

Corporate Health & Safety Handover Document

**G Mann
(Bi-borough Corporate H&S Manager)**

November/December 2015

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Current Team Members and Roles

(Corporate Health and Safety Role)

To promote an effective, health and safe organisational culture through the development of health and safety management systems, implementing and monitoring policies, strategies, procedures, audits, inspection and the provision of competent professional advice that is compliant with statutory duties and responsibilities.

Officers provide a high standard of advice through their knowledge, competency and skills to ensure all Council operational premises are compliant and to all Council staff in line with statutory obligation and best practice.

It is an essential part of their role to identify non-compliance and ensure that they provide suitable and sufficient advice on how to rectify the issues, whilst providing advice and assistance to achieve this. It is important to remember that the team is not there to do the work for the management teams. This is the responsibility of those we advise and guide.

Paul Neary
(Bi-borough Corporate Safety Officer)
(Lead Borough – ASC – LBHF Tri-borough service)
(Lead Borough – CHS – RBKC Tri-borough service)
(Housing LBHF – Sovereign Service)

Paul looks after both the LBHF/RBKC departments above. Reporting on a quarterly basis to the Senior Management Team (SMT), via a written report and face to face, ensuring that senior management are kept abreast of the key issues within the department affecting business.

Both Departments have health and safety committees and are Tri-borough services. Members of each of the departmental health and safety committees are;

ASC	CHS
Angela Bucknell (Minute Taker)	Francesca Vendramin (Minute Taker)
Viv Whittingham	Safety Advisor Westminster
Anne Donovan-hill	Philip Pringle
Philip Jones	Paul Neary
Stella Baillie (Chair)	Richard House
David Green	Mike Sopp
Michael Hill	Mick Aulsberry
Mick Aulsberry	Mike Hobson
Brian Vallis	Clare Maloney
Malcolm Rose	Phil Dominey
Westminster Safety Advisor	Robert Adams
Paul Neary	David McNamara
Lisa Parkin	Michael Hill
Saidhbhin Nidhubhain	Andre Tagg
Pat Calvin	Sebastian Mazurczak
Roy Mann	Ray Ruane
Philip Jones (WCC) (Optional)	Lucy Nutt
Margaret Greer	
Tim Lothian (Optional)	
Stuart Lines	
Sonya Howard (Optional)	
Philip Jones (LBHF)	
Sarjit Salt (Optional)	
Gwyneth Pond (Optional)	
Cemaliye Mustafa (Optional)	
Kevin Williamson (Optional)	
Sandy Benson	
Patsy Ishmael	
Hayley Nottle (Optional)	

With regards to the LBHF Housing, this is managed by Norman Whyte and Paul monitors their health and safety performance, meeting on a regular basis with Norman.

Contact Details: **Mobile:** [REDACTED]
Email: Paul.Neary@lbhf.gov.uk

Pauls PRP

Future Children's Services meeting dates:

- 21st January 2016 (1300 – 1500) KTH Crofton Room
- 11th July 2016 (1300 – 1500) KTH Crofton Room

Future Adult Social Cares meeting dates:

- 16th December 2015 (1500 – 1700) KTH room TBC

Philip Pringle
(Bi-borough Corporate Safety Officer)
(Children's Services (CHS) – Tri-borough Service – Lead RBKC)
(Projects)
(Planning & Borough Development (RBKC) – Sovereign Service)

Phil is looking after the Children's Services portfolio for RBKC, liaising with Paul Neary. He also looks after the Planning & Borough Development portfolio for RBKC only. With regards to projects he will ensure that he keeps an eye on any up and coming projects, ensuring that he makes himself known to the project manager prior to design stage and follow/monitor the project from start to finish for both RBKC and LBHF.

I would say that Phil needs to focus more on this aspect to ensure that all projects large and small are identified, needing more liaison and communication between all parties such as LINK and Corporate property teams.

Starting from January, Phil will remove himself more from the CHS environment, handing it over in total to Paul Neary and start to focus on the schools, as Richard House who currently looks after the schools portfolio for RBKC will be leaving in March 2016. Phil should continue to look after projects and Planning & Borough Development in the interim and this will need to be reviewed as he takes on the schools work.

It may be necessary for him to pass some aspects of this onto the other members of the team, and assisting as and when required. The projects element has not been the height of focus from Phil, which could improve upon. I would expect that the team will take some of this from him in the future so that he can concentrate on the schools, but there needs to be a more formalised approach, ensuring key projects are identified at the early stages to ensure that the correct monitoring and input from the inception stage is carried out. Documented evidence of monitoring is also an area that needs to be implemented moving forward, showing clear evidence that we do monitor our contracts. The contract managers themselves is also an area of focus, as they need to take more responsibility for the monitoring of health and safety within their areas of remit.

Phil will need to ensure that regular quarterly reports are provided for both schools to the relevant committee moving forward from April 2016 and ensure that quarterly reports are written up for Planning and Borough Development senior management team.

Contact Numbers: Mobile: [REDACTED]
Email: Philip.Pringle@rbkc.gov.uk
Tel: [REDACTED]

Report for CHS and ASC that goes to the Senior Management Teams on a quarterly basis, produced by Paul Neary with input from Phil.

Phil's PRP

Erin Healy
(Bi-borough Corporate Safety Officer)
(Libraries – Tri-borough Service – Lead Westminster)
Corporate and Finance LBHF – bi-borough and sovereign services)
(Housing Management RBKC – sovereign service)

Erin currently looks after the bi-borough portfolio for libraries (LBHF/RBKC), linking with the Westminster health and safety manager, John Doherty. Erin also leads on the corporate and finance departments for LBHF, but tends to work with Annette Noel around the corporate areas, as they overlap with the RBKC areas, so it works better as a team. Erin has recently taken over the RBKC housing from Phil Mann.

Erin attends the tri-borough libraries health and safety committee on behalf of the team and provides a quarterly report for the senior management teams of libraries, housing and corporate and finance for LBHF. The corporate finance report is linked together with both Annette Noel who covers RBKC and Magdalena Hetman-Molecka (Westminster safety advisor)

Contact Numbers: Mobile: [REDACTED]
Email: Erin.Healy@lbhf.gov.uk

Report for Libraries that goes to Senior Management Team Quarterly, produced by Erin

Erins PRP

Future Libraries Meeting Dates:

- **16th December 2015 (0930 – 1130) WCC to confirm venue**

Handover from Erin

Premises Audits

Askew Road Library	28-Jan-14	19-Feb-15
Shepherds Bush Library	19-Feb-14	11-Feb-15
Fulham Library	27-Feb-14	27-Feb-15
77 Glenthorne	17-Mar-14	x
Hammersmith Central Library	12-Aug-14	04-Aug-15
145-155 King Street	09-Sep-14	05-Aug-15
181-187 King Street	23-Sep-14	08-Oct-15
Hammersmith Town Hall	02-Sep-14	07-Sep-15
Hammersmith Town Hall Ext	24-Sep-14	15-Oct-15
Old Registrars Building	17-Oct-14	28-Oct-15

Brompton Library	Apr-14	12 05 2015
Central Library	Apr-14	29 05 2015
Chelsea Library*	Apr-14	AN carried out as part of town hall
Kensal Library	Apr-14	12 05 2015
North Kensington Library	Apr-14	09 04 2015
Notting Hill Gate Library	Apr-14	26 03 2015

Team Audits

All Libraries team audits are completed. Although have never received a risk assessment from Reference. One or two RA's require review but they are in place

FCS – 6 audits within H&F Direct complete, 2 of 4 within Procurement and IT Strategy (although no RA's) Legal team audit complete no RA, the rest outstanding

Team	Date Audit Sent	Date Returned	RAs received (Y/N)	Other Comments
H&F Direct (EH) 6 teams	07.1.15	31.01.15	Y	Action plans for 6 team within H&F Direct returned
Human Resources (EH)	29/09/2015			Held off on initial contact due to managed services introduction. Contact made with Debbie Morris 27/08/15. Further contact with Paul Lawrence, Mary Ann Lord, Stephen Wood 29/09/15. Meeting held Nov 15 awaiting return of audit
Legal (EH)	24.03.15	15.04.15	N	Attending MGt team meeting March 24th. Action plan returned to Christina Houghton

				on 24.04.15. RA requested 27/08/15 by 18/09, reminder sent 14/09 - no response
Finance (H&F) (EH)	02.02.15			On hold - awaiting restructure Hitesh - for H&F Finance please liaise with Andy Lord and Chris Harris. EH held initial meeting with H&F Finance but on hold due to changes. Further contact made to progress 27/08/15 by 18/09, reminder sent 14/09 - no response
Finance (RBKC)	12.01.15			Hitesh - For RBKC finance, please liaise with Lyn Myers and
Procurement and IT Strategy (H&F) (EH) 4 teams	30.01.15	14.03.15	N	Audit completed. EH to discuss queries with GM. Meeting with JH to bottom out issues held on 24.04.15, action plan now to be sent. Contact made with Jackie Hudson on 18/09 team no are as follows Commercial – Alan Parry and John Francis, as acting managers. Information Management – Ciara Shimidzu Contract Management Office – Geoff Hay Transition programme – Jackie Hudson Updated Audits from Jackie Hudson, Alan Parry/John Francis team. No risk assessments (17/09/15) Meeting held with Ciara Shimidzu Nov 15 – awaiting

Library Committee

The library H&S Committee is being held on Dec 16th. The majority of this financial year H&S objectives have been reached and an update will be provided to the committee. Next year's objectives are in draft and will be presented to the committee for discussion in December allowing ample time for amendments and sign off at the beginning of Quarter 1 next year.

There are ongoing issues with providing sickness and ill health data to the committee due to the constraints of Agresso.

The library committee are keen to manage stress in one way for ease for line managers however, RBKC/LBHF manage stress differently to WCC. RBKC/LBHF are keen to continue to manage in the way they do as it has been agreed by relevant persons and carried out in conjunction with the HSE

FCS Committee

Finance and Corporate Services in LBHF are my other area of monitoring. This is proving hugely challenging as "FCS" do not appear to exist either feeding into WCC or RBKC with no clarity on a Senior Mgt Team for FCS.

I have been working with Annette Noel and WCC H&S to establish a H&S Committee for services across the 3 boroughs that fall under "Corporate Services" We have put together a draft structure, TOR and Policy. Jane West was engaged but has now left the council and we are struggling to get agreement/engagement from RBKC or WCC. From my perspective I have no clarity on who is managing LBHF "FCS" from a senior perspective and so struggle to engage or progress with the teams. I now believe LBHF finance is pulling away and will be a Sovereign team and would assume these teams would then be mine but again not sure of Senior Structure or relevant contacts

Training Matrix

I have put together a more overarching needs analysis rather than a training matrix due to constraints relating to gone through the 1st one (ASC) with Paul. Issue remains around understanding numbers etc so likely to be more of a TNA rather than matrix until departments can tell us how many of each role they have. I will update the Committee in January

Wellbeing

I am now part of the Health and Well Being Group and also a subgroup of this committee. As part of the subgroup I am working on the Health and Wellbeing Charter from an LBHF perspective and establishing where we as yet do not feel we meet the standards.

We have agreed themes for the wellbeing strategy based on the staff survey and what we know to date against the charter and will feedback our findings to the committee in January

I am working with the committee on promoting the stress strategy and the availability of a stress assessment if required in conjunction with human resources

V&A

V&A project has been partially completed. Meetings with various managers/interested parties have taken place and areas of concern and areas requiring improvement have been identified. A draft policy has been started and a potential suitable training provider identified.

We are now using site visits to glean further information around the actual management of these issues.

Next stage is to look at attending courses and making further recommendations. The policy will include various 'Checklists' teams can use to ensure both their understanding of how they are doing managing V&A and what they need to still do (or can do i.e. what is available to them, training etc)

Ongoing Issues

Management of fire continues to cause concern in my main Cat 1 buildings (HTH and HTHX) Working from anywhere means there are not always trained fire wardens on site and the Extension remains without a Chief Fire Warden for management.

The FRA's don't seem to have a consistent approach, ie one from 2014 will bear no resemblance to 2015 so what happened with last year's actions then? They don't show an audit trail or consistency of approach.

As HTH and HTHX fall under TTS I send updates to Annette Noel for inclusion in reports to TTS SMT.

Difficulties with transparency remain a concern, we cannot access a lot of documentation from AMEY as it is 'on the system' again these issues are noted in the audits and passed on.

There is still no clarity with regard to the facilities management of Central Library. The library now houses other teams from RBKC and privately leased teams so is no longer just a library.

Chelsea Library is housed in Chelsea Old Town Hall and has a serious problem with flies this has been ongoing for a year and a source or resolution has yet to be found.

Training

I have attended two courses through training and education that I hope to turn into an ILM Management qualification in order to do this I must complete 2 assignments by early next year.

I am hoping to book onto Asbestos P405 that is scheduled for February 2016

Annette Noel
(Bi-borough Corporate Safety Officer)
(Transportation and Technical Services – Bi-borough Service – Lead LBHF)
(Environment, Leisure and Residential Services – Bi-borough Service – Lead LBHF)
(Corporate Services – RBKC – Bi-borough and Sovereign Services)

Annette looks after the above teams, ensuring advice is provided in line with type of activities carried out by the staff. There are regular health and safety committees convened within both TTS/ELRS. Currently working on a consultation and communication strategy for Corporate services with both Erin Healy (RBKC/LBHF) and Magdalena Hetman-Molecka (WCC).

