

Workshop 3B

Shifting from Compliance to Customer Safety

Speakers: Neil Yeomans (Orbit)

Chaired by: Karl Linder

Room: York



NHMF
Maintenance
Conference
2020

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“Changes to the regulatory regime will help, but on their own will not be sufficient **unless we can change the culture away from one of doing the minimum required for compliance,** to one of taking ownership and responsibility for delivering a safe system...”



Hackitt Interim report Page 6



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Orbit tenants exposed to fire danger for more than two years, says regulator

24 November 2015 11:47 am | By Luke Cross

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Orbit Group put a large number of tenants in danger by failing to implement hundreds of 'high risk' fire safety actions that were flagged over a two-year period, the regulator said today.

The series of events constituted a significant breach of health and safety legislation and 'had the potential to cause serious detriment to Orbit's tenants', the Homes and Communities Agency (HCA) said.

Despite the group undertaking its own internal review and establishing an action plan that it said was 'appropriate and robust', the HCA published two assessments today, including a regulatory notice confirming a breach of the Home Standard, and a separate regulatory judgement that downgraded the group's governance from G1 to G2, which means it remains compliant but needs to improve some aspects of its governance arrangements.

Orbit, which owns 37,000 homes, reported no incidents of fire in its properties related to any of the outstanding actions and said that all properties which statutorily required alarm and emergency lighting systems were provided with them. Orbit's legal advice was that the nature of the overdue actions meant there was a low risk of prosecution under health and safety law.

However, the regulator concluded that having identified the hazards and people at risk the statutory duty to take precautions to prevent the risk of fire had been breached.

In its regulatory notice, the HCA said there had been several hundred actions categorised by Orbit as high risk, relating to hundreds of properties, that had been outstanding for periods exceeding two years.

The situation appears to have arisen following a restructuring of the two subsidiary operating associations within the group during 2013/14.

Downgraded to
G2 in winter of
2015

Regraded to G1
six months Later

Certificates

Risk Assessments

Actions

Contract Management

Financial control









*"We **aim** above the mark to **hit the mark**."*

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building
communities



Health and Safety at work



What is PDCA?

PDCA Focus Plan-Do-Check-Act

It is a cyclical method for the continuous improvement of processes.



PLAN

Create a process improvement plan.

go LEANSIXSIGMA

<http://GoLeanSixSigma.com>

Traditional compliance KPI cycle

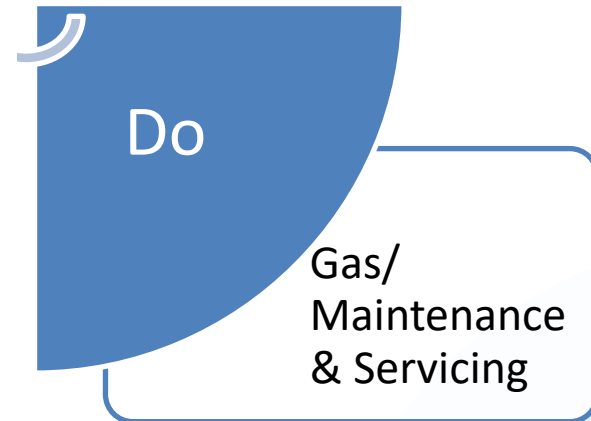


Property compliance at Orbit

Gas Team

- Traditional Gas Team – LGSRs and repairs (plus non-gas heating and air conditioning)

PDCA in Customer Safety



An iceberg floating in the ocean under a blue sky with clouds. The visible part of the iceberg is on the right, and the much larger, submerged part is on the left. Various safety management activities are listed around the iceberg, with some above the water and some below.

Certificates

Actions

Risk Assessments

Contract Management

Financial control

Horizon Scanning

Debate

Trend pattern analysis

Supplier Development

Near miss/accident analysis

Staff development

Research & Development

e.g. IT systems

Customer Training

**Customer Safety
communications
plans**

Data quality reviews

Accreditation

Improvement Projects



But who guards the guardians?

Juvenal

quote fancy







A blurred photograph of a man in a dark suit and light shirt standing behind a desk. In the foreground, a yellow nameplate with the letters "CEO" in bold black font is visible. The background is out of focus, showing what appears to be a bright, modern office environment.

**“Our first priority is
the safety of our
customers”**

**“Our first priority is to
be legally compliant”**



Margaret Mead

**"Never doubt that a
small group of
thoughtful, committed
citizens can change the
world;**

**indeed, it's the only
thing that ever has."**