

Workshop 4b

How to keep residents safe

Speakers: Brent O'Halloran (The Hyde Group), Jenny Osborne (Tpas), Simon Davies (Kier Group) & Chris Graham (PML Group)

Chaired by: Ross Green, Kier Group

Room: York



National Housing
Maintenance Forum

NHMF
Maintenance
Conference
2019





Hyde

Fire safety taskforce;
*Reflections and the new
normal*

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The day after Grenfell...

Enquiries from the media and stakeholders;

- How many high rise?
- How many clad?
- Aluminium Composite Material (ACM)?
- Fire Risk Assessments (FRAs)?
- FRA actions?
- Fire strategies – stay-put or evacuate?

Our response;

- Set up a dedicated project team; Hyde's fire safety taskforce
- Set up a methodical programme of inspection and remediation for our high rise schemes
- Set up a supply chain network to deliver the inspection and remediation works
- Developed a fire safety MOT (Landlord's fire safety record)

What we did...

- Carried out FRA 4s invasive inspections
- Conducted tenancy safety audits
- Cladding checks – including configuration
- Building safety compliance audits
- Joint inspections with fire and rescue services
- Commissioned expert advice; Fire engineers, Fire consultants, cladding manufacturers

Name of Block, Address of Block

No of Units		Management Characteristics		Usage		UPRN	
Studio		Management Area		Built In		Status	
1 bed		Tenure:				No of Storeys	
2 bed		Intermediate Rent				Block Fire Strategy	
3 bed		Other F/H or L/H				Last FRA	
4 bed		Out right sale				FRA Frequency	
Unknown		Right to Buy				Complete	Complete
		Shared Ownership					
		Shared Ownership 100%					
TOTAL		TOTAL					

Means of Escape

Property MOT data	Date Yes / No	Status	Advisory / Evidence <small>(Where element is rated as 'Advisory' or 'Fail', ensure action is logged on the 'Remedial Action Tracker'. Provide details of works including completion date and reinspection if applicable.</small>
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Block Fire Strategy	Is the policy understood by Hyde Officers / Contractors etc.		Pass	Hyde Officers - Induction includes fire evacuation policies for estates. Understanding of the HBS requirements / fire for the services they manage are checked at their 1 to 1. Contractors - This is covered through contractors Risk Assessment & Method Statement. Contractors responsibility to ensure operative aware. Visitors - There is a Evacuation Policy displayed in the communal areas of all blocks For example - The tenant sign up pack provides details of the Block Fire Strategy. All units have a Fire Information Notice / Evacuation procedure for the building fixed to the internal face of the front door of the property.
	Is the policy understood by residents		Fail	
Type 1 Survey			Advisory	
Type 4 Survey			N/A	
Construction	Large wall panel construction	Yes	Advisory	If Yes, commission structural survey
Cladding Material	Operational & Maintenance Manual (OMM) for the building	Yes	N/A	
	Cladding tested date		Tested	
ACM			N/A	
	How fixed to the building		Advisory	
Cladding Configuration	Insulation type		Tested	
	Breach compartmentation?		Pass	
Comply with current Building Regs (Bm = only			Fail	
	Total number	25	Pass	
Property Inspection	Compartmentation	0	Pass	
	Doors	2	Pass	
Management		2	Pass	
	Maintenance	8	Pass	
FRA Actions (New Type 1 & 4)	Total number	6	Pass	
	Compartmentation	1	Pass	
Doors		2	Pass	
	Management	1	Pass	
Maintenance		2	Pass	
	Total number		Pass	
Fire Lifts	Last Service		N/A	
	Total number		Pass	
Non-Fire Lifts	Last Service		N/A	
	Block ETSi	100%	Pass	
Electrical	Block ETSi date	03/08/2017	Pass	
	Communal boiler plant room	Yes	Pass	
Gas	Gas supply compliant		Pass	
	Check Estate inspection		Pass	
Communal Bin Stores	Check Estate inspection		Pass	
Communal Car Parking	Check Estate inspection		Pass	
Fire alarm last date			Pass	
	Frequency		Pass	
Compliance			Pass	
	Automatic Open Ventilation System last date	14/04/2017	Pass	
Frequency		3 months	Pass	
	Compliance	100%	Pass	
Dry riser last date		06/06/2017	Pass	
	Frequency	6 months	Pass	
Compliance		100%	Pass	
	Emergency lighting last date	02/08/2017	Pass	
Frequency		1 month	Pass	
	Compliance	100	Pass	
Sightlines (Bin Stores)			Pass	
	Frequency		Pass	
Compliance			Pass	
	Floor Plans x2		Pass	
Gerda Box	Hyde Officer Contact Details		Pass	
	Keys (Labelled)		Pass	
Residents List (Vulnerable)			Pass	
	Boarding	0		
Vulnerable		0		
	SSB dwellings	TBC		
Age profile	65 - 75	TBC		
	75+	TBC		

Recommendations & Sign Off

Risk and Compliance Director		Signature		Date	
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What we found...