Committee members for TTS/ELRS are:

Name	Section
Annett Noel	TTS, Bi-borough H&S
Audrey Kelly	AMEY
Bill Smoker	TTS. Highways.
Christopher Ellinson	ELRS-SafeNbhs

Gary Noble	
Paul Mead	
Funke Adeoye	ELRS-SafeNbhs
Ilgen Mustafa	Licensing, TTS
Saeed Oluwadipe	
Kenneth Davidson	
Jay Jayaweera	TTS
Joan McGarvey	ELRS-
John Hampson	ELRS-WasteLeis
Kevin Bridge	Facilities Management
Marya Lee	Parking, TTS
Michele Ayamah	TTS
Paul Harnett	TTS
Tom Lewis	TTS-EnvHealth/Unison
Tony Hurley	TELS-HwayTraf
Tony Pagrum	TTS - Highways

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Annette's PRP

Annette's Handover

Audits

Completed:

COTH
KTH
Gunnersbury Cemetery
Lindford Christie Stadium
Bishops Park Bowling Club
Holland Park Stable Block
Ravenscourt Park Depot
" " Pavilion
Norman Park Bowling Club

To be done:
PR – report to be written up/finalised

LBHF

To be confirmed with PN who may already have inspected.

Fulham Cemetery Chapel/Lodge?
Hugon Lodge South Park?
Wendell Park Depot?
Hugon Lodge South Park?
South Park Changing Rooms, Depot and maintenance yard

RBKC

Linley Sambourne House
Tavistock Rd - Market offices
9/20 Dunworth Mews Trader Store
Mess room, changing rooms, water play facility, toilets, kiosk and playground (Kensington Memorial Park - St Helens Gardens)
Mess room and toilets (Cremorne Gardens)
9/20 Dunworth Mews Trader Store
Lonsdale Mews Trader Stores - Cat 3
Kiosk, Mess room, changing room, toilets, Playground (Emslie Horniman Pleasance Gardens)
Mess room, toilets and playground (St Lukes Gardens) - Cat 2
Mess room, toilets and playground (Westfield Park)
Orangery, Icehouse, stable yard offices, greenhouse, public toilets, cafe , lodge etc...(Holland Park - postponed due to Ian Ross request to meet with him prior to undertaking any further visits.

KTH – Audit

Actions still outstanding – raised with Ray Ruane. Ray advised that AMEY are conducting their own H&S audit and will be looking at issues as part of their audit.
Follow up meeting is to be arranged by AN to continue to monitor.

COTH Audit – Meeting arranged with PC, Jeanne Whelan and Ray Ruane to review actions from audit report.

Lindford Christie Stadium

AN to monitor actions and follow up on legionella sample. A report is to be provided by AMEY (Bryan Woods). A site visit is to be made to establish if flushing is being carried out 3 times a week. Documentary evidence is to be checked, eg records of sampling.

Risk Assessments

Awaiting RA from Somayya to upload onto TriBNet.

Fire Evacuation Plans

AN is reviewing FEP for COTH and KTH with Ray Ruane and AMEY.

DSE risk assessments.

Hazeline Lawrence has not been set up as per AN's recommendations. AN is to follow up with PP to see how this can be taken forward.

Health and Wellbeing

Support to be given to OH to look at ways to reduce Musculoskeletal issues by 20%. Work to include looking at what we are currently doing and where the gaps are.

Musculoskeletal/Stress project

Pre-project work has been started – initially look at management/support processes
Meeting Russell Harding (ISD) in December to discuss project regarding the provision of equipment for hot desking.
Attendance at all future Well Being meetings.
Presentation to JSC – Jan 2015

CS Committee structure

AN to review current structure, reporting lines and areas represented to see how CS reps can feed into the current structure. AN to look at alternative solutions and present feedback to Nicholas Holgate.

ERS/TTS Committee

Workshop to be run by AN in Feb 2016. Aim to create a risk profile for TTS/ELRS and a Business Plan with SMART objectives.

Intranet – Review structure of the intranet page.

AN currently reviewing policies and procedures (LBHF & RBKC).
Writing introductory paragraphs and information about specific H&S subject matter
Meeting to be held with Francesca Vendramin

Team audits

Currently reviewing returned audits and creating action plans.
Sanity checks to be arranged with managers.

Accident/Incident investigations

Pest Control

Meeting arranged with Rebecca Brown to discuss the recent incident of spillage in the van.
AN has reviewed the Pest Control Risk assessment and provided feedback.

Ravenscourt park incident – chemical spillage

On-site visit to be made with Ian Ross to review actions identified in the investigation.

Francesca Vendramin
(Corporate Safety Admin & Technical Support Officer)
(Bi-borough)

Role: to provide admin support to H&S officers and manager of Corporate Safety; to support employees in the Bi-B with general queries on team's activities and use of the Tri-B systems, AIRS and WorkRite

Committees:

- Set up dates, book rooms/catering for Joint Corporate Safety Committee (4 times a year) and Tri-B ChS H&S Committee (3 times a year)
- Take minutes, distribute agenda/minutes and any relevant documents
- Publish committees' information on Tri-bnet
- Produce quarterly stats on Accidents/Incidents (LBHF/RBKC) for CHS H&S
- Produce quarterly stats on Accidents/Incidents (LBHF/RBKC) for ASC (LBHF/RBKC)

Systems:

- Administration of Tri-b AIRS and WorkRite for LBHF/RBKC;
- Tri-B AIRS; creating users, managing teams 'access; running reports of outstanding reviews to alert managers to take actions; take part in system's meetings for improvement/updates; in future managing teams structures and managers' access based on data provided by Agresso
- WorkRite: monitoring registration on WorkRite; sending logins/ support users/managers with guidance; run departmental reports on request; liaise with WorkRite for support/technical and development needs; produce guides for users
- Liaise with IT to manage data imported on WorkRite from Agresso

Sharepoint:

- Manage content on KCnet, TriBnet and Intranet, creating pages and publishing on all three sites
- manage Corporate Safety team area

At the moment and for the near future working in cooperation with TriBnet to re-build the TriBnet H&S page and to build the Intranet (LBHF pages) on SharePoint .

Training:

- Set up ad-hoc courses on LMS, coordinate booking with staff, update records on attendance, distribute certificates as requested
- Collate and publish lists of First Aiders/Fire Marshals and Defibrillators (LBHF/RBKC) based on training attended via Bi-B Learning

Finance:

- Make requisition orders
- Support invoicing for Corporate Safety orders (LBHF/RBKC)

Team:

- Contact for general queries
- Support team meetings admin
- Assist team members with admin and system issues

Francesca is currently on a phased back to work following an on-going issue for fatigue that she is under a specialist for. They cannot at this point pinpoint as to why this is being caused and will continue to be monitored. She has been through the OH team, who too will monitor.

Francesca's phased back to work plan

Contact detail: -- Tel: [REDACTED]
Email: Francesca.vendramin@rbkc.gov.uk

Schools

Legal responsibility, and thus accountability for health and safety, lies with the employer. This will depend on the category of school.

In England the local authority is the employer in:

- Community schools, community special schools, voluntary controlled schools, maintained nursery schools and pupil referral units.

The Governing Body is the employer in:

- Foundation schools, foundation special schools, voluntary aided schools, academies and free schools.

The proprietor is the employer in independent schools.

Although overall accountability lies with the school employer, other senior school managers involved in the day to day running of the school also have responsibility for the health and safety of staff and pupils.

Head teachers and staff should also be aware that under Section 7 of the Health and Safety at Work Act 1974 they can be held individually liable for prosecution if they fail to take adequate care of themselves or others (including pupils and colleagues) while engaged in work activities.

Most claims for negligence are brought against the employer (who has public liability insurance) and not individual members of staff.

Where the local authority is the employer (community, voluntary controlled, community special schools and maintained nursery schools), it may give a direction concerning the health and safety of persons (including pupils) on the school's premises or taking part in any school activities elsewhere. Under section 29(5) of the Education Act 2002, governing bodies of such schools must comply with any such direction from the local authority.

Letter from the HSE below to all authorities with recommendations following extensive survey in 2009/10.

The effective management of asbestos in schools is an ongoing requirement for authorities and other duty holders across all schools. Set out below are the issues that you and your senior management team can check when visiting schools or meeting with head teachers and primary contractors:

- Every school where asbestos is or may be present should have a site specific written asbestos management plan. Asbestos may be present in premises built up to 2000.
- When work is undertaken on school buildings the asbestos management plan should be made available to contractors and maintenance staff.
- Anyone whose work could foreseeably expose them to asbestos containing materials should have asbestos awareness training.

When a school transfers to new ownership e.g. when a Foundation school is established, details of the building stock and associated asbestos management issues should be brought to the attention of any new 'duty holders'.

Improvement notices were served on the LA's for not ensuring AMP's and Training provided, actions completed following survey reports.

It is important for all parties to understand who is the legally responsible duty holder – the authority, or the school by virtue of delegated funding

In community, voluntary controlled, community special schools, maintained nursery schools and pupil referral units the authority is the employer. Health and safety legislation places duties on employers to ensure the health and safety of employees and others who may be affected, and this includes the requirement for maintaining the buildings.

Regulation 4 of the Control of Asbestos Regulations 2006 requires that all risks from asbestos be properly managed. Where any individual or organisation has a responsibility for maintaining or repairing non-domestic premises - including schools - they will have an obligation under this regulation.

Where responsibility for maintenance or repair is shared - for example between the authority and the school - the duty under this regulation is also shared.

The extent of the practical duties for the authority and for other duty holders should be determined by reference to contractual and other existing legal obligations for each property. It is important that there is clear understanding of who is responsible for asbestos management across all the schools.

Key actions for all local authorities

Although it was not considered necessary for all local authorities to be visited as part of this exercise, there are a number of learning points that can usefully be taken into account by all local authorities:

- Review your property portfolio to ensure system-built premises are identified and they are properly considered in surveys;
- Ensure you have arrangements in place to hand over information on asbestos containing materials to the governing body of any newly formed foundation school, trust or academy;
- Ensure that your contractors have provided asbestos awareness training for their workforce;
- Check that arrangements, procedures and resources are in place to monitor your policy on asbestos management in the schools where the authority is the employer or duty holder;
- Check that where asbestos management functions are delegated to site personnel those staff are trained and competent for the role;
- Check that site specific asbestos management plans are in place. The management plans need to consider ongoing maintenance and refurbishment work, and how to deal with unplanned 'emergency' work such as damage caused by burst pipes.

This is what initiated the assurance of our schools within RBKC and LBHF.

Richard House (Schools RBKC – Consultant)

Richard looks after the RBKC schools portfolio and has been with us for a number of years now and fully understands and has built up a good rapport with the Heads and caretakers. The number and type of school within RBKC are:

- | | | |
|------------------------------------|---|----|
| • Primary | - | 28 |
| • Secondary | - | 6 |
| • Children's centres and nurseries | - | 8 |
| • Special Schools | - | 3 |

Contact Details: - Tel: [REDACTED]
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EVOLVE

- This is currently run by both Mike Sopp and Richard House, but with Richard going consideration as to whether there is still some input that Richard can have on this to administer the aspects required once he has gone should be discussed with him.

RPO

- Radiation Protection Officer – this is the role currently undertaken by Richard House and consideration needs to be given to who will carry out this role moving forward from April 2016. This can either mean sourcing training for corporate safety advisors or contracting Richard to this role thereafter. This is a small piece and either option would be sustainable.

EVAC Chair training

- Richard is currently the trainer for both corporate safety and the schools and again moving forward is a course looked at to encourage corporate safety advisors to undertake the role for the areas they deal with. If not then

the option of calling upon Richard as and when courses are required. However for the above three headings, longer term thinking will be required.

Michael Sopp
(Schools Health, Safety and Business Continuity Advisor LBHF)

Purpose of Function

- To enable community schools/nurseries to manage health and safety in accordance with the delegated responsibilities from the employing borough
- To monitor performance of community schools/nurseries to ensure employing borough is compliant with its legal responsibilities
- To ensure community schools/nurseries remain resilient to wider operational risk unwanted incidents and events (emergency planning, business continuity, security etc.)(see note below on current situation in Schools for this)
- To provide a similar service to non-community schools (VA, Trust, Academy etc.) via Service Level Agreements or DSG top-slice

Mikes role is currently funded through the top-slicing and paid by Children's Services. Mike has produced a **review** of the way we currently operate across the bi-borough portfolio with schools, and as part of this recommends that his post is made redundant. However I do not believe this to be the right move but ensure he continues to look at the strategic approach for schools and possible corporate safety overall, seeing as Phil Pringle is to do most of the operational aspects i.e. audits and visits across the bi-borough portfolio once Richard House finishes at the end of March 2016.

• Community Primary	-	15
• Voluntary Aided	-	14
• Academies and Free schools	-	10
• Voluntary aided bilingual schools	-	1
• Community nursery schools and early years centres	-	5
• Special schools	-	7

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Business Continuity in Schools

- Responsibility for RBKC/LBHF school emergency planning and business continuity rests with Mike Sopp. In WCC it is Tony Andrews
- This is known to both RBKC and LBHF emergency planning teams and Mike liaises with them regularly. Neither RBKC/LBHF emergency services have the capacity or knowledge to take this function on and like other departments expect Children's Services to have in place arrangements to react, respond and recover
- The role involves supporting schools for which corporate health and safety provides a service (either thorough top-slice or buy-back) in developing robust Emergency Planning/Business Continuity arrangements
- The role also involves ensuring that Children's Services have in place appropriate arrangements to respond to, manage and recover from incidents involving schools that they have responsibility for
- Prior to Tri-Borough arrangements, all three boroughs had separate Children's Services departments, which had systems in place to respond to major incidents that could impact on schools (including out-of-hours)
- Due to re-organisations and loss of key sections and staff in Children's Services due to moving to tri-borough, these systems no longer exist and there is concern as to how Children's Services will continue to support schools and what they would do to support the wider corporate emergency planning functions in the event of a major incident
- This has been recognised by Mike Sopp, Richard House, Tony Andrews, Dave Kerry, Martin Barnard (Now left) and Alistair Ayres (Martin's replacement).
- Over the last 4 years or so, some attempts have been made to engage with Children's Services on this matter but with little feedback from senior managers.
- I believe that Tony Andrews of WCC has on a number of occasions over the last 4 years, met with Mike Sopp, Richard House etc. and stated that he would prepare a brief for Children's Service identifying the weaknesses

in their systems to respond and react to incident. This includes what their legal responsibilities are, action they should take, contacts etc. To date, I am not aware that this has been forthcoming, but Tony Andrews should be approached to see if this is the case or not. I believe that contact was made with Mike again following the PARIS attacks, stating he would prepare this document, so Children's Services management team should follow this up.

