



## KCTMO Performance and Development Review System

**Objective setting**                      **May 2016**

**Name:**                      **Janice Wray**

**Job Title:** H, S & F Manager

All objectives should be SMART.

| Work Objectives / Targets  |
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| <b>1. Draft Annual H&amp;S Report 15/16 &amp; Executive Summary of Report</b><br><br>Present to ET and Finance & Audit Committee<br>Provide summary of achievements to RBKC for inclusion in RBKC Annual H&S Report<br><br>Provide regular H&S updates to RBKC for inclusion in the Annual Report and the Mid-year Report.<br><br><b>Target – Annual Report to be completed in Q1 - COMPLETED</b>  |
| <b>2. Produce Health, Safety &amp; Facilities Service Plan</b><br><br><b>Target – draft in Q1 &amp; update each quarter - COMPLETED</b>  |
| <b>3. Further develop the effective operation of the H&amp;S Committee</b><br><br>Further enhance & develop suite of H&S KPIs and the other regular “for information” reports and statistics that are presented to the Committee at it’s quarterly meetings (such as the Accident & Violent Incident summaries, the Facilities Report, the high level Exception Report).<br><br>Work to engage and develop the Safety Reps so that they are keen and able to make a valuable contribution to the work of the Committee and to the H&S culture across the organisation<br><b>Target – Provide Fire Safety Training for Reps &amp; opportunity for them to participate in H&amp;S Inspections by end of Q2</b> |

#### 4. Fire Safety

Coordinate & manage the programme of “suitable & sufficient” FRAs ensuring that these are completed on time, to the required standard, that actions are allocated and progressed, H&S Committee and senior managers are appraised of performance.

Ensure that regular liaison with the LFB is maintained and working relationships are further developed.

Review Fire Safety Policy & Strategy in consultation with H&S Committee and RBKC and take on board the risks in the stock and LFB’s changing requirements in relation to self-closing devices, fire action notices etc and TMO’s wish to review frequency of FRAs. (Q3)

Ensure appropriate fire safety training is made available to all who require it

**Target Q3 - COMPLETED**

#### 5. Programme of Inspection & Property Assessments

Resume programme of H&S Inspections & Property Risk Assessments incorporating low-level FRA review & inspection of communal asbestos containing materials

Involve Safety Reps & ESAs

**AB resumed in August on advice of Occup Health – approx 25% programme completed**

#### 6. Introduction of on-line DSE self-assessment

**Target - Q1 – Introduced – COMPLETED. Monitoring ongoing via KPIs**

#### 7. Manage Asbestos

Ensure RD operatives have ready access to info on ACMs at the property they are attending.

Complete amendments to Management Plan on liaison with A&R

Procure more contractors / consultants / analysts & ensure they are fully briefed and can provide reports and info in format that facilitates upload to keystone

Regularly audit info in Keystone –ongoing

**COMPLETED**

#### 8. Workplaces & Facilities

Workplace Inspection programme – involve Reps

Work activity & Workplace risk assessments – ensure these are reviewed as required and kept current reflecting activities across the organisation. **COMPLETED**



**Employee Signature:**

**Date:**

**Manager Signature:**

**Date:**

**Please review the behaviours in “Leading – the KCTMO Way” and agree which areas need development, and agree an objective for each area accordingly**

| <b>Behaviours</b>             | <b>Objective</b> |
|-------------------------------|------------------|
| <b>Personal Qualities</b>     |                  |
| <b>Setting Direction</b>      |                  |
| <b>Delivering the Service</b> |                  |



**Employee Signature:**

**Date:**

**Manager Signature:**

**Date:**

**Personal Development Plan:**

**Name:**

**Job Title:**

| What training do you need to achieve your objectives? | By when | By who |
|---|---------|--------|
|   |         |        |

**Employee Signature:**

**Date:**

**Manager Signature:**

**Date:**





## Mid-Year Performance Review: Nov 16

Name: Janice Wray

Job Title: H, S & F Manager

| Work Objectives:  | Achievement against objectives:   |
|---|---|
| 1. Draft Annual H&S Report 15/16 & Executive Summary of Report  | <p>I drafted the KCTMO Annual H&amp;S Report &amp; also an Executive Summary of the report. This was presented to ET and the Finance, Audit &amp; Review Committee and was well received.</p> <p>Additionally, I provided a summary of the significant h&amp;s achievements in the reporting period (including achievement of an audit outcome of “substantial assurance”, 299 FRAs comprehensively reassessed, 100% compliance on water quality and communal electrical inspections, purchase of dse on-line self-assessment package, recruitment of safety reps, reduction in verbal abuse against staff and slight decrease in accidents reported) to the Bi-Borough Corporate H&amp;S Team for inclusion in the Corporate Annual H&amp;S Report.</p> <p>In addition to the Annual H&amp;S Report we have now made a commitment to produce a regular, quarterly H&amp;S update for TMO Board – several have now been produced and were well received by the Board.</p> <p>Further, H&amp;S summaries included in RBKC’s Annual Report and mid-year review. <b>Target- Q1 – met</b></p> |
| 2. Produce Health, Safety & Facilities Service Plan             | <p>I drafted the H&amp;S Service Plan and updated this at end of Q2 to reflect progress made in year to date and additional objectives since original drafting - such as ET’s requirement for an Accommodation Strategy, progress with completing the works required by the Enforcement Notice, the introduction of the dse self-assessment software, bids for LFB Community Safety funding.</p> <p><b>Target met – Q2 – ongoing reviews required</b></p>   |
| 3. Further develop the effective operation of the H&S Committee | <p>The Committee now meets quarterly &amp; I aim to draft and circulate the minutes and the matters arising schedule within 3 weeks (where possible within 2 weeks) of the meetings. (This has consistently been met.) I now ensure that reports are clearly marked as “for information”, “for discussion”, “for decision” and this ensures that the regular routine reports – all of which I circulate in advance of the meeting - do not take up an excessive amount of time, however, this</p>   |