- Unclear or missing block records/data
- All buildings inspected have some level of safety compromised;
 - Serious and widespread compartmentation breaches
 - Inflammable/sub-standard cladding installations
 - Missing or poorly installed fire stopping and firebreaks
- Some residents' lifestyles compromising safety for all (hoarding, cluttered common areas, BBQs)





Bolanachi Building
9-80

Bolanachi gridline location system









Prospect House



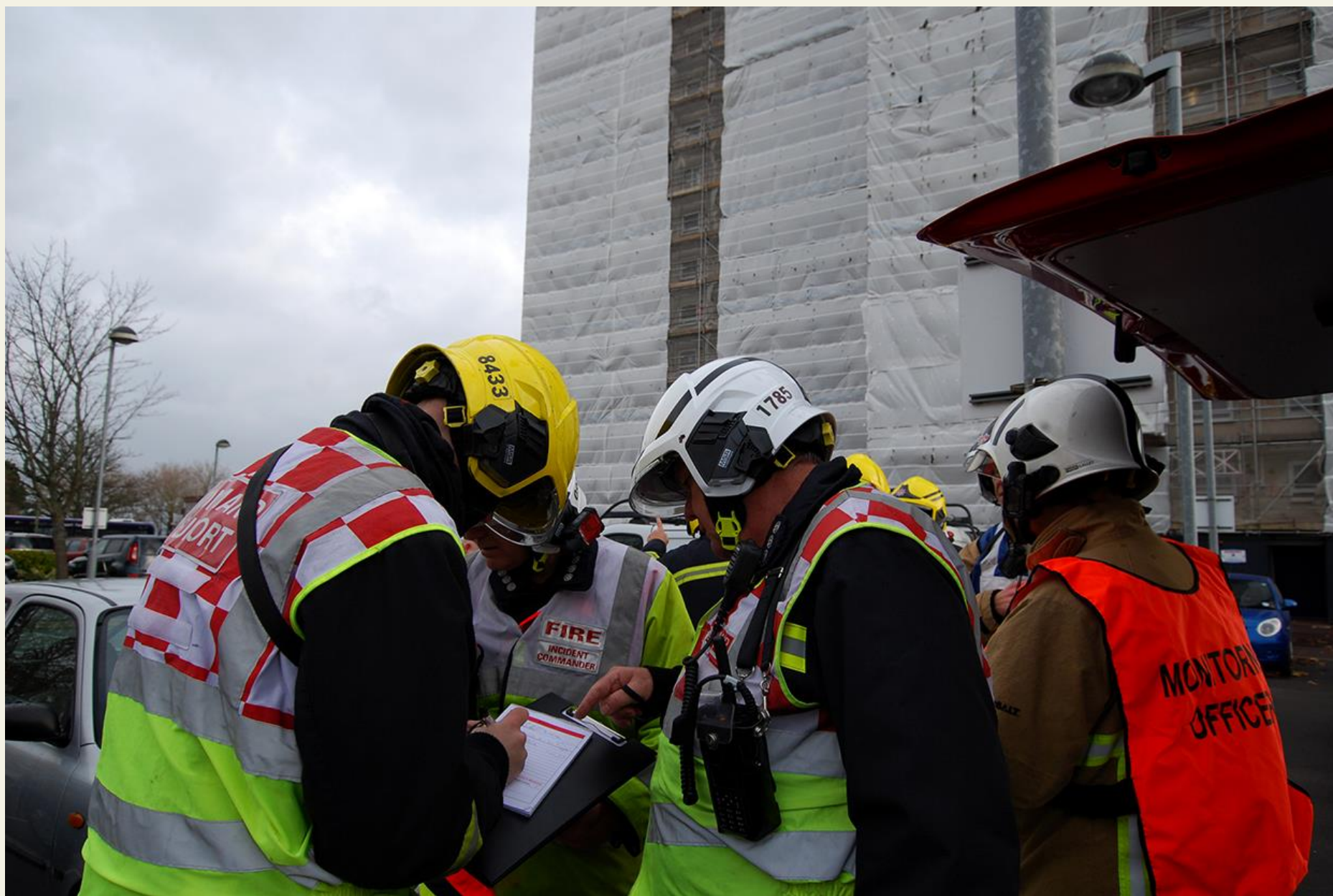














What's worked for Hyde?

- Dedicated Fire taskforce with its own Project Board and CEO sponsor
- Methodical programme of audit and inspection (building safety MOT)
- Partnership working with consultants and contractors
- Openness – Building safety information
- An organisational-wide approach

Reflection

- You can't assume *stay put*
- It's not just high rise; compartmentation breaches are widespread regardless of building type
- You need to know who resides in your flats and whether their lifestyle compromises safety
- Adopt a 'layers of protection' approach
- You just need to just get on with it as this is the new normal



Hyde

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A large, stylized graphic on the left side of the slide, composed of several overlapping hexagons in various colors including green, orange, purple, brown, yellow, red, and pink, creating a complex, three-dimensional effect.

How to keep residents safe

A Resident Engagement perspective

Jenny Osbourne, MBE

who are we?



We're Tpas, England's leading engagement experts.
Our membership is made up of local tenants and
landlord organisations, covering 2.2 million homes.

Tpas: Creating conversations that matter.



We have to start with Grenfell

- Ministers met almost 1,000 people – including the bereaved and survivors from the Grenfell Community
- Ministry reviewed more than 7,000 online submissions, a large number from tenants directly
- Many of the issues that came up were the same ones that were identified at the tenant roadshows:
 - the stigma associated with social housing
 - the need for landlords to listen to residents
 - The desire for a culture of accountability and respect



Government Response to Grenfell – Hackitt



- Clearer senior accountability across life-cycle – **Duty Holder**
- Residents' voice needs to clearer, quicker route for redress
- Clearer resident rights & obligations for residents to maintain the fire safety of individual dwellings, working in partnership with the duty holder
- Transparency of information





