of fire action notices
2 in TMO properties.
3 A. Yeah.
4 Q. Can we go back, please, to {CST00002701}. This is the
5 second letter of 27 September 2010, following the
6 24 September 2010 meeting. We looked at this earlier.
7 You can see the title, "Fire safety signage in
8 residential buildings", and then you can see in the
9 first paragraph he says:
10 "During our meeting on Friday 24th September 2010 at
11 The Hub ... you asked me to comment on the issue of
12 'fire safety signage' for residential buildings under
13 the control of the [TMO] ..."
14 And he goes on to say:
15 "There are four different varieties of fire safety
16 signage that you may encounter in a building these
17 being ..."
18 And he sets them out.
19 Do you remember why you asked Mr Stokes for that
20 advice?
21 A. I think I was probably just seeking clarification of
22 what was required. I don't know whether I felt I'd been
23 getting conflicting information, either from different
24 guides or perhaps from different views from different
25 fire officers, I'm not sure. I was clearly — I believe

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1 I was seeking clarification .
 2 Q. Well, we'll look at the letter in a little bit more
 3 detail in a moment, but I may be able to help you with
 4 your recollection .
 5 Can we go back to the Salvus document of
 6 22 September 2009 at {SAL00000013/10}. This is the fire
 7 risk assessment for fire safety policy and procedures,
 8 and it's 22 September 2009.
 9 Look, please, at paragraph 7.2. They have
 10 identified as a hazard:
 11 "Lack of/inadequate information and instruction to
 12 tenants and contractors."
 13 And in italics, under the "Existing control measures
 14 in place", you will see it says:
 15 "Fire action notices are not displayed in properties
 16 where there is no fire alarm system, and it is reported
 17 that tenants are not provided with specific individual
 18 emergency plans based upon [their] own building layout."
 19 If you look at page 17 {SAL00000013/17}, "Action",
 20 this is in the action part, the action plan,
 21 correspondingly with 7.2, you can see it says:
 22 "It is recommended that fire action notices should
 23 be displayed in all TMO managed properties setting out
 24 the fire action procedure for the specific property as
 25 per LACoRS guidance."

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1 Do you see that?
 2 A. I do, yeah.
 3 Q. That's 7.1(sic).
 4 Do you remember that recommendation? Do you
 5 remember the hazard and the recommendation that went
 6 with it?
 7 A. No, not especially, actually.
 8 Q. Was it your understanding that the fire action procedure
 9 was to tell residents what action is to be taken in the
 10 event of a fire?
 11 A. Well, yeah, advise them, yeah.
 12 Q. As opposed to exit signs and matters of that nature?
 13 A. Sorry, fire — apologies, could you repeat that?
 14 Q. Yes. Was it your understanding that the fire action
 15 procedure which should be set out in accordance with the
 16 action required was a document which told residents what
 17 they should do in the event of a fire?
 18 A. Fire action procedure to my mind is the same as a fire
 19 action notice, where you're setting out the procedure
 20 people would be expected to follow in the event of
 21 a fire.
 22 Q. Yes, I think we're saying the same thing.
 23 A. I think we are.
 24 Q. The notice sets out the procedure; yes?
 25 A. Yes.

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1 Q. And the procedure is to tell people what they do, step
 2 by step, if there is a fire?
 3 A. Indeed.
 4 Q. Yes.
 5 My question is: having shown you the defect, hazard,
 6 and the action plan in September 2009 as identified by
 7 Salvus, was it that which caused you to ask for
 8 Carl Stokes' advice exactly a year later in your meeting
 9 of 24 September 2010?
 10 A. It may have been, because LACORS was largely concerned
 11 with sort of HMO—type properties, and I can understand
 12 in HMO—type properties it's really crucial to have fire
 13 action notices displayed because of the shared parts and
 14 potentially the elevated risk, whereas we're talking
 15 about purpose—built, self—contained premises, and I was
 16 maybe just seeking reassurance that that was what we
 17 were required to do.
 18 Q. Right. Did you read that as limited to HMO premises, in
 19 other words I think it's housing in multiple occupation,
 20 or did you read it as applicable to all TMO—managed
 21 property, as it says?
 22 A. It says all TMO—managed property. My point was that my
 23 interpretation of LACORS is that it was very much
 24 focused on HMO—type properties and not necessarily the
 25 properties that we were managing.

