

Ad Hoc Scrutiny Panel - Health and Safety Compliance in Residential Housing Stock

October 2022

Democracy Service

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Email: executive.governance@kirklees.gov.uk

CONTENTS	PAGES
1. Foreword by the Chair	1
2. Introduction	3 - 4
3. Terms of Reference and Methodology	5 - 6
4. Background Information	7 - 10
5. Local Context	11 - 16
6. Summary of Evidence Received	17 - 41
7. Findings	42 - 51
8. Recommendations	52 - 54
9. Action Plan	55 - 59

1. FOREWORD

On behalf of the members of the Ad Hoc Scrutiny Panel, I would like to thank all those who took the time to attend meetings and provide evidence to assist us in scrutinising the Authority's health and safety compliance systems for its residential housing stock. This includes the representatives of the Tenant Advisory and Grant Panel, the tenant members of the Housing Advisory Board, one of the Fire Safety Champions and officers from Homes and Neighbourhoods, Legal, and Environmental Protection.

I would also like to thank the members of the Panel for the time they have invested and the contributions that they have made to the process and to the production of this final report. Special thanks go to Kevin McAllister, who acted as an independent specialist advisor to the Panel in respect of this complex subject, Linda Summers, one of our co-optees and Sheila Dykes from the Governance Team.

The Panel is grateful to the Chairs and members of the Building Safety Assurance Board, Housing Advisory Board and Tenant Advisory and Grant Panel for allowing members of the Panel to observe their meetings, to see how the principles of governance and engagement were working in practice.

Thanks go also to Christopher Smith from Savills who delivered an excellent training session in respect of landlord compliance, which proved invaluable to the members of the Panel and has since been shared with officers within the relevant disciplines.

The Panel has now completed its work and has made a number of recommendations. These have been incorporated in an Action Plan (Appendix 1), which will be presented to the Cabinet for approval, with progress being monitored by the Overview and Scrutiny Management Committee.

Councillor Elizabeth Smaje,
Chair of the Ad Hoc Scrutiny Panel

2. INTRODUCTION

- 2.1 Since the tragedy at Grenfell Tower in June 2017, there has been a national root and branch review of how fire safety, particularly in high-risk residential buildings, is prioritised.
- 2.2 The final report of Hackitt Review 'Building a Safer Future' was published on 17th May 2018. This was followed by the Building Safety Bill 2020, the Fire Safety Act 2021 and the Social Housing White Paper; 'The Charter for Social Housing Residents', published in November 2020. A summary of the relevant legislation is provided later in this report.
- 2.3 Kirklees Council own and/or manage four high-rise blocks of above 18 metres in height, which fall into a high-risk category 'HRRB' (High Risk Residential Blocks), as defined by fire safety guidance issued by the Hackitt Review and, subsequently, contained within the Building Safety Bill. Two of these blocks are located in Huddersfield Town Centre; Buxton House (on a long lease) and Harold Wilson Court. The other two; Bishops Court and Holme Park Court, are in the Berry Brow area.
- 2.4 In February 2021, the Chair of Scrutiny and the then Chair of the Economy and Neighbourhoods Scrutiny Panel received a briefing on the background to a report which was submitted to Cabinet on 16th February 2021. The report sought approval to undertake consultation with the residents of Buxton House, Holme Park Court and Bishops Court on the options to address fire safety issues in those buildings, and to consult the residents of Harold Wilson Court on how to best to progress works to make major fire safety improvements. They were also briefed in respect of the implications of the Social Housing White Paper.
- 2.5 The establishment of an Ad Hoc Scrutiny Panel was subsequently discussed, informally, with the Members of the Overview and Scrutiny Management Committee. A formal request was made to the Overview and Scrutiny Management Committee, on 18th March 2021, when it was agreed that an Ad Hoc Scrutiny Panel be established to consider health and safety compliance for the Council's residential housing stock, with the Terms of Reference set out in paragraph 3.1 of this report.
- 2.6 The members of the Ad Hoc Panel were:
- Councillor Elizabeth Smaje (Chair)
 - Councillor Susan Lee-Richards
 - Councillor Amanda Pinnock
 - Councillor Anthony Smith
 - Linda Summers (Scrutiny Co-optee)

The Panel was assisted in its work by Kevin McAllister, a professional asset manager with a local social housing provider, who acted as technical advisor, and Councillor Harpreet Uppal, in her role as the Chair of the Economy and Neighbourhoods Scrutiny Panel until May 2022.

The Panel was supported by Sheila Dykes from the Governance Team.

3. TERMS OF REFERENCE AND METHODOLOGY

- 3.1 The Terms of Reference were agreed at the meeting of the Overview and Scrutiny Management Committee on 18th March 2021, as follows:

The Ad Hoc Scrutiny Panel will consider the Council's policies, procedures and arrangements for managing the health and safety of its tenants and its residential property portfolio, with a particular focus on high rise and multiple occupancy blocks.

The Panel will give consideration to:

- How the health and safety regime adopted by the Authority supports compliance with regulatory standards and puts appropriate risk mitigation strategies in place to ensure the health and safety of tenants.
 - The six compliance areas: Fire; Gas; Electrical; Asbestos; Legionella; and LOLER (lifts) and the steps being taken to keep tenants safe.
 - The impacts of the Social Housing White Paper, Draft Building Safety Bill and Fire Safety Bill 2019-21 for tenants.
 - Progress in relation to the Ad Hoc Scrutiny Panel in respect of the Future Arrangements for the Council's Residential Housing Stock's recommendation that an Assurance Board be established focusing on housing compliance.
 - Feedback from the Regulator and how that is being progressed.
 - Governance and ensuring that a sustainable and adaptable system is in place to ensure that safety is embedded for the future.
 - Engagement with, and provision of information for, tenants on health, safety and compliance issues.
- 3.2 Between July 2021 and July 2022, the Panel used a range of methods to gather the evidence used to inform this report, with the following people attending one or more meetings to give evidence:
- Anthony Brown, the consultant commissioned to undertake the comprehensive review of compliance and author of the RMS Building Safety Compliance Report, April 2021.
 - Antoinette Cooper – Chair of the Tenant Advisory and Grant Panel
 - Mel Spencer – Member of the Tenant Advisory and Grant Panel
 - Isaac Dziya – Tenant Member of the Housing Advisory Board
 - Brooke Reed – Tenant Member of the Housing Advisory Board
 - Paul Lee – Fire Safety Champion
 - Councillor Cathy Scott – Cabinet Member and Portfolio Holder with responsibility for housing and Chair of the Housing Advisory Board.
 - Naz Parkar - Service Director, Homes and Neighbourhoods

- Eric Hughes - Head of Assurance and Transformation, Homes and Neighbourhoods
- Asad Bhatti – Head of Asset Management, Homes and Neighbourhoods
- Michelle Anderson-Dore – Head of Partnerships, Homes and Neighbourhoods
- Robert Scott – Service Manager Partnerships, Homes and Neighbourhoods
- Graham Sykes – General Manager Partnerships, Homes and Neighbourhoods
- Helen Wilson, Senior Legal Officer
- Kevin Moore, Environmental Health Group Leader

Members of the Panel also received training from Christopher Smith of Savills, which provided an overview of landlord compliance in the current climate.

- 3.3 In the early part of 2022, Members of the Panel attended meetings of the Building Safety Assurance Board, the Housing Advisory Board and the Tenant Advisory and Grant Panel to observe the working of those bodies in respect of compliance matters.
- 3.4 In May 2022 the Panel met with the Cabinet Member and Portfolio Holder for Housing, Councillor Scott, to discuss responsibility and accountability.
- 3.5 In May 2022, members of the Panel undertook a site visit to Bishops Court at Berry Brow to observe for themselves the works that had been undertaken and those still in progress, and to aid their understanding of the health and safety issues on-site.
- 3.6 Throughout the course of its work the Panel also requested, and received, a significant amount of further information and background material to assist them, a summary of which is set out in the section of this report relating to evidence.

4. BACKGROUND INFORMATION

Social housing is defined within Sections 68 to 77 of the Housing and Regeneration Act 2008. It covers accommodation that is for rent below the market rate or low-cost home ownership, such as through shared ownership schemes.

Four million households live in rented social housing in England, which equates to 17% of all households. In 2020/21 this was split between 10% rented from housing associations and 7% from local authorities.

Registered providers of social housing are required to meet regulatory standards which contain specific expectations and outcomes that providers are expected to achieve.

4.1 **The Hackitt Review (Building a Safer Future)** [Building a Safer Future](#) was published in May 2018, further to an interim report in December 2017. Its purpose was to make recommendations that would ensure:

- a sufficiently robust regulatory system for the future.
- residents feel that the buildings they live in are safe and remain so.

It examined building and fire safety regulations and related compliance and enforcement, with a focus on multi-occupancy high-rise residential buildings.

4.2 **The Ministry for Housing, Communities and Local Government (MHCLG) Social Housing White Paper ‘The Charter for Social Housing Residents’** was published on 17th November 2020: [Social Housing White Paper](#)

The aim of the White Paper was to deliver “transformational change” for social housing residents, and it set out measures which were intended to:

- Ensure social housing is safe.
- Make it easier to know how social landlords are performing, to increase transparency and accountability.
- Ensure swift and effective complaint resolution.
- Strengthen the consumer standards social landlords must meet and create a strong, proactive regime to enforce them.
- Empower residents to support them in engaging with and holding their landlords to account.
- Ensure good quality, decent homes and neighbourhoods.
- Support tenants to buy a home of their own.

The White Paper proposed the introduction of additional landlord compliance health and safety requirements including:

- The appointment of a named individual to hold responsibility for compliance with statutory health and safety responsibilities. This person to be visible and accessible to tenants and sufficiently senior to drive a culture of health and safety.
- The extension of mandatory smoke and carbon monoxide alarms to social housing. (It was subsequently announced that this would take effect from 1 October 2022).
- Social housing landlords having the same obligations as the private sector to carry out an electrical safety inspection every five years, with any remedial repairs required as a result to be completed within a maximum of 28 days.
- An expectation for enhanced two-way communication by landlords with tenants in respect to landlord health and safety obligations and how these will be met.

The Government has not set a timetable for delivery of the measures in the White Paper. Some of the reforms require primary legislation. The Social Housing Regulation Bill had its first reading in the House of Lords on 8th June 2022, its second reading on 27th June 2022 and passed through the Committee Stage on 6th September 2022. At the time of writing the next stage, the Report Stage, had yet to be scheduled. This purpose of this bill is stated as increasing social housing tenants' rights to better homes and enhancing their ability to hold their landlords to account.

4.3 The Levelling Up, Housing and Communities Select Committee conducted an inquiry into the quality and regulation of social housing in England and the Government's proposals in the White Paper for improving the regulatory regime. Their report, with findings, was published on 20th July 2022 and the Government was given two months to respond to its recommendations. ([Select Committee Report on Social Housing in England](#)).

As this report was being finalised, the Department of Levelling Up, Housing and Communities had a number of consultations open on relevant issues. [Dept for Levelling Up, Housing and Communities Consultations](#)

4.4 The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 will come into force on 1 October 2022 and require social housing landlords to:

- Ensure at least one smoke alarm is equipped on each storey of their homes where there is a room used as living accommodation.
- Ensure a carbon monoxide alarm is equipped in any room used as living accommodation which contains a fixed combustion appliance (excluding gas cookers).
- Ensure smoke alarms and carbon monoxide alarms are repaired or replaced once informed and found that they are faulty.

([Smoke and Carbon Monoxide Regulations 2022](#))

4.5 **The Regulator of Social Housing** role was initially established by the Housing and Regeneration Act 2008.

It is an independent body, responsible for setting the regulatory standards that all registered providers of social housing must meet and holding landlords to account for compliance with these standards.

Prior to the White Paper its role was limited to intervention where failure to meet the standards had caused, or could have caused, serious detriment to tenants. It did not routinely scrutinise landlord compliance or routinely monitor performance.

The regulatory standards comprise four consumer standards and three economic standards; only the consumer standards apply to local authority registered providers.

The consumer standards are:

- Home Standard - sets expectation in terms of the provision of quality accommodation and a cost-effective repairs and maintenance service.
- Tenancy Standard - how properties are allocated/exchanged and terms around tenure.
- Neighbourhood and Community Standard - concerning issues around neighbourhood and communal areas and anti-social behaviour.
- Tenant Involvement and Empowerment Standard covering customer service and complaints, tenants' rights and involvement.

The work of the Panel focused mainly on the provisions of the Home Standard and the Tenant Involvement and Empowerment Standard.

The roles of the Regulator of Social Housing and the Housing Ombudsman are being strengthened to help deliver the proposals in the White Paper. The Regulator will have a more pro-active role in monitoring and driving landlord compliance with improved consumer standards. Its enforcement powers will also be strengthened.

4.6 **The Housing Ombudsman** is an executive non-departmental public body of the Government sponsored by the Ministry of Housing, Communities and Local Government which, since April 2013, has focused on helping to resolve individual complaints made by tenants, shared owners and leaseholders about their landlords. The Ombudsman will consider complaints and disputes and may help mediate to find a resolution. It will also move to a more pro-active focus in response to the White Paper and will share information with the Regulator.