- In the summer of 2015 Mike Sopp met with David Kerry and Richard House to see how matters could be progressed through David's influences. I believe also that a paper was prepared by Mike and presented to David Kerry, who proposed to take this up with Nicholas Holgate. David Kerry may be able to shine further light on the current status with this.
- It must be stressed that neither the emergency planning sections nor the H&S Advisers with responsibility for emergency planning are contacts for schools in an emergency. The accountability and responsibility for this rests with Children's Service. As such the default position is to call the Executive Directors number (due to always being manned) where the department should then have in place the appropriate response arrangements for schools.
- In light of the request from Chelsea Academy the Children's Services senior management teams need to make a decision as to whether they wish to provide this to academies, but consideration needs to be given to what actions are then required should they be contacted in the case of an emergency. My understanding is that upon a school wishing to take up Academy status, they are then accountable and responsible in their own rights for ensuring all necessary business continuity and emergency plans are in place to deal with all situations that they may face. This is therefore not a Council default position.

Handover

SCHOOL COMPLIANCE CHECKS (Further to above)

- Project given to Amey but only two-thirds of schools completed. Not known what is to happen with other schools. RBKC – RH will complete the project next term for the remaining community schools.
- Spreadsheet commenced indicating areas of concerns/patterns of non-compliance.
- Reports have not been supplied by Amey/LINK since September 2015.
- Not known what Children's Services wish to do with information gathered from Amey project as this has not been clarified.
- Tri-borough "Compliance Standards" developed but not known if they have been issued to schools by Children's Services.
- This is supposed to be checked through "self-certification" but CHS have not identified how this is to be done.

SCHOOL AUDITS (SECONDARY)

- Secondary School "management audits" and department specific audits offered to all secondary schools.
- Ad hoc audit of non-community schools taking place.

SCHOOL STAFF ZONE DOCUMENTATION

- Document review on-going to ensure documents remain up-to-date and user friendly (Recommended this approach is used for RBKC schools also).

ASBESTOS

- 3BM continue with asbestos re-inspection programme (LBHF).
- Regular liaison with 3BM on this.
- LINK/Amey managing project in RBKC-current status not known (see Richard House) (Details below) - meeting with LINK/Amey next week to determine where project is now.

EMERGENCY PLANNING/BUSINESS CONTINUITY

- Schools Emergency Planning/Business Continuity Plan (EP/PCP) template and guidance available on School Staff Zone website and advertised. Schools offered training in how to develop EP/BCP.
- Schools offered opportunity to desk-top exercise the EP/BCP.
- Template and guidance requires review based on feedback from schools.
- CHS strategy/framework for responding to school emergency and continuity matters-not known.
- CHS framework for integrating EP/BCP into wider corporate planning requirements-not known.
- No cohesion of approach across LBHF/RBKC/WCC school portfolio.
- Testing of procedures (current) not been undertaken.
- All RBKC schools were given training and templates etc in 2009 – and all had EPs drawn up. However, contact numbers etc have not been updated to reflect Bi-B / Tri-B changes since, - CHS appear not to consider this an important subject, and RBKC Contingency Planning do not consider it their responsibility.

TRAINING

- School competency framework completed and TNA undertaken with schools
- Programme for 2015/16 developed, based upon accredited training
- Uptake poor on some courses
- Abilities of some Site Managers a cause for concern
- RBKC schools do not generally access available training in LBHF.

FIRE PROJECT

- Review of higher risk premise continues
- Review of fire evacuation procedures continues
- Review of competency requirements to commence
- Same barriers exist-no action taken based upon recommendations and/or Action Plans

Auditing

The team act as an independent unit across all Council departments ensuring that they carry a systematic and independent examination to determine whether activities, policies, procedures conform to the planned arrangements and as to whether they are being effectively implemented, thereby achieving the Council's policy and objectives.

They will follow a structured approach to the collecting of information on the efficiency, effectiveness and reliability of the health and safety management systems, noting any non-compliance and writing up effective plans for corrective action.

There are a number of audits that we can conduct as follows:

H&S Management audit:

This will look at the following areas:

1. Does the Council have adequate procedures for identifying specific H&S requirements which apply to its undertakings? These are held on the Tri-b net, currently for Tri-borough, bi-borough and sovereign documents.
2. Are the procedures followed and are responsibilities set out clearly and understood? This may be carried out at a corporate level or just by department/team.
3. Does the Council's H&S policy documentation include adequate procedures for identifying hazards which exists at the workplace, and for assessing regularly the risks to employees and others affected by the workplace and workplace activities in order to identify the measures needed to avoid their exposure to risks of harm?
4. Are adequate risk assessment procedures also set out for hazards of products and /or services supplied by the company in order to identify the measures needed to avoid risks of harm to people such as suppliers, customers, service users, contractors and members of the public?
5. Are the procedures in 3. and 4. Followed? and are responsibilities set out clearly and understood?
6. Does the Council have adequate procedures for setting, reviewing and revising as necessary its health and safety standards for meeting specific H&S requirements and for meeting its general duties to protect employees and others from risks identified in the Council's risk assessments?
7. Do the procedures for setting Council, Department/team standards include the identification of measurable targets which can be audited to monitor the level of compliance with Council standards?
8. Are the procedures in 5. and 6. followed and are responsibilities set out clearly and understood?
9. Does the Council have adequate procedures for Planning, Doing, Checking and Acting upon the measures identified in 3. and 4?
10. Does the Council have adequate procedures for carrying out H&S audits to check that the procedures in 9. are followed and that the measures in 3. and 4. are effective?

Project Auditing

The assigned officer will monitor activities and procedures throughout the life of the project by either conducting a formal audit, or regular ad-hoc inspections.

Currently we only tend to do the regular ad-hoc inspections, but I would recommend that the team looks into formalising the process for larger projects in the future and conducts them at key stages of the projects life.

Premise Audits

In order to ensure that our premises are being managed effectively for compliance standards, it is necessary to conduct at least annual audits, ensuring such areas as the management of asbestos, legionella, fire etc. are meeting minimum requirements as set out in our policies, procedures and standards documents.

The bi-borough audit form can be found on the Tri-b net with other documents. The template is used by the officers and they will remove any that refer to team audits, concentrating only that of premises.

All audits are uploaded to the bi-borough corporate health and safety Sharepoint folders – corporate health and safety only. For access you will need to arrange this with Francesca.



Senior management team quarterly reports should outline any proposed audits in the next three months and provide and outline of those carried out in the previous three months, raising any major concerns/high risk areas, or where we were unable to audit, outlining reasons for this.

Team Audits

The process used here is a self-audit questionnaire. These are sent out annually at the moment, but this was only to ascertain exactly where we are at the moment. I suggest that this is then refined into Low, Medium and High risk areas moving forward. Low risk areas every two-years, medium risk 18 months and then high risk areas annually.

Questionnaires are sent out to teams. The management can decide to group like areas together, rather than do an assessment for each team, as long as it meets the requirements, i.e. office based teams.

They are generally given a two week turnaround time, whereby they must answer all the questions and send it back to the corporate health and safety team. We will carry out a sanity check on a percentage, requesting they provide evidence of their responses. We may also go out to a team and carry out a face to face audit.

Once we have the responses the officers will create an action plan against these and send them back to the manager, outlining any areas for improvement and then put it in their diaries to following up on the actions.

Each quarterly report to the senior management teams should provide an update as to numbers received and outline any major non-compliance.

Area Specific

This is where the team will focus on a particular subject i.e. management of violence and aggression across the Council's portfolio, or area specific. The audit may cover areas such as use of a particular piece of equipment, process etc.

Prior to any of the above audits the key stakeholders should be informed that they are due to take place and an outline provided of the audit expectations. Arrangements are to be made with regards to any access, documents, information, staff that may be required to take part in the process. Upon completion an initial outline of how the audit went shall be given by the auditor, which will then be followed up by an audit report, agreed by all necessary stakeholders.

An action plan shall be provided, outlining any recommendations and timelines for implementing them. The safety officer is then responsible for regularly reviewing the action plan for completion. These shall be updated and ensure that they are recorded and stored in the bi-borough corporate health and safety sharepoint team area.

Internal Audits

These are further independent audits that are generally carried out on the corporate health and safety team and the health and safety management systems we have in place to see how effective they are. Carried out by the internal audit teams for LBHF and RBKC. LBHF use a company called Mazars, who provide a report.

The existing audit recommendations and status can be found on the Tri-b net, within bi-borough documentation, but have been outlined below with current status as of the 25/11/15.

Assurance	Recommendation	Responsibility	Status
Satisfactory	A departmental training matrix should be created for each service line. Training matrices should then be monitored against to ensure that any training gaps are promptly addressed.	Bi Borough Corporate Health and Safety Manager	Tri-borough Libraries complete and in operation. Other departments are in outline form and to yet be agreed with the teams and run out. Expected target date to achieve by December 2015. This is still the target date and progression is being made steadily.
Satisfactory	Service lines should be instructed, via the Corporate Health and Safety Committee to provide a copy of their risk assessments to Corporate Health and Safety so they can be uploaded onto Tri-B Net. These risk assessments should be reviewed and updated on an annual basis. Monitoring of activity should be undertaken by the Corporate Safety Team.	Bi Borough Corporate Health and Safety Manager	As part of the team audits work is underway to bring all risk assessments in from the teams and held in one area on the corporate safety teams secure area. Data is initially recorded on to a spreadsheet by each safety advisor responsible for their area, which will be amalgamated into one central spreadsheet showing risk assessments in place and date for review. Currently teams are slow at forwarding these, but as part of the quarterly reports going out at end of July to SMT's this will identify teams that have not done as requested. Not much change to this at the moment, risk assessments slow in coming forward from teams. Awaiting feedback from system provider on development upgrade to system, anticipated to be achieved in trial October, before going fully operational January 2016, though any documents will be able to be uploaded prior to this.
Satisfactory	The regime for auditing health and safety arrangements in schools should be finalised, with all schools being scheduled for an audit of health and safety compliance. This auditing regime should also include a process for following up actions arising from previous audit visits. Audits should begin as soon as possible to gain assurance that schools are compliant with Health and safety requirements.	Schools Health, Safety and Business Continuity Adviser	Another project that was initiated by the tri-borough building compliance board and is well underway with approximately 40 schools completed to date. Further work has been carried out by the schools safety advisors to create an agreed template for follow up actions. Awaiting feedback at the next board meeting on next steps of the process to ensure that actions are forthcoming. Last update was that 43 schools now complete, 5 more have been organised, 9 no access to date and 3 removed. Dave McNamara contacting the schools to ensure allow access to AMEY to complete full list.

This will need regularly reviewing and chasing with officers. A key one to work on is the risk assessments centralised database. This can be achieved by using TRI-B AIRS as there is an area on here that has a tab called compliance checks.



I have migrated a number to test that it works. See example page below.

London Tri-Borough Compliance Checks.					
Compliance Checks (28) Actions (0)					
Create new Compliance Checks					
Check Ref No	London Borough Responsible (If Applicable)	School Responsible (If Applicable)	Check Type	Next Due Date	Check Status
10	Corporate Health and Safety (LBHF/RBKC)		Risk Assessments	28 Aug 2016	Current
11	Libraries Only (LBHF sites)		Risk Assessments	21 Sep 2013	Overdue
12	Libraries Only (LBHF sites)		Risk Assessments	21 Nov 2013	Overdue
13	Brompton Library - (Libraries - RBKC)		Risk Assessments	01 Jun 2016	Current
14	Brompton Library - (Libraries - RBKC)		Risk Assessments	01 Jun 2016	Current
15	Brompton Library - (Libraries - RBKC)		Risk Assessments	18 Dec 2015	Current
16	Brompton Library - (Libraries - RBKC)		Risk Assessments	05 Feb 2016	Current
17	Brompton Library - (Libraries - RBKC)		Risk Assessments	05 Feb 2016	Current
18	Brompton Library - (Libraries - RBKC)		Risk Assessments	17 Nov 2015	Overdue
19	Kensington Central Library		Risk Assessments	28 Jul 2015	Overdue
20	Kensington Central Library		Risk Assessments	14 Oct 2015	Overdue
21	Chelsea Library (Libraries - RBKC)		Risk Assessments	18 Mar 2016	Current
22	Chelsea Library (Libraries - RBKC)		Risk Assessments	21 Jun 2015	Overdue
23	Chelsea Library (Libraries - RBKC)		Risk Assessments	22 Aug 2015	Overdue
24	Chelsea Library (Libraries - RBKC)		Risk Assessments	18 Nov 2015	Overdue

I would recommend that this is given to Francesca as an initial project to ensure that all current risk assessments are updated on to this system. Once they have been uploaded, it will then be necessary to have a report created, which is run weekly to show risk assessments coming up for review. The report will then need to be sent out to the teams with the document to review. Once reviewed, they send it back with the new date and Francesca can update it on the system.