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1 Q. Right.
 2 Before we get back to September 2010, there was some
 3 earlier history, I think.
 4 If we go, please, to {RBK00052572}, this is the
 5 minute of the progress meeting that you attended with
 6 Salvus and Ann Muchmore of RBKC on 26 January 2010. We
 7 looked at that a number of times now.
 8 If we go down to paragraph 2.4, you can see in the
 9 second line it says:
 10 "There was then a lengthy discussion about the
 11 desirability of having a notice in the main entrance of
 12 each block to document the emergency procedure in
 13 relation to that specific block. This would have the
 14 advantage of being accessible to all — residents,
 15 visitors, contractors and staff — however, it would
 16 obviously only be available in one language, unless
 17 diagrams were used instead. Therefore, JW felt that
 18 this should be done in addition to sending a letter to
 19 the residents (which could be offered in the core
 20 languages). Clearly this notice would need some
 21 consideration ..."
 22 Now, the action list there, as you can see at the
 23 bottom, was for you to email a draft letter to Salvus
 24 for a comment; yes?
 25 A. Yes.

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1 Q. And also to raise with area review boards:
 2 "RT asked JW to raise with the TMO Executive Team &
 3 possibly raise with Area Review Boards."
 4 So there were two actions there; yes?
 5 A. Yes.
 6 Q. What was the area review board?
 7 A. The area — so I think we had — I think we divided the
 8 stock up into eight sort of geographical patches, eight
 9 areas, and in each area the residents' associations got
 10 together and had a pot of money each year that they
 11 could spend on works that they wanted to do. I don't
 12 think it was a huge amount of money, but sometimes it
 13 might be landscaping, you know, those kinds of issues.
 14 If they had particular local priorities that couldn't be
 15 funded in other ways, that was one way, so they were
 16 being consulted about what their preferences would be in
 17 terms of spending the money.
 18 They probably — I think they were consulted about
 19 all sorts of policy and strategy and they met regularly,
 20 but that's what I do remember, that they did have some
 21 budgetary control.
 22 Q. Do you remember whether there was a conclusion that the
 23 signs should be diagrams or one language?
 24 A. No, I don't.
 25 Q. Was the intention to put these notices up in all

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1 residential blocks in the TMO stock?
 2 A. The discussion was obviously here about a notice by the
 3 entrance point, and I think there was still some degree
 4 of pondering about whether that was actually going to be
 5 helpful or useful, and I'm wondering if there was going
 6 to be some consultation with the residents via the area
 7 review boards about whether that would work for them or
 8 whether they wanted to propose an alternative. I'm
 9 sort of speculating, but that seems to be what it's
 10 saying.
 11 Q. Do you remember whether this question was raised with
 12 the area review boards at all?
 13 A. I wouldn't have attended their meetings, so I'm not
 14 really clear.
 15 Q. What about the TMO executive team, was that question
 16 raised with them?
 17 A. Sorry, I don't know at this stage.
 18 Q. Right. Did you draft a letter to Salvus for comment?
 19 A. No, because as we spoke about earlier, the steer that
 20 I was given from my line manager and our comms people
 21 were not to do a letter but to do an article in the Link
 22 magazine, and I discussed that with Salvus and they
 23 seemed to think that that was of equivalent status.
 24 Q. Right.
 25 Now, in May 2010 there was an operations committee

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1 meeting. Let's look at the minutes for that,
 2 {TMO10037437/89}.
 3 We'd better look at page 88 {TMO10037437/88},
 4 in fact, first, to see that you were there. Do you see
 5 that?
 6 A. Yeah.
 7 Q. On page 89 {TMO10037437/89}, agenda item 5, you can see
 8 that there is a report on fire risk assessments there.
 9 Do you see that?
 10 A. Yeah.
 11 Q. And it goes on to say in the third paragraph down:
 12 "It was agreed that fire instructions would be
 13 provided for each block. Further details on how this
 14 would be done in conjunction with other work arising
 15 from the assessments would be brought to the next
 16 meeting."
 17 Is that a reference to fire action notices there?
 18 A. I think it must be —
 19 Q. Do you remember whether anything was done at that time
 20 or thereafter or at all in 2010, but before your
 21 discussion with Carl Stokes on 24 September 2010, about
 22 fire action notices?
 23 A. I don't recall.
 24 Q. Now, we've seen from the letter that on 24 September you
 25 asked Carl Stokes to provide advice on fire safety