4.7 **The Building Safety Act 2020** received Royal Assent on 28th April 2022. This legislation makes provision about the safety of people in or about buildings, to improve the standard of buildings, and amends provision about complaints made to a housing ombudsman. The Building Safety Act names the Health and Safety Executive as the new Building Safety Regulator.

- 4.8 **The Building Safety Regulator** is a new body that is part of the Health and Safety Executive, with focus on buildings of over 18 metres. Its remit will be safety and compliance, including tracking back to the original design and construction as well as ongoing use/occupation and it will have a significant range of enforcement powers.
- 4.9 The **Fire Safety Act 2021** clarifies that the Fire Safety Order 2005 (the fire safety legislation in England and Wales) applies to the structure, external walls and individual flat entrance doors between domestic premises and the common parts of a multi-occupied residential building. The responsible person or duty-holder for multi-occupied, residential buildings must manage and reduce the risk of fire.
- 4.10 The **Decent Home Standard** is defined by guidance from the Department for Communities and Local Government updated in 2006 ([Decent Home - Definition and Guidance](#)).
- 4.11 Within property compliance a comprehensive assurance framework should cover the areas commonly referred to the 'big six' and these are;
- Fire Safety
 - Asbestos Management
 - Gas Safety
 - Electrical Safety
 - Water Hygiene
 - Lift Safety

5 LOCAL CONTEXT

5.1 Between March 2002 and the end of March 2021 the delivery of management and maintenance services for the Council's housing stock was managed by Kirklees Neighbourhood Housing (KNH) which was an Arm's Length Management Organisation (ALMO). On 1st April 2021 the housing management and maintenance functions transferred back to the Council and a new department was formed - Homes and Neighbourhoods.

5.2 Kirklees Council owns and/or manages approximately 22,000 homes. The Council is landlord to 21,968 tenants and there are currently 1036 leaseholders. This stock includes four high rise blocks and 808 low rise blocks, including 12 six-storey blocks and 19 retirement living schemes.

Two of the high-rise blocks are in Huddersfield Town Centre; Buxton House (on a long lease) and Harold Wilson Court. Two further blocks, Bishops Court and Holme Park Court, are in the Berry Brow area. Buxton House does not have any external insulation treatment to the walls. All four blocks are above 18 metres in height and, by definition, fall into a high-risk category: `HRRB` (High Risk Residential Blocks). when referring to fire safety guidance issued by the Hackitt Review and subsequently the Building Safety Bill. None of the blocks contain Aluminium Composite Material (ACM), but three contain an external wall system.

5.3 Compliance management has been a key organisational priority since 2017, with significant investment undertaken in additional competency/resource and systems to better establish reliable compliance performance and a management system to effectively manage risk in the 'big 6' key areas of building safety compliance.

The work included the commissioning of ongoing audits by Mazars which resulted in 37 key recommendations to improve the way the authority managed its data, demonstrated competency, established and maintained a programme of statutory inspection/reinspection, and ramped up delivery of remediation and improvement programmes.

Type 1 Fire Risk Assessments (FRAs) of all blocks, by an external consultant, commenced in 2017 and ongoing inspections are being maintained at 100% up-to-date. The results of the Type 1 FRAs had informed a programme of fire safety remediation work to all blocks across Kirklees.

5.4 In October 2017 the Ministry of Housing, Communities and Local Government was formally advised that Kirklees did not have blocks with ACM cladding, and that Harold Wilson Court had phenolic foam insulation under a render and silicone finish.

5.5 Type 4 FRAs were commissioned to the high-rise, six-storey and retirement living schemes in November 2017.

5.6 During 2018/19 KNH focussed on gathering as much information as possible about the high-rise blocks, to assess risk based on known fact compared against current regulations. In addition to the FRAs this included: structural surveys, followed by further intrusive surveys of Bishops Court and Holme Park Court; consultation with West Yorkshire Fire and Rescue Service; and the development of a Fire Safety Management Plan/Tenant Engagement Plan, which was approved by the KNH Board in July 2019.

5.7 In December 2019 a fire safety update letter was sent to all tenants (including leaseholders) in all high-rise blocks, six-storey blocks and retirement living schemes, advising of intended fire safety improvements due to be undertaken to their homes, with further details to follow.

In January 2020 customer-friendly fire risk assessment information for all high-rise, six-storey blocks and retirement living schemes was added to the KNH website. This included safety tips for communal areas, the evacuation policy, means of escape, details of building construction and presence of cladding, and the fire safety measures in each block.

In April 2020 the compliance team sent a fire safety update letter to all tenants (including leaseholders) in the high-rise, six-storey blocks and retirement living schemes, advising of a review of the Fire Safety Strategy. The letter explained that the previously planned works had been suspended until further detailed surveys were carried out and information gathered relating to the building fabric and structure, in order to deliver improvements that would provide the highest level of fire safety assurance.

5.8 In response to the further guidance published by the Ministry of Communities, Housing and Local Government in January 2020, an architectural and building consultancy (AHR) was commissioned and, in June 2020, commenced detailed fire safety engineering, building fabric and structural assessments of the high-rise blocks, six-storey blocks and retirement living schemes with the priority focus being the high-rise blocks. All tenants and leaseholders of each of the four high-rise blocks were informed that surveys to the internal and external areas of their blocks would be carried out.

In November 2020, AHR notified its preliminary findings that Harold Wilson Court had phenolic foam insulation, and that there was polystyrene insulation at the two blocks in Berry Brow and their inspection of the installation suggested that the firebreaks that were believed to be in place could not be relied upon.

Alongside the ongoing programme of FRA inspection and reinspection, a number of measures were therefore implemented including:

- The introduction of a 24 hour, 7 days per week patrolling waking watch at Harold Wilson Court, Bishops Court and Holme Park Court.
- Increased liaison with, and emergency response agreed with, West Yorkshire Fire and Rescue Service.
- Replacement Evacuation Policy.
- The application of an emergency repair response (two hours) to all repairs with the potential to cause fire risk.
- Accelerated completion of the outstanding FRA works.
- Daily inspections to fire safety installations and increased fire checks.

All blocks already had a range of fire safety measures in place:

- All flats fitted with interlinked smoke and heat alarms.
- Additional sensors in the communal areas and corridors.
- Sprinklers installed in the bin stores.
- Daily fire safety checks of the communal areas and bin stores and weekly fire safety checks of the communal area alarms, emergency lighting and fire doors.
- Regular maintenance checks undertaken to all safety installation.
- CCTV monitoring of internal and external areas of the block.

In addition, a dedicated Fire Safety Engagement Team was established, and Building Safety Managers were to be appointed. This team had responsibility for providing regular updates to the tenants living in high-risk residential blocks, making sure that they were informed and empowered to challenge and support the work to mitigate risk for their homes. The team also had responsibility for ensuring the scheduled delivery of the day-to-day services, completion of the fire safety measures and providing quality and performance monitoring of the service being received from the security contractor.

- 5.9 During the first three weeks of December 2020 briefings were undertaken with the Leader of Council, the Chief Executive, the Portfolio Holder, KNH Board Members, Ward Councillors and the Tenant and Leaseholder Panel. Letters were hand delivered to all tenants confirming current arrangements, giving contact details for officers from all directorates involved in maintain fire safety procedures, and providing details of emergency procedures and evacuation plans.
- 5.10 In January 2021, the Regulator of Social Housing was notified of the findings of ongoing investigations into the high-rise blocks and the ongoing programme of outstanding FRA work actions. The Regulator was also advised of the ongoing steps taken to mitigate risk, notify and provide assurance to the occupiers of each block. Updates were provided to the Regulator in February, April, May, September and November 2021 with monthly progress updates being provided from this point on.
- 5.11 In February 2021, Cabinet received a report which set out the background and current position in respect of the four high-rise blocks ([Report to Cabinet 16-2-21](#)).

Approval was given for consultation to be undertaken with tenants and residents at:

- Harold Wilson Court in respect of the implementation of major fire safety improvement works; and
- Bishops Court, Holme Park Court and Buxton House in respect of the options for the longer-term future of these buildings, further to a review which had taken account of a number of factors, in addition to the key issue of fire safety, including:
 - Tenant satisfaction and feedback.
 - Overall quality of accommodation and the Council's stated ambition to drive better housing standards.
 - Sense of community, social impact, levels of crime and anti-social behaviour.
 - Thermal efficiency, fuel poverty, the potential for disrepair.
 - Extent of communal facilities.
 - Demand/turnover.
 - Remaining useful life.
 - Ongoing repair cost, long-term investment and existing use value.

5.12 The full results of the AHR survey were reported in April 2021 and recommendations for fire major safety works to each high-rise block, as set out below, were approved:

- Replace external wall insulation with a class A system.
- Install sprinklers systems in flats and common areas.
- Upgrade fire detection and alert systems.
- Repair breaches in compartmentation.

5.13 The outcome of the consultations were reported to Cabinet on 27th July 2021 [Report to Cabinet 27-7-21](#). The fire safety improvement works to be undertaken to Harold Wilson Court were noted and approval was given, amongst other things, to:

- The improvement/remediation of Buxton House.
- The demolition of Holme Park Court and Bishops Court and new build design.

Following this meeting the results of the consultation and Cabinet's decision was shared by post with all tenants and leaseholders and made available on Kirklees Council's news website and via social media.

5.14 The results of the investigation works to the six-storey blocks and retirement living schemes were reported in September 2021 and April 2022 respectively and a programme of priority-based fire safety remediations was subsequently developed and procured.

5.15 In January 2021 an independent review was commissioned and consultants (RMS) appointed to undertake a root and branch review across all areas of compliance in respect of the Council's housing stock, with a focus on:

- Governance and oversight arrangement for compliance activities.
- The integrity and robustness of property and asset information.
- Performance management of building safety.
- Compliance performance across the 'big 6' and the risk being carried by the organisation.

The resulting report, completed in April 2021 ('the RMS Compliance Review') identified a number of areas placing significant risk on the organisation where improvement was needed:

- Poor data integrity and lack of system integration.
- Overdue delivery of fire safety remedial actions.
- Water Hygiene: lack of visibility of risk across domestic dwellings, completion of communal re-inspection programmes and completion of remedial actions.
- Asbestos management: poor data management, completion of inspection and re-inspection programmes.

The report contained 48 recommendations to establish three lines of defence to avoid any future regulatory breaches and to focus on six key areas of priority, with clear objectives to deliver significant improvements:

These 48 recommendations formed the basis of a recovery plan:

- Cross Cutting; Governance and oversight: 7 recommendations
- Property and Assets in Management: 9 recommendations
- Compliance and Performance: 3 recommendations
- Fire Safety: 8 recommendations
- Electrical Safety: 3 recommendations
- Gas Safety: 2 recommendations
- Asbestos Safety: 6 recommendations
- Water Hygiene: 6 recommendations
- Passenger Lift Safety 4 recommendations

All recommendations were assigned to lead officers.

During the implementation period the decision was made to combine 6 recommendations from the RMS Compliance Review in respect of data validation, asset controls and the provision of performance information; thus reducing the original number from 48 to 42. An improvement plan was then established, which included the 13 recommendations that remained outstanding from previous Mazars audits, making a total of 55 recommendations.

In addition, given the priority relating to FRA work actions, the completion of every high priority action and those to high-rise blocks, was tracked on a weekly basis to ensure that the team was fully sighted on progress and could resolve possible delays at the earliest opportunity.

A report was submitted to Cabinet on 14th December 2021 [Report to Cabinet 14-12-21](#) which set out the progress being made against all the recommendations.

5.16 In respect of the major fire safety works set out in Paragraph 5.12, as at September 2022, the position was as set out below:

- The fire detection and alert systems work to communal systems at Buxton House had been completed. The external wall insulation, compartmentation works and sprinklers would be dealt with through the regeneration scheme, which was at the design stage.
- Works would start on site at Harold Wilson Court in January 2023 and were anticipated to be completed by June 2024.
- The fire detection and alert systems work to communal systems at Bishops Court and Holme Park Court was complete. These buildings were being decanted prior to demolition and the works to the external wall insulation, compartmentation and sprinkler systems would not be carried out.
- In the very small number of cases where there were access issues with properties to install fire and detection and alert systems these were being escalated to gain access through the legal process.

6 SUMMARY OF EVIDENCE

At the commencement of its work, the Panel was provided with a suite of reports which included:

- Background and the action taken on building safety since 2017.
- The current position and the plan for the next twelve months, including the arrangements in place to mitigate risk for residents
- Information on the ongoing dialogue with the Regulator for Social Housing.
- The proposals for the future of the Authority's four high-rise blocks and the results of consultation undertaken with residents.
- The current high-rise fire actions weekly update spreadsheet.
- The RMS consultancy report: 'Building Safety Compliance Report, April 2021'.
- The Health and Safety Compliance Scorecard for May 2021, covering all assets owned and/or in management by Homes and Neighbourhoods.
- A presentation in respect of the Social Housing White Paper, Fire Safety Act and Building Safety Bill.
- A briefing note in relation to Regulatory Compliance for Registered Providers.