It is suggested that this is done once the new version of teams has clearly been implemented on the TRI-B AIRS system. This is expected to be January 2016.

TRI-B AIRS

The Council's online accident and incident reporting system, for both Council operational sites and Schools. There are two separate forms that need to be completed, each dependent upon whether you work for the Council in its operational premises, or whether you work for the schools as can be seen in the TRI-B AIRS page under headings;

- Accident and Incident Reporting System for all Staff
This form should be used by all staff from all three Councils
- Accident and Incident Reporting system – School staff only
This form should be completed by school staff from all three Councils

Each health and safety officer has been set up with administration rights and will receive all accidents and incidents related to their areas they lead upon.

Francesca has been given full administration rights as had I.

I would receive each and every accident/incident reported on the system, so that I could follow up on any that I felt warranted further attention with the safety officers.

All RIDDOR reportable accidents should be carried out by the Safety Officers to ensure that only the necessary information and correct information is provided to the HSE. These accidents/incidents should be fully investigated by the safety officers and details of the investigation recorded on the system. Likewise for any other incident they have followed up upon, to ensure that if there are future claims they have correct information.

Departments managers should also put any information/evidence relating to the accident/incident on to the system.

Francesca will send out monthly reports to the safety officers of those accidents/incidents that have not been reviewed so that they are able to chase the manager for necessary actions.

Officers will provide quarterly accident/incident statistics as part of the senior management team reports.

Accident/incident statistics are provided for the Joint Corporate Safety Committee.

A number of reports are set up in the system but with time I believe that these can be further improved upon to ensure time is saved in creating the above reports.

There are a number of documents providing managers and staff with step by step guidance

Non-schools accident and incident reporting guidance

Schools accident and incident reporting guidance

Managers incident review guidance

Managers guide to the Search function

Violence, Intimidation and Aggression List

This list is built into the TRI-B AIRS system and enables all areas of the Council to share the details of individuals where there is evidence to suggest a serious risk to staff and others.

The Council has a duty of care to mitigate the risk of violence and abuse to its staff and others who use our services. By using this system it allows a list to be created and displayed upon the intranet, enabling staff to be warned against potentially dangerous situations and allow for plans to be implemented, in order to deal with the next visit etc.

The Council may receive notifications of potentially violent individuals from agencies such as the police, the probation service, registered social landlords and other agencies. Services/teams may have the facility to appropriately manage this information 'locally', however, only incidents that involve the council's employees and where there is sufficient evidence should be published - and therefore become corporate data - via the VI&A process.

All staff in both councils with access to TriBNet can view the VI&A List and must ensure that information is treated with highest level of confidentiality according to accompanying procedure. Failing to maintain confidentiality may result in disciplinary action. To meet our obligations under the Act, we have established procedures to ensure that individuals who are entered on to the list are informed of this and that regular reviews are carried out.

Details on VI&A List and documents

Audit and Pensions Committee (LBHF)

There is an annual report sent to the committee in readiness for September each year. This year's report was presented and ratified by the members.

Audit and Transparency Committee (RBKC)

There is an annual report sent to the committee in readiness for September each year. This year's report was presented and ratified by the members.

Joint Management Team

This meeting is the Executive Board for both RBKC and LBHF where the CEO for LBHF (Nigel Pallace) and RBKC (Nicholas Holgate) chair their meetings with Executive Directors.

We have to provide a six monthly report to the board with the next due in January 2016.

Previous Report went in June

Joint Corporate Safety Committee

The naming function has changed a couple of times now and the constitution and terms of reference have been changed to reflect this.

The TOR's can be found on the TRI-B Net, along with the minutes.

Francesca Vendramin the corporate health and safety administrator takes the minutes and ensures that they are written up and reviewed by bi-borough corporate health and safety manager and the chair prior to sending out.

Future meeting dates: 11/01/2016 (1000 – 1200) KTH Craig Cooper Room
11/04/2016 (1000 – 1200) HTH Committee Room 1
11/07/2016 (1000 – 1200) KTH Craig Cooper Room

Tri-borough Building Compliance Board

This board meets on a monthly basis and is organised by the LINK team through Joanne Sullivan. The members of this board are as follows:

Name	Represent
Michael Clark	Tri-borough Director for the TFM Contract and Director of RBKC Corporate Property
Debbie Morris	Head of TFM (LINK)
Gary Mann (Yourself or Richard to replace)	Bi-borough Corporate Health and Safety Manager
Peter Dempsey (Leaves WCC 17 th December)	WCC Health and Safety
David McNamara	Director of finance Children's Services – also health and safety nominated Director.
Joanne Sullivan (minute taker)	Corporate Property
Richard Buckley (Optional)	Head of Environmental Residential Services

The role of the TFM Compliance Board, is to influence and steer the short to long term direction of all compliance relating to the Tri-borough Council's property portfolio.

The board shall be responsible for identifying projects and work required to be undertaken at an operational level. This is then reported back to the board through progress reports, through the designated lead for that project. Below this is an operational group..

Regular feedback shall be reported to the TFM project board consisting of both LINK and AMEY senior management.

Request information and reports relevant to compliance throughout the TFM and Sovereign estates as required.

Current Projects being managed by the board are:

- RACI Project
- Fire safety project (Michael Sopp (Schools Safety Advisor) – Lead)
- Schools compliance project (Adele Casey (LINK Hard FM manager) – Lead)
- Community Schools Asbestos management project (Ray Ruane (LINK H&S) – Lead)

Meeting Dates: 08/12/15 KTH (1100 – 1230) KTH Craig Cooper Room
No further dates as yet, but generally bi-monthly.

Each of the projects are outlined below and current status.

RACI Project

It was recognised that since the tri-borough arrangements, TFM etc. that there was no real understanding as to who held accountability/responsibility throughout our property portfolio. Therefore it was agreed that Myself and Peter Dempsey of Westminster would sit down and decide a way forward on how this would be achieved.

Initially we set up a document to inform Premise Controllers of their roles, which has been agreed with LINK, AMEY and Corporate health and safety

It was decided to use a process called RACI, of which I had principally used in the past.

RACI is a nationally accepted process for clarifying roles and responsibilities for activities. As the acronym suggests, it consists of four key elements. However we have added a fifth element to the principle to further enhance the understanding across each of the organisations.

Therefore we have ended up with the following;

- ▶ **R** – Responsible: The person who does the work to achieve the task
- ▶ **A** – Accountable: The person who is accountable for the correct and thorough completion of the task.
- ▶ **C** – Consulted: Those who provide information for a task where two-way communication is needed
- ▶ **I** – Informed – Those kept informed of progress
- ▶ **M** – Monitor – Those responsible for monitoring to confirm compliance

A document (**RACI Document**) has been produced to explain and outline these roles. However it was felt that further work was required to create a more simple pictogram type document and thus the swim lane method was used.

Using the above principals for key areas as follows:

- Access
- **Asbestos**
- **Fire Safety**
- **Legionella**
- First Aid
- Lifts and Lifting Equipment
- Electricity
- Gas Safety
- Pressure Vessels
- Workplace

To date both the Asbestos, Legionella and Fire Safety swim lanes have been completed and implemented into the tri-borough corporate policies for each (with exception of Fire Safety). Fire safety has yet to be integrated into the policy and will need to be done.

Myself and Peter Dempsey of WCC are both leaving the organisation and therefore this project will need to be taken on by another member of the team moving forward.

The process has been agreed at the Tri-borough compliance board level, presented to the Corporate property management and asset management teams for all three boroughs and no objections received. Therefore I would recommend moving forward that the Chief Executives from each Borough is provided with an explanation of how it works and ensure that they have an understanding of how it works, even the need to take this process to the Shared Services Board where the three CEO's are with Executive Directors. Here they can be presented with documents and how it works.

Following on from this it will be necessary to understand how it will be further communicated to areas where the process is explained to them in more detail, along with the expectations to implement this further into their processes.

You will need to have in mind that when the LBHF property team takes over from LINK in this, that the documents will need to be reviewed and updated to reflect the changes in accountability and possibly responsibilities.

Fire Safety Project

It was clear that across the tri-borough operational buildings portfolio, that there were inconsistent models working for the management of fire within our buildings and that this needed to be addressed. Corporate health and safety had also identified concerns over the way Fire Risk Assessments (FRA) were being carried out on our premises, feeling they were not complying to necessary standards.

The board agreed that work that was already being carried out by Corporate Health and Safety should be continued under the management of the board and that Michael Sopp should lead on the project, reporting back to the board on progress made on a regular basis.

Word document for presentation to the Tri-borough Compliance board is available and was presented on the 8th December 2015, also shown below.

Key Actions:

- New Amey Senior FM for RBKC identified and engaged by Ray Ruane to take forward recommendations from Fire Action Plans for KTH, 37 Pembroke and COTH
- Fire reviews for LBHF special schools booked for November
- Fire reviews for RBKC Children's Homes to be booked for late November/early December

- Ray Ruane updated Fire Emergency Plan for COTH (Mike Sopp to review)
- Ray Ruane/Audrey Kelly completed drill to test revised FEP for 37 Pembroke (awaiting feedback report)
- Mike Sopp reviewed KTH and 37 Pembroke Fire Emergency Plan's-observations/recommendations made to take forward (meet with RR, AN and JW)
- Mike Sopp reviewed documents requested from Amey for HTH/HTHX/145 King Street/COTH/KTH/37 Pembroke-findings noted in Fire Action Plans for respective premises and sent to Premise Controllers and H&S Advisers
- Amey completed fire drill for HTH-awaiting report
- Mike Sopp reviewing current procedures for vulnerable person evacuation(PEEP)

Key Issues

- Fire Risk Assessments-continue to have lack of co-ordination between fire risk assessor and key stakeholders when being completed (FM for example not being informed when FRA being done)
- Fire Risk Assessments-quality and consistency of approach with different outcomes for premises when no material change has taken place-noted in Fire Action Plan's for each premise (e.g. 145 King Street we have 3 FRA's with 3 differing outcomes for a premise that has not changed materially or in use. This included the need to fit 2 hour fire doors to a passenger lift)
- Amey FM's have also commented on poor quality of Fire Risk Assessment's
- Fire Precaution documentation-limited number of documents available when requested from Concept-unable to confirm if premise are compliant-details in Fire Action Plans
- Fire Precaution documentation-some certificates indicating need for remedial work-process for remedial works to be entered on Concept unclear. Premise Controllers/H&S Advisers requested to determine if TBR's entered and completed
- Certain items still remain off the Service Matrix at 37 Pembroke and 145 King Street (as detailed in Fire Action Plan)
- On-going co-ordination and communication difficulties between various parties involved in fire safety (so many parties involved in the chain making it difficult to control project)
- On-going challenge of engagement with some stakeholders to improve Fire Emergency Plans in particular in HTH/HTHX
- Loss of knowledge and experience in Amey/LINK/LBHF/RBKC due to reorganizations and staff departures (are they being replaced? Do replacements have competence? If not being replaced who will be undertaking their duties?)
- Increased demands on those with nominated responsibilities in other areas. Fire safety not being seen as a priority
- Recruitment/retention of Fire Warden/Fire Marshall proving problematic. Low morale a big issue

Horizon Scan

- LBHF future arrangements with direct relationship with Amey will need to be considered
- Budget cuts-will these impact on future fire risk management
- Major premise refurbishments and building disposals-what impact will this have on fire safety
- Increased "Working From Anywhere" proposals-how will this impact on fire safety
- Further staffing losses-will we have further talent loss to contend with
- Change in LFB response to AFA etc-will we have to give more emphasis to on-site filtering of calls from AFA's?
- Insurance Act 2015-will our insurers require greater depth of information when the Act comes into force in 2016

The element that needs to occur here, is the support given to Mike to ensure that the recommendations are auctioned by the key stakeholders which is slow at the moment.

A list of documents that have been sent to the relevant parties for actions are below;

- Bi-borough fire safety – October
- Fire Safety Risk Management System Programme Schedule
- Fire Action Plan 145 King Street
- Fire Action Plan Chelsea Old Town Hall (COTH)
- Fire Action Plan Hammersmith Town Hall
- Fire Action Plan Kensington Town Hall
- Fire Action Plan Hammersmith Town Hall Extension
- Fire Action Plan Pembroke Road

Schools Compliance Project

Children's Services were concerned that they did not have a good overall picture of compliance throughout the LA Community schools who the Council are Duty Holder for and therefore have accountability for. Therefore a project to ensure that all Community schools throughout the tri-borough met with compliance standards was undertaken.

This project was given to AMEY to complete (Managed through LINK – Adele Casey), this has given a starting point of understanding where the gaps are, though it is believed by both Mike Sopp and Richard House it is not such an accurate picture, believing more information to show that systems are in place are available. If it was not available on the day, then AMEY did not search any further for it. LINK Project spreadsheet.

Corporate health and safety have informed internal audit that we are now to set up a programme of audits for those schools that were missed within the survey by AMEY and look at the High to Medium risk failures, ensuring that the necessary information is available or ensure that the schools have the work undertaken soonest. Mike Sopp and Richard House are responsible for ensuring this occurs.

The reports can be found within the bi-borough corporate health and safety share point area.



The work being carried out now needs to be consolidated and a meeting arranged with Dave McNamara to look at moving forward and what his expectations are across the tri-borough portfolio for managing compliance of schools for the future. Then a model of how it will work for each boroughs schools can be drawn up to show how continued monitoring and expectations of key parties will function.

Community Schools – Asbestos Management Programme

Currently LBHF are up to date with the Asbestos Surveys, Management Plans and training of key personnel to understand what the Asbestos Management Plans (AMP's) mean.