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1 signage.
 2 A. Yes.
 3 Q. Let's go back to the 27 September letter, the second one
 4 of that date, {CST00002701}. Do you remember receiving
 5 the letter?
 6 A. Not especially, but I clearly did.
 7 Q. You clearly did.
 8 If we go to page 6 {CST00002701/6}, you can see the
 9 beginning of his conclusions at the foot of that page,
 10 and you have "Exit signs" there, you see.
 11 A. Mm—hm.
 12 Q. If you go over to page 7 {CST00002701/7}, he
 13 particularly deals there with fire notices. Do you see?
 14 A. Yes.
 15 Q. Then he says at the end there, and I've read this
 16 passage to you already:
 17 "I therefore concur that as TMO supplies information
 18 to the residents in a variety of different ways,
 19 newsletters, residents meetings and articles in the Link
 20 magazine etc fire action notices are not required to be
 21 displayed in the residential buildings."
 22 Did you follow that advice?
 23 A. I believe that I did, but I think that what confirmed it
 24 was obviously the publication of the LGA guide, which
 25 also indicated that fire action notices in buildings of

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1 a relatively straightforward layout didn't have to be on
2 display. So that sort of confirmed in my mind that what
3 he had sort of indicated was appropriate for those
4 blocks.

5 Q. Was the result of this that you therefore did not take
6 steps to ensure that fire action notices were displayed
7 in the TMO's residential buildings?

8 A. Not at that time — well, not all of them. Obviously,
9 where there were shared facilities and specialised
10 housing and temporary accommodation, whatever, they
11 were —

12 Q. All right, but general needs housing?

13 A. General needs, purpose—built, no, I don't believe we did
14 at that stage until quite a bit later.

15 Q. Did you explain that to the TMO executive team or the
16 TMO operations committee?

17 A. I don't know that I did, but I'm pretty sure I would
18 have explained it to my line manager, and if she needed
19 me to explain it to them or include it in a report then
20 clearly I would have done.

21 Q. Right.

22 Did you ever get formal sign—off from either the TMO
23 executive team or the operations committee or the board
24 or RBKC not to have fire action notices displayed in the
25 purpose—built blocks within the TMO stock?

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1 A. I didn't get formal sign—off, no.

2 Q. Did you tell the LFB that you had been advised that you
3 did not need to put up fire action notices and weren't
4 going to as a result?

5 A. I didn't, but any discussions I ever had with the LFB,
6 they were mostly pretty low key about fire action
7 notices until the Adair fire, and they weren't being
8 requested in deficiency notices or anything. So I don't
9 think it was — my impression was it wasn't something
10 they felt strongly about.

11 Q. Now, you said a moment ago in your evidence that —
12 correct me if I'm wrong and I've misunderstood it — you
13 were, in not putting up action notices, following the
14 LGA guide.

15 A. I know the LGA guide didn't come in until the following
16 July. What I'm saying is my impression was that when
17 the LGA guide was finalised, it sort of — it was in
18 keeping with the advice that Carl had provided.

19 Q. Right. Does that tell us that when it came out, you
20 went to the LGA guide and checked it and discovered, so
21 you thought, that it was consistent with the advice that
22 Carl Stokes had given you previously?

23 A. Well, I would have went through the LGA guide when it
24 was published and looked at all the aspects of it, and
25 that was something that stayed with me.

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1 Q. Right. Let's just look at it. {HOM00045964/116},
2 please.

3 If we look together at paragraph 77.4, it says:
4 "General advice to give to residents on domestic
5 fire safety and preventing fires in the home is
6 available from ..."

7 And then there is a weblink:
8 "'Protect yourself in your rented home', which is
9 guidance on electrical safety, is also available, in
10 both printed and online form, from the Electrical Safety
11 Council.

12 "It is important that the needs of non—English
13 speaking residents are taken into account. Fire safety
14 information in a number of alternative languages is
15 available to download ..."

16 Then:
17 "Appendix 4 to this guide also contains suitable
18 content for basic advice to include when communicating
19 with residents. Basic fire action notices are usually
20 the simplest means of conveying to residents the actions
21 they should take in the event of a fire."

22 Then if you go to page 118 {HOM00045964/118},
23 paragraph 79.1, "Preparing for emergencies", I think
24 we've looked at this before today, but it says, again:
25 "It is a requirement of the FSO that there should be

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1 a suitable emergency plan for the premises. Rarely, in
2 purpose—built blocks of flats, will it be necessary to
3 have a more elaborate emergency plan than a simple fire
4 action notice (see Appendix 5 for examples). Nor will
5 it be universally necessary to display such notices.
6 Indeed, it is more common not to display notices, but to
7 convey this information to tenants in other ways (eg
8 through residents' handbooks and so forth)."

9 Now, first, when this guidance came out, did you
10 seek any further advice from Carl Stokes about whether
11 or not fire action notices should be put up by the TMO
12 in its purpose—built blocks of flats?