Effective Compliance Training

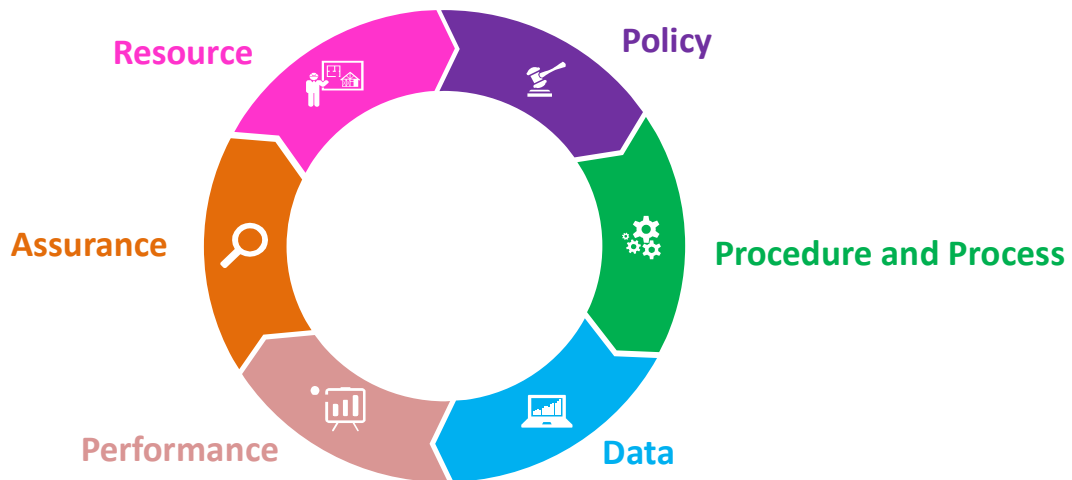
6.1 In February 2022 a training session was provided for the Panel by Christopher Smith, from Savills.

The Panel found this to be very valuable and noted a number of key issues including:

- The three regulatory bodies (Regulator of Social Housing, Housing Ombudsman and Building Safety Regulator) would be linked by a Memorandum of Understanding which would include the formal exchange of information about landlords in terms of compliance and tenant health and safety.
- The Social Housing Regulator had already started to stress the importance of governance and the role and clear responsibility of elected members in ensuring appropriate oversight and responsibility in terms of the health and safety of their tenants. Elected members needed to ensure that they were aware of their obligations and how they should be fulfilled.
- There was no clear answer in the White Paper in respect of whether the responsibility lay with all Councillors or a sub-set. Currently the majority view would be that this sat at Cabinet or Administration level; there was also a debate about the role of the relevant Portfolio Holder.
- Part 1.2b of the Home Standard set a wide-ranging, clear and absolute requirement that any landlord must 'meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes'.

- Amongst several other new landlord compliance health and safety requirements, the White Paper would require the appointment of a named individual to hold responsibility for compliance with statutory health and safety responsibilities. This person to be visible and accessible to tenants and sufficiently senior to drive a culture of health and safety. An expectation for enhanced two-way communication by landlords with tenants in respect to landlord health and safety obligations, and how these will be met, would also be introduced.
- It was essential to maintain a balance between initial activities and follow-on remedial actions. For example, an organisation could be achieving 100% compliance with Fire Risk Assessments but performance in respect of the completion of remedial actions arising from the assessments also needed to be effectively monitored and evidenced.
- Use of an 'assurance boilerplate' on the performance report could be helpful. This would comprise a statement, signed by a named individual responsible for testing the accuracy of the data and provided on regular basis. This might state: 'I have sampled x number of certificates and, along with other enquiries, this has satisfied me that this data is accurate.'
- It was good practice for third-party independent reviews of the compliance system to be undertaken periodically but also to build in external involvement as part of the system. A common method would be to use an independent company to undertake a quality review/audit of a percentage sample of in-progress or completed works and provide an output report. It was considered that the use of such processes indicated that a landlord was keen to identify any problems and deal with them at an early stage.
- When managing a significant volume of actions, consideration could be given to additional categorisation. All actions should have a target date for completion; they could then be categorised into overdue by one month, overdue by more than two months, overdue by six months. This would result in a profile of outstanding actions and if the six-month figures were not decreasing this could be challenged.
- There were challenges for the Portfolio Holder/Cabinet Member as they had to sustain a strong, effective relationship with senior officers whilst maintaining challenge where necessary; the Portfolio Holder's key responsibility had to be the health and safety of residents.
- Prioritisation should be based on risk. Review of a prioritisation scheme could be undertaken by an independent, competent person as an extra point of assurance.

6.2 The Panel was advised that an effective compliance system/framework would comprise the following elements:



Policy - Properly documented policies in place across all primary compliance activity and risk areas.

Procedure and Process - Fully documented, clear, detailed, end-to-end processes and procedures to bring policy commitments to life and embed them within the organisation.

Data - Compliance data governed, managed and controlled to ensure, on an ongoing basis, that it is accurate and captures all obligations and requirements. These operational routines being clearly documented with clear roles and responsibilities attached.

Performance - The monitoring and reporting of key performance indicators to demonstrate compliance across the range of responsibilities. It was suggested that the relevant Elected Members/Cabinet Members needed this information in order to fulfil their obligations.

Assurance - activities to ensure the system is operating properly, This would include internal audits; post-completion inspections, quality monitoring, and external, independent third-party critique; undertaken at the appropriate frequencies.

Resource – the staffing structure, to include competency levels, minimum qualification requirements, and a commitment to keep people trained and up to date as requirements change.

The matrix at Appendix 2 places the elements of an effective compliance system against each of the 'big 6' areas of compliance which, when completed, would provide a clear record of assurance or indication of any gaps. Members of the Panel considered this tool to be very useful in assessing and ensuring a fit for purpose compliance framework.

6.3 Reference was also made to the Health and Safety Executive's Plan - Do - Check - Act approach ([HSE Plan Do Check Act](#)) and the three lines of defence. These were particularly important when considering staffing structures in terms of the separation of duties between those delivering the services, the people who have oversight, and the provision of independent assurance and effective governance.

Compliance Review and Improvement Plan Progress

6.4 As previously explained, the RMS Compliance Review, April 2021, identified 48 recommendations (subsequently reconfigured to 42). In addition, 13 historical recommendations remained from the Mazars audits. An improvement plan was therefore established with a total of 55 recommendations.

In September 2021, the Panel met with the author of the RMS Compliance Review to discuss progress against the recommendations in the report, the improvement plan, and the revised 'road map' for delivering actions and ensuring protocols were in place for validating this data.

He explained that the review had set out the three lines of defence and the levels of quality control that were needed to provide assurance across all of the six main areas of compliance. This started with the in-house workforce and contractors: ensuring that they were well trained, had the right skills and qualifications and were supported by high quality managers, with support and systems that wrapped around, including processes for inspections and reporting back, and with third-party quality checks being implemented across all areas. There was a good plan in place and progress was being made.

In response to a query about in-house chairing of the Building Safety Assurance Board he explained that organisations that delivered good compliance usually had an individual at the centre of the organisation taking the lead in terms of ownership and responsibility; it was considered critical that there was a 'line of sight' to the leadership of the organisation.

6.5 Between November 2021 and May 2022, the Panel received the following reports at every meeting and questioned officers on the contents:

- The Health and Safety Compliance Scorecard; which set out the current performance in respect of inspections for each of the 'big six' compliance areas and the remedial actions for Fire Risk Assessments (FRAs) and Asbestos.
- The Compliance Review Dashboard which illustrated the current position in respect of the 55 compliance recommendations. The dashboard was underpinned by a detailed 'smartsheet' which detailed all the actions and sub-actions; this was a working document used as the operational management tool to review progress.

- The Fire Risk Assessment Actions Programme (High Rise) Update; as provided to the Regulator, which set out the current performance in respect actions arising from FRAs.

The Panel was told that the review recommendations and improvement plan were firmly embedded within the organisation. A dedicated project team met every week to track performance and drive forward those recommendations that may be at risk of delay.

- 6.6 The Panel found the dashboard format to be clear and helpful but the performance indicators were very high level and did not cover all compliance requirements. Also, the information as submitted did not provide an understanding/analysis of the relative level of risk for the uncompleted actions.

The Panel recommended that an additional column, or a note in the comments, be included in the Health and Safety Compliance Scorecard to show the figures for the preceding month and indicate the direction of travel.

- 6.7 In response to a comment that the figures for overdue inspections should be broken down further it was explained that analysis was in progress of the outstanding electricity and gas inspections to provide that further detail about where they were in the process, how they were progressing and how long they had been overdue. It was noted that all properties were within the legally required ten-year electrical test and were being brought within the five-year requirement in anticipation of legislation that would introduce this. All properties with an overdue gas inspection were within the legal process to gain access.

The scorecard only showed remedial actions related to FRAs and asbestos, as gas faults were repaired immediately and electrical tests resulting in a Code 1 or 2 fault were concluded before the operative left the premises, so they did not fall into a forward programme. A forward remedial programme for water quality was being developed. Lifts were replaced on a life cycle basis with insurance inspections undertaken and faults repaired immediately.

- 6.8 At its last meeting, the Panel received a graph to illustrate the progress made and direction of travel in respect of the completion of the high-rise high-risk actions since the Panel commenced work and it was noted that good progress was being made.

Regulatory Framework and the Regulator of Social Housing

- 6.9 In September 2021 the Panel received a report which set out the regulatory framework in respect of building safety and compliance, clarified what was required of the Council in each case, and detailed the work being undertaken to fulfil those requirements.

6.10 In October a report was presented which set out the role of the Regulator for Social Housing in respect of ensuring that registered providers were meeting their statutory obligations, as set out under the regulatory framework.

The Panel received regular updates on the information being shared with the Regulator and any discussion that took place on particular issues and were told that this dialogue would continue until the Regulator and the Council were satisfied that all programmes were being delivered at pace and in a timely manner. The Regulator had thanked the Council for the monthly updates it was providing and had noted that the Council had an Improvement Programme and Plan in place. This plan identified the key issues which were being addressed using a risk-based approach and as quickly as possible, given the market constraints being experienced by the sector as a whole.

6.11 It was expected that, as a result of the review of the White Paper, the Decent Home Standard would be revised and would include a focus on a significant number of health and safety issues such as damp and mould, excess heat or cold, physical environment and domestic hygiene. The Council had been working towards meeting these anticipated new requirements for some time.

The current Decent Home Standard was a basic standard. The Council had piloted an 'Enhanced Lettable Standard' targeted at the most vulnerable residents. The Council aspired to be an excellent social landlord.

It was recognised that cyclical maintenance of communal areas had been afforded lower priority to the 'your home, your place' investment programme but the Asset Management Strategy was being reviewed with a view to re-introducing cyclical maintenance programmes. The Panel considered it important to address this issue as it had an impact on health and safety.

6.12 In November 2021 it was reported that a report was to be submitted to Cabinet in December with a full update, including progress against the 55 recommendations and improvement plan actions. It was suggested that the report should include information in respect of communications with residents and elected members to make it clear that there would be dialogue about the programmes of works.

6.13 In March 2022 the Panel was informed that due to a clash in timelines, issues with disruption for tenants, co-ordination, value for money and the need to minimise the risk of works being compromised, it had been agreed with the Regulator that, despite a slight delay in completion from the end of March, the compartmentation works at Harold Wilson Court would be undertaken as part of the main contract for the other remediation works, which included removal and replacement of the external wall insulation. This was on the basis of these works being undertaken in the earlier part of the programme. The same principle was also being adopted for Buxton House.

Those for Bishops Court and Holme Park Court would still be part of a separate package due to the longer timescales involved.

- 6.14 In May and September the Panel was informed that re-framing of the programme had been discussed with the Regulator.

Six-Storey Blocks, Retirement Living Schemes and Low Rise Blocks with Communal Access

- 6.15 The Panel were informed that, although only the four high-rise blocks were statutorily defined as high-risk residential buildings, the Authority had chosen to expand its scope to include the six-storey blocks and retirement living schemes in the first instance and then moving to include the low-rise blocks with communal areas.
- 6.16 In September 2021 the Panel heard that the assessment of the six-storey blocks had been commissioned and assessment of the retirement living scheme accommodation was ongoing. It was noted that all the retirement living scheme properties already had fire suppression measures in place. Following this, the focus would move to completion of the assessment of the 774 blocks with a communal access/egress.

A risk-based approach would be used to prioritise the order of work, based on an assessment of each block, which would take account of the proportion of actions applicable, level of priority, types of actions required and also factoring in the built environment and intelligence in respect of residents' vulnerability.

The Panel suggested that the approach should be discussed with the Fire Risk Assessor so that they were sighted on the process and the work being undertaken and to help ensure effective use of the resources available.