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| <p><b>4. Fire Safety</b></p> | <p>still allows members to raise any concerns. Additionally, I work with Barbara to allocate a specific time for each agenda item.</p> <p>Having engaged with the Committee in the previous period we agreed a suite of H&amp;S KPIs which has enabled a performance report to be presented at each meeting. This is facilitating better compliance monitoring. Further, KPIs have now come on stream with additional ones awaiting the imminent implementation of the Facilities Management Contract. I have liaised with Siobhan Bowman and agreed a better and consistent reporting format and this is due to be used to present the report to the Dec meeting.</p> <p>I drew up a brief and instructed our fire assessor to present a Fire Safety training session to the Safety Reps – this was well received &amp; considered to be very useful. At my request Adrian has now advised Reps of his inspection programme and invited them to participate - several Reps have taken up this offer. Additionally, I have asked one Rep to prepare &amp; present a paper to the Dec meeting on his experience of using the Identicom lone worker device &amp; it is my intention to convert this into an article for the next QWIC Word. In conclusion, all of my efforts have contributed to the much smoother running and more focused and effective debate and decision making at the Committee. Additionally, Safety Reps are being given the opportunity to contribute and develop.</p> <p><b>Target – Q2 – met with further work ongoing</b></p> <p>I have continued to manage and monitor the ongoing programme of comprehensive FRA reviews and ensure that our external fire consultant continues to meet his targets on quality and timescales so that I can ensure that the frequency of the FRAs continues to reflect best practice ( Fire Safety in Purpose-Built blocks of flats) and that reports are provided to the required standard and any issues are addressed with the assessor and if necessary the LFB.</p> <p>I continue to receive completed FRAs and Significant Findings and Action Plans and to allocate the actions, monitor completion and appraise the H&amp;S Committee of progress and age profile of outstanding actions. Currently, I am liaising with ICT and external consultant to draft an FRA workflow for CRM which will replace the W2 workflow we are currently still using. (I am using CRM to request responsive repairs as required by the action plans and this is simplifying the process.)</p> <p><b>Adair &amp; Hazlewood Enforcement Notices</b></p> <p>I have continued to liaise with EXOVA, the LFB, RBKC Legal Services, RD, A&amp;R and the various contractors to ensure that requirements of the Enforcement Notices were clear and that the LFB</p> |
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provided their agreement to our proposals on how these requirements would be met. I worked closely with RD and Neighbourhood Management to ensure access for flat entrance door works was maximised and I instructed Legal Services on the “before action” letters” that were required in the final 4 non-access addresses. I then liaised with these residents and RD to ensure access was provided and all the necessary works were completed on track enabling us to meet the extended timescales of 23<sup>rd</sup> Sept and 18<sup>th</sup> Oct respectively.

I instructed the fire assessor to undertake a pre-audit inspection and chased all parties to ensure all issues were resolved in advance of the reviewed FRA and the LFB post-notice audit. This was a significant undertaking requiring frequent (daily) block inspections, ensuring colleagues and contractors appreciated the importance of resolving these issues and ensured the work was given the appropriate degree of priority. I chased colleagues and contractors constantly to ensure hazardous substances (petrol, deisel, LPG cylinders) were removed, repairs were undertaken, stored items and dumped refuse was removed, refuse chutes were unblocked, riser access maintained etc. in advance of the FRA review and the LFB audit. Informal feedback from the LFB on Adair Tower is that they are happy to sign off the enforcement notice; we await formal confirmation. Same process has been undertaken at Hazlewood with intensive monitoring of the condition of the block and regular inspections and spot-checks required. The post-Notice audit was undertaken on the 15<sup>th</sup> November and the inspecting officer indicated that we would receive a broadly compliant letter following the audit. This is awaited.

I continued to engage with and update ET and Board throughout. I have driven the work from receipt of the Enforcement Notices with the approval of ET – from the initial brief & appointment of Exova, engaging with them and monitoring of their work, submitting their report to the LFB and gaining their approval. Also, I clarified who would take forward each Exova recommendation and monitored progress to completion. This involved significant liaison with the LFB, clarifying ambiguity and keeping them apprised of progress. We have successfully sustained a good working relationship throughout this challenging time – even now when we have recently been advised of their “ongoing investigation” into this fire. I have liaised with RBKC and ET and provided briefing notes on this issue. Further, Counsel has now been briefed to advise us on our position and I met with him and colleagues from RBKC Housing and Legal Services on the 10<sup>th</sup> Nov. I provided all of the background, emails, reports and Notices to Counsel and he is now considering the best strategy for us to follow. Counsel has requested that I produce a chronology of events with appendices in anticipation of any proceedings.

I would emphasise that I have managed to ensure regular constructive dialogue – I continue to



arrange and chair bi-monthly liaison meetings - and to maintain a good working relationship with LFB officers in the face of many ongoing challenges which is clearly mutually beneficial. In addition to the Enforcement Notices and the ongoing investigation there have been issues with the inconsistent (and sometimes the unreasonably draconian) approach of the Inspecting Officers and their reliance on our fire assessor to highlight any significant findings. I have raised concerns in the past which has resulted in the LFB moderating their approach e.g. towards managed use storage in communal areas, fire strategy in sheltered blocks etc. However, we have recently received a number of Deficiency Notices issued without initial liaison with us and so actions have been highlighted with insufficient detail, some (such as Fire Action Notices) are already being progressed and for others (self-closers on flat doors) we have already obtained costings and commenced initial discussions with RBKC on a proposed 3-year installation programme across the stock. Additionally, one Notice was issued on a building which has undergone no material alterations in the last 2 years and for which we were given a “no breach” letter in Oct 2016. I continue to raise concern and challenge the LFB approach when this is necessary and I have canvassed my peers and found that we do appear to be the focus of LFB Inspection attention which does not appear to be reflected in Westminster or many other boroughs so it is my intention to raise this at my next meeting.

KCTMO Fire Policy & Strategy – I presented a paper to H&S Committee highlighting my recommendations on areas that should be reviewed, additional areas for inclusions, changes in LFB policy etc. Comments were received and incorporated and the updated draft is being presented to Dec meeting. Also, Counsel's advice on self-closers, our requirements to fit and what action we can take against residents who withhold access is being sought. Further, I am obtaining costings so that I can provide these in relation to fitting closers, installing fire action notices & increasing the frequency if the FRAs. ET will be able to consider before our updated Policy is given to RBKC for comment. (Updated Policy is being presented to Dec H&S Com.)

