



### 1. INTRODUCTION

- 1.1 In recent years an Annual Health & Safety Report has been produced giving an overview of Kensington & Chelsea Tenant Management Organisation's (KCTMO) management of health & safety during the previous business year. This report covers the period from 1<sup>st</sup> April 2011 until 31<sup>st</sup> March 2012 and reviews progress with objectives, sets out priorities for the coming year and details ongoing risks the company faces. Efforts have been made to present information on health & safety performance across a wide spectrum of activities relating to the safety of employees, contractors and residents.
- 1.2 The established forum for consultation with employees on health & safety matters, the Health & Safety Committee, continues to be an effective vehicle meeting bi-monthly and reporting to the Executive Team. The Director of People and Organisational Development chairs the group which is made up of management representatives, union-appointed Health & Safety Representatives and Health & Safety staff.
- 1.3 Currently health & safety policies, procedures, proformas, report forms etc. are available to all employees via the KCTMO intranet (under Human Resources / Health & Safety). Appendix A lists these H&S Policies & Procedures and when each is due to be reviewed.

### 2. HEALTH & SAFETY RELATIONSHIP BETWEEN KCTMO & RBKC

- 2.1 KCTMO remains the managing agent for Royal Borough of Kensington & Chelsea's (RBKC) housing stock and the Council retains ownership of the stock. As such, RBKC retains some responsibility for the Health & Safety of the residents and their homes. Therefore, for the purposes of the enforcing bodies - the Health & Safety Executive (HSE) and the London Fire & Emergency Planning Authority (LFEPA) - the responsibility would be considered to be shared.
- 2.2 RBKC monitors KCTMO's Health & Safety performance in order to satisfy itself that we are complying with our statutory responsibilities, adhering to best practice and ensuring the best possible environment for the residents to live in and for our employees and contractors to work in. Specifically, RBKC Corporate Health & Safety Adviser receives the minutes of the bi-monthly KCTMO H&S Committee meetings and he also receives this Annual Report. Additionally, the KCTMO Health, Safety & Facilities Manager attends the Council's regular Health & Safety Main Coordinating Committee. In addition, ad-hoc updates for example on fire safety are provided to the Housing & Property Scrutiny Committee on request. Finally, the Council is notified promptly of any major incidents, accidents or significant near-misses and is informed of progress of ongoing investigations. Clearly, if meetings are required e.g. to discuss a specific accident or dangerous

occurrence these can be convened at short notice. It should be noted that in some specific areas of work close liaison has taken place, joint approaches have been agreed and audits have considered both bodies.

### **3. RELATIONSHIP BETWEEN KCTMO & THE LONDON FIRE & EMERGENCY PLANNING AUTHORITY (LFEPA)**

- 3.1 The LFEPA is the enforcement body for the Regulatory Reform (Fire Safety) Order 2005. As such LFEPA is responsible for ensuring that persons who control premises are carrying out suitable and sufficient risk assessments in the common parts of residential blocks. Whilst this responsibility is operationally delegated to KCTMO, in the event of a breach of the Regulations the LFEPA would clearly consider KCTMO and RBKC to be jointly liable and would serve an Enforcement Notice on, or pursue prosecution against both organisations.
- 3.2 In order to ensure full compliance with these Regulations to the satisfaction of the LFEPA, KCTMO has worked closely with RBKC and LFEPA to agree our approach, our priorities and acceptable timescales for carrying out the required Fire Risk Assessments and any significant findings that these identify. Initial discussions which agreed this approach took place in July 2009. However, KCTMO has endeavoured to sustain these close links and has facilitated regular progress meetings (to monitor ongoing compliance) and continued liaison with both parties on this issue.
- 3.3 Liaison has been with the LFEPA's Kensington & Chelsea Fire Safety Team. However, we have been advised that, as of the 1<sup>st</sup> April 2012, this team will merge with the Hammersmith & Fulham Fire Safety Team and this merged team will have reduced resources. Initial discussions have taken place with the new Team Leader and efforts are in place to ensure that the necessary level of liaison, advice, assistance can be sustained.

### **4. KCTMO HEALTH & SAFETY POLICY**

- 4.1 The KCTMO Health & Safety Policy Statement (copy attached at Appendix E), which accepts our responsibilities for and sets out our commitment to health & safety, was reviewed in this reporting period. Specifically, the policy statement acknowledges our commitment to ensuring the health, safety and welfare of our employees, residents, contractors, visitors, and members of the public i.e. all people who could potentially be affected by our work. The Chief Executive is ultimately responsible for health & safety, the policy and its implementation. However, the updated policy further clarifies the health and safety responsibilities of the Executive Team, Senior Managers, the Customer Services Directorate and the Health & Safety Team. The policy will be due for review again in April 2015 or earlier in the event of organisational change.
- 4.2 The policy can be obtained from the Health & Safety Team and a copy is also available to all employees via the KCTMO intranet.

## 5. HEALTH & SAFETY WORK COMPLETED IN THE REPORTING PERIOD

### 5.1 Policies, Procedures, Briefing Notes and Committee Reports

5.1.1 The KCTMO has a number of Health & Safety policies and procedures which are reviewed regularly and also when there are major changes to the organisation, new legislation is introduced etc. In particular, in addition to the Health & Safety Policy Statement mentioned above the following documents were produced, reviewed or updated during the reporting period and can generally be found on the KCTMO intranet. It is expected that any staff who do not have access to the intranet will be briefed by their line manager during their team meetings.

- Emergency Plan – reviewed and updated in May 2011. Cascades kept constantly under review to ensure continues to take account of any changes to out of hours arrangements, management / personnel changes etc.
- Significant progress with Fire Risk Assessments – regularly reported to KCTMO Committees (Board and Operations Committee) and also RBKC's Committees (Overview and Scrutiny)
- Gas Access procedure now embedded and further refined
- Welcome Pack updated to incorporate health and safety procedures at the new Blantyre office
- Staff consultation undertaken to facilitate the update / review of violent incident reporting procedures
- Gas Safety Policy reviewed, updated and combined with the Gas Procedures
- Engaged the services of CORGI to carry out Independent Quality Checks on 5% of properties. This work commenced in February 2012 and is scheduled for completion in July 2012
- Introduced proactive monitoring of reportable contractor accidents in this period – now submitted on a monthly basis.
- Asbestos Management Policy and Procedure reviewed and updated
- Legionella / Water Quality Policy and Procedure reviewed and updated
- Lift Safety Policy Statement and Procedures on Lift Shut-ins and handwinding reviewed and updated
- CDM Policy and Procedure reviewed and updated
- Fire Safety – Fire Protection Equipment Policy and Procedure drafted
- Communal Lighting – Policy and Procedure reviewed and updated
- Estate Staff Handbook reviewed and updated
- Health and safety information for Residents Handbook reviewed and updated
- Violent Incident Reporting Procedure reviewed and issued for consultation.

### 5.2 Other achievements in 11/12

Other areas of work, some of which were identified as objectives for this reporting period and others which came up during the year, and have now been successfully progressed are –

- 5.2.1 Gas Servicing - 99.805% access was achieved for gas servicing. (Access rate for council-owned individual gas appliance servicing was 99.91% - fractionally higher than in the previous twelve months - and for installation

pipework inspection and servicing was 99.7% - slightly lower than in previous year - making the overall access rate 99.805%.) KCTMO performance on gas servicing continues to be within top quartile and this has been consistently the case now for some considerable time which is a significant achievement.

Additional initiatives to further reduce the number of difficult to access properties have been introduced. In particular, the KCTMO has written to all residents who have denied access for gas servicing within the last two years to encourage them to provide access and to advise them of our new policy of recharging residents for the costs incurred by withheld access. Additionally, this has been publicised in "The Link" (quarterly magazine that goes to all tenants) and on the TMO website.

**5.2.2 Gas Access Procedure** – Following the introduction of a new access procedure in the previous reporting period which utilises the powers granted under the Environmental Protection Act 1990 Part III to gain lawful entry where access is unreasonably withheld, work has been undertaken this year to further refine this procedure. This has included streamlining the procedure to ensure continuous improvement but retain a consistent approach to customer focus. To date fifty-two warrants have been successfully applied for facilitating access where this has been unreasonably withheld.

**5.2.3 Installation of devices to alert residents that the gas servicing is due**

In a further attempt to reduce our access challenges in the medium to longer term, a policy has now been adopted whereby when new boilers / heating systems are being installed an "intermittency programme unit" (IPU) is also fitted and activated. When the annual servicing is almost due the IPU will emit a low volume bleep which acts as a clear audible indication that the annual gas safety check is due. (The unit has no effect on the heating and hot water provision and is not audible in adjacent properties.) The activation of the unit should prompt the tenant to contact KCTMO to report the problem at which point the due Gas Safety Check can be arranged. Upon completion of the Gas Safety Check the IPU is then reset. Additionally, these devices are now being installed and activated in premises where gas servicing is due, the access procedure has been followed and a warrant has been granted to facilitate access because no access has been provided by the tenant.