Asbestos Programme matrix

Westminster City Council community schools have had the surveys carried out but they are need of having AMP's implemented along with the necessary training.

RBKC required to have the surveys, AMP's and training carried out to ensure that they were up to date.

The board initiated a programme to bring both RBKC and WCC up to date with asbestos management within our community schools, starting with RBKC.

LBHF asbestos management for schools is covered through a third party contractor, **3BM**

To date the Surveys and AMP's have been implemented for RBKC and the training for all responsible persons within the twelve schools is planned to be completed by 2015.

The surveys and AMP's were organised through Ray Ruane of Link. Within the surveys there were two high risk actions to remove asbestos from Bousfield and Park Walk schools. This has now been carried out and minor risk work has been planned to be carried out leading up to end of 2015.

Moving forward the same approach to how Children's Services will manage this moving forward for each borough will need to be agreed, having a consolidated model that all schools understand and key parties follow to continue and maintaining the management of asbestos in schools.

Schedule of works document

LINK

Link the client management function for the Council who are responsible for the monitoring and auditing of AMEY's performance and for ensuring that they are delivering value for money. The teams within LINK are looking at service improvement across the portfolio that AMEY carries out Total Facilities Management (TFM). Be cautious on this as it does not do as it implies, meaning it is not total facilities management, but only those properties and services dictated by the Service Matrix, found on the TRI-B Net.

They are responsible for looking at the long term management strategy for the TFM Project and RBKC are the host for the Tri-borough Council facility management teams. **However**, at some point later in 2016, LBHF are removing themselves from the contract with LINK and shall manage this function within their own corporate property function directly with AMEY.

The contract is for ten years and started in 2013, with an option to extend for a further three years. At this present moment it is covering RBKC/LBHF/WCC properties, with a total of 2,023, covering 1.3m² /5,000 hectares, with roughly 12,628 employees within the three boroughs.

The contract covers:

- Building Management
- Repairs and Maintenance
- Building Security
- Mail Services
- Catering
- Landscaping
- Pest Control
- Statutory Compliance
- Reception Services
- FM Helpdesk
- Capital Projects; and
- Print/Reprographics

There is a service level agreement in place that ensures key response times are in place for work requests as per the chart below.

Service Level Agreements

Priority	Work request type	Response time	Task rectification times
Emergency P1	Business critical and Health and Safety works	2 hours	4 hours
Essential P2	Building support systems non business critical	12 hours	24 hours
Standard P3	Non-essential requests	Included within rectification time	5 business days
Lift Entrapment	Release of trapped persons in lift	30 minutes	1 hour
Document services	Retrieval of document from storage	24 hours (standard) , 4 hours (legal docs)	24 hours (standard) , 4 hours (legal docs)
	Submission of documents of archiving	72 hours	72 hours
Reprographics	Printing request	2-72 hours (priority system)	2-72 hours (priority system)
CLEANING RESPONSE TEAM			
Priority	Work request type	Response time	Task rectification times
Emergency Reactive	Health and Safety works such as body spillage	30 mins	2 hours
Essential Reactive	Business critical environment	2 hours	4 hours
Standard Reactive	Non-essential requests	8 hours	12 hours

The Corporate Property teams in each respective Council are required to ensure compliance throughout any other areas not served by AMEY.

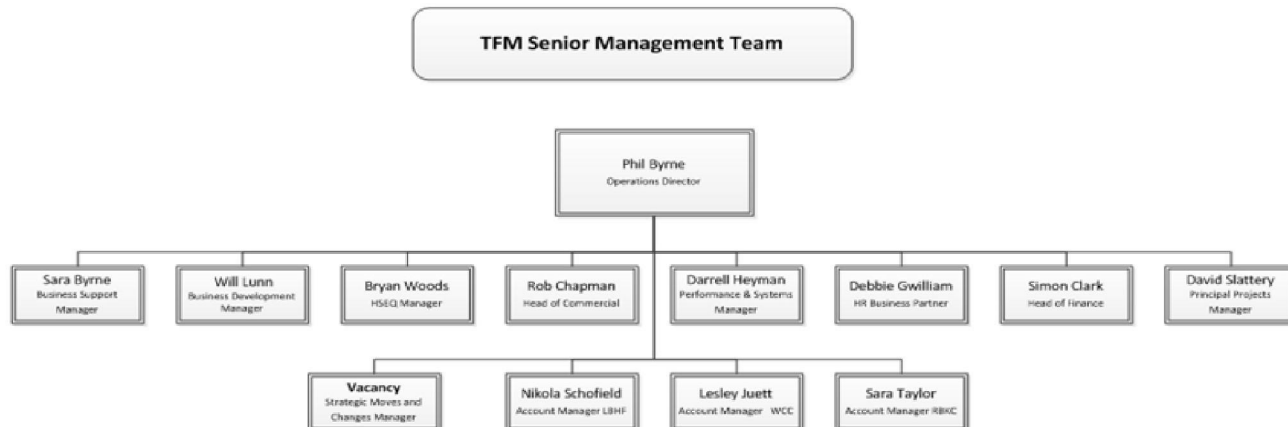
Key Contacts for LINK are;

- Debbie Morris (Head of LINK/TFM) - Mobile: [REDACTED]
Tel: [REDACTED]
Email: DebbieJ.Morris@rbkc.gov.uk
- Dean Kendall (Operations Programme Manager) - Mobile: [REDACTED]
Email: Dean.Kendall@rbkc.gov.uk
- Ray Ruane (LINK Health and Safety Manager) - Tel: [REDACTED]
Email: Ray.ruane@rbkc.gov.uk
- Kevin Bridge (Operations Manager Projects) - Mobile: [REDACTED]
Tel: [REDACTED]
Email: Kevin.bridge@rbkc.gov.uk
- Adele Casey (Operations Manager – Hard Services) - Mobile: [REDACTED]
Tel: [REDACTED]
Email: Adele.Casey@rbkc.gov.uk
- Mark Panter (Operations Manager – Soft Services) - Mobile: [REDACTED]
Tel: [REDACTED]
Email: Mark.Panter@rbkc.gov.uk

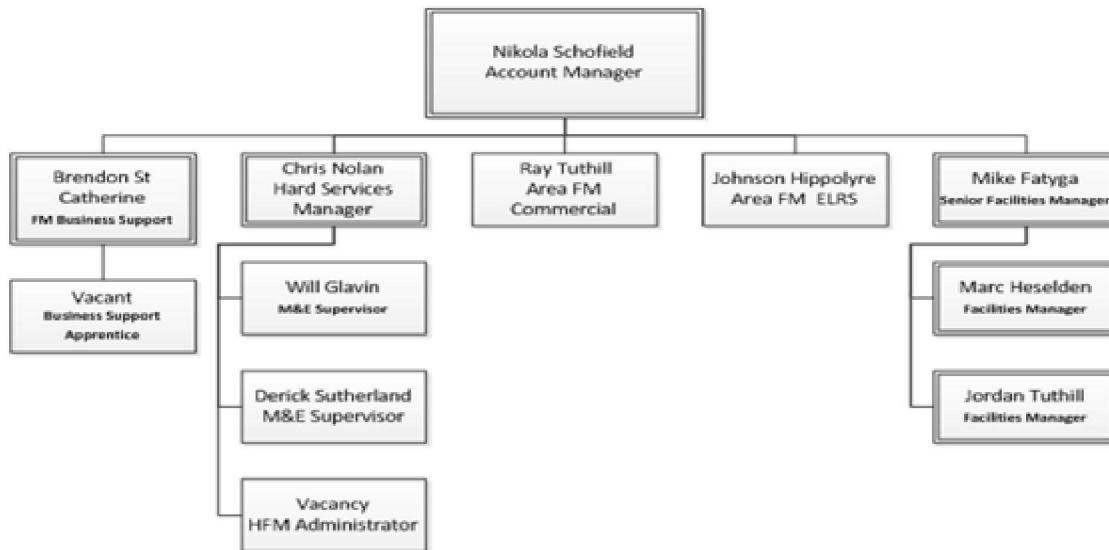
AMEY

AMEY are the Total Facilities Management Contractor looking after all the operational buildings mentioned in the section above. Below are the organisational structures as of October 2015.

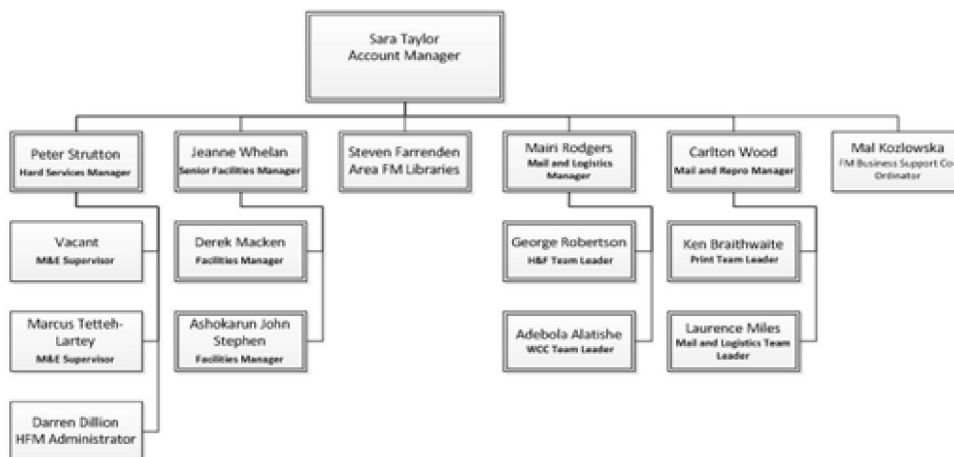
Amey TFM Senior Management Team

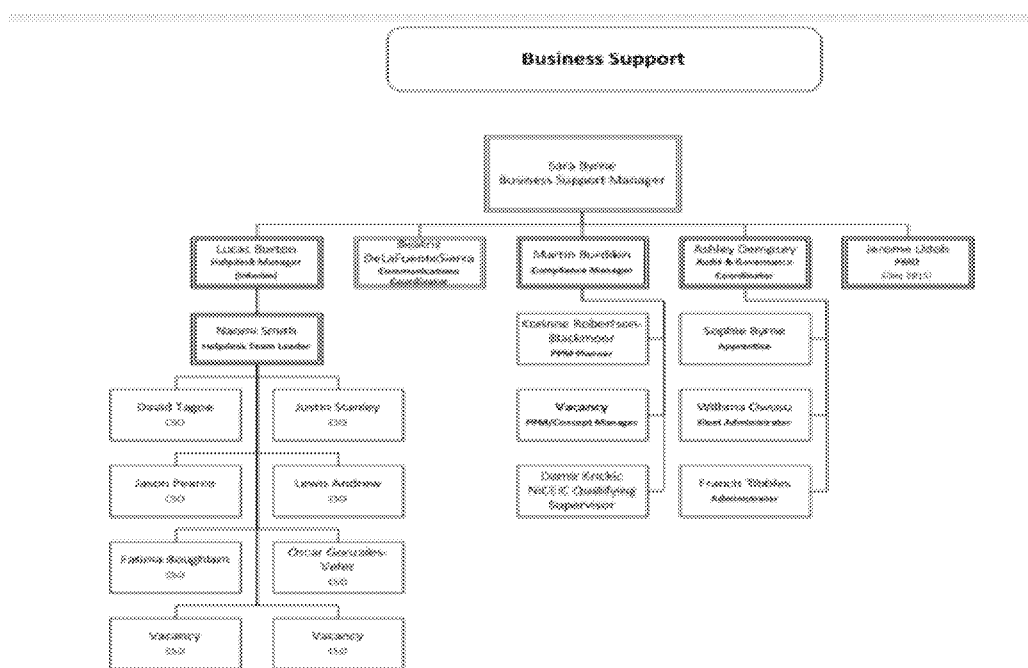
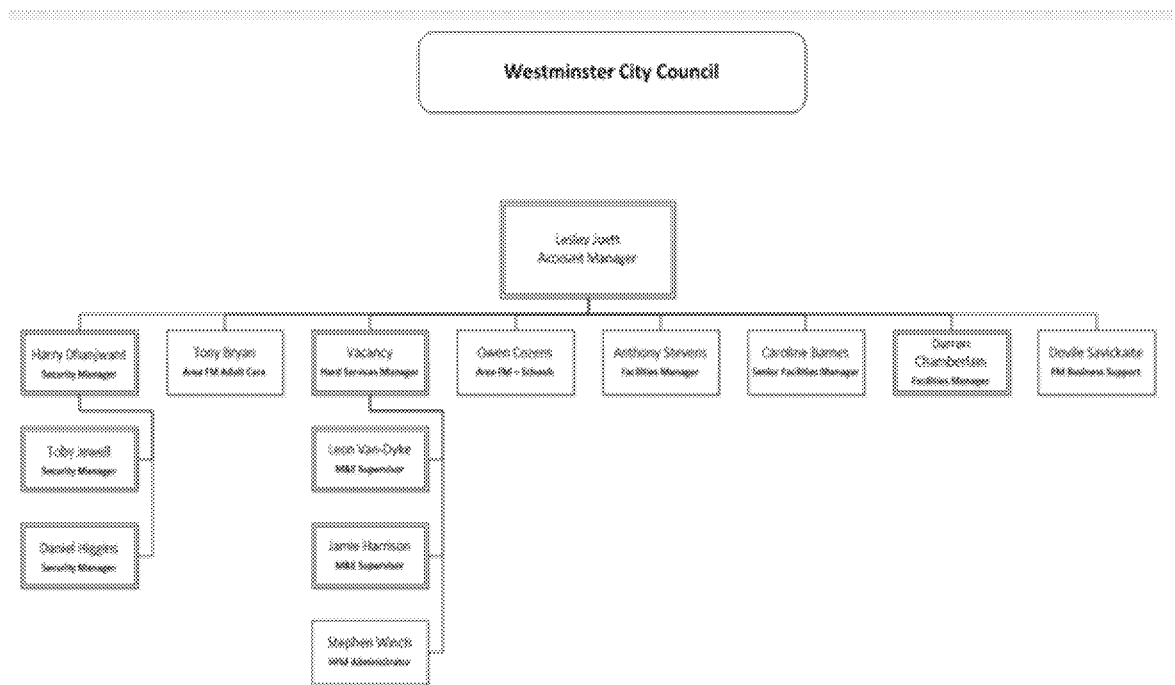