- 6.17 In November 2021 it was explained that the large bulk of low and medium priority actions (some of which related to high rise blocks) had been packaged and put out to tender. Six tenders had been received and evaluated and the team were now working with the preferred contractor to ensure a deliverable programme. Once agreed with the contractor there would be a timetable with milestones and a system would be in place for regular reporting.
- 6.18 On 5th April 2022, Cabinet approved the appointment of the preferred bidder for the low-rise programme of works. It was anticipated that work would commence in Autumn 2022 and, as a significant programme covering 865 blocks, would take two to three years to complete. The Panel was told that there would be a collaborative approach with tenants and leaseholders and engagement would be undertaken over the coming months to give them assurance that the work that was being done was in the best interests of all residents and to achieve the necessary co-operation.

6.19 In May, the Panel heard that in light of the impact of ongoing issues with resources, capacity and supply chains, and the challenges that these issues presented in respect of the management of all the ongoing contracts alongside all the other work, consideration was being given to re-framing some elements of the programme. This included the low-rise programme and the implementation of the new housing management IT system and had been discussed with the Regulator. This approach would allow the Council to prioritise a focus on the processes, data and systems, and identification of the necessary fixes to operate effectively, whilst it invested in and implemented a new system. It was vital to ensure that the authority was able to receive and manage the large volume of data that would be incoming from contractors, to validate it and input it to the system so that the works undertaken could be evidenced in the future, alongside developing a new system that was fit for purpose and would provide the necessary assurance for the future.

Data and IT

6.20 In September 2021 the Panel was informed that replacement of the housing management IT system had been procured and significant work was ongoing, in conjunction with IT, towards implementation. A project team was currently working on data hierarchy and data cleansing to ensure the data entered into the new system would be accurate and up to date. This data would feed down into the asset management system and then filter down to the repair and maintenance system.

Once the housing management system had been implemented, the next stage was procurement of new asset management and repair and maintenance systems. Work to develop a specification had commenced in early 2022 and it was anticipated that it would go out for procurement later in the year, with implementation expected in 2022/23. Once completed, reports would be completely system generated so that officers could focus on analysis of the data and trends.

It was noted that, until the new asset management system was in place, a significant amount of manual handling of data would still be required and in the interim period existing software systems would be used.

6.21 Significant time had been invested into data cleansing and analysis and, in November, the Panel heard that a clear hierarchy of data had been established with a thread through from the housing management system into the asset management system and then to the repair and maintenance system. An asset data audit was currently taking place, as a third line of defence, which should confirm that the appropriate structures were in place.

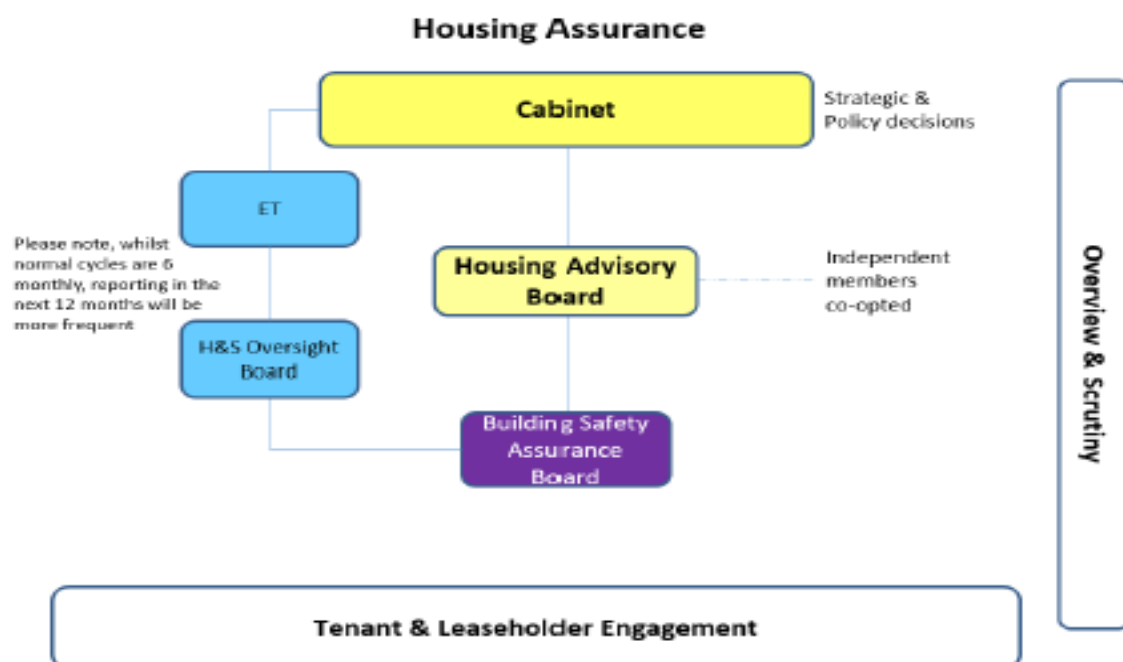
Assurance was given that the Authority was clear what data needed to be collected to ensure that the new IT system could be populated without any gaps and to maintain integrity. In the meantime, the existing systems had been upgraded and significant data cleansing undertaken. The procurement would not proceed to the market until the specification for the new asset management system and repair and maintenance systems was clear.

It was considered essential to take the necessary time to ensure that the end-to-end processes were comprehensive and correct, and that the right top-level system was chosen and to ensure that each of the systems would communicate with the others. Although use of the current systems was challenging and required some manual processes work had been undertaken alongside IT colleagues to ensure a level of accuracy and integrity until the new system could be implemented.

6.22 At the end of March 2022, the Panel was updated on progress with the upgrade of the IT systems. The housing management system was being implemented and this would assist in the management of tenancies with a unique asset number being generated for each; ensuring a comprehensive record for each property and a co-ordinated response for tenants.

Governance

6.23 The Panel were informed of the new governance arrangements introduced in the Homes and Neighbourhoods Service, since the transfer of the Housing Management and Maintenance Services from Kirklees Neighbourhood Housing in April 2021.



There were six places for tenant representatives on the Housing Advisory Board. The opportunity to undertake this role had been promoted through the regular newsletter and a text had been sent to all tenants when the recruitment went live. It was considered that a reasonable mix of age, gender, ethnicity and geographical spread had been achieved and these members would effectively hold the Council to account and have a positive influence on future decision-making. Induction and training had been provided. The term of office would be two terms of three years but this would be managed to try and ensure that there was an overlap and not all tenant representatives reached the end of their term of office at the same time. Five representatives were initially appointed.

In addition to the tenant representatives, the Board also included four independent co-optees, chosen for their particular professional expertise and experience.

There was an overlap in terms of reference between the Housing Advisory Board (HAB) and the Tenant Advisory and Grant Panel (TAGP) in respect of overseeing the Consumer Regulatory Standard. If the two bodies took different views then a joint meeting could be facilitated to discuss it. It was considered important that both these bodies had an oversight of this area.

The TAGP was the principal body in respect of oversight of the engagement framework and the tenant involvement strategy and fed into the HAB, which took a strategic oversight.

In respect of the structure and the relationship between the different bodies it was explained that the Building Safety Assurance Board (BSAB) reported into the HAB but the communication between these bodies was two-way, as appropriate. There was a link between the BSAB and the Corporate Health and Safety Oversight Board and then onto Executive Team and into Cabinet.

The TAGP fed into the HAB but also had a regular place on the BSAB agenda in case they wished to escalate any issues or concerns.

In terms of other tenants raising concerns; for high-rise and six-storey block tenants these could be fed in via the Fire Safety Engagement Team and there was a standing item on the agenda of TAGP which could then feed up to the BSAB. Tenants and Residents Associations (TRAs) could also feed into the TAGP.

Members attended meetings of the HAB, BSAB and TAGP in January and February 2022 and fed back their observations to the Panel.

6.24 The Panel discussed the issues around visibility and transparency, access to information and the ability of different parties to make a contribution to the BSAB. Officers recognised that effective communication was crucial and that Councillors

were at the heart of the organisation and could provide a valuable link to tenants. It was acknowledged that there was a need to make the work more broadly visible so that elected members could engage where they considered it was appropriate and the creation of a forward plan of key decisions had been discussed to help facilitate this input.

The Panel commented that greater visibility of the work of the HAB would be helpful, including for tenants/leaseholders so that they had a broader understanding of what is happening across Kirklees. The points raised in terms of wider political oversight and engagement and the role and visibility of the HAB were taken on board by officers. It was also explained that the timings of the meetings of the different elements of the structure were to be reviewed to better align the flightpath for key decisions and work was being undertaken on this.

When the housing management function had been brought back into the Council there had been a clear aim to strengthen the tenants' voice and to ensure that their ability to influence Cabinet, as the decision maker, was supported. It was believed that the Chair of the HAB, as a Cabinet Member was a conduit for this.

6.25 The Panel questioned the structure and the element of independence that would usually be in place for an assurance board. It was explained that the Service Director for Homes and Neighbourhoods had been replaced by the Strategic Director, Environment and Climate Change as chair of the BSAB and the board included officers from outside the Homes and Neighbourhood Service, to provide a level of independent challenge. Its role was a technical advisory group to the HAB. In respect of possible concern about 'in-house thinking' limiting the challenge provided, it was explained that the independent consultant who had undertaken the RMS Compliance Review, did offer that independent challenge. Internal Audit and Mazars also added to that scrutiny.

A formal process for completion and sign-off of recommendations was in place. A proforma, with supporting evidence, was submitted to the independent consultant. This was then sent to the sponsor for approval and from there to the BSAB for sign-off.

In terms of visibility and monitoring to provide assurance that progress with the overdue remedial actions was on target, it was explained that once the delivery programme for the balance of the FRA remedial actions was established and agreed with the contractor, the BSAB would have access to reports against the milestones.

Responsibility and Accountability

6.26 In the training session, the Panel had been told that the Regulator had been increasingly robust in stressing the importance of the role and clear responsibility of elected members regarding governance and compliance.

The Panel invited Councillor Cathy Scott, the Cabinet Member and Portfolio Holder with responsibility for housing to attend its meeting in May 2022 to discuss responsibilities of elected members.

Councillor Scott explained that her view was that the Cabinet had a collective responsibility for health and safety compliance and noted the weight of this responsibility on elected members. She welcomed the support and oversight provided by scrutiny.

The following points arose during the discussion:

- It was considered that, ultimately, responsibility sat with the Service Director for Homes and Neighbourhoods whilst accountability rested with the Cabinet. There was a good working relationship between the Cabinet Member and the Service Director.
- In terms of elected member oversight, building compliance sat with the Building Safety Assurance Board which reported to the Council's Corporate Health and Safety Oversight Group which fed into Cabinet. The Corporate Health and Safety Oversight Group dealt with health and safety and risk across the Council, including compliance risks. The Housing Advisory Board acted as an advisor to the Cabinet.
- There was an element of concern about potential gaps in understanding or knowledge of elected members on this complex and important subject and the reliance on the submission of written reports.
- There needed to be oversight of the strategic way forward from elected members across the Council. There was a need to ensure that there was a robust system in place to ensure that this position was never reached again. If there was a mechanism in place that allowed cross-party discussion to take a strategic view, this would assist the Cabinet Member.
- The Grenfell Fire could be seen as a 'lightbulb moment' in terms of collective accountability and responsibility and there was a need for this insight to be spread more widely so that Councillors who were not part of the Cabinet had an understanding.
- It was noted that, legally, it was as yet unresolved where the aspects of responsibility would sit and whether this would fall upon an individual elected member.
- There was a need for the Cabinet Member to have a good working relationship with the Board and the Service Director and officers but to be able to challenge where appropriate and necessary.
- It was suggested that it would be a good idea for elected members to receive training even if, legally, they were not considered to be responsible.
- It was agreed that it would be helpful for an oversight of responsibilities in this area to be part of the mandatory training for elected members, both new and existing. This should be undertaken on an annual basis. Councillors should be aware of the challenges of the new regulatory environment, what the Council was doing to

address them and how they could get access to relevant information and provide challenge.

- It was reported that the Cabinet was to receive training in early June and this was welcomed. The Cabinet needed to understand how a safe system operated, to know when policies were last reviewed and the scope and timing of the internal audit cycle so that they were assured that there was sufficient management insight and control over all the elements of a safe system.

Tenant Engagement

6.27 In November 2021 the Panel received a report in respect of the Authority's approach to effectively communicating and engaging with tenants and leaseholders, with a particular focus on the high-risk residential buildings and matters relating to fire safety. It was explained that:

- The aim was to use a friendly and restorative tone of communication, with a focus on face-to-face engagement where possible.
- The Fire Safety Engagement Team had a very visible presence across the blocks.
- A bi-monthly newsletter was circulated to residents of the high-rise blocks, primarily focussing on fire safety and compliance but including any other key messages.
- There were opportunities for tenants to get involved and communication would take place associated with the resolution of any specific concerns.
- A quarterly survey was sent out to tenants, noticeboards and signage had been reviewed, social media was utilised, and information animations were being produced.

The latest edition of the Berry Brow newsletter had been provided to the Newsome Ward Councillors and the practice of sharing such communications would continue.