**5.2.4 Programme of Installation of Carbon Monoxide alarms**

In this reporting period a programme of installing Carbon Monoxide detectors within all properties with gas appliances and all properties which have a gas supply was initiated. This programme is progressing well and to date in excess of four thousand of the total six thousand five hundred dwellings being included have had these alarms installed. Additionally, advice has been published for residents (via the website) and for Customer Service staff so that reports of carbon monoxide detectors being activated are dealt with consistently in a swift and efficient manner.

**5.2.5 Pirate Radio Activity**

The previous year's Report advised of the significant efforts made by the KCTMO Health & Safety Team to remove pirate radio antennae from RBKC blocks. Agreement had been reached for a joint initiative with the Metropolitan Police and Ofcom and after some extended planning this was

undertaken on 27th May 2011. The purpose of this was specifically to close down the station "Laylow FM" by removing their transmission equipment from the roof of Frinstead House on the Silchester Estate and locating and closing down their studio. This operation was a success. The station was located within the industrial yard adjacent to the neighbouring Stable Way, the studio equipment confiscated, an arrest was made, the transmitting site on Frinstead House was dismantled and locks were changed on the roof access door.

A subsequent joint operation between Ofcom and KCTMO in July 2011 removed another transmitting station ("Innacity") from the roof of Markland House. After this operation locks were changed on the remaining three tower blocks at Silchester Estate. These roof access doors were fitted with high security locks which are individually keyed and as such there is no master key. Procedures to drastically restrict availability of keys to these locks were introduced and remain in place. Whilst these procedures have caused some degree of minor inconvenience to contractors – as access can now only be achieved via prior appointment with the caretaker - to date this has worked well. There has been one attempt to sabotage one of these locks with superglue but I can confirm that, at the time of writing, we have had no further pirate radio installations on these tower blocks.

Pirate radio transmission equipment was also removed from Trellick Tower by Ofcom in July 2011. The station in question ("Point Blank") had been operating there for some time despite our best attempts to locate their transmitter, they had made significant efforts to conceal the location of this within plant areas. Following this operation Trellick Tower remained free of pirate radio activity until early January 2012 when Point Blank reinstalled their equipment on a different part of the Tower and made considerable efforts once again to safeguard their equipment. We became aware of this soon after and once again we engaged with Ofcom who removed this equipment. At the time of writing Trellick Tower remains free of pirate radio equipment, however, because of its height and iconic nature this block will clearly continue to be a prime target for pirate radio activity.

- 5.2.6 **Asbestos** – management surveys (visual survey plus sampling of suspect materials) continue to be undertaken in void dwellings. For the purposes of these surveys the borough is now split geographically (into North & South areas) and one asbestos contractor deals with void dwellings in each area. Additionally, a contractor was appointed to carry out a programme of management surveys within the communal areas of our higher risk blocks. It was felt prudent to appoint a dedicated contractor for this work programme to enable the void asbestos contractor to concentrate on delivery of survey and any associated encapsulation / removal works within the void dwellings where time constraints are of utmost importance. Work continues to keep the Keystone database up to date and efforts to get the contractors to provide the information in a format which can be uploaded (and will remove the need for time-consuming data inputting) continue. Our aim is to ensure that we are able to share information that is as accurate and as comprehensive as possible with our contractors and our residents.

5.2.7 **Water Quality Risk Assessment** – compliance with legislation continued in this period. Specifically, as in previous years, the annual inspection and sampling programme was completed effectively and on time and the two-yearly review of water quality risk assessments was undertaken where these were due i.e. Priority Three properties (blocks where a communal cold water storage tank is located). Additionally, the maintenance arrangements put in place at the Priority One blocks (sheltered housing and temporary accommodation) have continued. (For information, Priority Two properties are blocks where hot water is provided by central plant.) The programme of tank replacement which had been highlighted by the risk assessments has been specified in this period and procurement is currently in hand. It is anticipated that the tank replacement works will start on site in June 2012 and should be completed in the coming reporting period.

5.2.8 **Engagement with LFEPA** – re: lift shut-ins continues. Despite our requests the LFEPA have been unable to consistently provide prompt notification of their attendance at our blocks which means that we are sometimes unaware of their attendance and therefore unable to instigate the necessary checks on our lifts. Additionally, this also means that we are unable to be definitive about whether the number of LFEPA attendances at our lifts is increasing / decreasing / static.

Staff and our out of hours call handlers have been reminded that, in the first instance, our lift contractors must be contacted and instructed to attend to all lift shut-ins. The LFEPA had confirmed that they will attend in situations where there is a medical emergency or where the trapped person is in grave distress or where for unforeseeable reasons (such as extreme weather or traffic conditions) the lift contractor is unable to attend. In a further effort to minimise the number of residents calling the LFEPA directly, in this reporting period we have installed notices within each lift car (previously these were only located outside the lift on ground floor of the blocks) to advise residents of the number to call in the event of a lift shut-in.

5.2.9 **Fire Risk Assessments** – The Fire Risk Assessment (FRA) programme which commenced in September 2009 continued in this period and is on schedule for completion in May 2012 – two months ahead of the LFEPA timescale. Specifically, the medium risk programme concluded on time in May 2011 and significant progress was made with the low risk programme (further details provided later in the report at 8.1 below). It should be emphasised that KCTMO continues to work closely with RBKC and the LFEPA to progress this Assessment Programme and the associated action plans. In particular, attention is drawn to the progress made with the flat entrance door replacement programme which commenced on site in this reporting period. At the time of writing eight hundred and ninety-three of the eleven hundred and ninety seven substandard doors highlighted by the FRAs had been replaced. The replacement doors not only meet the fire safety requirements but also incorporate the security features specified by the Metropolitan Police’s “secure by design” standard and as such have been generally welcomed by residents.

- 5.2.10 **Lone Worker training** – Continued with successful programme of 1-day Lone Worker training courses delivered by the Suzy Lamplugh Trust. Additionally, a pilot scheme was undertaken by a number of staff to trial the use of a lone worker tracking system which makes use of GPS device. This was evaluated and found not to offer the security that staff were seeking so further efforts are being made to identify a suitable alternative system which offers lone workers increased security.
- 5.2.11 **Work with Technical staff** – The Health & Safety Team have continued to work closely with the Asset, Investment & Engineering (AI&E) and the Repairs divisions to raise and resolve health & safety concerns, problems and to review and produce updated policies and procedures as necessary. In particular, the AI&E Health & Safety Group continues to meet regularly. Minutes are produced of these meetings and copies sent to the Director of Customer Services. Additionally, the Health, Safety & Facilities Manager has worked closely with the Performance & Compliance Manager and other technical staff to review Policies and Procedures on gas safety, asbestos management, legionella, lift safety, CDM, fire protection equipment, communal lighting etc.
- 5.2.12 **Emergency Planning** – KCTMO Emergency Plan was reviewed and updated in May 2011. Additionally, cascades have been maintained and the out of hours rota for technical advice continues to operate very effectively. In particular, close liaison between the technical advisers, Neighbourhood Management duty staff and the out of hours call handling staff has contributed towards prompt diagnosis and allowed effective action to be taken. The possibility of establishing a Key Performance Indicator (KPI) to monitor our response to out of hours emergencies is currently being investigated.
- 5.2.13 **Implementation of Asbestos Module of “Keystone”** (asset management software) – Have continued to work with asbestos contractors in an effort to have asbestos survey information submitted in a format that can be directly uploaded into Keystone. This is important as it removes the need for time-consuming data entry. Our aim continues to be for records to be as comprehensive as possible as this will be of benefit to contractors, residents and staff.
- 5.2.14 **Construction and Opening of the Blantyre Office**  
The Health, Safety & Facilities Team were active members of the project group involved in progressing the development of this new office. This allowed health and safety to be considered at all stages of the project. The opening of the office was a big success with employees, contractors and residents.
- 5.2.15 **Management of Stable Way Travellers Site** commenced and work to incorporate into existing health & safety and emergency planning arrangements and to ensure a safe workplace for the KCTMO manager based at this location undertaken.

## 6. RISK ASSESSMENT

6.1 Managers are responsible for ensuring that risk assessments are undertaken on their team's workplaces and work activities and as such our policy has been for managers to appoint designated risk assessors (generally from within their team) to assist them with carrying out these assessments. Assessors are provided with training and support and KCTMO procedures and risk assessment proformas are available to assist them. All significant risks are documented and the manager and assessor jointly identify the action necessary to reduce any risks to an acceptable level. Assessments are categorised as follows:

- *Designated display screen assessors* assess the way that workstations are set up and how they are used. The aim is to prevent potential problems with eyestrain, musculo-skeletal problems, headaches etc. that can manifest if staff adopt the wrong posture, repeatedly work intensively for long period without a rest breaks etc. The possibility of adopting an on-line assessment package which staff would complete themselves is currently being investigated. This would have the advantage of being available to staff who work from home to assess their home workstations as well as their office set-up.
- *General risk assessors* assess workplaces (offices, reception areas etc.) and work activities (dealing with the public, lone working etc.). The Health & Safety Team are available to assist with assessments of other more specialist workplaces / work activities such as construction activity, personal emergency evacuation plans etc.

6.2 Completed assessments are submitted to the Health and Safety Team who maintain a schedule of assessments and keep the Health and Safety Committee and thereby the Executive Team apprised of progress on a six-monthly basis. Also H&S team keep a watching brief on progress with the associated Action Plans. A copy of the progress schedule is available upon request.