13 A. I don't recall doing so.

14 Q. I've read you two parts of this guidance. Which part
15 did you think you were relying on as consistent with
16 Carl Stokes' previous advice that you did not need fire
17 action notices?

18 A. "Nor will it be universally necessary to display such
19 notices", in fairly simple layout blocks of flats.

20 Q. Right. Yes.

21 Did you go back to Carl Stokes and ask him, given
22 the way in which that is phrased, in which blocks he
23 thought, in his professional opinion, it was necessary
24 to display such notices and in which blocks it was not?

25 A. I didn't ask him that specifically, but he was

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1 undertaking fire risk assessments and I was getting
 2 information on a block-by-block basis, so I therefore
 3 expected to receive it as a significant findings action
 4 plan in the blocks where they weren't displayed where
 5 they were required.
 6 Q. Did you ever get any advice in relation to any
 7 particular block that, for that block, a fire action
 8 notice should be displayed?
 9 A. As I said, specialised housing guides, where we have
 10 communal lounges and suchlike, we may have had some
 11 temporary accommodation with similar — in fact, there
 12 was at least one, so — and any assessments he did on
 13 any of the workplaces. So — but not purpose-built —
 14 Q. No.
 15 A. — that I can recall, no.
 16 Q. Does that tell you that Carl Stokes was not about, his
 17 task did not include, specifically identifying general
 18 needs housing in purpose-built blocks and picking those
 19 which did and those which did not need fire action
 20 notices? In other words, he wasn't doing the exercise
 21 of bringing his judgement to bear to decide where they
 22 were required and where they weren't?
 23 A. I believe that he was. It was his view that they
 24 largely weren't required in the properties we discussed.
 25 I believe he did have a view on it. I'm sure that he

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1 was as aware of this and all the other guidance as —
 2 Q. Did you ever have a discussion with him about him going
 3 around those blocks and asking himself where they were
 4 and weren't needed?
 5 A. I very well may have done, but I certainly would have
 6 expected that to be part of his fire risk assessment
 7 approach, that when he's in a building, that's one of
 8 the things he considers. I'm fairly sure that's
 9 something that I would expect to be done under PAS 79.
 10 Q. You can't tell, though, can you, from the face of any of
 11 his FRAs that we've seen, whether he actively did
 12 consider whether or not for that building a fire action
 13 notice should be needed or not?
 14 A. He hasn't made it explicit that he's considered it, no,
 15 you're right.
 16 Q. No, and therefore you don't know whether he has brought
 17 his mind to bear and discounted it in each case or
 18 simply not thought about it?
 19 A. I don't think I can answer that, no.
 20 Q. No. You can't answer it because you didn't think about
 21 it either? You didn't ask the question of yourself that
 22 I've just asked you?
 23 A. Well, I did think about it. I did think about it, and
 24 we have a specialist consultant in fire. I'm reading
 25 the guidance and I've got my interpretation which

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1 I think applies overwhelmingly to our purpose—built
 2 blocks. I realise that we've got other blocks with
 3 other risks, and I'm aware that they need to have action
 4 notices, and he's recommending those as well. So
 5 I don't think that's entirely fair.
 6 Q. Let me try my question a slightly different way.
 7 Did you ever ask yourself the question, "I wonder
 8 whether Carl has really thought about this, has he
 9 actually thought about whether this block needs a fire
 10 action notice"? Or did you ask yourself the question,
 11 "Has he discounted it completely for all blocks and
 12 applied a one size fits all to them all?" Did you ever
 13 wonder about that?
 14 A. I may have done, but just, again, since overwhelmingly
 15 we were talking about purpose-built blocks of flats with
 16 no kind of shared facilities and a relatively
 17 straightforward layout, then if he was applying it one
 18 size fits all, then that was the size that fitted that
 19 kind of block.
 20 Q. Can we go to {RBK00029298}, please. This is
 21 an enforcement notice dated 23 December 2015 for
 22 Adair Tower.
 23 A. It is.
 24 Q. I know you're familiar with this document.
 25 Can we go to page 6 of it {RBK00029298/6}, please,