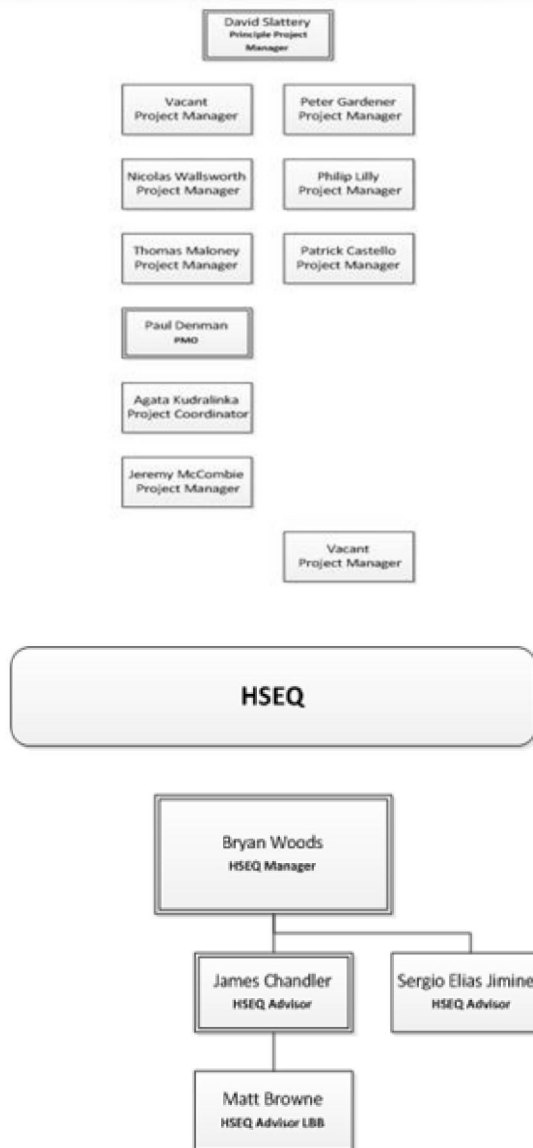
London Borough of Hammersmith & Fulham



Royal Borough of Kensington & Chelsea







Key Contacts that you need to be aware of for this are:

Bryan Woods HSEQ Manager	-	Email: Bryan.Woods@amey.co.uk Mobile: [REDACTED]
Sergio Jimenez HSEQ Advisor	-	Email: SergioElias.Jimenez@amey.co.uk
Sara Taylor RBKC Account Manager	-	Email: Sara.taylor@amey.co.uk
Jeanne Whelan RBKC Senior Facilities Manager	-	Email: Jeanne.Whelan@amey.co.uk Mobile: [REDACTED]
Nikola Schofield LBHF Account Manager	-	Email: Nikola.Schofield@amey.co.uk
Mike Fatyga LBHF Senior Facilities Manager	-	Email: Mike.Fatyga@amey.co.uk

Corporate Property Teams – RBKC/LBHF

The corporate property teams for each Council will ensure that compliance is met for all other properties not under the TFM contract and ultimately within their Sovereign boroughs be the Duty Holder. Those designated under the TFM contract, the Director of TFM (Michael Clark) takes accountability for Category 1 buildings, these being the outlined within the Service Matrix. Category 2 buildings the accountability falls to the Directors of the Departments where the building falls within.

As part of the Corporate property functions, these also deal with Capital works, generally the work that exceeds £250,000 and the asset management teams.

During 2016 Corporate property within LBHF will be pulling away from LINK and manage the client management function side directly with AMEY as previously mentioned. You need to await confirmation of the exact date, but the key contacts below will keep you informed of progress.

With regards to a number of properties i.e. Commercial, leased out properties, it will be essential to understand the terms of the lease, so as to identify as to what aspects the Council take on responsibility for. For example are they full maintenance and repair leases, therefore putting all the onus upon the tenants and how do then the corporate property team monitor that necessary works are carried out. Or are we responsible for the common parts and to what extent, as this will have an impact on the type of monitoring corporate property and corporate health and safety will have moving forward. This area is being worked upon by Paul Neary as part of his targets for 2015/16.

Once this does occur then a Service Level Agreement will need to be set up with Corporate Property (LBHF), similar to that currently on the TRI-B Net with LINK, which will also need to be reviewed and signed. Find by going to TRI-B Net, click on the support tab, followed by clicking on health and safety to get to page below.



Below are the key contacts within each Corporate Property Team

RBKC

Michael Clark (Director of Corporate Property)	-	Mobile: [REDACTED] Email: Michael.Clark@rbkc.gov.uk
Steven Bell (Head of Property)	-	Tel: [REDACTED] Email: Steven.Bell@rbkc.gov.uk
Paul McCarthy (Strategic Property Asset Manager)	-	Email: Paul.McCarthy@rbkc.gov.uk Tel: [REDACTED]
Richard Egan (Head of Investment and Development)	-	Email: Richard.Egan@rbkc.gov.uk

LBHF

Maureen McDonald-Khan (Asst Director of Building Property Management)	-	Tel: [REDACTED] Email: Maureen.McDonald-Khan@lbhf.gov.uk
Sebastian Mazurczak (Team Leader Building Property Management)	-	Tel: [REDACTED] Email: Sebastian.Mazurczak@lbhf.gov.uk
Nigel Brown (Head of Asset and Strategy Portfolio Management)	-	Tel: [REDACTED] Email: Nigel.Brown@lbhf.gov.uk

Tri-borough Buildings Operations Group

This is the next meeting down from the Tri-borough Buildings Compliance Board, focusing on the day to day operational issues for the three boroughs.

LINK organise and minute the meetings with the following membership:

Ray Ruane	-	LINK (Health and Safety Manager)
Gary Mann	-	Bi-borough Corporate Health and Safety Manager (RBKC/LBHF)
Peter Dempsey	-	Health and Safety Manager (WCC)
Bryan Woods	-	Health and Safety Manager (AMEY)

Others are invited as required to work on any project work requested by the Tri-B Buildings Compliance Board, where required and they will also then report back to the board.

- The function of the Group is to ensure the Tri Borough FM Partners procedures and processes in relation to Health and Safety and building compliance, are aligned with the Councils and meet best practice.
- The Group will review Health, Safety and Compliance reports and make recommendations to the TFM Building Compliance Board
- Work with Tri Borough FM partners to improve Health, Safety and building compliance across the Tri Borough Councils
- Review operational Health and Safety performance including incident reviews

The objectives of the meeting are to:

- To align Health, Safety and Fire Management Procedures in the light of statutory requirements and best practice
- To satisfy itself that the Health, Safety and Fire Management procedure is being implemented on the Tri Borough Contract
- To study accident records and recommend remedial action where appropriate
- To receive reports of Health and Safety Inspections/ Audits from Area Safety Advisors and where appropriate recommend improvements in procedure
- To put forward recommendations to the TFM Building Compliance Board
- Communicate contract variations to the group
- Review operational changes which have an impact on safety and compliance

The standard agenda is:

- Actions – from previous meetings
- Compliance Update
- Amey Health and Safety Accident Incident Update
- Corporate Health and safety audit update
- AOB

Meetings are held on a bi-monthly basis.

Meeting Dates: 14th January 2016 (1400 – 1530) KTH 3rd Floor
10th March 2016 (1400 – 1530) KTH 3rd Floor
12th May 2016 (1400 – 1530) KTH 3rd Floor

After March meeting, need to check what is going to happen with the changes taking place throughout LINK as believe that Ray will have left end of March (Redundancy).

Procurement Risk Advisory Group (PRAG)

The Tri-borough authorities (as with most local authorities) have steadily increased the contracting out of works and services to third party suppliers. Despite this, ultimate responsibility for these core services remains with the local authority, although this may be procured from an alternative host borough.

It is therefore a Tri-borough responsibility to understand and anticipate all likely, strategic, change and operational risks that may be present in our supply chains and have established processes in place in case of supplier failure, plus the necessary controls to minimise any associated impact that is commensurate to the service being provided.

Increasingly services are being delivered Tri-borough so it is advisable for specialist risk officers and procurement teams to align themselves and communicate through a single group. By creating a Procurement Risk Advisory Group with representatives from key departments we can ensure a robust and co-ordinated approach to addressing and mitigating supply chain risk.

Purpose

To develop proportionate strategies, make recommendations to ensure procurement risk is considered and agreed mitigations are delivered.

The group has been convened to develop a co-ordinated approach to procurement risk across the Tri-Borough authorities. The group would help to co-ordinate and support the implementation of a robust policy and process to support the 3 Councils including, but not limited to:-

Themes

1. Governance and reporting

- Single Strategy for supply chain risk management.
- Formulation of policy.
- Prioritisation of actions through risk identification within an agreed framework.
- Contributing to reports to Bi-borough Procurement Board and S.E.B. on a quarterly basis.

2. Allocating resources to protect the business.

- Identify areas where standardisation and common practices can be developed.
- Identify key stakeholders, roles and responsibilities.
- Categorising procurement by spend and risk.
- Identify strategic procurements where supply chain resilience is essential and who is the procurement lead for further analysis and necessary actions
- Recognise where risk may emerge from new procurement or commissioning plans. Developing an approach for how procurement risks are identified and mitigated using the CapitalESourcing system
- How is due diligence throughout the procurement cycle evidenced.
- What is the dependency of procurement on stakeholders to manage risk.

3. Data Analysis & Market Intelligence

- Review the areas where market intelligence exists across the councils and the benefits for sharing the risk intelligence that we capture. (e.g. Sedex, Ecovert, Financial and Supplier positioning, failure risk ratings, Internal sources etc..)
- Monitoring of financial takeovers, mergers and acquisitions.
- Where legal disputes and judgements occur how they impact on the business.(i.e. claims and suppliers CCJs.)
- Informing and communicating the outcomes of data analysis and market intelligence.

4. Making future decisions.

- Establishing a Tri-borough Procurement risk register that provides assurance to S.E.B. and J.M.T. (For Strategic and Operational purchases) including;
 - i. Contracts not delivered on time, to budget or the required standards
 - ii. What risks materialised in the last 12 months, severity and likelihood of these occurring
 - iii. When risks emerged, what were our actions to mitigate these before they become a issue
- Testing of resilience plans;
 - i. Select 6 strategic procurements and assume suppliers enter into liquidation – Plan B (BC)
- Enabling officers by providing advice and guidance on integrating Business Continuity Health and Safety and Information Management considerations and risks into procurement and contract management processes.

5. Defining our common procurement requirements.

- Ensuring due diligence checks are carried out prior to contract award.
- Contractual risk management can be evidenced.
- Understanding liabilities.
- Regular communication with key stakeholders.
- Production and approval of common guidance.
- Making available a common Toolkit for managers and providing the necessary training

The main deliverables from the Procurement Risk Advisory Group are:

- Ensure Procurement and Supply Chain Risk is Identified and Managed across Tri B
- Develop work streams to address weaknesses and improve current practises
- Oversee delivery of those work streams incl. resourcing

The group consists of the following members:

Name	Title	Representing
Mohibur Rahman	Performance Analyst	WCC Finance
Mandy Gado	Head of Procurement Ops	WCC Procurement
Alistair Ayres	Deputy Head Of Emergency Services	h&f
Joanna Angelides	Procurement Consultant	RBKC and h&fProcurement
Gary Mann	Bi-borough Health and Safety Manager	RBKC and h&f
Michael Sloniowski	Bi-borough Risk Manager	RBKC and H&F Risk
John Doherty	Health and Safety Manager	WCC Human Resources
David Kerry	Contingency Planning Manager	RBKC Contingency Planning
Ciara Shimidzu	Information Manager	RBKC, h&f and WCC

This group over the last couple of months has seemed to have withered in its intensity, with very few meetings occurring. You can find documents that myself and John Doherty of WCC were working upon with regards to ensuring that the health and safety element was robust in the procurement process.

What is key, is that moving forward, there should be an emphasis on ensuring those applying for work within Councils are part of an assessment scheme such as CHAS. This will ensure that they have gone through an assessment for health and safety, based upon the work they are applying to carry out on behalf of the Council.

Mike Sloniowski, highlighted above is a good source of information, should you wish to find out more and where we are now at with the group. Contact details are michael.sloniowski@lbhf.gov.uk or phone [REDACTED].

Below are some of the documents myself and John Doherty were working on, still in working draft, but not much seems to have moved forwards on this procurement work in the last month and half, something probably to pick up with John Doherty (WCC health and safety manager) and Mike Sloniowski.

- Client Managers Competency Assessment Template
- Health and Safety Policy Evaluation Template
- Health and Safety template for the Procurement of Goods
- PPQ Questioning
- Procurement Process Flow-chart and Checklist
- Public Procurement Health and Safety Check

Meeting Dates: 29th January 2016 (1130 – 1300) RBKC Croften Room
25th April 2016 (1100 – 1230) RBKC Venue TBC
29th July 2016 (1200 – 1330) LBHF Venue TBC
1st November 2016 (1430 – 1600) WCC Venue TBC

Workplace Board (RBKC only)

This group was formerly known as the Office Moves and Accommodation Board, recently being renamed since Martin Olomofe the previous chair left the organisation.