6.3 Fire Risk Assessments - please see below Fire Safety (8.1).

## 7. ASBESTOS

7.1 Many RBKC residential properties contain some form of asbestos containing material as, at the time of their construction, it was common practice to incorporate asbestos material in a wide variety of building materials due to its excellent insulation properties.

7.2 In the majority of our dwellings where asbestos is present a trace of it is contained within the original vinyl floor tiles where these remain in situ (sometimes beneath more recently laid secondary flooring. Additionally, some forms of "artex" decorative ceiling coating contain a trace of asbestos material and this is present in a number of blocks. The dwellings in some blocks do also have some further items that are asbestos containing such as panels (lining airing cupboard doors etc.), toilet cisterns, cold water storage tanks etc.

7.3 In common with RBKC our policy has always been to manage asbestos-containing materials and to ensure they are maintained in good condition thereby presenting a very low potential risk to health. Removal (or where appropriate encapsulation) is undertaken if the condition of these materials starts to deteriorate and prior to any works which could damage them. KCTMO remains committed to complying with the requirements of the Control of Asbestos Regulations 2006 and the KCTMO Asbestos Policy Statement which has been reviewed in this reporting period reflects our improved procedures. This sets out –

- our commitment to training our staff in asbestos awareness
- our approach to surveying and identifying the locations of Asbestos-Containing Materials (ACMs) - in dwellings, within communal areas and in commercial properties
- how we manage our ACMs
- how we advise residents about the presence of ACMs within their home and the precautions they must take in order to maintain them in good condition and risk-free
- how we store the details of our ACMs (electronically in Academy and in the Keystone Asset Management System) and
- arrangements for advising our contractors of the presence of ACMs.

## 8. FIRE SAFETY

### 8.1 Fire Risk Assessments (FRAs)

8.1.1 The Regulatory Reform (Fire Safety) Order requires “responsible persons” in control of premises to ensure that “suitable and sufficient” fire risk assessments are carried out in the communal areas of all residential blocks. In our case, as highlighted above at 3.1, the “responsible persons” are considered to be RBKC and KCTMO.

8.1.2 In July 2009 extensive negotiations with RBKC and the LFEPA clarified the standard of assessment that the Enforcing Authority would consider acceptable and KCTMO adopted a risk-based approach to this, prioritising the potentially high risk properties in the first assessment programme, followed by the medium risk and finally the low risk programme.

8.1.3 In this reporting period, the medium risk programme successfully concluded. The Consultant who carried out this work had been appointed following competitive tendering and RBKC & KCTMO had agreed that he was the best candidate in relation to both price and quality. Further his performance was evaluated and RBKC and KCTMO officers agreed that, subject to compliance with Contract Regulations, this consultant’s appointment should be extended to cover the low risk programme. Approval was duly obtained and C S Stokes & Associates commenced work on the low risk programme of FRAs in September 2012.

8.1.4 The low risk FRA programme is progressing well and is on schedule to complete early in the coming business year (in May 2012) and within the timescale set by the LFEPA (July 2012). As with the medium risk assessments and as expected,

the low risk properties are generally presenting far fewer fire safety issues than the high risk blocks, and fortunately those that have been identified have been of a more minor nature.

- 8.1.5 Action Plans continue to be colour-coded to reflect their priority and, as before, we are concentrating our efforts and our resources on progressing the red (high risk - indicating statutory breaches) and amber (medium risk -indicating breaches of British Standards, LFEPA standards etc.) recommendations and we are on target to complete all FRAs within the timescale set by the LFEPA.
- 8.1.6 Further, in this last year publication of new guidance “Fire Safety in Purpose-built blocks of flats” from the Local Government Association to assist responsible persons comply with the legislation has confirmed our approach to be one of best practice in this area.
- 8.1.7 However, work to complete all the high and medium priority actions from the FRA Action Plans continues. In general the recommendations which relate to Neighbourhood Management have been relatively straightforward and have been resolved swiftly. However, there has been quite large volume of technical actions which have ranged in complexity and in cost and these have often taken some time to progress. In particular, some actions have required a capital budget to be identified and then competitive tendering to be undertaken before works could commence.
- 8.1.8 Many of the high risk Action Plans for blocks with enclosed walkways included the recommendation:
- “Requirement to instigate a programme of inspections to ensure that every flat entrance door in an enclosed block offers thirty minutes fire resistance is self-closing and is fitted with intumescent strips and cold smoke seals.”
- 8.1.9 Stock condition surveyors carried out the necessary inspections and the survey data was analysed in the previous reporting period and unfortunately confirmed that generally the existing doors did not meet the required standard and could not, therefore, be upgraded but needed to be replaced.
- 8.1.10 Following competitive tendering a specialist door contractor was appointed to carry out a door replacement programme on the tenanted properties identified. To date this contractor has replaced eight hundred and ninety-three of the eleven hundred and ninety-seven doors on the programme. It is anticipated that this programme will complete early in the new financial year.
- 8.1.11 Whilst progress to date has been worthy of note and the LFEPA’s timescale for completion of the high and medium risk Action Plan items by July 2014 is still a long way off, a significant amount of work remains if we are to ensure that all actions are completed. Additionally, any further actions identified by subsequent FRA reviews must also be resolved swiftly. The continued commitment of staff and contractors will, therefore, be required.

## 8.2 Smoke Alarms

- 8.2.1 KCTMO continues to follow the proactive policy on smoke alarm installation that the Board adopted back in 2002. However, with restricted resources and significant demand on budgets it is difficult to set an achievable timescale by which all tenanted properties will have been fitted with a mains-powered smoke alarm with battery back-up.
- 8.2.2 Specifically, coverage is being increased by rewiring programmes and this is supplemented by proactive installation of battery-operated smoke alarms both by our staff and also by the LFEPA as part of their Home Fire Safety Visits (where they provide specific fire safety advice to residents and also install a battery-operated smoke alarm where necessary).
- 8.2.3 There have been a number of joint initiatives with the LFEPA where specific estates have been targeted for Home Fire Safety Visits and it is our intention to plan more of these events.
- 8.2.4 Currently we estimate that we have smoke alarms installed within approximately 40% of our tenanted properties. Whilst we would clearly like this figure to be higher we have endeavoured, where possible, to target the more vulnerable people and properties. The possibility of increasing the installation rate will be investigated in the coming financial year.

## 8.3 Fires in Residential Premises

- 8.3.1 Home accidental fires still account for 40% of all the fires attended by the LFEPA and efforts are constantly underway to reduce both the number and the severity of these fires.
- 8.3.2 In recent years KCTMO has maintained a central record of all incidents of fire in our properties. Whilst it is possible that very minor fires within domestic premises are not brought to our attention we are confident that we are made aware of any incidents where the LFEPA attend etc. In the previous reporting period 10 reports of fire were received, whereas, in the year ending 31<sup>st</sup> March 2012, 4 fires were reported with details as follows:
- Two fires appear to have been caused maliciously (as compared with three in the previous year) but fortunately caused only minor damage and no injury. One of these was externally in a recycling bin which was positioned against a block and the second was when some telephone directories were set alight in a walkway.
  - One fire was caused by the tenant's son leaving something cooking and forgetting about it. Hard-wired smoke alarm activated, tenants alerted and LFEPA called. Tenant's son treated for smoke inhalation by ambulance crew at scene but hospital admission not required. LFEPA advised "10% damage caused to 5-room property – damage confined to kitchen and flat entrance door". LFEPA Station Manager confirmed no recommendations for landlord – fire safety measures in building had all performed as required.

- The final incident involved a report of smoke emanating from a vent between a balcony. **LFEPA** and duty caretaker attended for several hours but were unable to trace the source of the smoke. Further investigations are ongoing.

8.3.3 This clearly shows a significant reduction in fires with the previous year and is to be welcomed. In all cases KCTMO investigated what action could be taken to prevent a recurrence / reduce any risk and **LFEPA**'s views were sought.

## 9. **WATER QUALITY – PREVENTION OF LEGIONELLA**

9.1 **Legionella / Water Quality Policy and Procedures** had been reviewed in the previous reporting period to incorporate some minor recommendations from a Council-wide audit on legionella. This document has been further refined and updated in the last twelve months.

9.2 The two-year review period for all water quality risk assessments (as set out in the Policy) is still being adhered to. These assessments are done on a rolling programme and this year the lowest priority locations (communal cold water storage tanks) were due for review. These reviews were completed.

9.3 The annual programme of tank inspections and water sampling continues to be completed in an efficient and timely manner by our specialist contractors and will be due again in July 2012. KCTMO engineers immediately progress any responsive works and / or resampling identified by these inspections.

9.4 Our specialist contractors continue to carry out monthly visits to the priority one blocks – sheltered housing schemes and temporary accommodation. These checks include recording temperatures at taps, running infrequently used outlets, descaling communal showers etc. all of which should further reduce the risk of legionella colonising the water system.

9.5 In addition to the information provided annually in this report, we acknowledge the need to identify meaningful Key Performance Indicators (KPIs) in relation to water quality. Initially **RBKC** have been approached for clarification of what they record / monitor and we await a response. It is anticipated that KPIs will be clarified and that we will start to monitor and publish these in the coming twelve months.