The restorative approach was based on the establishment of positive relationships and the achievement of resolution through conversation and understanding; and this had proved successful so far. Although it was accepted that there may be cases where enforcement proved necessary, and action would be taken in these instances, this would always be the last option.

The importance of information being in accessible format was stressed and it was explained that if any resident needed communications to be made accessible through use of a different format or language this would be picked up on a case-by-case basis in consultation with the individual concerned. The Council was working to better understand the demographics of the blocks. A lot of the newsletters were hand delivered and the Housing Management Team would work to identify any such needs. The new housing management system would log preferred methods of communication for residents; and officers were working closely with the accessibility team to ensure website content was appropriate.

Considerable work was in progress in relation to both digital and on-site communications and understanding the best ways to convey information.

Five committed and engaged tenant members were part of the Housing Advisory Board and discussions had taken place with them in respect of their particular areas of interest. (There were six places on the Board for tenant members. One of the individuals appointed had been unable to take up the place and a decision had been made to allow some time for the body to become established before undertaking further recruitment; this would aid in staggering terms of office).

6.28 The Panel heard about the fire safety champion scheme. The aim was to have one champion (a tenant or leaseholder) for each of the high-rise, six-storey blocks and the retirement living schemes. The role would involve:

- Representing the block of flats or scheme where they lived.
- Sharing information relating to fire safety with other tenants and leaseholders.
- Helping to advise tenants and leaseholders of their responsibility for fire safety.
- Feeding back any concerns in the block relating to fire safety to the Building Safety Manager.
- Taking part in block inspections with Housing Officers to monitor communal areas, ensuring they are well kept and safe.

The role was suitable for people who liked to, and found it easy to, engage with others but were also prepared to provide challenge to officers and ask questions when necessary. It was stressed that this was an additional method of encouraging and reinforcing the key messages about fire safety, it was not a replacement for the formal process.

The Panel discussed how the champions would engage with the other residents in their block and how the Council would support them in doing this.

It was acknowledged that there were a lot of vulnerable people in the retirement living schemes and any support necessary to undertake the role of a fire safety champion could be discussed with interested individuals. There was flexibility if someone felt unable to undertake all aspects of the role.

In respect of the possibility of tension with peers, it was explained that the fire safety champions were not intended to enforce but to keep the Council updated if they noticed any issues; this was a voluntary role and, first and foremost, these individuals were residents.

6.29 In December 2021 the Panel met with representatives of the Tenant Advisory and Grant Panel (TAGP), two of the tenant representatives who sat on the Housing Advisory Board (HAB) and a Fire Safety Champion (FSC).

The Panel heard from the TAGP representatives that:

- Their members were all tenants of Kirklees representing different areas of the district.
- Fire safety was an item on all TAGP agendas. Updates and answers were demanded and expected on issues raised previously.
- Issues could be escalated through the management structure if it was considered that a quick enough response was not being achieved, but excellent support was given by officers with timely answers normally received and, when a concern had been raised, the Head of Service had met with the Panel.
- The Panel had a tracker to follow-up on actions, which was reviewed at each meeting.
- The Panel could be very persistent and would provide challenge when needed.
- Tenants provided feedback in various ways such as directly to individual members of the Panel, or via the Tenants and Residents' Associations (TRAs) and Community Voices.
- It was considered that the fire safety information provided for tenants in the high-rise and six-storey blocks had been significantly improved.
- The Panel recognised that individual tenants, and their visitors, had responsibilities of their own and that the Council, as landlord, had responsibilities to ensure that the policies and procedures were carried out.
- The Panel was fully aware of how an issue could be escalated and how to pursue an issue until resolved including, ultimately, to the Health and Safety Executive or the Ombudsman.
- In terms of the position of more vulnerable tenants, there was a 'stay safe' policy in place and every tenant was aware of this or had the opportunity to be aware of it. Information notices were provided near lifts.

The representatives of the HAB explained that:

- The Board had looked at the strategies, plans, finances and risks associated with all programmes and would hold the authority to account, querying any variances and the underlying reasons for these.
- There was a good working relationship with Council officers, but members were clear on the need for assurance in terms of due diligence and accountability and would escalate issues if necessary.
- The Board took its responsibilities very seriously and were very thorough.
- The Head of Building Safety provided an informative review at each meeting.
- Training and orientation had been provided to the tenant members of the HAB. Answers were usually provided immediately to queries put forward in meetings, but members could also raise an issue by phone or, more formally, in writing.

The Fire Safety Champion was newly appointed to the role but explained that:

- He had received an induction including basic fire safety training and a tour of the high-rise blocks. He had also spoken with senior social housing officers, visited the security room and met the team working on the fire doors.
- Speaking as a resident of one of the six-storey blocks, he did not consider that the same level of awareness existed in respect of the 'stay safe' policy in his block.
- He believed that he had a clear understanding of how the role would develop and agreed that he felt supported and valued.
- There was a lot of information and background, such as the existence of the TRAs, TAGP and HAB, that he had previously been unaware of.
- His current level of engagement with other tenants was not significant but this was something that would be further extended through speaking to the local TRA and Community Voices; he was conscious of the need to become more involved in networking opportunities.
- His experience of communication with the Council was good, he always received a response, was in touch with the ward councillors and was aware of how to progress any issues or problems.

Members asked a number of questions which resulted in the following information:

- In respect of communication with the wider body of tenants and leaseholders and their ability to raise issues and concerns, it was explained that:
The TAGP met every month with officers and prior to this meeting met as a tenants' group to review and discuss the agenda. Various TRA meetings also took place on a regular basis and there was also input through the Community Voices scheme. Members attended forum meetings four times a year to meet with TRA representatives and voices from around the district.
One of the HAB members explained that feedback from other tenants was gathered informally, for example through attendance at a local community centre; networking was also important, such as that between the different panels.
- In relation to awareness and understanding of the resources and information being made available by the Authority, such as the compliance videos and Fire Risk Assessments:
The FSC said that he was not aware of these but would be interested in having access to them.
A TAGP representative explained that the Fire Risk Assessments were available online for the six-storey blocks. A newsletter had been sent to all tenants on the issue of keeping safe at Christmas.

During discussion, a number of other points were raised as follows:

- As the numbers of Fire Safety Champions increased, the Authority's intention was to bring them together to look at best practice across the blocks and share ideas.

- Ward Councillors had previously been notified of TRA Forum meetings, this had halted due to the pandemic but had been, or would certainly be, reinstated.
- The TAGP representatives were asked if their action tracker could be shared with the members of the Panel.
- Possible mechanisms to increase transparency around the work of the TAGP and to promote awareness and celebrate its successes would be considered.
- Full communications and engagement, in respect of the works to the low-rise blocks, would be undertaken once the programme started to be rolled out. It was important to note that the low-rise blocks were not currently in scope within government guidance but all the high-risk actions identified under the Fire Risk Assessments were being undertaken and the medium to low risks were to be included in the relevant contract.
- The Panel stressed, in respect of the flow of information to tenants and leaseholders, that it was important that this was done at the earliest possible opportunity.
- The engagement strategy used for the high-rise, six-storey and retirement living schemes would also be used for the low-rise blocks. Learning would be taken into account as the process moved forward and good practice incorporated. Officers were confident that they knew what worked in terms of communication and they were conscious that messages needed to be constantly reinforced.
- The importance of face-to-face interaction was recognised, particularly for vulnerable tenants, both in terms of engagement and understanding.
- It was suggested that an email should be sent out to councillors, at an early opportunity, to inform them of the process that would be followed in respect of engagement, to map out the process and provide information on the programme. (It was later confirmed that this had been sent out to all Councillors between 20th and 21st January 2022)

6.30 Throughout its work the Panel received reports in relation to the process, engagement, progress and challenges in respect of the decant of the blocks at Berry Brow to facilitate demolition and new build. This included detailed information on the phased approach that would be undertaken and how allocations to alternative accommodation would be processed. It also covered the statutory home loss payments that would arise.

Members noted that:

- The work at Bishops Court and Holme Park Court would take at least four years and tenants would be offered the right to return, albeit they may choose to remain where they had relocated.
- The decant process at Bishops Court and Holme Park Court was anticipated to take between eighteen months and two years. In September 2022 the Panel was informed that the process had commenced in mid- June 2022, as planned, and that the plans were on schedule at that stage.

- A dedicated team of staff would provide support to the individuals involved.
- The new home enhanced lettable standard would apply to the replacement accommodation.
- If any household resisted moving, then there were legal powers that could be used to seek possession if necessary. It was hoped that the supportive and individualised approach being taken would avoid the need for this.
- The importance of communications was recognised. Individual letters had been drafted and a Berry Brow Communications Plan was being developed to ensure residents were kept up to date throughout the whole process. Communication would also take place with people in the area and elected members. The Fire Safety Team would continue to be involved with engagement days, newsletters and face to face discussion to alleviate any concerns or anxiety. Residents would also have access to the answers to any frequently asked questions as the process moved forward.
- Whilst the work was ongoing at Harold Wilson Court if someone needed to be rehoused temporarily, the normal temporary decant process would be followed to find the most appropriate temporary solution for the resident(s) concerned. This was likely to only be on a short-term basis.

6.31 The Panel visited Berry Brow in May 2022 and observed that significant good work was being undertaken but, in light of the fact that the decant was due to commence shortly, the timescale in relation to preparations and communicating with tenants was of concern. They also stressed that a phase of work should not be started unless there was a high degree of confidence that the necessary supplies and resources would be available to allow completion within a reasonable timeframe and ensuring the quality of the completed work.

6.32 In respect of the work to install smoke and carbon monoxide detectors in all properties, the Panel was told that tenants would be provided with full information in respect of their responsibilities to keep the detectors operational and in place.

6.33 Whilst discussing the position in respect of no access properties the Panel touched upon the issue of safeguarding and the identification of safety related concerns such as hoarding. It was explained that checks were undertaken as part of the tenancy management process and there was a well-managed and robust procedure for picking up and acting on such issues. All staff were trained to recognise and report any health and safeguarding issues to their line manager. There was a range of approaches to ensuring that tenants were safe in all the Council's properties and various factors were taken into account in assessing the kind of approach/support they may need.

Policies

6.34 The Panel was advised that the policies had last been reviewed and updated in November 2019 and were being reviewed again in light of the RMS Compliance Review.

During February and March 2022, the Panel reviewed each of the 'big six' policies. In addition to any specific amendments to correct typographical or consistency errors the Panel commented that:

- The policies were of good quality but, being very high level, it was considered that it would be helpful to see the underlying detailed procedural management documents, in order to provide assurance and a clear line of sight in respect of implementation. It would be expected that these management plans would cover a suite of key performance measures and include matters such as delivery to the correct quality standard, by staff with the relevant qualifications and experience, frequency of inspections, validation of works and maintenance of records. It was explained that work was ongoing to develop these detailed management plans and on completion they would be submitted to the Building Safety Assurance Board (BSAB) for approval.

In response to questions, the Panel was told that:

- When a contract was procured, staff had a responsibility to ensure that contractors were aware of the policies and compliance was demonstrated within the tender return. Compliance throughout the term of a contract would be an element of the contract monitoring.
- It was acknowledged that further clarity would be helpful in respect of the roles and responsibilities of the BSAB and Housing Advisory Board (HAB). The HAB needed to have oversight of policy as well as performance so that they were able to assist Cabinet in discharging its function.
- In respect of the process for checking the technical content of the policies generally and, for example, if there was a change to the relevant legislation, it was explained that all policies were checked by the relevant in-house teams as a first line of defence. The second line was through submission to the BSAB and, currently, the Ad Hoc Scrutiny Panel, and the third line was when they were audited.
- The policies would be reviewed/ revised on an annual basis as a minimum.
- The Regulator had been advised that the policies were being reviewed and revised as part of the Compliance Review but had not requested to see them as a matter of course. They would consider the policies and procedures, when looking at whether the Authority met the Homes Standard at any moment in time, and would expect them to be regularly reviewed and kept up to date.

6.35 The Panel proposed that:

- Appropriate wording be added to all policies to confirm that remedial actions will be undertaken within the relevant timescale (and as set out within the detailed underlying procedure), in order to be clear that this is a requirement and as a matter of good practice.
- A statement should be added to all policies to the effect that the Authority will handle the recording, management and validation of compliance data to ensure that it enables accurate and reliable reporting and offers assurance to the appropriate places.
- A list of the key performance measures that will be used be included within the policies, with how they will be calculated and any further detail being included within the underlying procedure. This would assist in providing a golden thread through policy to procedure to performance. It would also mean that the Building Safety Assurance Board was aware of the performance information that it should be receiving.
- Policies to be explicit about the cycle/timeframe for monitoring and audit.

6.36 It was noted that there were operational differences in respect of the Lift Safety Management Policy as it focussed on effective contract management, which meant that there was an interface with the Corporate Landlord and Property (CLP) Team and the potential risk of blurred responsibilities. This has been discussed in detail at a recent meeting of the Building Safety Assurance Board and work was ongoing to establish a 'Service Level Agreement' with the CLP Team to ensure clarity on roles and responsibilities and to ensure compliance with the relevant health and safety guidance.