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1 where we see, among other issues, in the second box,
 2 Article 14, the LFB concluded in the second row in the
 3 table that:
 4 "1) There was no directional signage to indicate
 5 which staircase was to be used in the event of
 6 emergency."
 7 In the next row below that, under Article 15(1):
 8 "It was found that Emergency Instructions for
 9 actions to be taken in the event of fire are not
 10 displayed within the common parts of the premises for
 11 visitors and other relevant persons."
 12 Now, you received that on 23 December 2015. I take
 13 it that it made its way into your hands pretty quickly?
 14 A. Actually, we didn't get it until 6 January. I don't
 15 really know the vagaries of the postal system or the
 16 email system, but when it arrived, it got to me quickly.
 17 Q. Yes, and we've seen some evidence which Laura Johnson
 18 and we discussed about that.
 19 But let's look then at the next LFB meeting. This
 20 is {RBK00013997}. This is the note of the bi-monthly
 21 meeting with the LFB, 5 January 2016 at 10 am. We can
 22 see that you're there, together with Claire Williams and
 23 three from the LFB, including Rebecca Burton.
 24 A. Yes.
 25 Q. If we go to item 3, agenda item 3 at the foot of the

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1 page, "Adair Tower — Enforcement Notice":
 2 "Janice confirmed receipt of Rebecca's e-mail
 3 attaching this Enforcement Notice."
 4 So you had it by the 5th?
 5 A. Electronic copy on the 4th, apparently.
 6 Q. Yes, so that sets that date there.
 7 If you go to page 2 {RBK00013997/2}, you can see
 8 that it's minuted, first main paragraph — do you see?
 9 A. Yes.
 10 Q. "Janice asked what arrangements the LFB required for
 11 monitoring progress."
 12 Then again, under that:
 13 "Janice asked for confirmation that this Notice
 14 refers exclusively to this block and that the TMO is not
 15 required to apply this to the rest of the blocks.
 16 Rebecca agreed that this does relate directly to Adair
 17 Tower, however, the LFB could expect that standards
 18 required in one block are also required in other
 19 block[s]."
 20 A. Yeah.
 21 Q. Then:
 22 "Janice sought clarification on some of items [sic]
 23 on the Schedule ..."
 24 Then if you look at the third bullet point down:
 25 "Article 9(1) & 15(1) — requirement for Fire Action

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1 Notices. Janice advised that the TMO have not installed
 2 these notices previously as the buildings are not
 3 complex, they are subject to frequent use, there is
 4 a stay put fire strategy etc. Further to earlier
 5 discussion are the TMO now expected to place a notice in
 6 every block? Rebecca did not consider this to be
 7 priority. Janice queried whether there was a specific
 8 wording that the LFB wanted us to use for this notice."
 9 A. Yeah.
 10 Q. Do you agree that you were aware by this time that the
 11 fire action notices would need to be installed in all
 12 other high-rise blocks in the TMO stock, at least
 13 according to the LFB?
 14 A. Yeah, that's what I was trying to clarify.
 15 Q. Yes.
 16 A. Because at no point previously had they requested them
 17 in any of their audits or any of the visits or any of
 18 our dialogue with the Brigade, so this was the first
 19 time, and as you know, we were in receipt of
 20 a deficiency notice, which was within two weeks or so
 21 before the fire, which actually didn't request them then
 22 either. So I was just trying to be absolutely clear
 23 what standard we're needing to meet.
 24 Q. Do you accept that at least at this point, even if not
 25 before, you were now aware that you needed to have

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1 a fire action notice in all of your blocks, at least
 2 your purpose—built high-rise blocks?
 3 A. Yes.
 4 Q. Yes.
 5 Now, you can see that Rebecca said she didn't
 6 consider it to be a priority; what did you understand
 7 her to mean by that?
 8 A. That was just her personal view. There were other
 9 things that she would have wanted us to prioritise,
 10 which seemed sensible, but it didn't make it optional
 11 and I didn't interpret it in that way.
 12 Q. Right.
 13 What steps did you take after this meeting to ensure
 14 that fire action notices were installed in all blocks?
 15 A. I would have escalated — I did escalate this and send
 16 a copy to Barbara Matthews, my line manager, which
 17 clearly clarified that the issues that the Fire Brigade
 18 had raised with us in the enforcement notice were
 19 expected to be met elsewhere. So that's ... so
 20 I escalated to executive team level, really.
 21 Q. I want now to turn, then, to the role of RBKC in
 22 fire safety advice.
 23 A. Okay.
 24 Q. Can we start, please, with {TMO00865782/3}.
 25 You can see that here is an email from