9.6 Procurement of a contract to replace some communal cold water storage tanks is currently ongoing and it is anticipated that the replacement programme will start on site in June 2012 .

9.7 Overall, KCTMO can again confirm that **Legionella Management** activities have been successfully achieved within the reporting period

## 10. HEALTH & SAFETY TRAINING

- 10.1 In this twelve-month period, in addition to the usual programme of First Aid, Fire Safety and Induction courses, a variety of other health and safety courses have been attended by staff. Some, such as Asbestos Awareness and CORGI Carbon Monoxide Awareness, were run at our offices and other very specialist courses such as "Legionella – responsibilities under L8" were external courses attended by a few officers. Details of the health & safety training courses and the number of staff who attended each are set out at Appendix B.
- 10.2 Health & safety training need continues to be identified at one-to-one / supervision meetings with line managers, as part of the induction process, from the risk assessments and as legislation and good practice change. In addition to their regular reviews, risk assessments are also reviewed as working practices or workplaces change and any necessary training would again be highlighted at this time. Potentially one of the most risky areas of work is construction-related and so the training needs of the technical staff is regularly discussed at the bi-monthly meetings of the Asset, Investment & Engineering H&S Group. The Health & Safety Team collate this information and liaise with the Organisational Development Manager to ensure that health & safety training is given sufficient priority. In this business year approximately four hundred and sixty working days were dedicated to health and safety training.

## 11. HEALTH & SAFETY INSPECTIONS

- 11.1 To ensure that our residents and their visitors live in a safe environment and that our staff and contractors are provided with safe workplaces it has been KCTMO policy for some time to carry out regular health & safety Inspections on our estates. These inspections cover the communal areas, both internal and external and to the plant rooms roof areas etc. that are used as workplaces by authorised individuals. A report is produced following each inspection highlighting all areas of concern such as outstanding repairs, health & safety issues and access problems and copies of the report are sent to all relevant teams to progress the actions.
- 11.2 With the exception of the sheltered schemes and the temporary accommodation blocks where, because of the potential vulnerability of the residents, inspections are carried out on a six-monthly basis, our aim has been to carry out these inspections on an annual basis. However, in this reporting period it was agreed that Fire Risk Assessments would be reviewed as part of the health & safety inspection and so this has made a significant impact on annual programme. These assessments should be reviewed annually and where no significant changes have been made to the block in the intervening twelve month period it is appropriate for the health & safety team to do the review. Additionally, there is an obvious degree of overlap in that the inspection and also the FRA would be looking for fire safety hazards, blocked means of escape, storage of flammable items, evidence that all fire safety equipment has been adequately maintained etc. This will inevitably mean that with existing resources the inclusion of the FRA reviews means that an annual health & safety inspection programme is no

longer achievable. However, the impact of this will be monitored and the Health & Safety Committee and Executive Team kept informed.

- 11.3 These inspections serve to supplement those regularly undertaken by the Estate Staff and by Neighbourhood Officers and so we are hopeful that a slight reduction in frequency will not have a detrimental an effect upon the health and safety of the estate environment.

## 12. HEALTH & SAFETY MONITORING

- 12.1 The KCTMO Health & Safety Committee which is chaired by the Director of People & Organisational Development and reports to the Executive Team, meets on a bi-monthly basis and is attended by management representatives, safety representatives and health & safety staff. This forum facilitates employee consultation on health & safety matters and specifically has an important role in monitoring progress with risk assessments, action taken following accidents and violent incidents, identifying trends, making recommendations for improvements, reviewing policies and procedures and commenting on the impact of new legislation, training, piloting health and safety equipment etc. This group reports to the Executive Team.
- 12.2 With regard to KCTMO projects, administrators must ensure that adequate health & safety monitoring arrangements are in place. Specifically, these must be appropriate for each project having considered the nature and complexity of the works, the level of risk that is presented and the vulnerability of the people who could be affected by this. These are generally set out in the contract documentation and are monitored via pre-contract meetings, regular site inspections, visits from clerk of works / site supervisor, accident investigations, management systems and audits. Further all construction-type projects take account of the requirements of the Construction (Design & Management) Regulations.

## 13. HEALTH & SAFETY ENFORCEMENT

- 13.1 No formal enforcement action was taken against the KCTMO in the reporting period. LFEPa continue to audit our blocks and to issue Deficiency Notices where they consider there are issues for the landlord to consider / address. However, fewer Deficiency Notices have been received in this reporting period and we are hopeful that this trend will continue. Specifically, two Deficiency Notices were received in this year (one for Riley House and one for Lacland House ) as compared to five in the previous year (one each in relation to Chesterton Square, Burgessfield, 70 Tavistock Road, Gadsden House and Hazlewood Tower). Every effort is made to comply with Fire Safety legislation and in particular to progress the high priority actions from the Fire Risk Assessments and to adhere to locally agreed standards. All issues raised by these notices have been satisfactorily progressed within the timescales set out in the Notice.

## **14. OCCUPATIONAL HEALTH AND EMPLOYEE WELL-BEING**

- 14.1 The success of the contract for Occupational Health Services is due to be evaluated at the beginning of the next reporting period by Human Resources. This contract provides all staff with a range of services including pre-employment screening and occupational health assessments in the event of ill-health.
- 14.2 In previous years we have invited our Occupational Health professionals into the offices and offered employees an opportunity for Health Screening, flu vaccinations etc. In view of the success of this event and in order to encourage a healthy workforce, in October 2011 KCTMO held a Health Awareness week. In addition to health screening and flu vaccinations a range of health and fitness events and activities such as Salsa, Zumba, Boxing, 5-a-side football, head massage, reflexology, diabetes awareness etc. were also offered. The budget for this was £1,500 and approximately one hundred and six staff attended the events. Further educational events were arranged for staff to coincide with Breast Cancer Awareness.

## **15. OAKDALE – EMPLOYEE ASSISTANCE PROGRAMME**

- 15.1 For a number of years our employees have had access to a free confidential counselling service. Whilst, initially, this was set up to deal with work issues the remit gradually extended to cover any issue the employee wished to raise.
- 15.2 Oakdale, who were appointed last year, now provide a comprehensive Employee Assistance Programme which incorporates access to counselling but also offers legal and financial advice etc. to employees. Details of this service can be found on the KCTMO Intranet.

## **16. ACCIDENT AND VIOLENT INCIDENT STATISTICS**

### **16.1 Accidents**

- 16.1.1 All reported accidents and dangerous occurrences (as defined by the Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 1995) are investigated by the Health & Safety Team. This includes those involving employees, contractors carrying out work on our behalf in or around our properties and residents or their visitors within the communal areas of our estates (both internal and external areas). The aim of the investigation is to establish the cause of the accident and where possible to initiate any action necessary to prevent a recurrence. Employees are encouraged to report all accidents / dangerous occurrences. The KCTMO Accident Reporting Procedure and Accident Report Forms are available to all staff on the KCTMO Intranet.
- 16.1.2 Appendix C attached provides a breakdown of the number of accidents and dangerous occurrences reported to us between April 2011 and March 2012. Included for purposes of comparison are the figures for the previous year (April 2010 until March 2011).

16.1.3 The total number of accidents reported in the year was 16 – down from 22 the previous year. However, 4 dangerous occurrences were also reported making a total of 20 incidents. However, for the purposes of comparison with the previous reporting period the number of accidents alone will be used. Breakdown of these incidents is as follows:

- 1 was reported by an employee
- 9 involved residents - 2 of which related to sheltered residents
- 2 were reported by members of the public on an estate
- 3 involved a contractors
- No working days were lost by employees
- 3 working days were lost by a contracted caretaker
- No accidents were reported to the HSE
- Of the 4 dangerous occurrences 2 were reported to the HSE. These related to engineers finding a vandalised external gas flue at a property and a vertical flue located in a loft space at another property which had become dislodged and had the potential to spill flue gases.
- The 2 dangerous occurrences which were not HSE reportable involved a contractor using power cradles to facilitate access for external decorations and causing damage to flues. This involved the same contractor at 2 different blocks.

16.1.4 Currently four of the residents have indicated that they are considering pursuing a claim for compensation for their injuries.

16.1.5 In conclusion, compared with the previous 12-month period there has been a notable reduction in the number of accidents reported. In particular, the number of reports from employees and also from residents has decreased. Further no working days were lost by employees and only one accident was reportable to the Health & Safety Executive.

16.1.6 The number of accidents and dangerous occurrences reported by contractors showed an increase from the previous year. This is undoubtedly due to better reporting. In the past there was concern that contractor accidents were not always being reported to us and so information could not be considered reliable. Therefore, in an effort to improve reporting, a performance indicator on contractor accidents was introduced this year. Specifically, all contractors are required to inform us of their accidents on a monthly basis and this is a standing item on contractor meeting agendas.