The 5 key principles

1

Ensuring a
safe and
decent home

2

Improving and
speeding up
how complaints
are resolved

3

Empowering
residents and
strengthening
regulator

4

Tackling
Stigma and
celebrating
thriving
communities

5

Building new social
homes and
supporting home
ownership



Understanding Fire Safety –

Issues residents face;

- Existing regulations/guidance is **complex and unclear**
- **Conflicting** evacuation advice
- Low level non-destructive FRAs **inadequate** because too few factors are taken into account
- Clarity of roles and responsibilities is **poor**
- Means of assessing and ensuring competency is **weak**
- Compliance, enforcement & sanctions processes too **weak**
- Route for residents to escalate concerns is **unclear & inadequate**
- System of product testing is **not clear**
- Regulatory system for ensuring fire safety in high rise/complex buildings is **not fit for purpose** throughout the building life cycle
- **Problem culture** in the industry and the **lack of effectiveness** of the regulator that oversees it

**Would you
sleep well at
night knowing
all that?...**



**happy for
your parents
to sleep
safely?..**



**happy for
your
children?..**



Engagement in Building Safety



“Residents should be involved in the decision-making process for work that could impact on the safety of their homes”

The Independent Review of Building Regulations and Fire safety,
Dame J Hackitt



TENANT ENGAGEMENT EXPERTS

tpas

The National Tenant Engagement Standards



1

Engagement Strategy

Make sure your tenant engagement links directly to business plan objectives.

2

Resources for Engagement

Your engagement has got to be resourced to ensure it is effective in delivering planned outcomes.

3

Information and Insight

Provide access to information at the right level, at the right time, to the right people in the right way.

4

Influence and Scrutiny

Ensure tenants, leaseholders and communities can influence appropriately.

5

Community Engagement

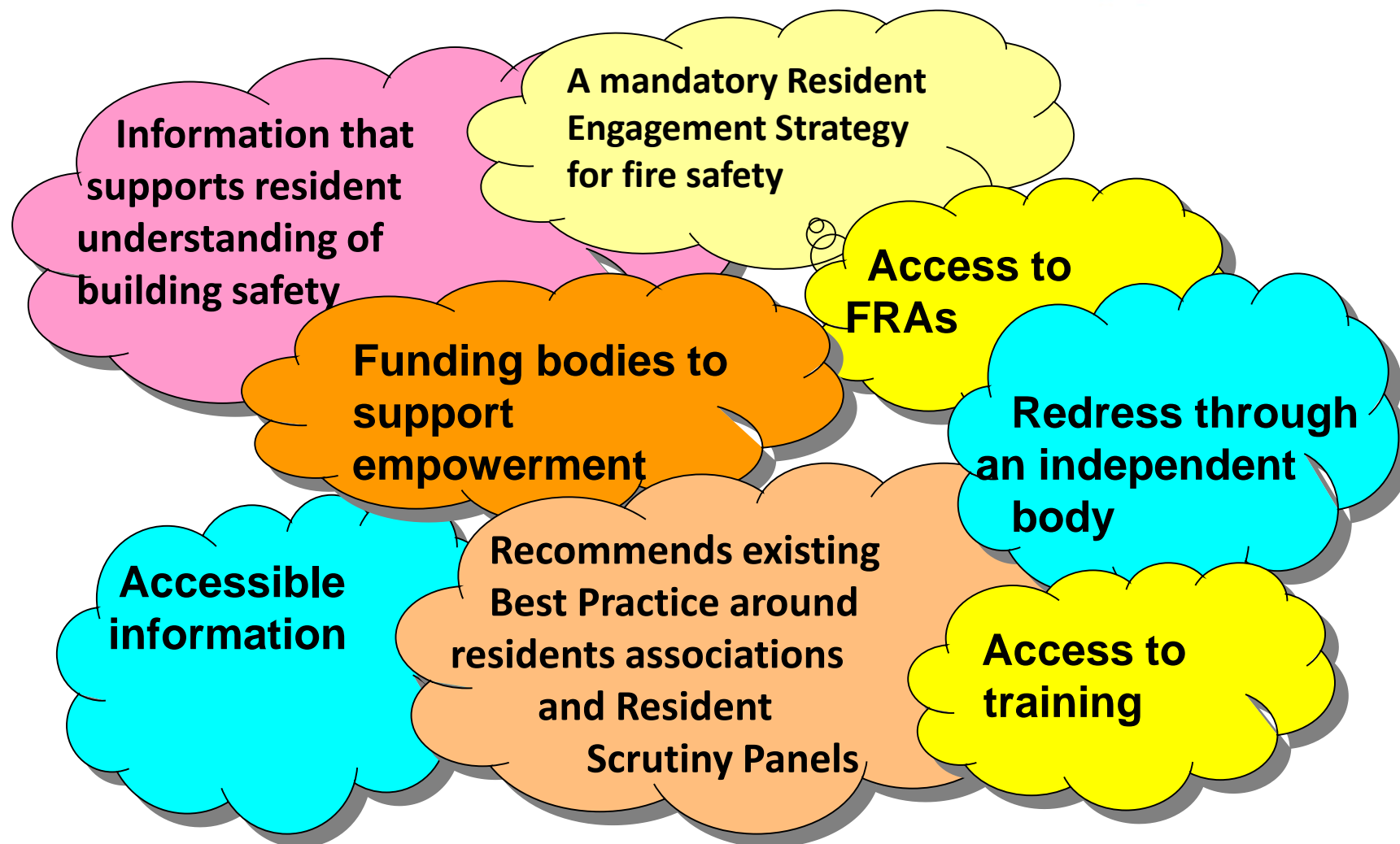
Engage with communities and local stakeholders to develop projects and plans to meet jointly identified needs.