Members were informed that:

- The legal requirement under the health and safety guidance related to commercial passenger lifts and the Lift Safety Management Policy did not cover domestic lifting equipment or hoists. A separate piece of work was being undertaken on this and a policy for domestic lifting equipment would sit beneath/be appended to the main Lift Safety Management Policy.
- Ultimately the legal responsibility lay with the Council as the Registered Provider/Landlord. The CLP function was, in effect, a third party and Homes and Neighbourhoods would manage the supply chain.
- An annual check would be undertaken to provide assurance that the CLP Team was keeping the records that would be needed to demonstrate full compliance at any point in time.

The Panel stressed the importance of transparency in respect of the servicing of domestic lifting equipment and the need for 'this is what we will do,' 'this is the frequency' and 'this is how we will monitor' to be defined within the policy.

Risk

6.37 In September 2021 the Panel received a report providing an overview of the risk management framework being used to identify, monitor and mitigate risks across all six of the key compliance areas. Risk was subsequently discussed on a number of occasions throughout the Panel's work.

The Panel discussed whether the analysis of relative risk and the use of the five-by-five matrix scoring system was sophisticated enough to inform the prioritisation of actions and measure the effectiveness of the mitigations in terms of likelihood and impact. It was suggested that this would be impacted by the level of detail of the control measures being used; whilst likelihood should decrease it may be that impact would not.

The Panel considered that it would be helpful for a narrative to sit alongside the compliance dashboard so that there was sight of the level of risk of the actions completed and those not yet completed; this would assist the Building Safety Assurance Board in having sight of any key actions.

6.38 In November 2021, as part of the report in respect of the medium and low risk fire risk assessment works to low rise blocks, information was provided in respect of on-going mitigation measures to the highest risk blocks until work packages were complete.

In response to questions to officers about the level of risk, how the priority order was assessed and how the works would be discussed with tenants and elected members, it was explained that the six-storey blocks would be dealt with first due to the higher level of risk. Focus would then move to the retirement living schemes and then to the balance of 834 blocks lower than six storeys.

In terms of timeframe and methodology for establishing the programme this was being developed. The six-storey blocks would be tackled first and the profile of residents and leaseholders, including anyone with a Personal Emergency Evacuation Plan (PEEP), and the condition of the building and structure, would be used to establish the approach. Once on site with the six-storey works the retirement living schemes would be assessed and risk profiling carried out and from there the focus would move to the forward plan for the remaining low-rise blocks.

6.39 Liaison took place with West Yorkshire Fire and Rescue Service on a monthly basis and assurance had been received that, in the event of an incident at Berry Brow, five units with high reach facility would be deployed to reach the top floor. The Authority was confident that a quick response could be made. Person-centred risk assessments were also being carried out so that the flat numbers of people who would need additional support, in the event of a fire, could be shared with the Fire Service.

Audit

6.40 In December 2021 the Panel was informed that the Audit Plan for the next three years was currently with Internal Audit for sign-off and in early March 2022 the plan was shared with them.

It was explained that this was a living document, which would evolve over time.

The following points were noted:

- Gas Safe would be undertaking an inspection at the end of March. These were undertaken on periodic basis, using a risk-based approach. It had been four years since the last one and it was believed that this indicated that the Authority was considered to be at a low level of risk.
- Mazars would undertake another audit in 2022/23 and there would then be a review of how the current co-sourced arrangement would continue.
- Final sign-off of the Mazars 2018 Compliance Audit and the audit undertaken by RMS would also be sought.
- Inspection and re-inspection programmes were in place and this was reflected in the Health and Safety Compliance Scorecard. The Authority was aware of all the assets that would require inspection.
- There were two streams of remedial actions – the catch-up programme and a real-time programme which was comprised of those remedial actions identified through the constant cycle of inspections and which would be undertaken in accordance with the prescribed standards, subject to resource issues.

Staffing

6.41 Issues in respect of recruitment and retention were considered throughout the Panel's work.

At an early stage the Panel were informed that, alongside the transfer of existing compliance staff from Kirklees Neighbourhood Housing, there were plans to build additional capacity within a specialist building safety team.

The Panel was updated at various points and were advised that recruitment was proving challenging for a number of reasons including the pressure on the sector at a national level and the significant competition for people with the relevant technical and specialist skills.

In February 2022, it was reported that an assessment of capacity was being undertaken as it was recognised that the effective management of contracts was critical to successful delivery and assurance.

In April and May the Panel again discussed the issue of recruitment and retention and were told that this continued to be a significant challenge. The approach had been reviewed and creative and longer-term solutions considered, including the development of a graduate programme and apprenticeship opportunities.

The structure was further reviewed in July and recruitment continued to be challenging. Consultants were being used to provide the necessary specialist technical advice and support, design services and project management to support programme delivery.

Members noted that whilst workload and salary were key motivators, it was believed that visibility of the good work being undertaken would give confidence to potential employees as well as tenants and existing staff.

Smoke Detectors/Carbon Monoxide detectors

6.42 The Panel were informed at an early stage that detectors were already in place in buildings where there was a solid fuel appliance and consideration was being given to the introduction of detectors to all Council owned domestic properties.

In respect of the anticipated change to regulatory requirements for the provision of smoke alarms and carbon monoxide detectors in social housing (The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 would come into force on 1 October 2022), the Panel was told, in March 2022, that this work had been agreed as a priority by the Building Safety Assurance Board. The initial installation of carbon monoxide detectors would be battery-powered models, with a five-year battery and replacement with hard-wired equipment would be undertaken as part of future electrical testing programmes.

The Panel noted that, due to the short timescale for implementation and issues with supply associated with the spike in demand, it was anticipated that a significant number of social housing providers would not be compliant by 1st October 2022 and would be self-referring to the Regulator.

No Access Properties

6.43 The Panel discussed the issues associated with properties where the Authority had experienced difficulties in achieving access to undertake the necessary gas and electrical inspections, on a number of occasions.

Various options were used to try and gain access and, where these failed, a legal process was followed. In recent times powers under the environmental protection regime had been used, with Court rulings on the use of this route being increasingly positive.

The Panel noted that the significance of the no-access properties would become greater as more of the outstanding works were completed. They were told that the relevant officers were aware of the urgency, and the numbers in respect of gas safety inspections were decreasing. The numbers for electrical safety inspections had reduced but then increased again as the cycle of inspections continued. Dealing with these tenants/leaseholders required a multi-disciplinary approach and could be a lengthy bureaucratic process.

6.44 At the end of March 2022, the Panel received a detailed briefing note which set out the process and progress in respect of no-access for gas and electrical safety checks and fire protection measures in tenanted domestic properties. This included an update on the current figures.

Officers from Legal and Environmental Health attended the meeting to discuss the issue with the Panel. Amongst other things it was explained that:

- Environmental Health had a dedicated team who were working to try and ensure that full compliance would be achieved by the time the five-year requirement for electrical testing became enforceable.
- Analysis would be undertaken to try and establish if there were any patterns in terms of these properties and if anything could be done to address recurring issues.
- The legal department did not report to the Housing Advisory Board on progress. The process was managed by Environmental Health.
- A collaborative approach was taken and, in most cases, issues around access were resolved before enforcement action was needed.
- There was a strict timescale that was followed in respect of the Environmental Protection Act process and this would only change if there was an availability issue for officers and service engineers in attending to gain entry, further to a warrant being granted.

The Panel considered that the approach being taken was proactive and it was anticipated that positive results would be seen through performance reporting in due course.

6.45 In May the Panel noted that significant progress had been made in the last couple months in respect of no access cases related to electrical and gas safety.

6.46 The Authority should be alert to the possibility that, should access be required to properties for activities/works other than overdue electrical or gas checks, further legal opinion may need to be sought on the use of powers under the Environmental Protection Act 1990 to obtain warrants for this purpose.

Other Information

6.47 Over the course of its work the Panel also requested, and gave consideration to, additional background information including:

- Fire Safety Champion Training, Induction and Promotional Material
- The TAGP Action Tracker
- Staff Skills and Competencies Framework
- Examples of communications with tenants of the high-rise blocks
- The Tenant Involvement Framework
- The Tenant Involvement Strategy
- Updates in respect of gas and electrical testing
- The Compliance Smartsheet
- The Building Safety Structure
- Matrix of Regulatory Requirements.

7. FINDINGS

7.1 TOR 1 - How the health and safety regime adopted by the Authority supports compliance with regulatory standards and puts appropriate risk mitigation strategies in place to ensure the health and safety of tenants.

- 7.1.1 The Panel was provided with a matrix which set out the specific regulations for the six main areas of compliance and the position in respect of the policy, procedures, data, performance, assurance and resources for each. The Panel noted the importance of there being a clear timetable for internal audits for each of the compliance areas and for independent audit to be undertaken at appropriate intervals.
- 7.1.2 The fundamental building blocks were in place in terms of policies, processes and audit. A number of amendments to the policies had been identified which should be undertaken at the earliest opportunity. To demonstrate compliance with all the relevant legislation and regulatory standards the policies must be kept up to date and treated as living documents. The Panel did not have sight of further revisions of the policies to include its recommendations, or the underlying procedural management documents, prior to compiling this report.
- 7.1.3 The current focus for the Authority was the recommendations from the Mazars and RMS compliance reviews. There would be a need to further develop systems to move forward, further to completion of the recommendations, and ensure that compliance was embedded in normal working practices.
- 7.1.4 It would be good practice to obtain an independent audit to confirm successful completion of all recommendations.
- 7.1.5 Risk mitigation had been put in place at the high-rise buildings with a rigorous programme of Type 1 Fire Risk Assessments (FRAs), several Type 4 FRAs, daily, weekly and monthly fire safety checks and a 24 hour, 7 days a week patrolling watch.
- 7.1.6 The six-storey blocks and retirement living schemes had been reviewed with West Yorkshire Fire and Rescue Service. Detailed fire engineering and structural surveys were to be undertaken to inform programmes of remediation. Weekly fire checks were being undertaken and fire safety related repairs responded to within three hours. Type 1 Fire Risk Assessments were fully up to date.
- 7.1.7 The remaining low-rise blocks were subject to ongoing Type 1 FRA inspections which were fully up to date. A desktop assessment was being undertaken of all these blocks to review the condition of the building fabric, structure and

services, in preparation to commission further intrusive surveys where a building defect or a potential for risk was identified.

7.1.8 The Panel ascertained that the Service Director – Homes and Neighbourhoods would be the named individual holding responsibility for health and safety compliance, as required by the White Paper.

7.2 TOR 2 - The six compliance areas: Fire; Gas; Electrical; Asbestos; Legionella; and LOLER (lifts) and the steps being taken to keep tenants safe.

7.2.1 The Panel considered each of the six compliance areas including reviewing the policy in each case. They received and reviewed performance reports in relation to all six areas at every meeting between November 2021 and May 2022

7.2.2 Aside from the amendments recommended for the policies across the board, the Panel identified minor additions/amendments in relation to each policy that were taken on board by officers.

7.2.3 The training provided to the Panel by Savills had been invaluable in enhancing their understanding of the necessary elements for a robust compliance regime across all areas. The training had subsequently been shared with officers within the Compliance Team and would be of value to anyone involved in this area of work.

7.2.4 A programme of remediation works to the high-rise blocks was ongoing and plans in place to replace two of the blocks with new build accommodation.

At its last meeting, the Panel received a graph to illustrate the progress made and direction of travel in respect of the completion of the high-rise high-risk actions since the Panel commenced work and it was noted that good progress was being made.

7.2.5 A programme to implement remediation measures to the six-storey, retirement living schemes and low-rise blocks was in development.

7.2.6 Work was underway to move the Authority to a five-year electrical testing regime and to install smoke and carbon monoxide detectors to all properties as a priority.

7.2.7 Work was ongoing to establish a 'Service Level Agreement' with the Corporate Landlord Team to ensure clarity on roles and responsibilities in respect of lift safety and to ensure compliance with the relevant health and safety guidance.

7.3 TOR 3 - The impacts of the Social Housing White Paper, Draft Building Safety Bill and Fire Safety Bill 2019-21 for tenants.

7.3.1 The Panel heard that new and emerging legislation and regulation would have a wide-ranging impact for tenants in terms of:

- Safer housing and improved standard of buildings.
- Increased transparency and accountability.
- More effective complaint resolution.
- Strengthened consumer standards and a more pro-active enforcement regime.
- Provision of good quality, decent homes and neighbourhoods.

7.3.2 It was important that the Authority continued to maintain awareness of changes in legislation, translating this through to the Key Performance Indicators and keeping the policies up to date, in order to continue to provide assurance in the future.

7.3.3 Work was underway to move the Authority to five-year electrical testing regime.

7.3.4 The installation of smoke and carbon monoxide detectors to every property was in progress.

7.3.5 The Panel had been assured that this task had been designated as a priority by the Building Safety Assurance Board but had not had sight of the implementation plan and timescales. It was suggested that these should be subject to scrutiny and that it should be confirmed that the Regulator would be informed if the Authority would not be compliant by the time the regulations came into force on 1st October 2022.