## **16.2 Violent Incidents**

16.2.1 Employees are required to report all incidents of abuse, threatening behaviour or assault that they experience in the course of their work. (This is clearly documented in our reporting procedures.) Crucially this is necessary to help ensure staff safety by:

- highlighting risky locations so that appropriate precautions can be taken and further staff are not subject to known risks and

- allowing action to be taken against the perpetrators.
- 16.2.2 Action taken against perpetrators will depend upon a number of factors such as the nature of the incident, any previous history of abuse or threats against officers or contractors, the views of the officer who has experienced the abuse, the view of legal services etc. It will range from writing a warning letter to the individual advising that they are breaching tenancy conditions and potentially jeopardising their home, obtaining an Injunction against them approaching employees / KCTMO offices, a Notice of Seeking Possession, Notice to quit etc.
- 16.2.3 The KCTMO maintains a Violent Incident Report spreadsheet where high risk addresses are stored alphabetically by property so information can be very easily retrieved. This is held on the intranet and is available to all employees. In addition, the computerised Repairs system incorporates a warning indicator on the screen to highlight these high risk addresses where residents are known to have a history of abuse. The information held on both systems is generally gathered from employees completing and submitting Violent Incident Reports following abuse or threatening behaviour. However, we also, occasionally, receive information from other reputable sources (in particular the Police) and this is also recorded. This enables employees and contractors to assess what precautions are required when visiting these individuals in the future. The information held on these systems is reviewed on a regular basis to ensure that it remains accurate and up to date and also to ensure that we comply with Data Protection requirements.
- 16.2.4 52 reports of violent incidents were received in the year – up ten from the previous year's forty-two but equalling the total in the year earlier. This year showed a significant increase in the number of incidents reported by employees – 28 in this period was an increase of 9 from the previous year's 19 (but well short of the 36 reported two years ago). The number of incidents reported by contractors has remained static with 12 reported for this year. Of the remaining 12 incidents, 7 were between residents in sheltered accommodation. Several residents were responsible for more than one abusive incident. In particular, two residents were each responsible for four incidents. (One of these residents has since been evicted and is no longer an RBKC tenant.)

A breakdown of violent incidents has been provided at Appendix D but in summary of those incidents involving employees –

- as with the previous year one physical assault was reported
  - the 28 employee incidents were fairly evenly split between verbal abuse and verbal abuse & threatening behaviour. This shows an increase from last year when 50 fell into the “verbal & threatening” category.
  - There was the usual split between abuse on the telephone, abuse at a KCTMO reception area and employees abused whilst visiting estates with no particular trends being evident.
- 16.2.5 Clearly the increase in the number of abusive incidents gives cause for concern, especially as the increase is almost exclusively due to abuse against

KCTMO employees. There is some consolation that contractors did not experience an increase in incidents, however, neither did the threat against them decrease. The H&S Committee and the Executive Team are provided with detail of all incidents and continue to monitor them closely scrutinising action taken, response from managers and looking for any trends that can be acted upon.

## **17. HEALTH AND SAFETY AUDIT**

17.1 The last audit carried out by the Council's Internal auditors had been a high level review of KCTMO Health & Safety covering Corporate Health & Safety, Electrical Safety, Asbestos and Legionella Management which resulted in a "satisfactory assurance" rating.

17.2 The audit made a number of recommendations for both the Health & Safety Team and also for the A I & E Team and the majority of these were progressed swiftly. However, a few recommendations do still need to be fully implemented and these are dependant upon the successful handover of responsibility for day-to-day operational asbestos from the Health & Safety Team to the A I & E Team. (Responsibility for asbestos policy will then be shared between these teams.) This transfer of responsibility is scheduled for June 2012 and will enable the following outstanding recommendations to be finalised and implemented:

- the possibility of acquiring a contract for asbestos management services. Whilst work was undertaken in this year to appoint a contractor to carry out a programme of communal area management surveys, further work is required in this area.
- clarifying the roles of the Health & Safety Team and operational managers. Whilst these are clear at present and have been further defined in the recently updated Health & Safety Policy Statement the change in operational responsibility will allow these to be finalised.

17.3 The final area of work that was highlighted by the audit relates to the need to develop performance indicators for corporate health and safety. Whilst this report attempts to capture the major health and safety achievements for the previous twelve months, preliminary discussions have taken place with the Performance Manager to identify meaningful indicators that can be developed for monitoring and reporting purposes during the year. It is anticipated that these will be agreed by the end of June 2012.

## **18. HEALTH & SAFETY OBJECTIVES FOR 11/12**

18.1 Clearly the risks faced by KCTMO are constantly being reassessed and the effectiveness of control measures evaluated. However, despite our best efforts the Company will continue to face a number of ongoing health and safety risks. Whilst the main areas of potential risk and our approach to controlling these has been detailed earlier in the report it is helpful to clarify our main areas of concern:

## 1) Exposure to asbestos

In particular the possibility of contractors or residents inadvertently drilling into, sanding or abrading asbestos containing material (ACMs), damaging them and potentially exposing themselves and anyone else in the vicinity to airborne asbestos fibres is a real risk. Measures to reduce the likelihood of this are set out in our Asbestos Policy Statement (available on the intranet). Additionally, our systems for sharing information on the location of ACMs in the housing stock with our contractors continue. Specifically, the computerised repairs system continues to print the location of ACMs on the Job Ticket for the property (which is generated for each repair order raised). This will continue to give the contractor accurate information in advance of carrying out any work. However, additionally, it is anticipated that all asbestos data will soon be available via the "Keystone Kiosk" which contractors and residents will be able to access via the internet.

## 2) Fire Safety

Despite the significant amount of work that has been undertaken to improve the fire safety of our properties and encourage increased awareness of residents (outlined at 7. above) this will continue to be an area of potential risk for the KCTMO. It is essential, therefore, that we successfully conclude the Fire Risk Assessment programme, continue to progress all high and medium priority Action Plan recommendations as a matter of urgency and that we put in place effective measure to regularly review the FRAs. Specifically, the flat entrance door replacement programme needs to be successfully concluded and any necessary work to facilitate the LFEPA's enforcement of non-compliant leaseholder doors. Additionally, it is important that we continue to carry out a high level of estate inspections to ensure that blocks are consistently maintained in a hazard-free state. Further, the need to review our smoke alarm policy with the aim of maximising the installation of smoke alarms across the stock has been identified. Finally, it is important that we continue to provide residents with fire safety information / advice / guidance, publicise fire procedures (on the website, in the Residents Handbook, articles in The Link etc) and identify residents with special needs and where necessary work with them to draft a specific Personal Emergency Evacuation Plan (PEEP) to ensure their safety is protected. The need to continue to liaise with RBKC and the LFEPA to maximise the impact of any fire safety initiatives that are undertaken is acknowledged. Additionally, it is proposed that this area of work will be subject to an audit in the coming business year.

## 3) Contractor Management

The area of construction and refurbishment continue to be potential high risk areas for all landlords who engage in construction activities. Recent information published by the Health & Safety Executive confirmed that fifty people died working in construction in their last recording period. It is,

therefore, imperative that adequate vetting is undertaken to ensure that competent contractors are appointed and that once work starts on site sufficient supervision and monitoring is employed to minimise risks to all. With regard to the appointment of competent contractors the Contractors Health & Safety Assessment Scheme (CHAS) or equivalent standard has been applied to KCTMO contractors for several years. However, there is a need to regularly audit this and to ensure that this is also consistently being applied to all sub-contractors and this is an objective for the coming period. Further, the need to ensure that arrangements for vetting contractor's method statements and risks assessments are being rigorously and consistently applied has been highlighted and this is also an area where auditing is required in the coming year.

#### **4) Gas Safety (including exposure to carbon monoxide)**

The sustained efforts of the KCTMO Engineering Team and our gas contractors has again led to us achieving very nearly 100% (99.805%) access for gas servicing. This combined with our programme of replacing old and higher risk gas appliances has reduced the risk in this area considerably. In this period, the programme of Carbon Monoxide detector installation has further reduced this risk. Additionally, now that the new Access Procedure has been embedded we are optimistic that our approach is as robust as we can make it and are confident that these efforts and the reduced risk they bring can be sustained. However, initiatives to further improve resident safety will continue to be considered in the coming year.

#### **5) Legionella Prevention, Water Quality and Water Temperatures**

Our policy statement (reviewed this year) sets out our approach to managing the risk from our water systems and we continue to adhere to this. It confirms the risk-based approach we have adopted. Current water quality risk assessments are available for all communal stored water and these are reviewed on a two-yearly basis. Additionally, our programme of annual water sampling and visual inspections of all communal tanks continues. Further, maintenance regimes are in place at all Sheltered blocks and Temporary Accommodation (i.e. all Priority One properties) and appear to be effective. Finally, the procurement for the tank replacement is currently underway and will be undertaken and completed in the coming year. The potential risk from legionella is therefore considered to have reduced considerably in recent years and will inevitably reduce further with the replacement of the older tanks.

#### **6) Emergency Planning**

In major emergencies the Council's emergency plan is activated. However, for more minor emergencies which specifically affect our blocks KCTMO has its own emergency plan. The roles and responsibilities of employees currently involved with the KCTMO Emergency Plan have been reviewed, the Plan updated and the cascade revised accordingly. The out-of-hours call handling service is outsourced to a contractor. Our

Duty Officer liaises closely with this contractor and they are responsible for activating the cascade should this be necessary. A rota of staff who are available to offer technical advice to the duty officer etc. has been set up and this has been quite an effective addition to the existing out of hours arrangements. Additionally, we have clarified the LFEPA's role in relation to attending lift shut-ins and the call-handling contractor and lift contractor are clear of our expectations in this area. Finally, the Business Continuity Plan was finalised in this period and an exercise to test it ran very successfully. In the coming year it is our intention build better links with RBKC in this area and to look closely at how the Emergency Plan and the Business Continuity Plan fit together.