6

Valuing engagement

Ensure your tenant engagement outcomes will benefit stakeholder organisations, tenants, leaseholders and communities.

Hackitt Recommendations



TENANT ENGAGEMENT EXPERTS

Engagement Case Studies



Scrutiny 2013 – findings

- Fire safety at sign up leaflet and briefing
- Electronic FRAs
- Lighting, signage, fire doors & refuse chutes are routinely checked & recorded.
- Smoke detectors serviced with gas servicing
- Those without gas are sent letter advising them to check themselves
- On site staff responsible for testing

Scrutiny 2016 Recommendations:

- Conduct bi annual evacuations
- Increase spot checks of common ways
- Promote fire safety on the website

They also reward residents for sending in photographs of communal cleaning, repairs and grounds maintenance which could easily be adapted for fire safety equipment.

TENANT ENGAGEMENT EXPERTS

Case Study

Housing Leeds



Housing Leeds - Scrutiny review which included residents from High Rise Advisory Group

- Ensuring contractors are trained in fire safety

Desired Outcome – To have effective and transparent tenant engagement in the fire safety audit process across all Council high rise blocks.

Recommendation 2 - That the Director of Resources and Housing ensures that work is undertaken, in conjunction with the High Rise Advisory Group, to consider the merits of all possible tenant engagement options, including the Block Champion approach, with the aim of developing a best practice model that provides effective and transparent tenant engagement in the fire safety audit process across all Council high rise blocks.



Training residents how to use fire extinguishers



TENANT ENGAGEMENT EXPERTS

Case Study EMH Homes



- The Scrutiny Panel trained by fire service prior to review
- Findings included excellent examples such as:
 - Coffee mornings to increase awareness
 - The System used for recording and monitoring
 - The Partnership with Derbyshire Fire and Rescue Service

All recommendations agreed:

- Signage made larger print and completed to exit
- Door intumescent sealing strips missing on some flat entrances and some in disrepair
- Revisit after each stage of Grenfell enquiry
- Review staffing levels at night in extra care scheme
- Ensure all visitors sign in and out
- Ensure common ways are kept clear
- Involve residents in inspections
- Ensure all actions are carried out from FRAs

TENANT ENGAGEMENT EXPERTS



Case Study – Hull City Council



The Multi Storey Living (MSL) Focus Group

- Leads & holds monthly inspections across all MSL blocks in the city highlighting concerns, and suggesting
- Examines performance data, praises good practice, challenges poor performance, & raises any new issues
- Makes any cost savings by reviewing service delivery and service level agreements regularly
- Assists with volunteer development by helping to empower tenants & residents to get engaged and influence housing services

So what's in it for you to involve?



- Identify joint solutions to problems
- Develop a positive health and safety culture where risks are managed sensibly
- Reduce accidents and ill health
- Bring about a desire to improve the overall environment in a building
- Meet residents' demands and maintain credibility
- Comply with requirements and expectations raised since the Grenfell tower fire
- Residents who trust you and save time in other service areas
- Happier, and ultimately, safer residents



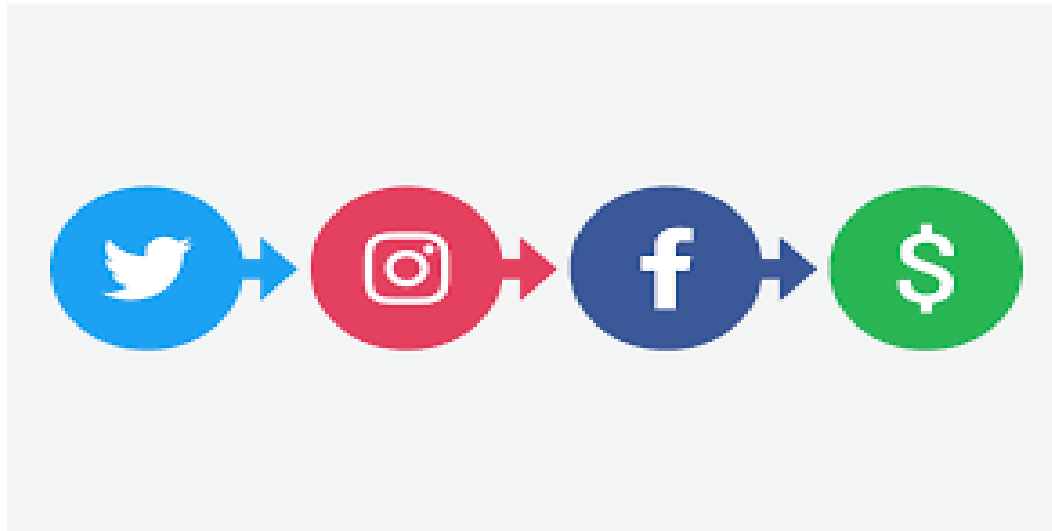
How to sell it?

- Get commitment from everybody, including all staff
- Residents are more likely to believe in change when senior managers show personal and long-term commitment
- Your residents are more likely to communicate with you if:
 - You show them that you believe in the improvements they can deliver
 - They are committed to the health and safety goal
 - They think it is in their interests to participate
 - They trust you and find you approachable
 - Your actions match your words
 - You encourage your residents to be health and safety conscious

An orange speech bubble graphic with a drop shadow, containing the text "time to SELL" in white. "time to" is in a smaller, lowercase sans-serif font, and "SELL" is in a larger, bold, uppercase sans-serif font.

time to
SELL

Trust and reputation: what's yours?