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1 Councillor Mason at RBKC to Robert Black of
 2 14 April 2016, subject, "Fire Safety Information":
 3 "Dear Robert,
 4 "Fire Safety Information to residents."
 5 Just placing it in its chronology, this is
 6 four months after the receipt —
 7 A. Yeah.
 8 Q. — of the enforcement notices for Adair and
 9 Hazlewood Towers.
 10 "At the last meeting of the Cabinet and Corporate
 11 Services Scrutiny Committee, where there was an update
 12 on the Adair Tower Fire, it was noted that fire safety
 13 information is provided to residents on the TMO web
 14 site.
 15 "One Committee Member wondered if this was adequate
 16 given that not all residents would have access to the
 17 internet for various reasons.
 18 "Is this information provided to residents in other
 19 ways?"
 20 Now, you I think got this email because Robert Black
 21 referred you to it, and if we go to page 1
 22 {TMO00865782/1}, we can see that he did so and you
 23 responded on 15 April. Do you see that?
 24 A. Yeah.
 25 Q. "Dear Councillor Mason", and you go on to say:

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1 " ... I can confirm that this is provided in a number
2 of ways."
3 You go on to set out what those are, including home
4 visits , letters , leaflets , Link, home ownership,
5 et cetera.
6 You go on to say:
7 " Specifically , in relation to Adair and Hazlewood
8 Towers we will shortly be installing Fire Action Notices
9 setting out the action to be taken in the event of
10 a fire in the flat and also elsewhere in the building."
11 A. Yes.
12 Q. Then you go on to say, on the next page {TMO00865782/2},
13 where you continue:
14 "Our Fire Risk Assessor regularly posts LFB leaflets
15 through residents' doors as part of his assessment."
16 Now, just first of all , was it the case that you
17 were only putting up fire action notices in Adair and
18 Hazlewood, or was there a more general concerted plan to
19 do so across the borough?
20 A. We needed to have a plan to do so and we acknowledged
21 that, but at that stage I hadn't been given a budget or
22 the go-ahead to proceed with it, so I didn't feel that
23 I could include that in my response to him.
24 Q. Right. So you'd only had the budget and the go-ahead
25 for those two buildings the subject of the enforcement

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1 notice?
2 A. Yes.
3 Q. Even --
4 A. And, to be honest, we were completely focusing on those
5 for obvious reasons, but it had been escalated and it
6 was recognised that we needed to move forward with it,
7 but at that stage I hadn't got the --
8 Q. Well, you were moving forward with it at a glacial pace,
9 weren't you, because this is now four and a half months
10 after the 5 January --
11 A. Well, I'm only telling you the truth, that it had been
12 escalated and I hadn't yet been told I could proceed, so
13 I wasn't in a position to proceed.
14 Q. No, and I'm asking you to accept that, in proceeding,
15 you were doing so at a glacial pace, even in respect of
16 Adair and Hazlewood, four and a half months after the
17 bi-lateral meeting with the LFB on 5 January?
18 A. That's how it was.
19 Q. All right.
20 Now, on the question of the fire risk assessor
21 putting leaflets through residents' doors, did you ask
22 him to do that?
23 A. I can't actually recall if I asked him to do it or he
24 volunteered to do it and just asked me to get him copies
25 of the leaflets , I'm not sure. I know it was --

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1 obviously it wasn't -- he wasn't in a position to be
2 doing that in every block, and my recollection is he
3 possibly targeted maybe the smaller blocks. I don't
4 know why --
5 Q. Why did you ask Carl Stokes to do that rather than the
6 ESAs?
7 A. I don't think I did ask him to do it, I think it was
8 something that he volunteered to do, because generally,
9 you're right, when we were doing that kind of mail-drop,
10 we would either get a private company to do it or we
11 would look for the estate services assistants to do it.
12 Q. Just to identify the leaflet , {CST00017272}. Is that --
13 A. I believe it was the home fire safety leaflet , the one
14 advocating providing information about what was
15 available. Yes.
16 Q. Is that it?
17 A. That's it.
18 Q. That's it.
19 Now, when he was asked if he posted leaflets in
20 flats at Grenfell Tower, what Mr Stokes told us is that
21 he would say no, because there was a dedicated caretaker
22 and it was part of Lancaster West, so the caretakers
23 would have done it or the ESAs would have done it. That
24 was at {Day139/101:9-14}.
25 Did you know that Carl Stokes was not posting