## **7) Accidents**

We require 6-monthly inspections to be undertaken of all workplaces and regular risk assessments of all workplaces and work activities to be carried out. These should identify any defects and unacceptable levels of risk and an action plan be produced to identify how these risks can be controlled e.g. any necessary health & safety training, new or revised procedures, provision of plant / equipment / protective clothing etc. These risk assessments must be reviewed regularly and take account of any new activities, new procedures / regulations or when new employees start. Additionally, we have employed a Facilities Coordinator who attends all main offices regularly, liaises with landlords etc. and progresses repairs and health & safety issues. This officer will have an increasing role in relation to office health and safety which will further strengthen our position and reduce our staff's exposure to risk. Further regular estate inspections are carried out by caretakers, Neighbourhood Officers and Health & Safety Team to proactively identify any potential hazards and instigate necessary remedial action.

## **8) Violent Incidents**

The measures taken to prevent employees being exposed to workplace violence or abuse are set out at 15.2 above. This year we have experienced an increase in the number of reports of abuse from employees. The Health & Safety Committee and the Executive Team receive regular summaries of incidents and in each case the action taken to prevent a recurrence is outlined. This information is scrutinised and further recommendations are sometimes made. However, this is also an area over which we do not have complete control and where there will always be some residual risk. We endeavour to advise employees about addresses known to present an elevated level of risk and clearly in these cases attempts to reduce the level of risk - such as visiting in pairs, dealing by telephone etc. – can be made. However, staff can only be alerted to known risky addresses. In order to improve information available to us and extend greater protection to our employees we are working more closely with the Police and also RBKC to share information. This work is ongoing.

## 9) Lone Working

This remains an area of potential risk. Lone Working Guidelines are available and regular lone work training courses are run in-house by the Suzy Lamplugh Trust. It is important to ensure that all necessary lone working risk assessments have been carried out and documented for staff who need them so that any specific concerns / issues can be highlighted and addressed. A tracker system to enhance lone worker safety is in use by the Community Alarm Service and in the last year has been trialled by the Rent Income Team. It was felt that a more suitable system should be sought and this team and several other staff subsequently trialled a GPS tracker system. Unfortunately, evaluation of this product also concluded that the product would not suit our needs and so further research is required in the coming year.

## 10) Out of Hours Working

This is another area of potential high risk as often staff and contractors who attend out of hours call-outs visit alone. They are, therefore, subject to the usual lone working risks but these are potentially enhanced by the fact that they are visiting at night time in darkness and often at unfamiliar estates / blocks. In order to improve safety KCTMO duty staff often attend to assess emergency repairs jointly with the repairs contractor as this is mutually beneficial. The possibility of formalising this is being investigated. (Again if a suitable lone worker tracker system could be found this would further enhance duty staffs safety.)

## 11) Pirate Radio Activity

Considerable efforts have been made in recent years to remove pirate radio activity from the roofs of TMO blocks. In this reporting period significant progress was made when a successful joint initiative was undertaken with Ofcom and the Metropolitan Police which resulted in the removal of this activity from the roofs of the tower blocks on the Silchester Estate. This was supported by tightening of security at the roof access points and to date the measures implemented have ensured that there has been no recurrence. Further work with Ofcom at Trellick Tower removed a persistent pirate station from transmitting for a six month period and also dealt swiftly with it's brief recurrence. Currently, there is no pirate radio activity on the roofs of any TMO block and we are hopeful that with continued vigilance and liaison with Ofcom that this will continue. However, it should be emphasised that because of their height and their geographical location a number of TMO blocks are very attractive to pirate radio operatives and so we are aware that a sustained effort will continue to be required in this area.

## 12) Window Safety

The previous year's report advised of the window safety policy which had been drafted following advice from legal counsel and approved by the Operations Committee. The Committee had requested that the A, I & E

Team draft a design brief to supplement the Policy with more practical guidance for technical officers involved in window replacement programmes etc. It had been acknowledged that this was an important step towards ensuring a safe and consistent approach is applied in all matters of window repair, refurbishment and replacement. A I & E are currently working on the Design Guide and this should be finalised in the next year.

One additional objective for last year was to improve health and safety information available to our residents on the company's website. Some work has been undertaken and information on fire safety, gas safety etc. is now posted. However, this is an area where further work is planned in the coming period.

## **19. CONCLUSION**

- 19.1 A significant amount of health & safety work has been successfully undertaken again in the reporting period. Much of this work is obviously ongoing; however, additional objectives have also been identified and are set out in the report.
- 19.2 The KCTMO acknowledges the need for continuous improvements to all aspects of Health & Safety Management. This involves the constant review of policies and procedures, striving to adopt best practice where reasonable, implementation of new legislation, improved techniques of risk control, auditing of performance etc. and providing a brief account of the Company's performance in the annual Health & Safety report.

Janice Wray  
KCTMO Health, Safety & Facilities Manager

Lornette Pemberton  
Director of People & Organisational Development

April 2012

APPENDIX A

KCTMO Health & Safety Policies & Procedures

	Last reviewed	Next Review Due
KCTMO Health & Safety Policy Statement	03/12	Qtr 1 2015
KCTMO Gas Safety Policy & Procedures	03/12	Qtr 4 2013
KCTMO Policy – Violence against staff	Out for consultation	Qtr 1 2015
Procedure for Reporting Violent Incidents (& Report Form)	Out for consultation	Qtr 1 2015
KCTMO Policy on Asbestos	11/11	Qtr 3 2012
Risk Assessment Guidance	12/11	Qtr 3 2013
Risk Assessment Checklist	12/11	Qtr 3 2013
Procedure for Reporting Accidents	03/11	when Regulations change
KCTMO Window Safety Policy	03/10	Quarter 4 2013
First Aid Policy	01/07	Qtr 2 2012
Water Quality Policy Statement	07/11	Qtr 2 2012
Customer Services Centre Health & Safety Agreement	07/06	at Unison request / Qtr2 2012
Lone Working Policy	07/06	Qtr 2 2012
Lone Working Guidelines	03/07	Qtr 2 2012

Procedure for staff who visit estates – lone working guidelines	02/06	Qtr 3 2011
Fire Safety Policy Statement (incorporating smoke alarm policy)	03/02	Qtr 2 2012
Policy for specifying Safety Glazing	07/06	when Regulations change
Procedure for Estate Inspections	07/06	Qtr 1 2012
Eyesight Test Entitlement for DSE Users	07/06	when allowance increases
Fire Marshal Guidance	03/12	Qtr 3 2012
Lift Safety Policy (incorporating lift release procedure)	09/11	Qtr 2 2013
Procedure for dealing with Hypodermic Syringes & Infection Control	08/11	Qtr 2 2013
KCTMO Emergency Plan Emergency Planning Cascades	05/11 Ongoing	Qtr 1 2013 Ongoing
KCTMO Construction H&S Handbook	08/09	when Regns change
KCTMO Estate Staff H&S Handbook	03/12	Qtr 4 2014
Bomb Procedures – various locations	05/06	Qtr 1 2012
Fire & Emergency Procedures – various locations	10/11	Qtr 3 2012
DSE Assessment Proforma	11/09	If on-line assessment adopted – Qtr 1 2012
Accident Report Form	03/11	Qtr 4 2013
First Aid Treatment Form	03/06	When Regulations change

Violent Incident Report Form	03/12	Qtr 4 2013
Risk Assessment Proforma	05/09	Qtr 1 2013
Procedure for Reporting Accidents	03/11	Qtr 4 2013
Procedure for Dealing with Asbestos in void dwellings	05/07	Qtr 1 2012
CDM Policy	01/12	When Regulations change
Fire Protection Systems Policy / Procedure	02/12	Qtr 4 2013
Communal Lighting (incl emergency lighting) Policy / Procedures	02/12	Qtr 4 2013

## APPENDIX B

### Health & Safety Training 2011/12

COURSE TITLE	NUMBER OF COURSES	NUMBER OF ATTENDEES
1-2-1 H&S Induction	5	5
KCTMO Induction Courses	4	31
Fire Safety Awareness / fire marshal training	4	69
First Aid at Work (3-day)	1	6
Emergency First Aid at Work (1 day)	3	19
Lone Worker training – Suzy Lamplugh	1	8
Asbestos Awareness	2	22
CORGI – Carbon Monoxide awareness	3	76
Estate Staff Lift Release (handwinding) Training	1	3
Bullying & Harassment Awareness Day	1	50
Gas Safety – Risk, Access & Compliance	External course	1
Legionella – L8 Responsibilities	External Course	2
Gas Safety Management in Social Housing	External Course	1
Gas Safety Benchmarking Workshop	External Course	3
Gas Safety Awareness & Management	External Course	1