TENANT ENGAGEMENT EXPERTS



Engagement in Safety – what's needed: key messages

Residents will need:

- Real listening
- Access to information
- Access to decision makers
- Mentoring, coaching, encouraging, training, recognising
- Practical help, dispute resolution, expenses reimbursement

From You:

- Engagement cannot be done on the cheap but it can save you money
- Needs resources, time and planning
- Needs an empowerment culture within the landlord organisation -**Real and sustained culture change**

Fire Safety Works Delivering Peace of Mind

Kier Housing Maintenance
Reliable, safe, effective and compliant



About Kier Housing Maintenance



- Every year we provide responsive repairs and planned works in 350,000 homes
- We are a national organisation, with dedicated regional teams
- We provide a full range of compliance services: fire, gas, electrical, water hygiene and Legionella, and asbestos
- In the last two years we have delivered over £20m of fire safety works for clients including:



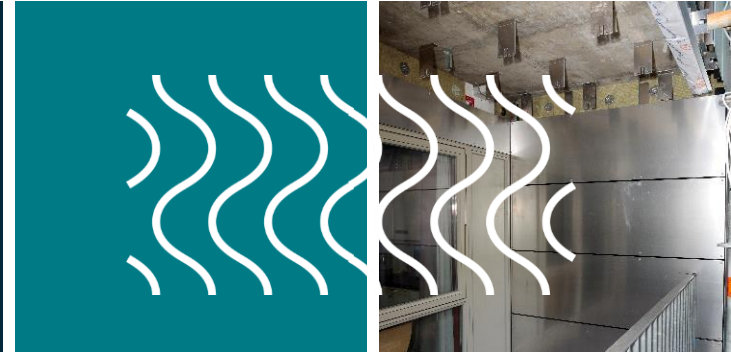
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Hackitt Report - Highlights

- “There is a need for a **radical rethink** of the whole system and how it works”
- Not just about specification of cladding systems but “**an industry that has not reflected and learned for itself, nor looked to other sectors**”
- a “**race to the bottom**” culture which does not facilitate good practice
- Industry must work to implement “**a truly robust and assured approach to building the increasingly complex structures in which people live**”
- New framework must “**rebuild public confidence in the system**”

Future for Contractors

1. Renewed emphasis on quality
2. Partnering – Not just a buzz word
3. Peace of mind



Reliable, Safe, Effective and Compliant

1. Renewed Emphasis on Quality

- This is not fitting kitchens and bathrooms- this is something else
- Increase engagement of residents in procurement process, capturing feedback to shape process
- Fire Safety should be seen as similar to Gas Compliance
- Ensuring the right skills, certification, checks and balances are in place
- Greater emphasis on Training & Development
- Integrity - More selective about opportunities- not being afraid to say no



2. Partnering

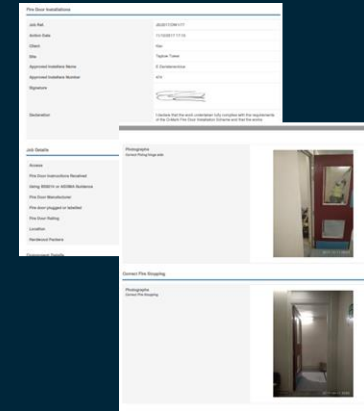
- Early and continuous resident and community liaison
- Change to Procurement Methodology – right from the start win-win all parties
- Increased use of external experts from solution design to handover
- Closer collaboration with clients
- Third party quality assurance
- Risk sharing
- Systemised approach to quality
- Clear unequivocal ownership at each stage



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3. Peace of Mind

- Increased involvement of residents throughout works - Capture customer feedback post completion
- Greater utilisation of technology
- More robust supply chain standards & checking
- Trusted teams developing great repeatable solutions together
- Empathy- working closely with residents and demonstrating they are in safe hands
- Open – Ask us anything about how we work
- Improved as built records



Resident Journey



1. PRE - WORKS

- Introduce Kier, programme of works and its approach to fire safety
- Educate and raise awareness about fire safety
- Capture initial feedback and concerns to shape the next phase



2. DURING WORKS

- Continuous communication
- Community engagement
- Resident engagement
- Capture feedback



3. POST WORKS

- Capture customer feedback post completion
- What went well
- What did we learn
- Action planning for the future

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Resident Journey

Early and continuous resident liaison is essential in fire safety delivery.
Additional channels we use for resident communications and interaction are:

- Consultations
- Noticeboards
- Newsletters
- Works walkabouts
- Open door policy
- Social media updates
- Works Information Pack
- Leaseholders



1. PRE - WORKS

- Introduce Kier, programme of works and its approach to fire safety
- Educate and raise awareness about fire safety
- Capture initial feedback and concerns to shape the next phase



2. DURING WORKS

- Continuous communication
- Community engagement
- Resident engagement
- Capture feedback



3. POST WORKS

- Capture customer feedback post completion
- What went well
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Our Fire Safety Commitment

We have developed our own Fire Safety Commitment to reassure clients that their projects will be carried out to the highest standards... in a way that will keep residents informed and safe.

Our Fire Safety Commitment:



1. People

All projects will be allocated a BM Trada Q Mark trained Kier manager, and managers will be directly employed, trusted Kier staff.