#### Fire Consultant – Procurement ?

I have prepared a list of tasks undertaken by Fire Assessor and costings and discussed with Procurement Manager who will advise whether re- procurement is required. I have provided him with a copy of the existing contract and a clear view of the awareness of our stock and the specialist knowledge the current consultant has. His role has not been confined to solely undertaking FRAs but has been much broader in relation to fire safety advisory / consultancy remit and has meant that with the exception of EXOVA's appointment on Adair & Hazlewood and a fire specialist on Grenfell no other fire safety services have needed to be engaged.

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| <p><b>5. Programme of Inspection &amp; Property Assessments / FRA reviews / Communal Asbestos Inspections</b></p> | <p>Further work to embed fire safety – Framework H&amp;S Group meets and undertakes regular on-site inspections / audits (which I participate in) to ensure that risks are controlled and the safety of residents remains paramount. Discussions with RD who include in toolbox talks and further discussion with Sam and Derrick about the work of sub-contractors.</p> <p>Fire Safety Trg arranged for Safety Reps &amp; scheduled for ESAs on 2<sup>nd</sup> Dec.<br/><b>Target – Q1 – Met – on target</b></p> <p>Adrian has recommenced programme in August following consultation with Occupational Health. Not yet fully fit so some restrictions on what he can do and the hours he can devote to on-site work. Initial approach involves mornings on site and afternoons in office writing up, raising orders and Mondays working at home to facilitate physio appointments. Arrangement appears to be working well and I have encouraged Adrian to adopt a more planned approach plan / programme his work and keep calendar up to date etc. and he is improving in this area. Currently using CRM to raise issues and no longer using W2. We have raised the need for an inspection workflow with David Noble and this is on the workflow programme.</p> <p>Further as per my request AB has provided each of the Safety Reps with a copy of his Inspection Programme and encouraged them to participate. Amelia and Faris have already made appointments with him and I have carried out a number of joint inspections with Sharon. Where possible AB also gets the ESAs to attend inspections with him.</p> <p>Following discussion with Adrian I have referred him back to Occup Health for reassessment by the Consultant.</p> |
| <p><b>6. Introduction of on-line DSE self-assessment</b></p>  | <p>Software procured in last period and trialled by H&amp;S Com in advance of roll out to all staff. Currently approx.. 50 % of company have been sent a training notification – plan to invite remainder by mid – Nov. (This has allowed us to respond to all the issues as they arise.) Stats on completion of self-assessment form part of the KPI report to the Committee – monitoring is ongoing and this has definitely improved compliance in this area.</p> <p><b>Target met</b></p>   |
| <p><b>7. Manage Asbestos</b></p>  | <p>I continue to receive all asbestos management reports, identify what (if any) works are required and request that these works are progressed, ensure info is uploaded to keystone and letters written advising new tenants, RTB applicants and pre-sale enquiries of the location of ACMS in</p>  |

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| <p><b>8. Workplaces &amp; Facilities</b></p> | <p>their flat.</p> <p>I recently chaired a meeting with CSC, RD and Repairs to clarify the procedure for this and all agreed we would continue with the existing arrangements until a new CRM Workflow can be put in place. I have raised this with Kirk and asked that this be treated as priority.</p> <p>I raised with ICT the issue of asbestos info available to RD operatives. I specified what we required and they produced an updated version of what could be provided in the "TEST" environment. I then arranged a meeting between ICT and Derrick Singleton to review this in advance of going live. Derrick was happy with the proposals and a go live date of end of Oct was agreed. This has slipped very slightly as ICT have confirmed they require one further week to test but info should go live w/c 14<sup>th</sup> Nov.</p> <p>I met with Alex and Peter to establish what their issues were with the Management Plan and what updates they required. I have provided info to Alex following this meeting and am due to complete the Plan shortly.</p> <p>I have raised the need for procurement of additional specialist contractors, consultants and analysts with RD and Sam Hart confirms he has now procured additional resources. I have advised him of the need for these specialists to provide info in a format that suits our requirements (facilitating upload to Keystone). Have requested that John Parsons and I be invited to the pre-contract meeting before these contractors are instructed to undertake any work on our behalf so that they are fully appraised of our requirements.</p> <p>AB has resumed his programme of inspections &amp; assessment, communal asbestos reinspections and low-level FRA reviews - progressing well. This enables us to identify any remedial works which are required and to commission new surveys where the existing are considered to be incomplete enabling us to keep our asbestos register up to date</p> <p><b>Target – Ongoing</b></p> <p>Workplace Inspections - I have instigated a 6-monthly inspection / assessment /compliance monitoring regime at each of the main offices( using proforma I designed ). These continue and Safety Reps are invited to be involved. Issues from the completed reports are escalated to the H&amp;S Com via the regular Facilities update report.</p> <p>Fire Drills now occurring at 346 and Hub on 6-monthly basis and Fire procedures &amp; Bomb Procedures</p> |
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have been reviewed, updated and published on intranet.  
Continue to monitor Hub reception to ensure regular testing of the panic alarm takes place.

We have reviewed all work activity & workplace risk assessments in conjunction with the team within the last 12-18 mnths and all are now current.

I have liaised with HR and ICT on the issue of security and with the introduction of follow me printing have publicised the need for all staff to wear their ID cards and to challenge unfamiliar people entering our offices.

Cyril and I continue to work hard to improve the services provided by the landlords in 346 and in the Hub. We have established close links with other tenants at both blocks and set up and hosted regular liaison meetings. This has strengthened our position with the landlords and in both cases facilities have improved. In 346 we now have regular fire alarm testing and fire drills, earlier and better information on proposed works to communal areas etc. In the Hub, as a result of sustained pressure and repeated requests for a meeting with the managing agents and the landlords, a meeting took place on the 4<sup>th</sup> March. This was attended by tenants, managing agents and several senior directors from Network Stadium (NS) and delivered a powerful message to NS on the problems tenants were experiencing with Lamberts and has led to a commitment from them that they will give our concerns priority. This has already manifested itself in the form of improvements to the proposed changes to the parking controls, hand towels in the toilets etc. and ongoing liaison with NS will continue while communal decs etc. are considered jointly. This has greatly increased our influence on the landlord and thereby improved the facilities that we have access to. It was possible due to persistent and ongoing chasing of the managing agent, developing relationships with other tenants and articulating our concerns and was assisted by my director's attendance at the meetings.

I have requested that Cyril put together a list of facilities procedures that new starters require – including info on panic alarm testing and response to this.