Currently KCTMO employ 169 members of staff

## APPENDIX C

### 1. Accidents & Dangerous Occurrences from 1/4/11 to 31/3/12 - Types of Accident

	Employees		Contractors		Residents & the public		TOTAL	
	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12
Year								
Manual Handling							0	0
Slip, Trip, Fall	2	1	1	1	16	9	19	11
Exposure to asbestos							0	0
Struck by moving object				1	1	2	1	3
Struck by fixed object							0	0
Exposure to harmful substance							0	0
Animal / insect bite	1						1	0
Road Traffic Accident	1						1	0
Electricity							0	0
Exposure to high / low temperatures							0	0
Acute / chronic illness							0	0
Use of Work Equipment							0	0
Other / damage only				5**		1	0	6
Near miss							0	0
<b>TOTAL</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>*17</b>	<b>*12</b>	<b>22</b>	<b>20</b>

\* This figure includes 2 accidents involving sheltered residents within the scheme communal areas in the 11/12 reporting period (7 accidents involving sheltered residents within their own home in the 10/11 reporting period)

\*\* includes 4 dangerous occurrences

### 2. Accidents & Dangerous Occurrences from 1/4/11 to 31/3/12 - Resultant Injuries

	Employees		Contractors		Residents & the public		TOTAL	
	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12
Year								
Death							0	
Cuts / bruises /abrasions	3	1	1	2	7	4	11	7
Strains & Sprains						1	0	1
Burns or scalds							0	0
Eye Injury							0	0
Hearing loss							0	0
Skeletal injury	1				2	4	3	4
Unconsciousness							0	0
Electric shock							0	0
Allergic reaction							0	0
Occupational disease							0	0
Stress							0	0
Illness							0	0
Other						1	0	1
No injury				5**	8	2	8	7
<b>TOTAL</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>17</b>	<b>12</b>	<b>22</b>	<b>20</b>

APPENDIX D

Breakdown of Violent Incidents

	2010/11	2011/12
Employee Incidents – Verbal Abuse	3	13
Employee Incidents – Verbal & Threatening	12	14
Employee Incidents – Physical Assault	1	1
Employee Incidents – “Other” (including harassment, aggressive dog etc.)	3	0
Employee Incidents – TOTAL	19	28
Contractors - TOTAL	12	12
Residents – abusive incidents reported between residents – TOTAL	9	7
”Other” abuse ( includes self-harm, hazardous dogs, refusing to recognise the authority of the court etc.)	2	5
TOTAL NUMBER OF VIOLENT INCIDENTS REPORTED	42	52

## APPENDIX E

### KENSINGTON & CHELSEA TENANT MANAGEMENT ORGANISATION LTD HEALTH AND SAFETY POLICY

#### 1. Statement of Intent

- 1.1 The Kensington and Chelsea Tenant Management Organisation (KCTMO) recognises and accepts our responsibilities under the Health and Safety at Work etc. Act 1974, and all relevant health and safety legislation made under this act. This policy sets out our intention and approach to satisfying all the provisions and obligations of the Act and associated Regulations. In particular, we intend to ensure as far as is reasonably practicable, the health, safety and welfare of our employees, and all other people who may be affected by our work, with particular regard to our customers, contractors, clients, visitors, and members of the public.
- 1.2 The legal, operational, and financial responsibility for the management of health and safety rests with the Chief Executive of the TMO, and each Director and manager is responsible for the implementation, execution, control, and monitoring of this policy as relevant to their area of the business.
- 1.3 We recognise that our employees are our most valuable resource, and as such we are committed to consultation and co-operation in all matters regarding their health and safety. We will provide adequate resources for maintaining the working environment so that it is free of risk, healthy, safe and with satisfactory welfare facilities as far as is reasonably practicable.
- 1.4 We will ensure that all persons are competent to carry out the duties asked of them, and we will provide adequate information, instruction, training and necessary supervision. We will employ a health and safety professional, who will be responsible for providing advice on all health, safety and welfare matters.
- 1.5 We will review this policy at least every three years, and more frequently as necessary to reflect changes in legislation and any changes in our size or nature of our work activities. The policy will also be brought to the attention of all employees when they start work with the company, when the policy changes and when delivery of services is discussed.

**ROBERT BLACK**  
Chief Executive

April 2012

## 2. Organisation – Health & Safety Roles and Responsibilities

- 2.1 Health and safety is a management responsibility which is as important as other management responsibilities. All members of the TMO Executive Team are responsible for ensuring that the managers within their directorate are aware of their health and safety responsibilities to their staff. All employees have their own responsibilities under health and safety law but the overall responsibility for health and safety lies with the TMO Chief Executive.
- 2.2 Each manager is responsible for ensuring compliance with the requirements of the Health & Safety at Work etc. Act 1974 and associated legislation within their areas of control. To clarify, the roles and responsibilities of key individuals and teams within the company in respect of health and safety are outlined below:
- 2.3 The Chief Executive is the person who is ultimately responsible for the TMO's health and safety work activities and business. He is responsible for the implementation and review of all company arrangements for health and safety.
- 2.4 The TMO Directors and Heads of Service are responsible for the health and safety arrangements within their business areas and will deputise for the Chief Executive in his absence.
- 2.5 The Executive Team are responsible for ensuring that:
- an Executive Team member continues to chair the TMO Health and Safety Committee and feeds back to Executive Team colleagues on Health and Safety issues raised;
  - the Health and Safety Committee meets regularly and functions effectively in line with its terms of reference;
  - managers are aware of their responsibilities for health and safety and that they actively ensure working conditions and activities are safe, healthy and hazards are avoided;
  - staff are identified as risk assessors and are given adequate training and support to enable them to carry out these assessments competently;
  - they monitor TMO compliance with health and safety legislation.
- 2.6 **The Senior Management Team and Managers** are responsible for ensuring that:
- staff are aware of their health and safety duties and their importance, and that they comply with these;
  - risk assessments are carried out on the work of their staff and any other activities under their control, and that a written record is kept of each assessment, ensuring staff are consulted on risk assessments and informed of proposed action;
  - the results of risk assessments are acted upon, and control measures are implemented and reviewed;
  - their newly appointed staff attend induction, and health and safety and where appropriate, lone worker training;
  - staff are adequately trained, and supervised until they are competent in their work activities;
  - staff have seen and understood information published on health and safety and advice/guidance from the Health & Safety Team;

- injuries, diseases, dangerous occurrences and violent incidents are reported immediately in accordance with TMO reporting procedures;
- persons not in TMO employment and contractors are aware of their legal responsibilities and comply with them;
- fire marshals and designated first aiders are nominated where necessary.
- promoting and actively encouraging good housekeeping, leading by example.
- staff welfare facilities are kept safe and clean at all times.

2.7 **The Health, Safety and Facilities Manager** is responsible for:

- providing competent advice on health and safety issues as required by the Management of Health & Safety At Work Regulations;
- the formulation of all health & safety policy and strategy;
- producing all health & safety policy, procedures, and guidelines and ensuring that these are regularly reviewed and kept up to date;
- being the point of contact for all managers and employees for specialist health and safety advice;
- organising and administering the company health & safety committee, and liaising and consulting safety representatives via this forum;
- specifying and evaluating health and safety training needs;
- monitoring, reviewing and audit compliance with this policy;
- producing a TMO Annual Health & Safety Report for presentation to the TMO, the Board and to the Royal Borough of Kensington & Chelsea;
- advising on compliance with the Regulatory Reform (Fire Safety) Order 2005;
- attending relevant internal and external meetings and committees as necessary to update them on TMO performance in relation to specific areas of health & safety e.g. compliance with the Regulatory Reform (Fire Safety) Order 2005.

2.8 **The Customer Services Directorate** is responsible for:

- resident safety in particular in the areas of fire safety, gas safety, electrical safety, Legionella prevention and water quality and lift safety;
- taking a joint role with the Health & Safety Team in managing asbestos at work;
- monitoring the health and safety performance of the contractors under their control;
- organising an Asset Investment & Engineering Health & Safety Group consisting of all technical managers and Health and Safety to meet at least bi-monthly and provide a forum for discussion and monitoring health and safety issues across the service area.

2.9 **Employees** are responsible for:

- taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions;
- co-operating with managers when requirements for certain systems of work etc. are imposed for health & safety reasons;
- bringing to the attention of managers anything they find that they believe to be unsafe;
- not interfering with, or misusing anything provided for his/her health, safety or welfare.

2.10 **Union appointed Safety Representatives** have statutory functions as laid down in health and safety law. The safety representatives will specifically be consulted on and involved in:

- developing and reviewing safety rules.
- encouraging other staff to work safely.
- investigating accidents.
- inspecting the workplace.

### 3. **Health and Safety Arrangements**

3.1 We aim to provide and maintain safe and healthy working conditions, equipment and systems of work for all employees and to provide sufficient information, instruction, training and supervision to enable staff to carry out their work safely. We accept our responsibility for ensuring the health and safety of other people who may be directly affected by our activities.

3.2 A specialist Health & Safety Team located within the People and Organisational Development directorate is available to provide advice and assistance. When necessary this team will seek advice and guidance from and liaise with the Health & Safety Executive, the London Fire & Emergency Planning Authority and other specialist organisations.