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1 leaflets at Grenfell Tower because there was
2 a caretaker?
3 A. As I say, I don't think it was something that he was
4 doing universally and I wasn't expecting him to be doing
5 it universally , and actually, when I think back, I don't
6 know the detail of which blocks. I thought he tended to
7 focus on the smaller ones that he thought might be
8 inspected less frequently, because our inspection regime
9 with the caretakers was dependent on the size and the
10 complexity of the buildings, so the smaller ones
11 therefore were visited less often. So I think he saw
12 that as being another way of making sure that the
13 residents in those locations had some information.
14 Sorry, that was long.
15 Q. Was there a system whereby you put this leaflet, enough
16 copies into the hands of the caretakers or ESAs or
17 housing managers so as to make sure that every single
18 resident had one of these in their home, rather than
19 relying on Carl Stokes?
20 A. I think that we would have had copies of them at our
21 receptions. I think there may have been times,
22 for example, we spoke earlier about pre-Salvus, we did
23 distribute to all of the high-rise blocks. It was
24 certainly done at that time, in summer 2009.
25 As we know, the Fire Brigade were also undertaking

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1 their own home fire safety visits . When there was
 2 a fire they would do — they would target the flats
 3 around that area. So they had their own initiatives
 4 that we weren't always aware of either, so there were
 5 various ways of doing them.
 6 Q. Can we look at {TMO10045642}. We're still in
 7 April 2016, and this is a fire safety review of the fire
 8 safety strategy that you prepared in that month.
 9 A. Yeah.
 10 Q. There it is. It's paper 6.
 11 A. Yeah.
 12 Q. I'm assuming that it was presented to the TMO health and
 13 safety meeting later that month; is that right? It's
 14 paper 6.
 15 A. Yeah, I presume so.
 16 Q. If we go to page 2 of that document {TMO10045642/2}, you
 17 can see that it notes in the first main bullet point:
 18 "Stay put evacuation strategy — better publicity?"
 19 Why did you consider at this point, April 2016, that
 20 you needed better publicity of your stay—put strategy?
 21 A. This is a discussion document for things that we want to
 22 consider, and it seemed completely valuable to discuss
 23 whether there could be better publicity. I mean, we
 24 were also aware that we've got various means of advising
 25 people. I don't really know how effective they are,

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1 you know, it was up for discussion.
 2 Q. Why was it up for discussion? Why did you think you
 3 needed to minute a discussion of better publicity about
 4 your stay put evacuation strategy?
 5 A. We were reviewing our fire safety strategy, so
 6 inevitably we were looking at comms, and most of our
 7 blocks have evacuation strategies, so that's why it's
 8 there.
 9 Q. What was the problem with the publicity that indicated
 10 that it needed to be better?
 11 A. Well, I'm not suggesting that there was a problem, but
 12 it's a review of something that was written three years
 13 before and, therefore, that's one of the things we
 14 considered, along with a whole heap of others, as you
 15 can see.
 16 Q. Yes. Did you take any steps to make the publicity
 17 better after this meeting, or after April 2016?
 18 A. I can't recall.
 19 Q. If we go to page 3 {TMO10045642/3}, there are some
 20 comments that you can see from committee members.
 21 A. Yes.
 22 Q. "John Borra — need to emphasise/reinforce stay put
 23 strategy at every opportunity."
 24 Do you know why John Borra emphasised the need to
 25 reinforce the stay—put strategy at every opportunity?

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1 A. No.
 2 Q. Was there any discussion about that, do you remember, at
 3 the meeting at which this was presented?
 4 A. No, I've just been emailed these comments and I pasted
 5 them into the document so that everyone at the committee
 6 had access to them.
 7 Q. Right.
 8 A. So, no, not that I recall.
 9 Q. {TMO00840753}. You will see that this is the minute of
 10 the health and safety committee meeting,
 11 13 September 2016. We've seen it before, but now we're
 12 on a different topic. You were there.
 13 Page 5 {TMO00840753/5}, please, agenda item 6,
 14 "Review of Safety Policy and Strategy". You can see
 15 that there.
 16 A. Yes.
 17 Q. We looked at this this morning on the first bullet
 18 point, the policy on vulnerability. Now let's look at
 19 the second bullet point:
 20 "Agreed that we look to start installing Fire Action
 21 Notices throughout the stock. Suggested that we adopt
 22 a risk—based approach, starting with potentially high
 23 risk blocks. It was considered that as LFB included
 24 this in the Enforcement Notices they are likely to start
 25 requiring these on their audits and so wise to be