2. Minimum Inspection Standard

Fire safety works will receive three levels of inspection and sign-off:

1. Checked by a direct Kier supervisor
2. Checked by a Kier manager
3. Independently checked by a third-party Fire Safety expert



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Our Fire Safety Commitment

3. Supply chain

All works will be carried out by competent supply chain partners:



- All cladding designs and specifications will be signed off by a specialist third-party consultant



- Passive Fire Safety works (e.g. doors, stopping, compartmentalisation) will be undertaken by BM Trada Q Mark or FIRAS accredited companies



- Active Fire Prevention works (e.g. sprinklers, fire alarms, smoke detection, emergency lighting) and all other passive works will be undertaken by companies accredited by the relevant trade body



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Our Fire Safety Commitment



4. Products

All will be UKAS accredited where applicable



5. Documentation

On completion, we will provide an electronic record of the works undertaken



6. Communication

We will agree a tailored communications and engagement plan on each project, ensuring early and continuous resident liaison



Reliable, Safe, Effective and Compliant

Strong team, strong culture

- We elevate this subject within our teams so that everybody understands the importance of getting this work right first time – Fire Specific Training (Toolbox talks)
- We are a member of the Fire Protection Association (FPA) and the MCHLG Early Adopters Steering Group
- We have a highly skilled, directly employed workforce, comprising:
 - 4 trained BM Trada Q Mark Approvers
 - 18 trained BM Trada Q Mark Managers
- We have a robust national supply chain of specialist fire subcontractors and leading fire professional advisors who input from Pre-Site to handover
- We have implemented robust compliance software to capture, approve, record and share records of quality assurance

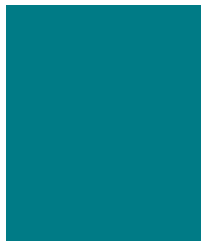


Reliable, Safe, Effective and Compliant

Summary

Kier Housing Maintenance is a solid, dependable contractor for delivering these essential works:

- Experienced (case studies)
- Capacity (team and supply chain)
- Understanding of your sector (handling sensitivities and resident comms)
- Fast routes to market.



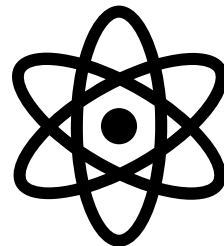
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Chris Graham – Director PML Group

How to Keep Residents Safe

A Cultural Perspective



Challenge, Clarity, Pragmatic Solutions



Catalyst
Housing



CampbellReith
consulting engineers

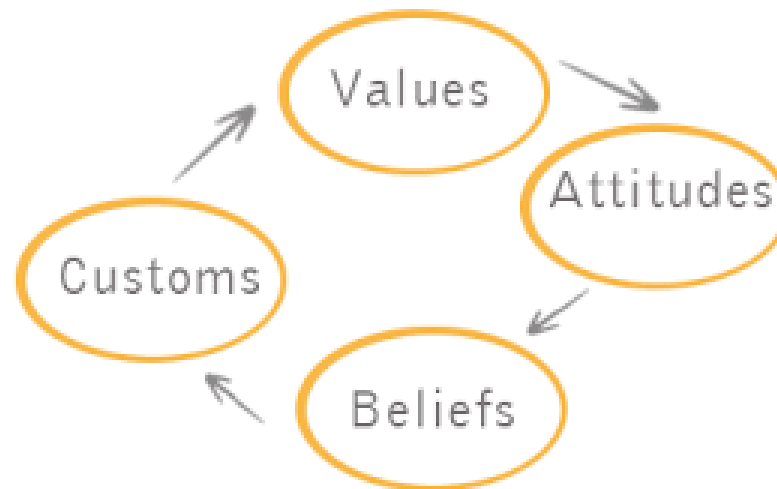


CONRAN+
PARTNERS



Challenge, Clarity, Pragmatic Solutions

What is culture?



Challenge, Clarity, Pragmatic Solutions

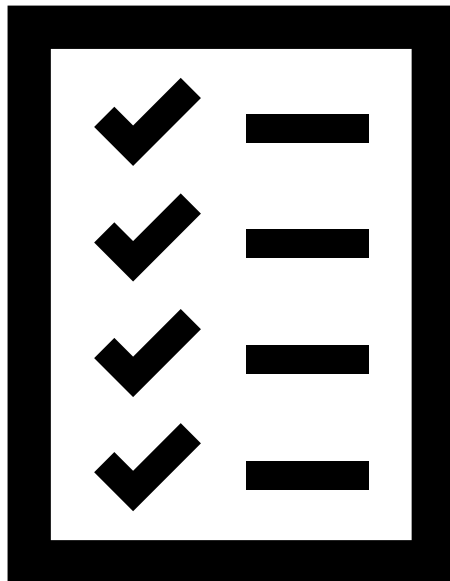
Culture is the way
you think, act, and
interact.

“The above issues (*Ignorance, Indifference, Lack of clarity on roles and responsibilities and Inadequate regulatory oversight and enforcement tools*) **have helped to create a cultural issue across the sector, which can be described as a “race to the bottom”**. The system does not facilitate good practice. There is insufficient focus on delivering the best quality building possible, **in order to ensure that residents are safe and feel safe”**



Dame Judith Hackitt

Language doesn't always help
compliance means conforming to a rule,
 such as a specification, policy, standard or
 law.



Sole focus on compliance has led to a “**box ticking culture**” where no thinking or challenge has been applied to compliance inspections.

Compliance alone has been no guarantee of resident safety, in fact compliance with the “stay put” strategy at Grenfell Tower, may have contributed to a large number of deaths.