**Latimer Office (Lancaster West office) refurbishment**  
Cyril and I worked together to clarify the requirements, provide a brief to RD, liaise with Procurement Manager who dictated the procurement route, set up a project team and monitored the project from start to finish involving fire risk assessor as required. This has been very successful with only minor snagging items remaining to be resolved. We have successfully improved the facilities and the



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|  | <p>customer experience by enhancing the existing provision and extending it to include a disabled-accessible interview room and wc, larger staff areas with more desks, new furniture, a/c, enhanced lighting etc. and initial feedback is that staff and residents welcome the improvements. Project completed and official opening a big success.</p> <p><b>Target – Completed</b></p>  |
| <b>Additional activities not covered by the set Objectives</b> | <p><b>Community Safety Bids</b> – I drafted a paper for discussion at H&amp;S Com clarifying the criteria and then I investigated the feasibility of submitting bids in each of these areas and the possibility of part –funding and/ or progressing in-house. Two options were rejected, 4 bids (3 part-funded by TMO) were submitted - one telecare and 3 for external storage / charging points for mobility scooters at sheltered blocks - and two other areas we have now identified budgets to progress internally. Informal feedback from LFB at this stage has been encouraging so we are hopeful that these will be successful.</p> <p><b>Emergency Planning</b> – Initiated and participated in an Emergency Planning exercise at Burgess Field Sheltered Block in liaison with Octavia Housing and RBKC. I have drafted a report for Dec Committee summarising the event and listing all the issues that my colleagues and I identified in our TMO debrief. This has highlighted some areas for consideration but also reinforced the existing arrangements that we have in place.</p> <p><b>HSE Investigation into Working Time Directive and CAS</b> – worked with HR &amp; Hash to address the HSE's concerns and successfully demonstrate compliance. We received a letter from the HSE on the 25<sup>th</sup> November confirming that no further action is to be taken on this.</p> <p><b>Liaison with LFB over a spate of recent audits</b> – Grenfell, Barandon, 9 Colville, 36 Oxford Gdns (previously 1 Pembridge, Berenger Tower etc.) Where possible (time permitting) I have organised a pre-inspection check by Fire Assessor and /or our staff and instigated an chased the necessary works to completion. Provided FRA and necessary documentation to the LFB and responded to queries. I have kept other relevant staff and senior managers apprised of these and have circulated any Deficiency Notices to the H&amp;S Committee.</p> <p>Resumed regular catch up meetings with Alex to ensure issues get progressed. These are very helpful to us both I believe.</p> |

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|  | <p>Have developed a good working relationship with the RD managers.</p> <p>Frinstead House – coordinated meeting of TMO staff to ensure necessary work is allocated to named individuals and timescales are set. Barrier gate being installed today fitted with a GERDA lock will enable the LFB access to be maintained.</p> <p>Anonymous complaint on work of Wates Contractor – initiated investigation, received report from Wates, then audited on site work with Bailey Garner H&amp;S &amp; interrogated asbestos records. Recommended some improvements to their processes but no evidence of any breach of H&amp;S regns or exposure of contractors or residents to any risks.</p> <p><b>Additional areas of work for rest of year</b><br/>Have also identified the need to draft a TMO Accommodation Strategy and Finance will be providing budget info in a way which will facilitate better monitoring and scrutiny. (I am progressing the closing of the ORS archive on the south coast – contributes to budget saving. May also be necessary to investigate additional / alternative archive storage in the stock if Ingelow House basement is leased out by RBKC.</p> |
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| <b>Behaviours Objectives:</b>  | <b>Achievement against objectives:</b>   |
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| Planning, team working, developing good working relationships, promoting H&S etc | Have demonstrated this with a number of individuals and groups - both within the organisation and externally. Specifically, with LFB, RD managers, Alex, Shannon, Bailey Garner H&S staff etc. |

| <b>Employee Comments</b>   |
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| I have had a very busy and productive 6 months with significant progress in many areas. The Committee is now operating better than ever before and the Reps are developing and start to be an asset. The KPIs and the standard regular reports for Committee are also bedded in and helping us to monitor compliance. I have made a sustained effort to plan the agenda and get the papers |



prepared and sent out early so that the members have sufficient time to read and digest these in advance of the meeting.

I have ensured that the Adair & Hazlewood works required by the Enforcement Notices have been satisfactorily completed on target and both post-audit inspections are believed to have resulted in Broadly Compliant letters. The FRA programme is continuing on schedule and Adrian has resumed his on site H&S inspections and assessments. Cyril and I were very heavily involved in the refurbishment of the Latimer Officer which has now been completed and meets all of the requirements we had. As ever quite a few unplanned issues have come up demanding urgent attention such as HSE investigation on Working Time, post-works issues with Frinstead House which have a high profile with RBKC and the local Councillors, quite a spate of LFB audits, going regular inspections of the Decent Homes works etc.

Additionally, I am working with ICT and consultant to draft an FRA CRM Workflow and we are currently also addressing the VIRep warning info for CRM.

Also worthy of mention is the preparation and submission of the Community Safety Bids to the LFB – I am hopeful these will be successful as this would be good for the TMO and for RBKC.