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1 proactive."
 2 Now, that's a reference, isn't it, to the
 3 Adair Tower enforcement notice?
 4 A. Yes.
 5 Q. Now, this is nine months or so, isn't it, from your
 6 meeting on 5 January 2016 with Rebecca Burton and others
 7 from the LFB about the Adair Tower enforcement notice?
 8 A. Yes.
 9 Q. Yes. Can you tell us why it took nine months to reach
 10 the agreement that fire action notices should be
 11 installed in all stock?
 12 A. No, I can't.
 13 Q. Do you know what caused the delay?
 14 A. No, I don't.
 15 Q. If we go on, then, to {TMO00866348}, this is an email,
 16 if we go to the bottom of page 1, over to page 2, from
 17 Barbara Matthews to you, 13 October 2016.
 18 Top of page 2 {TMO00866348/2}, she says:
 19 "Janice
 20 "I can see that the LFB are not being very helpful
 21 and as you say are beginning to be more forceful about
 22 door closers.
 23 "In relation to the stay—put policy and advising
 24 residents, they have again proposed fire action notices.
 25 As I suggested before I think we should now put in place

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1 a programme to put fire action notices in all blocks as
2 this will only come up again and again. Please could
3 you provide a cost to do this programme."

4 Now, was the TMO being chased by the LFB in
5 October 2016 to install fire action notices?
6 A. I think we had received — I think we'd received a few
7 deficiency notices where this was now being included.
8 It hadn't previously been something that they'd
9 requested. Obviously we sought clarification and they
10 confirmed that they would be requesting it, so now, as
11 and when we got a deficiency notice for a property, it
12 included this particular request.

13 SIR MARTIN MOORE—BICK: Can I just ask: did you ever raise
14 with the LFB the provision in the local government
15 guidance which said that — we looked at it earlier —

16 A. Yes.

17 SIR MARTIN MOORE—BICK: — you don't normally need to put
18 them up?

19 A. I don't know that I did. As I say, they were auditing
20 the blocks and we were sometimes getting deficiency
21 notices and often getting broadly compliant letters, so
22 they knew that it wasn't our policy, so it wasn't
23 something that they raised with us until the Adair fire.
24 I can't say that we had the discussion. We probably
25 did, but I possibly didn't minute it, so I can't be

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1 absolutely clear.

2 SIR MARTIN MOORE—BICK: All right, thank you.

3 MR MILLETT: Yes.

4 Just looking at what Barbara Matthews is telling you
5 here, she says in the second paragraph, second sentence:
6 "As I suggested before I think we should now put in
7 place a programme ..."

8 Why was she having to chase you on that subject?

9 A. I'm not aware that she was chasing me. Once I had
10 a budget and approval, I could go ahead and do, because
11 I'd already got the wording that I wanted, and we
12 probably already had quotes and we knew what we could
13 put in place, we'd identified the high-risk blocks. I'm
14 not aware that she was chasing me.

15 Q. Well, she says, "As I suggested before". Are you saying
16 that she hadn't?

17 A. No, there's a difference in suggesting and actually
18 saying, "Yes, there's a budget, go ahead and do".

19 Q. Right.

20 A. I clearly hadn't had an instruction or I would have gone
21 ahead and done.

22 Q. Can you explain why she is having to repeat the point to
23 you that a programme for fire action notices now needed
24 to be put in place in all blocks?

25 A. No, I can't, but hopefully Barbara can clarify that.

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1 MR MILLETT: Right.

2 Mr Chairman, the clock inches towards 4.30, and I am
3 some way away from finishing the topic.

4 SIR MARTIN MOORE—BICK: Oh, well, is that a reasonably
5 convenient point during this topic?

6 MR MILLETT: Yes.

7 SIR MARTIN MOORE—BICK: Well, perhaps we ought to take the
8 opportunity, should we?

9 MR MILLETT: Yes.

10 SIR MARTIN MOORE—BICK: Yes.

11 MR MILLETT: Just bearing in mind that we will pick up
12 tomorrow morning in November 2016.

13 SIR MARTIN MOORE—BICK: Right.

14 Well, there it is, Ms Wray. We're going to stop now
15 for the day. I'm afraid we have to ask you to come back
16 again tomorrow, but I think you were expecting that.

17 THE WITNESS: I was.

18 SIR MARTIN MOORE—BICK: We will resume at 10 o'clock,
19 tomorrow, please.

20 In the meantime, don't talk to anyone about your
21 evidence while you're out of the room, please. All
22 right?

23 THE WITNESS: Thank you.

24 SIR MARTIN MOORE—BICK: Thank you very much. Would you like
25 to go with the usher.

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1 THE WITNESS: Thank you.

2 (Pause)

3 SIR MARTIN MOORE—BICK: Thank you, Mr Millett.
4 10 o'clock tomorrow, then, please.

5 MR MILLETT: Yes, thank you.

6 SIR MARTIN MOORE—BICK: Thank you.

7 (4.30 pm)

8 (The hearing adjourned until 10 am
9 on Thursday, 10 June 2021)

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