The RBKC Workplace Board is responsible for the internal workings of the operational property estate. This includes such considerations as, workplace utilisation, promotion of new technologies, occupational cost efficiencies, moves and changes, design influence, culture, reporting and ensuring that internal practices are fit for purpose.

The Board is to cover all office moves and accommodation requests from services, in order to meet the aims and objectives of the Corporate Property Strategy, and service needs and requirements. The Board will act as a vehicle to discuss, create and promote progressive ways of working including the adoption of new technologies and consideration of changes to the workplace culture where required in order to improve productivity and or building efficiency.

Responsibilities

The Board's responsibilities will be:

- Understanding current utilisation rates and other associated data across the operational property estate
- To recommend utilisation standards and associated behaviours (e.g 10 Golden Rules) in order that the operational estate functions to the requirements of the Council and, upon endorsement of the above, to implement and continually monitor the same.
- Reviewing and challenging requests for office / accommodation moves and changes via the completion of an outline business case – see appendix A
- Providing a suitable solution for the above requests in line with the wider Corporate Property Strategy.
- Commissioning the delivery of a move or change in order to make good the recommendations above.
- Engage and communicate with building users and other stakeholders as required
- To keep abreast of new technologies and workplace behavioural strategies and recommend adoption of the same where they will assist the Council in achieving the objectives contained within the Corporate Property Strategy and other related policies.
- To promote and educate building users so that they may embrace any required workplace cultural changes required as a result of the provision of the above.
- To engage with and influence the internal building design process not only to deliver effective moves and changes, but also to embed new ways of working/technologies and promote appropriate building behaviours across the operational estate.

They meet roughly every eight weeks within Kensington Town Hall. This is an important group to attend as we can seriously influence the role health and safety has within the future use of buildings.

Membership is:

- Strategic Property Asset Manager
- Innovations and Solutions Manager (FM/LINK)
- Networks and Telecoms Representative
- ISD Representative
- Corporate Health and Safety Representative
- Personnel Representative
- Moves and Changes Manager (Amey)
- Property Information Officer
- Business Development and Access Manager
- Business Group Representatives to attend/present requirements as and when Invited
- Others by Invitation
- Business Support Officer (minute taker)

Meeting Dates: No dates at the moment, but generally held on a Monday (15:00 – 16:00) and monthly.

Workplace Health and Well-being Strategy Board

Aims and objectives:

-of group: to develop a workplace health and wellbeing strategy for RBKC, LBHF and Westminster councils

-all agreed that overall aim of the strategy should be both at an individual level (improving employee health/wellbeing/morale/ engagement) and at an organisational level (reduce sickness absenteeism/staff turnover, increase productivity, act as role model healthy workplace)

With this group which is HR/Public health run, you need to ensure we do not end up leading on all the work, yes we will assist where we can to work with the focus groups, but this is an HR/Public Health lead committee.

Both Erin and Annette attend this meeting and each are working on a different focus group.

Erin is working with the Stress management group and Annette is working with the MSD group.

Meeting Dates:

- None to date, but will be sent to Erin and Annette

Corporate Health and Safety Training

Currently departments are not obliged to take up training offered by the Bi-borough Learning and Development unit, but there are expected to ensure that they assess the training needs of their staff and provide them with suitable and sufficient training/instruction to carry out their roles in a safe manner.

There are two ways in which we expect staff to achieve this, which are;

- Online interactive training; or
- Face to face training

Online Training

This is currently set up with a contract through Posturite;

Chris Hollely
Sales Manager London & South East


Chrishollely@posturite.co.uk

It has been agreed that this should be the initial mandatory training carried out by all staff on joining the Council. It is expected that staff should log in to the system whereby they will have a series of questions to answer about their role within the Council and a training profile will then be created from the online training suite.

All are expected to complete:

- OHSa (this is the occupational health and safety awareness for all staff that do not manage anyone)
- OHSALM (occupation health and safety awareness for line managers, this is anyone who has to manage another)
- Firerite (Fire safety awareness)
- AssessRite (Display Screen Equipment training and assessment)
- HandleRite (Manual Handling basics)

Other modules within the suite of training will be dependent upon their roles.

Guidance for managers etc. can be found on Tri-b Net

The training website can also be found on Tri-b Net

Face to Face Training

It must be made clear to managers that the online training is not a substitute for face to face training, but only an introduction to the basics of a subject. Where the risk assessments identify the role requires a more substantial input to training, then face to face training is the way forward and would also be part of the control measures within their risk assessment to help eliminate/greatly reduce the risk of harm materialising.

Managers therefore must as part of their performance appraisals, assess the necessary face to face training that is required and ensure that they attend as required.

Erin is currently working on training matrices at a higher level for the services and has to date completed Libraries and her handover explains further. You will need to ensure that this is continued and then brought back to the Joint Corporate Safety Committee when finalised to explain what is expected and consult with the members, requesting feedback. If all good, then it needs to be ratified and then communicated to all necessary managers.

It will be necessary to regularly meet with Nick Alcock the Bi-borough Learning and Development Manager to agree the necessary training courses to be advertised each year for Corporate Health and Safety training. Nick holds the budgets for training for RBKC, and will then charge LBHF corporate health and safety for any training attended by LBHF employees and online modules is split between the three Councils.

Nick Alcock deals with the procurement of both Online and Face to face training for us. We have recently been out to tender for corporate health and safety training and have only awarded the training of violence and aggression to a company called MAYBO. The other training providers failed to provide suitable evidence for all other training i.e. health and safety for managers, fire safety etc as requested by the syllabus document. It was therefore decided that for the next year we shall remain with the existing training provider from Salvus Consulting, details below. Salvus shall now also take on the fire marshal training, which was previously delivered through FireCare999.

First Aid training is delivered through Industry Safety Training Services

A new tender will be put together for the Autumn of 2016 through the E-Capital Sourcing.

Contact details Bi-borough Learning and Development

Nick Alcock

Email: Nick.alcock@rbkc.gov.uk

Tel: [REDACTED]

Contact details for Salvus Consulting (Delivery of all courses with exception of VI&A and First Aid)

Kim (PA to Managing Director) – Kim@salvus-consulting.co.uk or Tel: [REDACTED]

Andrew Furness (Managing Director) – Andrew.Furness@salvus-consulting.co.uk

Contact details Industry Safety Training Services

Email: ISTS1@tiscali.co.uk or Tel: [REDACTED]

Policies and Procedures

There are a number of policies, procedures, guidance and forms available on the intranet at this moment in time and will be essential to review a majority of these.

Currently the policies are a mix of:

- Tri-borough health and safety main page
- Tri-borough
- Bi-borough (RBKC/LBHF)
- Sovereign RBKC (Main page leading to different pieces of information including policies/guidance)
- Sovereign LBHF (Main page, clicking on old page leads you to policies/guidance)

The key areas of building compliance should continue to be looked at to achieve a Tri-borough documents as is the current situation for:

- Asbestos
- Legionella

Others needing to be brought into line with this are:

- Fire (currently being looked at by Mike Sopp)
- Electricity
- Lifts/Lifting Equipment
- Gas Safety
- Pressure Vessels

All other documents should at least be put into bi-borough documents. Francesca is currently working on our corporate health and safety page, trying to ensure that people get directed into one page as opposed to different sites.

A spreadsheet has been put together which shows each of the documents within the Corporate Health and Safety suite.

Key Issues to be aware of

Linford Christie Stadium – LBHF
Artillery Way, Off Du Cane Road,
W12 0AE

The following are based upon the review by Annette Noel on the Fire Risk Assessment and a visit on the 27th November 2015.

High Risk

Diesel overflow safety mechanism in boiler room.

The diesel overflow safety mechanism in the boiler room is inoperable due to ingress of water, and as such has been turned off. If the diesel reaches such a point that it will it could overflow the safety device will not automatically cut off due to the well becoming full. This raises the very real possibility of 7800 ltrs of diesel igniting from the pilot light.

Water ingress points are the window areas where there are openings needed for ventilation. During heavy downpours rain water may enter the boiler room through the 'open' window openings but for the most part enters from beneath and through the gaps of the double fire exit doors. The flooring near the doors is uneven/damaged due to wear and tear and water.



Double exit doors to the boiler room



Well in boiler room

The demise of the Lindford Christie stadium is not certain so any remedial action will need to be made with a view to this in mind. It is advised that the site will be refurbished.

Two options are to be considered.

Action:

Short term corrective/preventive action – monitoring and management of the boiler room

- The door is to be changed. A TBR was raised on 26.11.2015.
- A gulley will be made underneath the doors to disperse water
- The flooring beneath the fire exit doors is to be repaired to minimize the egress of water from the outside elements, e.g. rain, sleet, etc.
- A management/monitoring programme will include inspection of the boiler room by on-site staff which will tie in with the timings of the flushing regime. The well will be inspected as part of this process.
- An audible sound is heard when the boiler goes into 'lock-down', i.e. switched off. On-site staff will be alerted and will investigate as appropriate.
- Investigate the coverage of the alarm notification system and the location of the repeater panel.

NB; During the audit only boiler 2 was running. The pump in boiler 2 did not appear to be working.

Long term preventive action

- A new gas boiler will be installed within the next financial year.
- The removal and installation of a new gas boiler is expected within a two year time frame.

The Projects and Building Manager is to seek clarification from ELRS

Within the main building, in particular the changing areas, there is a complete lack of portable extinguishers which have been moved to the office because of wilful damage and theft.

Action:

Consideration is to be given to enclosing the fire extinguishers.

Medium risks

There is a lack of portable appliance (PAT) testing implemented on site. Areas such as the bar and kitchen in the main building are examples of non-compliant areas with either no testing evident or the last testing being undertaken in 2013.

To be noted: The kitchens are not being used.

Action: PAT testing to be carried out as appropriate.

Within the female changing room is a sensor that has fire damage from either internal workings or persons setting fire to it from below

Action: Sensor to be replaced.

There is exposed wiring in the foyer, in and adjacent to the small office and in the meeting room in the main building. Further, there is exposed cables/wiring to the external walls on the park side that require testing and making safe.



Exposed wires

To be noted:

Internal cables: These are communication and security alarm cables. These are not combustible. However, the meeting room in the main building needs to be looked at, as this area was not visited during the inspection.

Action:

Check cables/wiring to the external walls on the park side that require testing and making safe.

The redundant office and adjoining rear room is being used as an impromptu storage area.



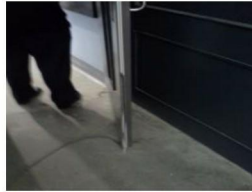
Room used for storage and other items

Action:

Remove the combustible materials, undertake housekeeping and then keep locked if redundant.

Male and Female Changing rooms

Fire doors are lacking intumescent strips in many locations and do not provide a seal



Intumescent strips hanging from door
Inside of entrance to Kensington Dragons Football club.

The Intumescent strip has been dislodged from the fire door

Action:

Service and repair all fire doors as appropriate.

Female toilets

There are two separate alarms, one for the main building and one for the office but these are not linked. At present there is no documentation proving that the systems are annually maintained with the only record being from 2013.

Action:

The changing rooms and toilets are viewed as low risk areas. There are no combustible items in situ.

This building (changing female/male rooms and toilets, foyer, etc) is not adjoined to other buildings so linking the alarms would not be of any practical benefit. However, it is agreed that a mechanism should be implemented to inform the other low risk buildings including the main office of when the fire alarm is activated and vice-versa, e.g. flashing light, etc.

There is a fire extinguish in situ in the boiler room and foyer of the changing rooms.

Legionella – As part of the visit on November 27th 2015.

AMEY confirmed that in light of the elevated legionella readings the following preventive actions have been implemented:

- The frequency of flushing has been increased from two to three weekly flushes. One will be undertaken by AMEY and two by on-site staff.
- Confirmation and records of the on-site flushing is required from the Premise Controller (ELRS).
- Three separate water samples will be tested each week.
- New pipe work is to be installed within the next two weeks.
- Gents shower number 24 has been re-piped
- Ladies showers number 1 and 5 have been isolated from use
- hydro-x will be reporting on their findings following a visit week commencing 30 Nov 2015

Further to this a meeting was called involving key stakeholders on Friday 27th November at Kensington Town Hall. Present/invited to the meeting were:

Bryan Woods – AMEY health and safety manager
Dean Kendall – LINK
Johnson Hippolyte – AMEY Facilities maintenance
Sebastian Mazurczak – LBHF Corporate Property
Chris Nolan AMEY Facilities maintenance
Kevin Bridge – LINK
Annette Noel – Corporate health and safety
Sergio Jimenez – AMEY Health and safety advisor

I asked Annette to attend this meeting and come away with some clear responses to my questions in black below, Annette's answers are in red.

- Where the dosing unit is situated and is this deemed by AMEY/LINK to be the most effective place, or would it not make sense to located in the inlet feed to the tank (as opposed to the outlet).

AMEY/Link said that they are not able to say at this stage that the dosing unit is in the correct place. They will be able to give a definitive answer when more samples are taken. This will be done next Tuesday/Wednesday. I would tend to agree with your suggestion, though.

- What is the current situation with the boilers and why is work not being carried out sooner to ensure that it fully maintained and in working order (they have two boilers). The excuse of waiting to see what occurs with the future use of the building is not acceptable. We have customers and staff visiting the premises.