7.4 TOR 4 - Progress in relation to the Ad Hoc Scrutiny Panel in respect of the Future Arrangements for the Council's Residential Housing Stock's recommendation that an Assurance Board be established focussing on housing compliance.

7.4.1 The Panel were informed of the new governance arrangements introduced in the Homes and Neighbourhoods Service, which included the Building Safety Assurance Board.

7.4.2 The Panel had been shown a matrix, use of which could provide assurance of an effective compliance system (attached at Appendix 2). It was considered that the Building Safety Assurance Board would be well advised to make use of this tool.

7.4.3 In terms of holding decision-makers to account, the Panel recognised that it was important that confidentiality was not compromised, and any commercial considerations were taken into account, but considered that there had to be a balance between this and the need for the transparency required for scrutiny. It was noted that the work of the Building Safety Assurance Board and the Housing Advisory Board was not currently visible to the majority of Elected Members or the wider tenant population and considered that this should be addressed.

7.4.4 Whilst the current compliance recovery programme was ongoing it was considered that a regular progress report should be provided to the Cabinet.

7.5 TOR 5 - Feedback from the Regulator and how that is being progressed.

7.5.1 The Panel was kept informed in relation to the ongoing and regular dialogue with the Regulator including:

- Self-referral and notification of the findings of investigations into the high-rise blocks in January 2021.
- The Fire Risk Assessment Actions Update, on a monthly basis.
- Report in respect of the ongoing steps taken to mitigate risk and to provide assurance to the occupiers of each affected block.
- Updates, including a risk assessment, in respect of the impact of market pressures on the timetable and agreement that the compartmentation works at Harold Wilson Court would be undertaken as part of the main contract for the other remediation works.
- Notification of a delay to the compartmentation works at Berry Brow; the Regulator had recognised that the contract was being let and the challenges being faced due to the market conditions and staffing position.

The Panel was told that the Regulator was aware that the authority had the risks in view and the appropriate risk mitigants in place.

7.5.2 The Regulator had stressed the importance of governance and the role and clear responsibility for Elected Members in ensuring appropriate oversight and responsibility in terms of the health and safety of their tenants. Members needed to ensure that they were aware of their obligations and how they should be fulfilled.

7.5.3 The Regulator had been updated about the authority's plans to re-assess the programme of implementation in light of the ongoing challenges with resources, capacity, supply chains and contractual issues. The Panel agreed this approach was the correct one in the circumstance, considering the breadth of resources needed to deliver, the need to manage the audit trail effectively, the importance

of ensuring that the necessary detail was recorded and that it could have confidence in its systems going forward, and the necessity for a robust and diligent procurement strategy for such a large undertaking.

7.5.4 The Panel had been given verbal reassurance that open and honest communication was being undertaken with the Regulator on a regular and ongoing basis. They were aware that Building Safety Assurance Board received updates on correspondence undertaken with the Regulator.

7.6 TOR 6 - Governance and ensuring that a sustainable and adaptable system is in place to ensure that safety is embedded for the future.

7.6.1 The Panel were informed of the new governance arrangements introduced in the Homes and Neighbourhoods Service, since the transfer of the housing management and maintenance services from Kirklees Neighbourhood Housing in April 2021 (See diagram at Paragraph 6.23).

7.6.2 Throughout their work they had sight of the:

(a) **Compliance Scorecard**

Health and Safety Compliance Scorecard, setting out the position in respect of each of the big six compliance areas for inspections, and remedial actions for Fire Risk Assessments and Asbestos.

(b) **Compliance Review Dashboard**

illustrating the position in respect of the 55 compliance recommendations. The dashboard was underpinned by a detailed 'smartsheet' which detailed all the actions and sub-actions; this was a working document used as the operational management tool to review progress.

(c) **Update on the Fire Risk Assessment (FRA) Actions Programme (High Rise)**

as provided to the Regulator, which set out the current performance in respect actions arising from FRAs.

7.6.3 Throughout its work, recommendations from the Panel were taken on board for future reports, such as the addition of a further column to the Compliance Scorecard to indicate the direction of travel.

7.6.4 The Panel discussed the governance arrangements and the compliance system being put into place on numerous occasions and found that:

- (i) A wider breadth of key performance indicators would be beneficial, for example related to the new smoke detector legislation.
- (ii) It is considered good practice for key performance indicator data to be compiled by officers/individuals other than members of the compliance team to maintain and demonstrate independence and ensure integrity of the data.

- (iii) The Authority was well aware that the relevant IT systems needed to be updated. Manual workarounds had been identified and were being used but the quality and integrity of this data was absolutely essential in order to ensure compliance. The challenges associated with this and the need to take care to ensure that the systems that are implemented are fit for purpose were acknowledged. There may be an argument for implementing an IT system in the short term that would allow the authority to manage the actions related to fire safety and ensure they were all being captured correctly.
- (iv) The high-rise actions being deemed to be the first priority was correct.
- (v) It was not able to comment on the programme of low-rise works as it had not had sight of this at the time of writing this report or been apprised of the detail of how these works were to be prioritised. It considered that this programme should be subject to scrutiny at an appropriate point.
- (vi) There are ongoing issues in respect of the recruitment and retention of staff. This is an issue being experienced on a national scale in the relevant areas of technical expertise, and against the backdrop of general challenges in recruitment and retention in the public sector and beyond. The Authority was making efforts to address the challenges through pursuing a graduate development programme.
- (vii) The policies for each of the 'big six' had been updated but did not include a number of relevant, important elements to assure ongoing compliance, as set out below:
- Add appropriate wording to all policies to confirm that remedial actions will be undertaken within the relevant timescale (which would be set out within the detailed underlying procedure), in order to be clear that this is a requirement and as a matter of good practice.
 - Add a statement to all policies to the effect that the Authority will handle the recording, management and validation of compliance data to ensure that it enables accurate and reliable reporting and offers assurance to the appropriate places.
 - Inclusion of a list of the key performance measures that will be used within the policy, with how they will be calculated and any further detail being included within the underlying procedure. This would assist in providing a golden thread through policy to procedure to performance.
 - Policies to be explicit about the cycle/timeframe for monitoring and audit, including independent third-party audit.
 - Inclusion of relevant staff competency levels and minimum levels of qualification and a commitment to keep people trained and up to date as requirements change.
 - Inclusion of a Compliance Statement to confirm the position on each commitment within the policy, on an annual basis. The statement should be detailed; identify all the individual policy requirements and

against each requirement set out; how it is being delivered; identify any gaps in delivery; and confirm if the organisation is compliant with policy requirements. It should ensure that this can be thoroughly evidenced.

- (viii) It was essential that the policies were maintained as living documents, reviewed on a regular basis.
- (ix) There should be a commitment to report to Cabinet a minimum of once per annum.
- (x) The risk register may not be being used as effectively as it could and analysis, particularly of risk likelihood, could be improved.
- (xi) It would be beneficial to undertake an independent technical audit, through adding sampling of data to the validation process, this would add another layer to the quality assurance.
- (xii) An independent external audit should be programmed at a regular frequency, as a matter of good practice.
- (xiii) It would be helpful for an oversight of responsibilities in this area to be part of the training for a range of people across the organisation to reflect and raise awareness of the collective responsibility in terms of health and safety compliance. This should be undertaken on an annual basis. This would be of particular importance for members of the Cabinet who needed to be assured that there was sufficient management insight and control over all the elements needed for a safe system; they should be aware of when the policies were last reviewed, and what the scope and timings were for the internal audit cycle.
- (xiv) The legal options available to the Authority to address the issue of properties where the Authority had been unable to gain access to undertake the necessary inspections had been looked at creatively and pro-actively; a clear process was in place and this was important to ensure a consistent approach was being pursued. It appeared that the necessary resourcing for this work was in place and good progress had been made in reducing the numbers of no-access properties since January 2022.

The timings were clearly specified for the legal part of the process but there was no visible workload monitoring in terms of how long it then took for the team to be able to process the cases between each stage. It is good practice for reporting on overdue cases and how long they have been overdue to take place on a weekly basis and this would also pick up the workload monitoring.

As progress was made and the action taken publicised, this would help tenants to understand the importance of allowing access. The significance of the no-access properties would become greater as more works were completed.

- (xv) The data in respect of no access properties was not fed into the reporting structure and not visible to the Building Safety Assurance Board.
- (xvi) Once the work to respond to the Mazars and RMS recommendations was complete there would be a need to ensure that the procedures were effective to maintain ongoing compliance and to embed them within the organisation.

7.6.5 The Panel did not have sight of the amended policies, amended to reflect its recommendations, or the underlying procedural documents, prior to completing its work and considered that these should be subject to scrutiny at the earliest opportunity. The procedural documents should provide clear, detailed, end-to-end processes and procedures to bring the policy commitments to life and embed them within the organisation. This should include the identification of a requirement for an inspection/service through to remedial works, sign-off and quality inspection post-completion.

7.6.6 It would be beneficial for there to be wider political oversight and broader visibility of the governance process.

7.7 TOR 7 - Engagement with, and provision of information for, tenants on health, safety and compliance issues.

7.7.1 The Service Director – Homes and Neighbourhoods would be the named individual required by the White Paper. This person should be visible and accessible to tenants, alongside fulfilling the expectation for enhanced two-way communication with tenants in respect to landlord health and safety obligations and how these will be met.

7.7.2 The Panel made some recommendations for immediate action throughout the process, which were taken on board by officers. These included:

- There should be a review of how messages around enforcement are communicated to all tenants, with a focus on being sensitive to different residents' vulnerabilities.
- Communications being provided for tenants and Ward Councillors in early 2022.

7.7.3 The Engagement Strategy was based on a friendly and restorative approach with a focus on face-to-face engagement where possible. It aimed to give a stronger voice to tenants.

7.7.4 There was also a dedicated Fire Safety Engagement Team who had a visible presence across the blocks.

7.7.5 The Panel saw examples of the newsletters being provided to tenants at the high-rise blocks on a bi-monthly basis and considered them to be of good quality (example attached at Appendix 3), these were also sent to Ward Councillors. They were also informed about the quarterly surveys sent to tenants, improvements to noticeboards and signage, the provision of information on the website including fire risk assessments, maintenance information and information animations, and how social media was used to communicate with tenants.

The Panel welcomed the provision of such communications and stressed that this approach should continue across all programmes of works.

7.7.6 From the Panel's observations the Tenant Advisory and Grant Panel (TAGP) was working effectively, assisted by a strong Chair. The channels of communication with the TAGP and the tenant members of the Housing Advisory Board were well established and working well. Relationships between the Panel members and officers were good.

7.7.7 The Panel would like to encourage communication between the HAB and TAGP members to help achieve a mutual in-depth understanding of the work of each of these panels and in the interests of information sharing, which may benefit the effectiveness of the governance process.

7.7.8 It was considered that there could be a better communication with ward councillors about activity within their wards, and opportunities provided for them to get answers to any questions they may have about how the tenants in their wards might be affected by programmed works. Local people, including tenants, had an expectation that their local councillors would be aware of what was going on in their area. Housing officers might be considered as an appropriate channel for such communication.

7.7.9 The Fire Safety Champion initiative was welcomed in principle, as a positive method of engagement, enhancing awareness and promoting fire safety. As the initiative was at an early stage it was suggested that an update be provided to scrutiny in due course to assist in assessing its impact.

Officers had shown an awareness of the possible barriers to people volunteering for this role and were prepared to be flexible and supportive to assist individuals who may be interested.

7.7.10 In light of the numerous changes in legislation and mobility of tenants it was important that communications were sustained. The language used needed to be accessible and relatable. The White Paper referred to checking understanding with residents and it was noted that members of the Tenant Advisory and Grant Panel (TAGP) had been asked to review documents, such as letters to tenants and newsletters, to assist in this.

7.7.11 The number of tenants and residents' associations had diminished so careful consideration was needed in respect of how communication took place with the broader tenant population. It did not appear that there were any established channels in place for members of the TAGP or tenants' groups to communicate more widely and, from the Panel's observations, this appeared to be done on an informal basis.

7.7.12 In the past, if significant works were due to take place in an area a pre-contract meeting had taken place including tenants, contractors, ward councillors and housing officers. These provided an opportunity to discuss dates for works, expectations and useful information but also gave members of the public the chance to share information that might be useful. The resumption of this practice would be valuable and would back-up the philosophy of working *with* people not *doing to*. In addition, a contact number should be provided for people to ring in case of any issues or concerns; this should be available at all times that work was to take place.