#### **Line Manager Summary**

**Employee Signature:**

**Date:**

**Manager Signature:**

**Date:**

**Year-End Performance Review:**





**Name:** Janice Wray

**Job Title:** H, S & F Manager

| Work Objectives:  | Achievement against objectives:  |
|---|--|
| 1. Draft Annual H&S Report 15/16 & Executive Summary of Report  | <p>I drafted the KCTMO Annual H&amp;S Report &amp; also an Executive Summary of the report. This was presented to ET and the Finance, Audit &amp; Review Committee and was well received.</p> <p>Additionally, I provided a summary of the significant h&amp;s achievements in the reporting period (including achievement of an audit outcome of “substantial assurance”, 299 FRAs comprehensively reassessed, 100% compliance on water quality and communal electrical inspections, purchase of dse on-line self-assessment package, recruitment of safety reps, reduction in verbal abuse against staff and slight decrease in accidents reported) to the Bi-Borough Corporate H&amp;S Team for inclusion in the Corporate Annual H&amp;S Report.</p> <p>In addition to the Annual H&amp;S Report we have now made a commitment to produce a regular, quarterly H&amp;S update for TMO Board – several have now been produced and were well received by the Board.</p> <p>Further, H&amp;S summaries were produced for inclusion in RBKC’s Annual Report and mid-year review. <b>Target- Q1 – met</b></p> |
| 2. Produce Health, Safety & Facilities Service Plan             | <p>I produced the H&amp;S Service Plan and updated this at end of Q2 and again at end of Q4 to reflect progress made and also to outline additional objectives since original drafting - such as ET’s requirement for an Accommodation Strategy, progress with completing the works required by the Enforcement Notice, the introduction of the dse self-assessment software, bids for LFB Community Safety funding.</p> <p><b>Target met</b></p>  |
| 3. Further develop the effective operation of the H&S Committee | <p>The Committee now meets quarterly &amp; I aim to draft and provide the minutes and the matters arising schedule to Barbara within 2 weeks of the meetings for early circulation to the Committee. I now ensure that reports are clearly marked as “for information”, “for discussion”, “for decision” and papers circulated in advance of the meeting so that attendees have opportunity to read and can come to meeting with queries prepared. This also means that the regular routine reports do not take up an excessive amount of time, however, members are able to raise any concerns. (Additionally, I work with Barbara to</p>   |

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| <p>4. Fire Safety</p> | <p>allocate a specific time for each agenda item.)</p> <p>I produced suggestions on H&amp;S KPIs which we could monitor and a suite of KPIs was agreed by the Com and these are now produced in the form of a Performance Report submitted to each meeting. I have worked with Siobhan Bowman who has assisted with the production of a consistent and accessible format for this report. This continues to evolve as more information becomes available for monitoring. The majority of the KPIs which have yet to come on stream are awaiting the introduction of the Facilities Management Contract which finally went live on 1<sup>st</sup> April and we are hopeful that this will enable us to receive regular information on the level of compliance being achieved on fire safety equipment &amp; systems.</p> <p>Significant work has been undertaken on the review of the TMO Fire Policy &amp; Strategy. The H&amp;S Com commented on the initial document &amp; I provided updates with costings, feedback from RBKC Housing &amp; Legal Services etc &amp; further changes were made. Currently, some further information is awaited from RBKC Legal before the reviewed policy can be finalised &amp; approved by H&amp;S Com, then taken to ET, Board and RBKC for ratification.</p> <p>I drew up a brief and instructed our fire assessor to present a Fire Safety training session to the Safety Reps – this was well received &amp; considered to be very useful. At my request Adrian has now advised Reps of his inspection programme which has enabled some of them to participate in a number of inspections / assessments. Additionally, the Com requested one Rep to prepare an article for QWIC Word to outline her role as a Safety Rep and to advise staff of contact details for herself &amp; her colleagues and a second Rep prepared a paper for presentation to the January meeting on his experience of using the Identicom lone worker device. (Further it is my intention to work with him to convert this into an article for the next QWIC Word.) RD are now providing their Accident stats for inclusion in our report &amp; now prepare a H&amp;S update to each meeting. In conclusion, all of my efforts have contributed to the much smoother running and more focused and effective debate and decision making at the Committee. Additionally, Safety Reps are being given the opportunity to contribute and develop.</p> <p>Significant development of the committee and the participants has taken place and this has improved the effectiveness of the Committee.</p> <p><b>Target – Q2 – met with further work ongoing</b></p> |
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I have continued to manage and monitor the ongoing programme of comprehensive FRA reviews. I have ensured that our external fire consultant continues to meet his targets on quality & timescales so that the frequency of the FRAs continues to reflect best practice as laid out in the best practice guide - Fire Safety in Purpose-Built blocks of flats. I can confirm that reports are provided to the required standard & any issues are addressed with the assessor and if necessary the LFB.

I continue to receive completed FRAs and Significant Findings and Action Plans and to allocate the actions, monitor completion and appraise the H&S Committee of progress and age profile of outstanding actions. These actions are still allocated via W2, however, I have liaised closely with ICT and external consultant on our specification for an FRA workflow for CRM to replace the one on W2. This workflow is now being tested and we are hopeful that it will be introduced by mid- May. (However, I am using CRM to request responsive repairs as required by the action plans and this is simplifying the process.)

#### **Adair & Hazlewood Enforcement Notices**

I liaised closely with EXOVA, the LFB, RBKC Legal Services, RD, A&R and the various contractors to ensure that requirements of the Enforcement Notices were clear & that the LFB provided their agreement to our proposals on how these requirements would be met.

I instructed Legal Services to advise us on the access procedure we should follow in order to maximise the chances of us obtaining access via legal means should prove necessary.

I worked closely with RD & Neighbourhood Management to ensure access for flat entrance door works was maximised and I instructed Legal Services on the “before action” letters” that were required in the final 4 non-access addresses. I then liaised with these residents and RD to ensure access was provided and all the necessary works were completed on track enabling us to meet the extended timescales of 23<sup>rd</sup> Sept and 18<sup>th</sup> Oct respectively.

I instructed the fire assessor to undertake a pre-audit inspections of both blocks and chased all parties to ensure all issues were resolved in advance of the reviewed FRA and the LFB post-notice audit. This was a significant undertaking requiring frequent (daily) block inspections, ensuring colleagues and contractors appreciated the importance of resolving these issues and ensured the work was given the appropriate degree of priority. I chased colleagues and contractors constantly to ensure hazardous substances (petrol, deisel, LPG cylinders, redundant items from refurbished kitchens and bathrooms) were removed, repairs were undertaken, stored items and dumped refuse was removed, refuse chutes were unblocked, riser access maintained etc. in advance of the FRA review and the LFB audit. Broadly compliant letters were received from the LFB in relation to both blocks.



I continued to engage with and update ET and Board throughout. I have driven the work from receipt of the Enforcement Notices with the approval of ET – from the initial brief & appointment of Exova, engaging with them and monitoring of their work, submitting their report to the LFB and gaining their approval for EXOVA's proposals. Also, I clarified who would take forward each Exova recommendation and monitored progress to completion. This involved significant liaison with the LFB, clarifying ambiguity and keeping them apprised of progress. We have successfully sustained a good working relationship throughout this challenging time – even now when we have recently been advised of their “ongoing investigation” into this fire. I have liaised with RBKC and ET and provided regular briefing notes on this issue. Further, Counsel has now been briefed to advise us on our position and I met with him and colleagues from RBKC Housing and Legal Services on the 10<sup>th</sup> Nov. I provided all of the background, emails, reports and Notices to Counsel and his advice was for me to produce a chronology of events with appendices in anticipation of any proceedings. I drafted this document, received some minor comments which have now been incorporated & provided an updated draft to Legal Services.