“What is described in the report is an integrated systemic change not a shopping list of changes which can be picked out on a selective basis”

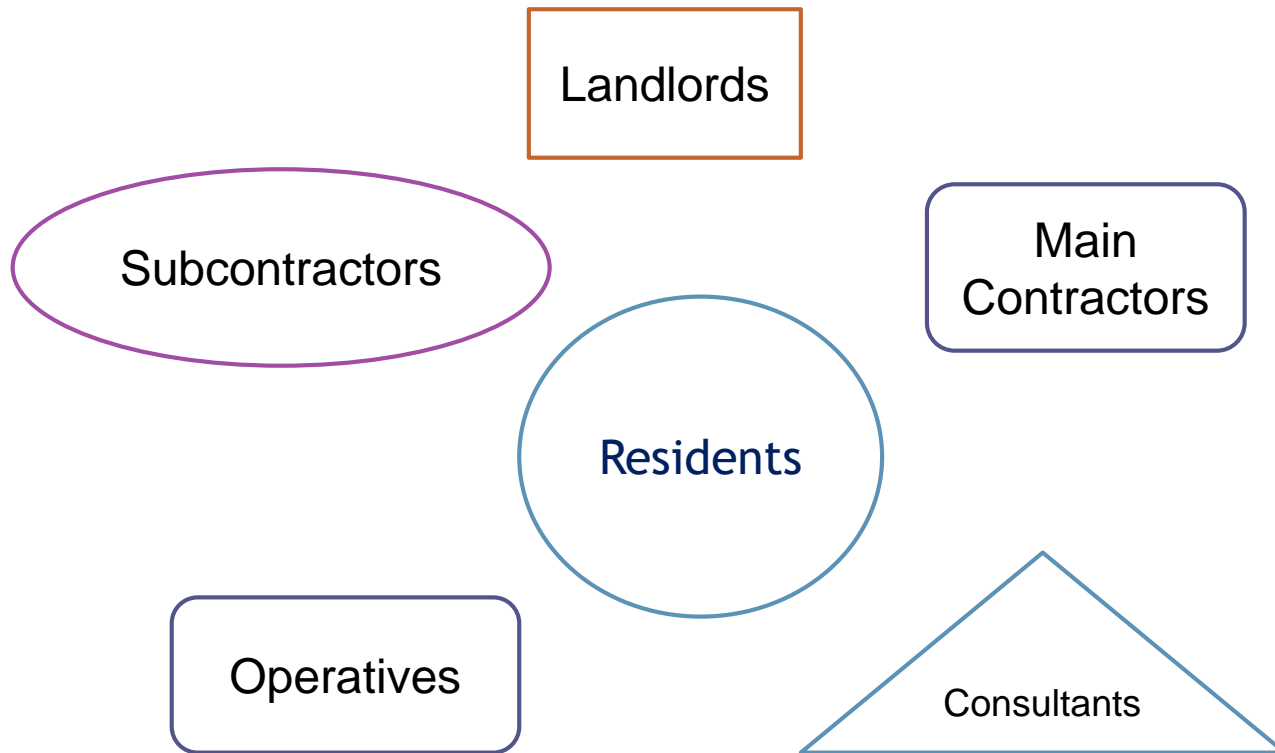
“ We need to maintain the spirit of collaboration and partnership....

In a sector that is excessively fragmented we have seen during the course of this review a will to work together to deliver consistent solutions. This will be especially important going forward to change culture.”



Dame Judith Hackitt

A collaborative culture means getting everyone working together



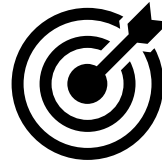
Challenge, Clarity, Pragmatic Solutions

Why does collaboration and partnership fail?



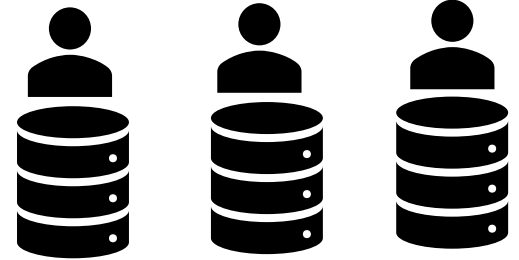
People don't behave collaboratively because they've never been taught how to

Poor Behaviours



Clients are not always clear about what success looks like and how it could be improved upon

Lack of clarity about Success



People tend to focus on their discipline, leading to the creation of silos

Silo working



Risks are not open and transparent, so not understood by all partners and therefore difficult to manage