3.3 As the managing agents for Kensington & Chelsea's housing stock we share responsibility with the Council for the provision and maintenance of a safe and healthy environment for the residents. It is therefore important that we continue to work closely with the Council in the area of health & safety. To facilitate this, the Health and Safety Team will continue to represent the TMO on the Council's Health & Safety Main Co-ordinating Committee which is responsible for the co-ordination and promotion of Health & Safety measures across the Council.

### 4. **Risk Assessment**

4.1 Managers have a legal duty to ensure that all the work activities under their control have been risk assessed i.e. potential hazards must be identified, risks assessed and action taken to reduce all risks to an acceptable level. Additionally, where employees have disabilities reasonable adjustments must be implemented where appropriate to accommodate their requirements. These assessments must be carried out by trained and competent people, documented and reviewed when the nature of the work, workplace etc changes or new legislation is introduced.

### 5. **Asbestos**

5.1 Many of our properties have been built using some asbestos-based building materials. It is our policy to manage asbestos in place. Where asbestos-containing material is identified the risk associated with its condition, location and asbestos content is assessed and it will either be left untouched, sealed / encapsulated or removed (whichever is appropriate) by specialist contractors under controlled conditions. Where the material is damaged or friable or works are proposed which would interfere with it then the asbestos is safely removed by specialist licensed contractors in accordance with current asbestos regulations.

5.2 Records are kept on the location of asbestos in our properties. Every opportunity is taken to consolidate and verify these records with sampling and analysis of suspect materials. Surveys are carried out on dwellings when they become void and a rolling programme of management surveys (as defined by the Health & Safety Executive's publication Asbestos: The Survey Guide HSG264) are also undertaken within communal areas. (More details are available in the TMO Asbestos Policy Statement.)

5.3 TMO technical staff who are liable to encounter asbestos containing materials in the course of their work are trained to ensure that they are competent and confident in dealing with the management of the material. Day-to-day contractors are made aware of the presence of known or suspect asbestos and are instructed to cease work and inform TMO staff immediately should they suspect they have encountered previously unidentified asbestos containing material in the course of their work.

## **6. Contractor Management**

6.1 Contractors are vetted (pre contract) for competence and adequate resources in the area of health and safety and all necessary steps are taken to ensure that construction work on Council property is carried out with the safety of the residents, the public, the staff and the contractors as a primary objective. All construction work carried out is done in accordance with The Construction (Design & Management) Regulations 2007 and all other relevant health and safety legislation.

## **7. Display Screen Equipment**

7.1 All employees are classed as designated users of display screen equipment (dse) and as such have their workstations regularly risk assessed. Training / instruction is offered to ensure that employees are aware of how to operate the equipment in the safest possible manner, and that they are clear on the potential hazards associated with intensive use of display screen equipment and how to avoid them.

7.2 All designated dse users are entitled to be reimbursed for an annual eyesight test. Additionally, if it is found that prescriptive lenses are necessary specifically in order to safely use the equipment, we contribute toward the cost of these.

## **8. Employee Assistance and Counselling**

8.1 An Employee Assistance Programme which includes access to counselling but also offers legal and financial advice etc. is available to all staff.

## **9. Employee Consultation**

9.1 The TMO Health & Safety Committee meets on a bi-monthly basis. This Committee is chaired by the Director of People & Organisational Development and reports to the Executive Team. The Committee consists of nominated representatives from management, the Health and Safety team and Union-appointed safety representatives.

## **10. Fire Safety and Emergency Procedures**

- 10.1 Fire Risk Assessments are undertaken in workplaces and within the communal areas of residential blocks as required by the Regulatory Reform (Fire Safety) Order and systems are in place to protect staff, contractors and residents etc. from the risk of fire. Managers are responsible for ensuring that workplace housekeeping is in good order, and that smoking is not permitted in any TMO workplace. Where necessary automatic fire detection, portable fire fighting appliances, dry rising fire fighting mains, emergency lighting and other fire safety measures are installed and maintained in the workplace and other locations. Designated staff members are appointed and regularly trained as Fire Marshals, and will take control in the event of any of our buildings having to be evacuated.
- 10.2 Fire Marshal training is conducted on an annual basis. Estate staff and Community Officers are also trained in fire safety. The fire safety and fire marshal training is conducted by a competent expert in the field of fire safety, and training can include an element of the practical use of portable fire fighting equipment.
- 10.3 Employees with disabilities have their own individual personal emergency evacuation plan which is regularly reviewed and where necessary their colleagues are trained in the safe use of the evacuation chair.

## **11. First Aid**

- 11.1 A number of TMO staff are designated first aiders and are trained to administer first aid at work. Specifically, employees are either trained to "first aid at work standard" or to "emergency first aid at work standard" depending on the risk. A risk assessment is carried out for each site to determine the number of designated staff required and what standard of training they require. This is reviewed regularly to ensure that cover is adequate. The contents and frequency of the training and the refresher training are laid down by the Health & Safety Executive.

## **12. Gas Safety**

- 12.1 All council-owned individual gas appliances and gas installation pipework are serviced on an annual basis and all necessary steps are taken to ensure compliance with the Gas Safety (Installation & Use) Regulations 1998.

## **13. Health and Safety Inspections**

- 13.1 Annual estate inspections are carried out on the communal external and internal areas and associated plant rooms of all the housing stock and the reports produced are issued to all relevant teams that are required to take action. These reports can also be made available to the relevant Residents Association and members of the Resident's Association can participate in the inspection should they wish.
- 13.2 Inspection of our workplaces are usually undertaken on a six monthly basis. The Union Safety Representative is invited to attend and a written report of the inspection is produced and circulated to relevant internal teams, including the Senior Management Team.

## **14. Manual Handling**

- 14.1 Staff involved in the lifting, carrying, moving, and transportation of materials are instructed and trained to ensure that the risk of injury is removed or reduced to a level that is reasonably practicable.

## **15. Personal Protective Equipment**

- 15.1 The need for personal protective equipment (PPE) is identified when risk assessments are carried out. Requests for this are forwarded to the Health & Safety Team, who ensure that the equipment provided is suitable and sufficient for the individual and the task. The quality of the equipment and the performance of the suppliers is reviewed regularly by the Health & Safety team.

## **16. Procedures**

- 16.1 We have a comprehensive system of Procedures which are approved by the Executive Team. These are regularly reviewed/updated and are readily accessed on the intranet under the Human Resources section to which the majority of staff have direct access.

## **17. Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)**

- 17.1 It is a statutory requirement to report all injuries and dangerous occurrences. Our reporting procedure states that all accidents must be reported on the TMO Accident Report Form immediately. This form must be countersigned by the line manager and passed to the Health & Safety Team who will ensure the incident is investigated, and that our Insurance company, Human Resources, and, when appropriate, the Health & Safety Executive are informed. ([TMO Accident Report Form](#) and [Procedure for Reporting Accidents](#))

## **18. Reporting of Incidents of Violence and Threatening Behaviour**

- 18.1 All incidents of verbal abuse, threatening behaviour and actual physical violence must be reported to the line manager immediately and the TMO Violent Incident Report Form (Violent Incident Report Form) completed as soon as possible and sent to the Health & Safety Team. The action taken to prevent a recurrence of the incident depends upon the nature and severity of the incident and whether there is a history of problems with the individual in question. However, the perpetrator could receive a warning letter or in more serious cases legal action will be considered.
- 18.2 The Health & Safety Committee sees a summary of all Violent Incident Reports and is advised of the action taken. To enable staff to take appropriate precautions when dealing with people with a known history of abuse or threatening behaviour, the details of these incidents are stored on a spreadsheet (VIRep spreadsheet) available for staff to view on the intranet. ([Violent Incident Reporting Spreadsheet](#)) Additionally, where appropriate a warning indicator is generated on the Academy computer system and this is linked to a summary of the incident.

## **19. Site Visits/Lone Working**

- 19.1 Line managers are responsible for ensuring that their staff, who are required to do site visits and / or work in isolation are not exposed to any foreseeable risks. Specifically, they should be clear about where they are going, aware of possible hazards and have discussed these with their line manager to ensure that sufficient safety measures are in place. Managers are responsible for ensuring their staff are aware of TMO lone working guidelines and that these are supplemented by whatever measures are necessary to protect their staff. ([Lone Working Guidelines](#))

## **20. Training**

- 20.1 Training is an important part of our safety arrangements. Managers are responsible for identifying the training needs of their staff during one to one meetings, formal Performance Review discussions and risk assessments. Information on health and safety training is submitted to the Health, Safety and Facilities Manager who in consultation with the Organisational Development Manager are responsible for prioritising the training and producing an annual Corporate Learning and Development Plan to reflect the priorities and time scales for the training. Where appropriate, training is also arranged on new regulations and other relevant areas as identified by the Health & Safety Committee.

## **21. Welfare**

- 21.1 Welfare arrangements on our work sites are maintained to the highest standards, to ensure a comfortable hazard-free working environment for the staff.

## **22. Work Equipment**

- 22.1 We provide equipment that is suitable and appropriate for the task for which it is intended. We ensure that work equipment is tested, maintained and used in accordance with the relevant regulations, and British Standards.

## **Policy Review**

April 2015 or sooner if legislation changes