I would emphasise that I have managed to ensure regular constructive dialogue – I continue to arrange and chair bi-monthly liaison meetings - and to maintain a good working relationship with LFB officers in the face of many ongoing challenges which is clearly mutually beneficial. In addition to the Enforcement Notices and the ongoing investigation there have been issues with the inconsistent (and sometimes the unreasonably draconian) approach of the Inspecting Officers and their reliance on our fire assessor to highlight any significant findings. I have raised concerns in the past which has resulted in the LFB moderating their approach e.g. towards managed use storage in communal areas, fire strategy in sheltered blocks etc. However, we have recently received a number of Deficiency Notices issued without initial liaison with us and so actions have been highlighted with insufficient detail, some (such as Fire Action Notices) are already being progressed and for others (self-closers on flat doors) we have already obtained costings and now have RBKC approval for a 5-year installation programme in tenanted properties across the stock. Additionally, two Deficiency Notices have been issued on building which have undergone no material alterations since the previous audits which had resulted in “no breach” letters. I continue to raise concerns and to challenge the LFB approach (in writing when necessary) when this is required. Additionally, I have canvassed my peers to see if the being applied to us is consistent with others experience and to clarify whether if I can draw upon their experience to challenge the LFB.



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| <p><b>5. Programme of Inspection &amp; Property Assessments / FRA reviews / Communal Asbestos Inspections</b></p> | <p><b>KCTMO Fire Policy &amp; Strategy</b> – I presented a paper to H&amp;S Committee highlighting my recommendations on areas that should be reviewed, additional areas for inclusions, changes in LFB policy etc. Comments were received and incorporated and the updated draft provided for further comment. Also, Counsel’s advice on self-closers, our requirements to fit and what action we can take against residents who withhold access was also sought. Further, costings were obtained in relation to fitting self-closers, installing fire action notices &amp; increasing the frequency if the FRAs and the Com were appraised. Await final input from RBKC Legal so that Policy can be finalised and then it will go to ET, Board and RBKC for approval. Fire Action Notices have been purchased &amp; a risk-based installation programme is underway - with the high-rise blocks being given highest priority. This is in line with the requirement of some of the LFB’s Inspecting Officers and should increase awareness of fire procedures amongst residents.</p> <p>I have prepared a list of tasks undertaken by the Fire Assessor with costings and discussed with Procurement Manager who considers that re- procurement is not required at this time. I have provided him with a copy of the existing contract and a clear view of the awareness of our stock and the specialist knowledge the current consultant has. The list of tasks clearly demonstrates that his role has not been confined to solely to undertaking FRAs but has been much broader in relation to fire safety advisory / consultancy remit and has meant that, with the exception of EXOVA’s appointment on Adair &amp; Hazlewood and a fire specialist on Grenfell, no other fire safety services have needed to be engaged.</p> <p>Further work to embed fire safety – Framework H&amp;S Group meets and undertakes regular on-site inspections / audits (which I participate in) to ensure that risks are controlled and the safety of residents remains paramount. Discussions with RD who include in toolbox talks and further discussion with Sam and Derrick about the work of sub-contractors.</p> <p>Fire Safety Trg arranged for Safety Reps. Also I designed and delivered a a half-day course jointly with Carl Stokes which was aimed ESA. (2<sup>nd</sup> Dec 17).</p> <p><b>Target – Q1 – Met – on target</b></p> <p>Adrian recommenced his inspection &amp; assessment programme in August following consultation with Occupational Health. Although not fully fit some restrictions were placed</p> |
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## 7. Manage Asbestos

agreed that a new CRM Workflow was required to streamline this process but that we would continue with existing arrangements until this is available. I made a case for this CRM asbestos workflow with Kirk Dede in ICT and requested that this be treated with priority. Kirk confirms that this has been added to the next phase of workflows although no firm timescale is yet available.

I raised with ICT the issue of asbestos info available to RD operatives on their PDAs. I specified what we required and they produced an updated version of what could be provided in the "TEST" environment. I arranged a meeting between ICT and Derrick Singleton to review this in advance of going live where Derrick where confirmed that he was happy with the proposal, a go live date & agreed and this has now been implemented.

I met with Alex & Peter to clarify their issues with the Asbestos Management Plan & what updates they required. I have provided info to Alex following this meeting and completed the review of the Plan.

I raised the need for procurement of additional specialist contractors, consultants and analysts with RD and Sam Hart confirms he has now procured additional resources. I have advised him of the need for us to clarify our requirements prior to using these new specialists. (Survey Report must be accompanied by a spreadsheet in a format dictated by us to facilitate upload of data to Keystone). Have requested that John Parsons and I be invited to the pre-contract meeting before these contractors are instructed to undertake any work on our behalf so that they are fully appraised of our requirements.

AB has resumed his programme of inspections / assessments, communal asbestos reinspections & low-level FRA reviews and this is progressing well. This enables us to identify any remedial works which are required within the communal areas & to commission new surveys where the existing are considered to be incomplete - enabling us to keep our asbestos register up to date.

My Team undertake regular auditing to compare orders raised with info uploaded to Keystone (reports provided by John Parsons team). We chase contractor for outstanding documentation and upload / update as necessary. This is currently completed on a quarterly basis



## 8. Workplaces & Facilities

With the website project underway I have highlighted the advantage of residents being able to access on-line the information we hold on the location of asbestos materials within their home. It is anticipated that this is something that can be progressed further into the project.

### Target – Ongoing

**Workplace Inspections** - I have instigated a 6-monthly inspection / assessment /compliance monitoring regime at each of the main offices (using proforma I designed ). These continue and Safety Reps have been accompanying Cyril on these. Issues from the completed reports are progressed by Cyril and are escalated to the H&S Com via the regular Facilities update report.

Fire Drills now occurring at 346 and Hub on 6-monthly basis and Fire Procedures & Bomb Procedures have been reviewed, updated and published on intranet.

Continue to monitor Hub reception to ensure regular testing of the panic alarm takes place.