Lack of Risk Transparency



There is an absence of trust between teams and the people within them

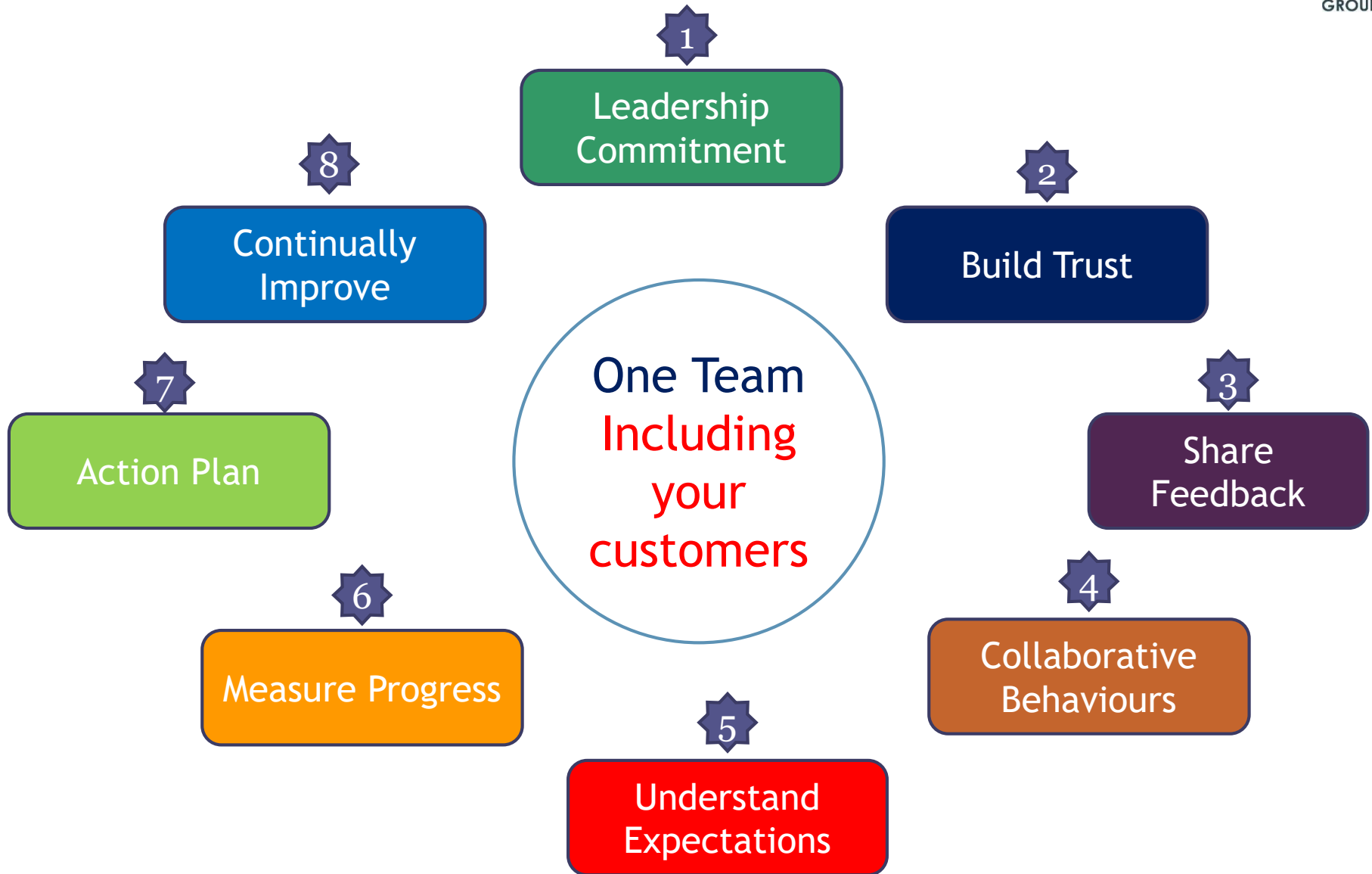
Absence of Trust



Open and honest communication and engagement within and between members of teams is ineffective

Poor Communication

How do you build a collaborative culture?



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Taking a truly Customer centric approach

Brand
Centric



Customer
Centric



A customer centric approach can only be adopted by engaging fully with your customers

Taking a truly Customer centric approach

Things look very different from
the other point of view



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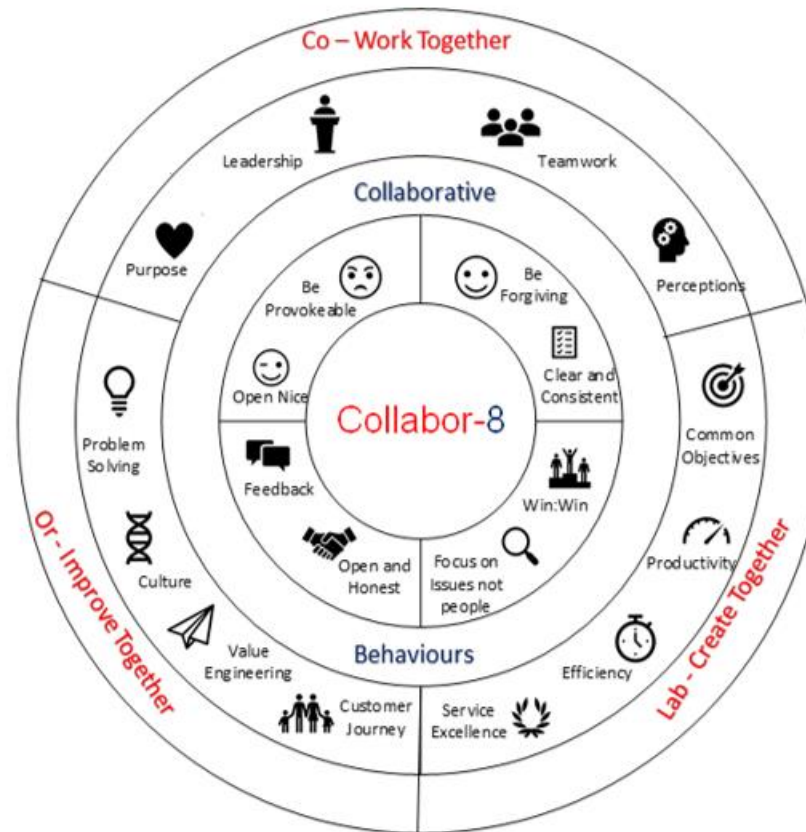
What's your cultural fingerprint?



Culture is like a fingerprint, every organisation has one that's unique to them. Each one creates an experience for the recipients of their service, whether or not that is deliberate.

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How collaborative is your culture?



The question is, does your culture provide the experience you want residents to receive and does it keep them safe?

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