- the believed root causes of the elevated counts (this is the second time, they then flushed the system and counts come back).

- Boiler No2 is not working and will not be fixed as it is now beyond repair. It will be replaced when the site is refurbished. A TBR was first raised on 14.3.2013. I asked if it has been decommissioned and they said no.
- AMEY has prepared a draft report and will be finalising/circulating it at the end of next week at the latest. I asked for a copy of the draft report in the interim and was informed by Bryan that it is officially for the client (The Link). Kevin was not forthcoming in offering to send it to me.
- I asked what would happen if the boiler was to fail. Bryan advised that an emergency plan would kick in. This would include:
 - a) shutting down the showers
 - b) a temporary boiler would be installed

They confirmed that only 1 boiler is needed for the operation of the water provision and the second boiler acts as a back up.

I think the problem with this is that there will be a time lapse for implementing the emergency shut down, ie people, children, etc may be using the showers at the time the boiler fails and using water already sitting in the pipes. There is also a repeater panel which is in an office that is not occupied (according to Kevin) so the emergency plan may not be implemented immediately if someone does not hear the alarm.

Possible root causes/contributory factors

- The root cause is not known but they suspect it is from the ladies showers. Ladies toilets 1 and 5 are being isolated this afternoon. The shower heads will be changed. There are dead legs in the showers but these cannot be sorted until TMVs are put in. There is no return system and water flows from the boiler and sits in the pipes (12ft) until the showers are used. The flushing regime is supposed to address this. Men's toilets – This has had new pipework and is ok.
- The usage of the ladies showers is less than the men's
- The site has less use when the schools are out but busy at the weekends – so there are periods when the showers are not used. I think this should have been factored into the regime from the very start of when it was taken over by AMEY.

Other points

- Tank – there is corrosion but AMEY is confident that this is not affecting the elevated counts and that this is being managed effectively. I double checked and they were confident that this is the case.
- Hydro are carrying out a survey early next week for a second opinion.

- Schematic drawings are being drawn up by the water contractor to show where the samples are being taken from. This has not been done in the past. Kevin will draw up a spreadsheet to record where and when samples are taken.

- What are the proposed actions going forward and monitoring regime (Can part of the system be isolated, but other areas be used, does this affect all areas, can we be confident of this, what do other test results tell us).

Immediate actions

- The gents toilets – pipes have been rebuilt and so there is not a problem here.
- Ladies toilets – this will be isolated this afternoon as a priority
- Further samples will be taken next Tuesday/Wednesday and again later in the week.

On-going monitoring

- Flushing – carried out once a week by AMEY (every Friday)
- Flushing – carried out two a week by on-site staff. However, I asked if this can be verified and no-one could confirm this! I will need to check this out.

- Does this need to be reported to the Public Health Authority due to level of latest readings?

No, the readings are not high enough.

Additional comments:

- Bryan is to produce previous sampling results to the Link.
- A Legionella escalation Plan is being re-written.
- The written management scheme is to be located by Bryan and sent to the Link.
- Bryan is producing an overall final report he hopes to complete for next Wednesday or Friday at the very latest. He wants to recommend that the project for refurbishment is brought forward. You may have to request a copy of both the draft and final reports from the Link.

If the results are elevated they will go out on site next week. I have asked them to keep me in the loop and I will meet them on site.

Grounds Maintenance (Visit 27th November 2015)

The forecourt area outside of the Kensington Dragons FC.

The grounds outside the above mentioned building has a number of broken paving slabs (between 20 to 25 slabs).

The area in question is approximately 30 ft x 20 ft sq.

Two quotes have been received, one for repairing new paving slabs and bollards and the other for replacing all paving slabs with tarmac.



Forecourt outside the front of the Kensington Dragons FC



Forecourt outside the front of the Kensington Dragons FC

Action:

The Leisure and Building Manager, Leisure and Parks, is to be approached for advising on a way forward.

By whom:

LBHF Building and Property Management.

Grand stand area

The tarmac in front of and to the right of the grandstand is damaged and is in need of repair. A possible cause is the movement and manoeuvring of vehicles.



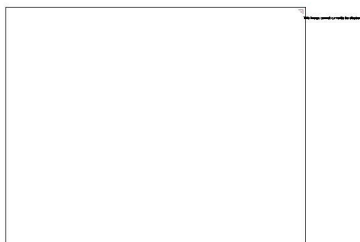
Tarmac behind the Grand stand



tarmac next to Grand stand



Cracks in the back wall of the grandstand



Water leak from the back of the grandstand

The Leisure and Building Manager, Leisure and Parks is to be approached for advising on a way forward.

By whom:

LBHF Building and Property Management

**280 Goldhawk Road
Day Centre (W12)**

Currently this two storey Georgian building is being used as an adult day centre. The lift has been out of use for the last eighteen months and therefore restricts the use of the building, meaning those unable to ascend the staircase, cannot utilise the facilities on the first floor.

AMEY instructed a structural engineer in January/February 2014 to inspect the lift which is situated adjacent to a small lift motor room, located on the right hand side of the glazed rear entrance doors.

Recommendations have now been put forward to ensure the lift is renewed. The LINK has put out a tender document which upon completion will require approval by the Cabinet Committee. This report is still awaited and a decision to be forthcoming from the Cabinet Committee. You will need to chase Kevin Bridge of LINK on this, Kevin.bridge@rbkc.gov.uk

**1-9 St Marks Road
W11 1RGH
(Day Centre for adults with Learning Disabilities)**

This is a day service for people with learning disabilities who may also have physical and challenging needs and who live within Kensington and Chelsea. Managed by Adults with learning disabilities and complex needs (Steve O'Sullivan).

The above property has a history of legionella owing to the condition of the water system. The system is managed to avoid any risk. To mitigate the risk 'point of use' filters have been installed at each outlet.

Since AMEY took over the management of facilities in October 2013, they have continued to take regular samples from the system. Where negative readings have consistently been reported the filters have been removed. AMEY continue to carry out a twice weekly flushing regime, particularly on the infrequently used outlets. Logs are kept as required by the approved code of practice for the management of water systems.

Where sampling has come back with positive counts, systems have been shut down, cleaned and disinfected throughout and re-sampled with negative counts.

The water usage will continue to be monitored and with the current condition of the galvanised pipes causing some concern, AMEY have been instructed to draw up proposals for converting the site onto a mains supply only with the replacement of the pipe-work.

The LINK team have agreed suitable solutions to the water management system. These are to cover the short term whilst the investigations are organised to discovered solutions for the long-term.

Recently the showers that had been isolated due to legionella issues in the past have now been re-introduced. In order to do this, it was agreed that the shower would be mains fed and linked to a boiler. This has now been carried out.

Work is currently underway to carry out a more intrusive survey of the building and ensure that any dead legs are cut back to the furthest possible point. Point of contact again is Kevin Bridge of LINK, Kevin.bridge@rbkc.gov.uk

LFB Emergency Planning Exercise Pan London

There is to be a four days of Exercise with a Unified Response, many of the London boroughs will be deploying staff to Littlebrook Power Station. There has been an email sent by India Norton of the emergency planning team within the London Fire Brigade (LFB) outlining the approach to Health and Safety, and to ask for your agreement the proposed approach below.

The site has been largely disused for an extended period of time, and in order to make it ready for the exercise and the attendance of the many participants and visitors, a substantial programme of works is under way. This work is being project managed by the London Fire Brigade, and they are taking overall responsibility for ensuring that the site is safe.

This includes doing a risk assessment for the entire site in terms of the actual environment.

Part of that approach will including taping or barriering off areas that might not be safe, and using exercise staff to control access to areas for 'live play' (e.g. Search and Rescue) that would only be safe for qualified staff with appropriate personal protective equipment (PPE). The only variation to this is the need to ensure all volunteer casualties, survivors and evacuees sign a disclaimer, in which they agree to comply with safety instructions on arrival.

For local authority staff playing in the exercise, an efficient means of dealing with the disclaimer is being looked at centrally by LAP EPG and further information will be shared when available.

What the LFB risk assessment process does not cover is the work activities undertaken by individual organisations and this includes local authority staff (and our agents – e.g. voluntary sector staff working at our request). As outlined at the recent EUR Briefing, the London Borough of Haringey is prepared to undertake a risk assessment on behalf of all the London boroughs.

If agreed, this will be undertaken by Fabrice Terrochaire (MSc CMIOSH), Principal Health, Safety and Wellbeing Adviser. As well as many years experience as a H&S practitioner, Fabrice has also got a very good understanding of emergency planning, having undertaken Duty EPO cover for Haringey for a number of years.

This risk assessment will cover all the work activities of all local authority staff deployed to Littlebrook, including BECC, LALO, Rest Centre, SuRC and HAC and the results shared. If any local authority wishes to verify the LFB and local authority risk assessments at a later time, visits can be facilitated by LFB EP.

In order to go ahead with this approach, we will require each borough deploying staff to the site to provide confirmation by email return that they:

- Authorise Haringey Council to undertake the risk assessment on their behalf
- Acknowledge that this does not imply any responsibility or liability to Haringey Council for any accidents or incidents that may occur to their staff, or relinquish them of their responsibilities as employer for the health and safety of their staff
- Will accept and act upon any local authority specific recommendations made in the risk assessment

This was passed to me by Alistair Ayres, who should be your point of contact being the Emergency Planning Manager for LBHF, David Kerry may be the person involved for RBKC, but to date I have not heard from him. India Norton as mentioned is the key contact for the London Fire Brigade and I have sent a confirmation email to her, stating that whilst we are happy for the risk assessment to be conducted by Haringey, we would like to see the document before any final draft is agreed and this may necessitate a visit by one of our officers.

I have included Paul Neary and Philip Pringle into the email, but you may wish to involve **Mike Sopp** who has had extensive training in this area and would be a valuable asset to ensuring the risk assessment is correct and attended the meeting at LBHF.

Contact Details - Tel: [REDACTED] x [REDACTED]
Email: india.norton@london-fire.gov.uk

Future Strategic Approach by Corporate Health and Safety

Over the last year the team has been committed to ensuring a robust health and safety team has been built with key officers covering all areas of the Council's business, with particular focus on ensuring our buildings are meeting with compliance standards across the portfolio, or at least understanding where the gaps are to ensure that the necessary actions and recommendations can be made to key stakeholders.

Some work has been carried out towards improving upon the comprehensive corporate health and safety policies that both RBKC and LBHF have and understanding what policies need to be merged into Tri/bi-borough policies. Some of this work has already been achieved, but further efforts over the next year should be included within future planning, so that all policies are brought into either Tri/Bi-borough format.

With the financial savings expected throughout Council services in the coming years, and the already expected reduction in the corporate health and safety team, with Phil Mann semi-retiring (loss of 2.5 days per week) and Richard House the consultant finishing in March 2016 (loss of 3 days per week schools), a new way of approaching the coverage of health and safety across the Council's and schools portfolio will be required.

This will be even more important if they do not envisage filling the post of Bi-borough Corporate Health and Safety Manager in the future. Therefore there will be a need to cope with the existing climate as it is and the need to look at what they wish the corporate health and safety teams to cover for the future, particularly the next 5 years.

Coverage areas listed below:

- **Tri-borough Adult Social Care**
- **Tri-borough Children's Services**
- **Bi-borough TTS**
- **Bi-borough ELRS**
- **Corporate Services & Finance LBHF**
- **Corporate Services RBKC**
- **Planning and Borough Development RBKC**
- **Housing Management RBKC**
- **Housing Social (TMO run) monitor only**
- **Housing LBHF (Own H&S) monitor only**

- **Schools RBKC and LBHF**

Both TTS and Corporate Services throughout RBKC and LBHF manage the key building portfolio through their corporate property teams and the TFM contract with AMEY/LINK.

There is currently a corporate health and safety business plan in place, but this will need to be reviewed in-line with the resource changes now facing the team.

Using the knowledge of the officers currently in post, these changes can be made going forward.

It is essential that the work officers have been asked to do to establish the key risks for the areas they lead on, are clearly understood and managed.

Whatever the strategic approach is to be moving forward, there needs to be a number of key strategic enablers, which shall mark the achievements of the Council's objectives and priorities and effective management of health and safety.

The ultimate goal is to be able to demonstrate a proactive management approach to occupational health, safety and welfare, through the committed leadership of the senior management teams who are accountable for managing safety throughout their departments through good business planning.

The team will be crucial to guiding the management through this, identifying effective risk management strategies, applying a sensible risk management approach to looking after their staff, buildings and visitors alike.

With the areas needing to be covered above by the Corporate Health and Safety team, how this is done in the future is suggested below with a number of options:

Option 1:

Immediate future the officers above remain focusing on their key areas managing both the policy and day to day operational business. This will include the continuation of the premise audits and health and safety management system audits, especially with the current instability of ensuring our premises are being adequately maintained and meet with compliance.

Option 2:

Each business group employs their own health and safety advisor as follows:

- Tri-borough Children's Services
- Tri-borough Adult Social Care
- Bi-borough ELRS and TTS and Monitor Housing (LBHF) and TMO (RBKC)
- Schools RBKC & LBHF
- Corporate and Operational buildings compliance
- Bi-borough Corporate Services/finance & Planning and Borough Development (RBKC only)
- Libraries (RBKC/LBHF) and Housing Management (RBKC)

Within this they create policies and procedures applicable to the groups they are running, consideration will then need to be given to the corporate policies and strategic approach and liaison with JMT.

Option 3:

That the three Councils of RBKC/LBHF/WCC consider merging the teams together and having a role created for the Tri-borough Corporate Health and Safety Manager. This will enable consistency to be implemented across health and safety for all departments throughout the Council, ensuring that managers and staff are working to one approach for managing health and safety for the future