**Workplace & Work Activity Risk Assessments** - We have reviewed all work activity & workplace risk assessments in conjunction with the relevant team within the last 12-18 mnths and all are now current(This is also now a KPI on the Performance Report to H&S Com).

**Security** -I have liaised with HR and ICT on the issue of security and with the introduction of follow me printing have publicised the need for all staff to wear their ID cards & to challenge unfamiliar people entering our offices.

Cyril and I continue to work hard to improve the services provided by the landlords in 346 and in the Hub. We have established close links with other tenants at both blocks and set up and hosted regular liaison meetings. This has strengthened our position with the landlords and in both cases facilities have improved. In 346 we now have regular fire alarm testing and fire drills, earlier and better information on proposed works to communal areas etc. In the Hub, following on from the meeting with the managing agents and the landlords which took place on the 4<sup>th</sup> March (as a result of sustained pressure and repeated requests) further

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|  | <p>meetings took place on 1<sup>st</sup> Sept &amp; 1<sup>st</sup> Dec and the next is scheduled for June . Service has improved and the managing agents are more responsive. For example, this has already manifested itself in the form of improvements such as the parking controls, hand towels now installed in the toilets, regular visits from the agent and consultation on proposed communal decs. This has greatly increased our influence on the landlord and thereby improved the facilities that we have access to. It was possible due to persistent and ongoing chasing of the managing agent, developing relationships with other tenants and articulating our concerns and was assisted by my director's attendance at the meetings.</p> <p>I have requested that Cyril put together a list of facilities procedures that new starters require – including info on panic alarm testing and response to this.</p> <p><b>Latimer Office (Lancaster West office) refurbishment</b><br/>Cyril and I worked together to clarify the requirements and we fed into the draft specification drawn up RD. We also liaised with the Procurement Manager who advised on the procurement route, set up a project team and monitored the project from start to finish involving fire risk assessor as required. This has been very successful with only minor snagging items remaining to be resolved. Contractor then went into administration and we ensured that the outstanding items were completed by RD. We have successfully improved the facilities and the customer experience by enhancing the existing provision and extending it to include a disabled-accessible interview room and wc, larger staff areas with more desks, new furniture, a/c, enhanced lighting etc. and initial feedback is that staff and residents welcome the improvements and other staff are able to use the office as a base as hotdesks are now available. Project completed and official opening a big success.</p> <p><b>Target – Completed</b></p> |
| <b>Additional activities not covered by the set Objectives</b> | <p><b>Community Safety Bids</b> – I drafted a paper for discussion at H&amp;S Com clarifying the criteria and then I investigated the feasibility of submitting bids in each of these areas and the possibility of part –funding and/ or progressing in-house. Two options were rejected, 4 bids (3 part-funded by TMO) were submitted - one telecare and 3 for external storage / charging points for mobility scooters at sheltered blocks - and two other areas we are hopeful that internal budgets can be identified to progress. Unfortunately, despite informal feedback from senior LFB officers that they were supporting our bids, these were ultimately unsuccessful.</p>  |

**Emergency Planning** – Initiated and participated in an Emergency Planning exercise at Burgess Field Sheltered Block in liaison with Octavia Housing and RBKC. I drafted a report for Dec Committee summarising the event and listing all the issues that my colleagues and I identified in our TMO debrief. This has highlighted some areas for consideration but also reinforced the success of our existing arrangements.

**HSE Investigation into Working Time Directive and CAS** – worked with HR & Hash to address the HSE's concerns and successfully demonstrate compliance. We received a letter from the HSE on the 25<sup>th</sup> November confirming that no further action is to be taken on this.

**Anonymous allegation of unsafe working practices by Wates** – RBKC's Environmental Health received an anonymous letter making a number of allegations of unsafe working practices particularly with regard to asbestos management. I initiated investigation, received report from Wates (contractor) and Bailey Garner (Consultant) then audited on site work with Bailey Garner H&S Officer & interrogated asbestos records. Recommended some small improvements to their processes but no evidence of any breach of H&S regns or exposure of contractors or residents to any risks. (The letter was referred to the HSE but to date we have not been contacted by them so believe this issue is closed.)

**Liaison with LFB over a spate of recent audits** – Grenfell, Barandon, 9 Colville, 36 Oxford Gdns, Lonsdale House, Whitchurch House etc Where possible (time permitting) I have organised a pre-inspection check by Fire Assessor and /or our staff and instigated an chased the necessary works to completion. Provided FRA and necessary documentation to the LFB and responded to queries. I have kept other relevant staff and senior managers apprised of these and have circulated any Deficiency Notices to the H&S Committee. In particular I have challenged the LFB in writing when I consider they are being unreasonable, inconsistent or when circumstances locally have not changed but yet the outcome of the audit differs significantly to the previous audit.

Resumed regular catch up meetings with Alex (and now Anthony) to ensure issues get progressed. I circulate notes of these meetings and they assist with progressing issues



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|  | <p>and resolving items raised at H&amp;S Com etc.</p> <p>Have developed a good working relationship with the RD managers and have scheduled catch-up meetings with Shannon MacInnes, SHEQ Manager, on a 3-weekly basis - which have been helpful to us both. .</p> <p><b>Frinstead House</b> – initiated meeting of TMO staff to ensure necessary work which remained outstanding at the conclusion of the Peabody development were allocated to named individuals and completed in reasonable timescales. Monitored works and chased outstanding items. Works included installation of temporary barrier gate (now replaced by automatic bollards) to prevent parking and ensure LFB access, works to resolve drainage issue, improve lighting on Shafleet Drive and install front and rear doors have now mostly been completed.</p> <p>I commissioned a consultant to undertake dilapidation surveys on our main offices. I ensured that procurement procedures were followed and produced a report and waiver for sign-off by ET. Work complete</p> <p>I liaised with Procurement Manger to appoint a consultant to negotiate with the Hub landlords on an unexpected and very large rent increase. I liaised with the consultant &amp; reported back on progress and eventually the landlords accepted that they were not able to instigate a rent increase. I would emphasise that this has resulted in a substantial saving for the company.</p> <p><b>Accommodation Strategy</b><br/>Have produced an initial draft TMO Accommodation Strategy for ET to discuss.</p> <p>Finance will be providing budget info in a way which will facilitate better monitoring and scrutiny.</p> <p>Progressing the closing of the ORS archive on the south coast which will save approx.. £9K per year going forward. May also be necessary to investigate additional / alternative archive storage in the stock if Ingelow House basement is leased out by RBKC.</p> |
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|  | I worked with ICT and specialist consultants to clarify what action was required to ensure that staff with disabilities who could not readily access CRM would be able to do so. I identified a consultant, liaised to ensure that specification was what we required, kept staff appraised of progress and ensured that ongoing training & support was built into the required work. Jill has completed training & software has been installed and upgraded and she is very happy that she can now access all systems. (When Felicia returns to work this will also be arranged for her.) |
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| <b>Behaviours Objectives:</b>  | <b>Achievement against objectives:</b>   |
| Planning, team working, developing good working relationships, promoting H&S etc | Have demonstrated this with a number of individuals and groups - both within the organisation and externally. Specifically, with LFB, RD managers, Alex, Anthony Shannon, Bailey Garner H&S staff etc. Would also refer to good working relationship with Cynthia from RBKC Legal, Amanda Johnson and the Bi-Borough Corporate H&S Manager |

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| <b>Employee Comments</b>   |
| <p>I was awarded Employee of the Year award at our staff conference in July - which was unexpected but greatly appreciated.</p> <p>A significant proportion of my time during the first 8 months of this year was spent ensuring that all works necessary to comply with the requirements of the LFB Enforcement Notices on Adair &amp; Hazlewood Towers were progressed and completed to the required standard &amp; within the necessary timeframe. This involved liaising with RBKC Legal, appointing specialist fire engineering consultants, Exova, working with RD &amp; A&amp;R and their respective contractors. Additionally, I produced regular briefings and reports to keep ET, Board and Director of Housing updated on progress. I was required to emphasise and regularly reiterate the importance of prioritising this work and ensure it was undertaken to the standards we had specified. This was challenging especially when the first contractor went into liquidation and a new one had to be appointed causing inevitable delays and requiring us to seek extension of the Notice periods from the LFB. I worked hard with RD to ensure that the contractors kept accurate records and followed the agreed access procedure, however, the difficulty in getting access in some cases, the vagaries of the LFB engineering team's requirements and the constant effort to maintain the common parts of these blocks free of obstructions and flammable items (despite the activities of various contractors) required sustained vigilance, regular inspections and ongoing discussion with Project Managers, Neighbourhood Managers etc. I believe I was instrumental in achieving the</p> |

“Broadly Compliant” letters which the LFB’s post-Notice audits produced.

I have worked with RBKC and Counsel to consider the possibility of a prosecution and have produced a chronology at Counsel’s request.

I continue to put significant work into preparing papers, minutes, matters arising, KPIs etc. for the H&S Committee and believe this is operating well and works to develop the Safety Reps have also been productive. In particular, I have led the review of the Fire Strategy and this is almost completed and about to go to ET, Board and RBKC for approval. Additionally, I have developed the Performance Report with additional KPIs enabling better monitoring of compliance.

I have sustained and developed good working relationships with the LFB, RBKC Housing and Legal Services, my colleagues and contractors.

The FRA programme is continuing on schedule and Adrian has resumed his on site H&S inspections and assessments. Cyril and I were very heavily involved in the refurbishment of the Latimer Officer which was completed to a high standard and has greatly improved the facilities at this location. Additionally, we have worked on an initial draft of an Accommodation Strategy and have procured specialist consultants to undertake dilapidation surveys and also to negotiate with the landlord on their proposed rent increase. I would emphasise that this latter work resulted in a zero rent increase and has saved us a significant amount of money over the remainder of the lease period.

I have worked with ICT & their consultant to specify an FRA workflow for CRM and this is currently in Test. We have also reviewed all VIRep data, undertaken a data cleanse, produced, consulted in and agreed standard VIRep phrases and all records have now been edited to reflect these phrases. ICT now need to link capita to CRM so phrases can be copied over.

As ever quite a few unplanned issues have come up demanding urgent attention such as but not confined to -  
HSE investigation on Working Time,  
post-works issues with Frinstead House which have a high profile with RBKC and the local Councillors,  
quite a spate of LFB audits & Deficiency Notices – some of which we have challenged as we consider them to be unreasonable,  
ongoing regular inspections of the Decent Homes works,  
investigation into an anonymous complaint about alleged unsafe working practices of Wates which was referred to the HSE,  
Work with National Grid to address concerns about their performance at Grenfell Tower in relation to the new gas riser and also  
damaging asbestos within an occupied dwelling  
Fire at 195 Trellick Tower  
Emergency Planning exercise at Burgessfield with RBKC & Octavia Hsg



### Preparation & submission of Community Safety Bids

I have worked hard to achieve all my original objectives to address the large volume of additional objectives that have come along during the course of the year and these are reflected in my Service Plan which is updated quarterly. I have continued to manage the core activities – managing the FRA programme, operational asbestos, h&s inspections / assessments/ investigations, facilities etc. – have developed and specified improvements in systems and liaised closely with ICT to introduce new CRM Workflows and due to the concerned effort on Adair & Hazlewood the Notices were ultimately complied with. In addition to all of the work outlined I manage my team well and I believe they perform consistently well and are motivated. I also continue on the OOH rota and have kept ET appraised of developments in a number of high profile incidents. I would advise that I respond to the CE, Director of Housing and Councillors on a regular basis and always prioritise this work and ensure it is down to a high standard – Cllrs and Laura & Robert value my input and my input is currently being sought by H&F as they are looking to review their Fire Safety arrangements.

I recognise and value the support and direction I get from my line manager and this has helped to motivate me to perform at what I believe to be consistently exceptional level.

### Line Manager Summary

**Employee Signature:**

**Date:**

**Manager Signature:**

**Date:**



**Year End Ratings (please rate 1-5 in accordance with the Hay PRP Guidance):**

**Name:**

**Job Title:**

**Work Performance Rating by Line Manager :**

**(subject to moderation by ET)**

**Behaviour Rating by Line Manager :**

**(subject to moderation by ET)**

**Overall Rating by Line Manager :**

**(subject to moderation by ET)**

**Line Manager Signature:**

**Date:**

**Senior Manager Signature:**  
**(if different from Line Manager)**

**Date:**

**Moderated (by ET) and Final Rating :**

**Date:**