8. RECOMMENDATIONS

1. Integrity of the data is fundamental to an effective system of compliance. The acquisition of suitable IT systems should be a top priority to ensure that the data collected is of good quality and can provide the necessary assurance in respect of compliance. It is acknowledged that it is essential that the need for this to be undertaken at pace does not outweigh the necessary level of diligence to ensure that the systems that are introduced will be effective and robust both for the present and the future.
2. The policies for all six compliance areas should be updated, at the earliest opportunity, to include:
 - a) Appropriate wording to confirm that remedial actions will be undertaken within the relevant timescale (as set out within the detailed underlying procedure), in order to be clear that this is a requirement and as a matter of good practice.
 - b) A statement to the effect that the Authority will handle the recording, management and validation of compliance data to ensure that it enables accurate and reliable reporting and offers assurance to the appropriate places.
 - c) A comprehensive list of the key performance measures that will be used, covering the breadth and depth of landlord responsibilities, (with how they will be calculated and any further detail being included within the underlying procedure). This will assist in providing a golden thread through policy to procedure to performance.
 - d) Explicit commitments in respect of the cycle/timeframe for monitoring and audit, including independent third-party audit, to ensure that the policies are maintained as living documents.
 - e) Relevant staff competency levels and minimum levels of qualification, alongside a commitment to maintain training and knowledge as requirements change.
 - f) A Compliance Statement to confirm the position on each commitment within the policy, updated an annual basis.
3. There should be clear delineation between those officers that produce the performance data and the Compliance Team to demonstrate independence and better ensure integrity of data. Consideration should also be given to the addition of sampling of data, by an independent source, to the validation process to add another layer in respect of quality assurance.
4. The Building Safety Assurance Board should consider using the effective compliance system matrix (Appendix 2) and should ensure that the policies are regularly reviewed to ensure that they remain fit for purpose.

5. That consideration be given to the need for wider political oversight of the work being undertaken by Housing Advisory Board.
6. That progress updates be provided to the Cabinet on a regular basis whilst the current compliance recovery programme is ongoing.
7. Whilst it is recognised that there is a balance to be achieved between the transparency required for scrutiny and the maintenance of confidentiality in certain circumstances, consideration be given to the wider visibility of the work of both the Building Safety Assurance Board and the Housing Advisory Board.
8. That consideration be given to whether the Authority currently has sufficient project management and risk management expertise for the scale of the recovery programme and to a more systematic and detailed assessment of risk likelihood.
9. That the Authority should ensure it remains cognisant of the ongoing risks to work programmes associated with the pressure on supply chains and challenges in recruitment and retention and regularly reviews its priorities accordingly.
10. That training in respect of implementing and maintaining a robust compliance regime and the responsibilities arising from this, similar to that provided to the Panel, should be mandatory for all Cabinet Members, other Councillors, and existing and new members of staff within the relevant disciplines, and refreshed at regular intervals. That appropriate training should also be made available for members of the Tenant Advisory and Grant Panel and the tenant members of the Housing Advisory Board.
11. The importance of the pivotal role of Councillors within their communities should be recognised and stronger communication links established to ensure that they are aware of any issues in their ward, in particular any works proposed, scheduled or ongoing to any Council-owned social housing. Consideration should also be given to the introduction of pre-commencement briefings, for significant projects of work, involving ward councillors, tenants, contractors and housing officers.
12. Data in respect of no access properties should be fed into the reporting structure to ensure visibility. A weekly report focusing on overdue cases and how long they have been outstanding will aid in workload management.
13. Independent audit/assessment should be undertaken to confirm completion of the Mazars and RMS recommendations, and an independent external audit of the compliance framework should be programmed at a regular frequency to ensure that compliance levels remain high and that current best practice is being followed.

14. That a 'Service Level Agreement' be established with the Corporate Landlord and Property Team to ensure clarity on roles and responsibilities and to ensure compliance with the relevant health and safety guidance in respect of lifts.
15. That the effective communication and engagement with tenants be maintained throughout the ongoing programmes of work.
16. That updates in respect of the information set out below be submitted for scrutiny by an appropriate governance body:
 - (i) The amended policies, including the full range of Key Performance Indicators and underlying procedural documents, at the earliest opportunity.
 - (ii) The implementation plan and timescales for the installation of smoke and carbon monoxide detectors in all properties, to include confirmation that the Regulator has been/will be informed if the Authority will not be compliant by the time the regulations come into force on 1st October 2022.
 - (iii) The detailed programme of works to the low-rise buildings.
 - (iv) A review of the role of the Fire Safety Champions.
 - (v) The position in respect of recruitment, retention and supply and the impact on work programmes,

and that a report be submitted to the to the Overview and Scrutiny Management Committee to provide an update in respect of progress of the implementation of all the Panel's recommendations in twelve months' time.

17. That the Authority ensures that a robust procurement strategy is in place for the remaining packages of fire safety works.

9. Action Plan

Directorate and Cabinet Member asked to coordinate the response to the recommendation					
Councillor C Scott/ Growth and Regeneration					
No.	Recommendation (For full text see Section 8 of the report)	Accepted / not accepted	How it will be implemented	By who	When
1	<i>The acquisition of suitable IT systems should be a top priority to ensure that the data collected is of good quality and can provide the necessary assurance in respect of compliance</i>	Accepted	The H&N is currently replacing its housing management system and once complete, replacements for the Asprey asset system and Total repairs system will be undertaken. This forms part of the overall council system replacement strategy with the provisions for capital expenditure already allocated in the Business Plan. It is anticipated that new housing management system will 'go live' in summer 2023 with the replacements for asset management and repairs systems to follow in the subsequent 2/3 years	Hannah Elliot (Asprey) David Brook (Total)	2025/26
2	<i>The policies for all six compliance areas should be updated, at the earliest opportunity</i>	Accepted	The current policies were reviewed and updated in the first half of 2022. The service is currently commissioning external consultancy support to review and update the management plans to ensure they flow from these policies. Any updates required to the policies will be undertaken as part of this piece of work	Eric Hughes	July / August 2023
3	<i>There should be clear delineation between those officers that produce the performance data and the Compliance Team to demonstrate independence and better ensure integrity of data. Consideration should also be given to the addition of sampling of data, by an independent source, to the validation process to add another layer in respect of quality assurance</i>	Accepted	Separation of duties is a core principle of internal controls and assurance. Recruitment is ongoing to new performance reporting roles to support this principle. An internal audit has been commissioned to review the integrity of the production of key performance indicators highlighted in the RMS consultant's report. The outcome of this audit is anticipated January 23. Further audits will be built into our audit programme.	Hannah Elliott (reporting) Eric Hughes (Audit Programme)	March 2023
4	<i>The Building Safety Assurance Board should consider using the effective compliance system matrix (Appendix 2) and should ensure that the policies are regularly reviewed to ensure that they remain fit for purpose.</i>	Accepted	The appendix will be presented to the January meeting of the BSAB for their consideration and adoption with immediate effect.	Eric Hughes	January 23

5	<i>That consideration be given to the need for wider political oversight of the work being undertaken by Housing Advisory Board.</i>	Accepted	The H&N governance arrangements have recently been undertaken by David Tolson Partnerships. The review recommends the establishment of a H&N Improvement Board with this board including a political constituency to strengthen the political oversight of the service	Eric Hughes	April 23
6	<i>That progress updates be provided to the Cabinet on a regular basis whilst the current compliance recovery programme is ongoing</i>	Accepted	An update on the H&N compliance programme and transformation plan was given to the newly established Cabinet Assurance Board in October 2022. Updates will be provided to CAB on a quarterly basis	Hannah Elliott	
7	<i>Whilst it is recognised that there is a balance to be achieved between the transparency required for scrutiny and the maintenance of confidentiality in certain circumstances, consideration be given to the wider visibility of the work of both the Building Safety Assurance Board and the Housing Advisory Board</i>	Accepted	This links to the wider governance review and the move to a H&N Improvement Board with wider political representation. The BSAB will report into this newly constituted body which is anticipated to be established by April 2023	Eric Hughes	April 23
8	<i>That consideration be given to whether the Authority currently has sufficient project management and risk management expertise for the scale of the recovery programme and to a more systematic and detailed assessment of risk likelihood</i>	Accepted	The H&N Service has recently reviewed this and has appointed a Risk Manager, continues with recruitment efforts to secure project managers and a Senior Programme Manager and has engaged Project Management skills from the wider corporate structure e.g. IT, Transformation and the G&R Project Management Office to support it in its building safety compliance / improvement journey	Hannah Elliott (Project Management) Eric Hughes (risk likelihood)	March 23
9	<i>That the Authority should ensure it remains cognisant of the ongoing risks to work programmes associated with the pressure on supply chains and challenges in recruitment and retention and regularly reviews its priorities accordingly</i>	Accepted	The H&N Asset and Building Safety team are regularly reviewing supply chain challenges and adjusting programmes accordingly. They are also developing an approach to engage contractors in a regular forum where pipelines and the council's approach can be shared. Recruitment and retention remain a challenge in the current marketplace and is identified as a key strategic risk in our risk register	Hannah Elliott	

10	<i>Mandatory training in respect of implementing and maintaining a robust compliance regime and the responsibilities arising from this, for all Cabinet Members, other Councillors, and existing and new members of staff within the relevant disciplines, refreshed at regular intervals. Appropriate training for members of the Tenants Grants and Advisory Panel and the Housing Advisory Board</i>	Accepted	<p>New and existing staff are required to undertake a range of compulsory compliance training dependant on their job role. This ranges from manual handling and working at height to fire risk assessment and gas safe certification. Training is delivered to statutory requirements and at recommended intervals.</p> <p>The service is consulting with the Portfolio Holder and Council Governance colleagues as to how best to facilitate the training of councillors in building safety matters.</p> <p>Once the new H&N Improvement Board and Tenants Voice Panel are established Building Safety compliance training will form part of their induction & development programme</p>	<p>David Brook (staff)</p> <p>Eric Hughes/ Sam Lawton (Councillors)</p> <p>Eric Hughes (H&NIB / TVP)</p>	<p>Ongoing</p> <p>July 2023</p>
11	<i>The importance of the pivotal role of Councillors within their communities should be recognised and stronger communication links established to ensure that they are aware of any issues in their ward, in particular any works proposed, scheduled or ongoing to any Council-owned social housing. Consideration should also be given to the introduction of pre-commencement briefings, for significant projects of work, involving ward councillors, tenants, contractors and housing officers</i>	Accepted	H&N recognises the role that ward councillors play in both representing their communities and the council's services of which H&N is a part. Wherever major building safety projects or initiatives are planned H&N will engage with councillors as key community stakeholder and representatives of the Council to ensure a constructive and active communication is established in a timely manner.	Michelle Anderson Dore	
12	<i>Data in respect of no access properties should be fed into the reporting structure to ensure visibility. A weekly report focusing on overdue cases and how long they have been outstanding will aid in workload management</i>	Partially Accepted	Reporting on no access properties is currently fed into the reporting structure on a monthly basis due to the manual nature of the data collection process. Reporting on no access properties and where they are in the legal process will form part of the specification for our new IT systems	David Brook	ongoing

13	<i>Independent audit/assessment should be undertaken to confirm completion of the Mazars and RMS recommendations, and an independent external audit of the compliance framework should be programmed at a regular frequency to ensure that compliance levels remain high and that current best practice is being followed</i>	Accepted	At the time of writing some 79% of the recommendations made by RMS and Mazars are complete. As previously mentioned, an internal audit will soon commence into the data validation and compliance reporting framework identified in the RMS consultant's report. Additionally, stock condition data validation has recently been completed by external consultants. A tender has been prepared to commission a suitably qualified and experienced firm to undertake a building safety data validation audit for H&N.	Eric Hughes	April 23
14	<i>That a 'Service Level Agreement' be established with the Corporate Landlord and Property Team to ensure clarity on roles and responsibilities and to ensure compliance with the relevant health and safety guidance in respect of lifts.</i>	Accepted	The service is working with colleagues in Corporate Landlord service to agree a set of Service Standards for the delivery of passenger lift servicing and repair. When ready they will be presented to the BSAB for review	Hannah Elliott	
15	<i>That the effective communication and engagement with tenants be maintained throughout the ongoing programmes of work</i>	Accepted	Communication with tenants is crucial to the effective delivery of our compliance programme along with our wider housing management and maintenance services. A dedicated tenant engagement team has been formed to support our fire remediation programme supported by the wider tenant engagement team.	Michelle Anderson Dore	

16	<p><i>That updates in respect of the information set out below be submitted for scrutiny by an appropriate governance body:</i></p> <p><i>(i) The amended policies, including the full range of Key Performance Indicators and underlying procedural documents, at the earliest opportunity.</i></p> <p><i>(ii) The implementation plan and timescales for the installation of smoke and carbon monoxide detectors in all properties, to include confirmation that the Regulator has been/will be informed if the Authority will not be compliant by the time the regulations come into force on 1st October 2022.</i></p> <p><i>(iii) The detailed programme of works to the low-rise buildings.</i></p> <p><i>(iv) A review of the role of the Fire Safety Champions.</i></p> <p><i>(v) The position in respect of recruitment, retention and supply and the impact on work programmes,</i></p> <p><i>and that a report be submitted to the to the Overview and Scrutiny Management Committee to provide an update in respect of progress of the implementation of all the Panel's recommendations in twelve months' time.</i></p>	Accepted	<p>These items are reported regularly to the Building Safety Assurance Board, that provides the oversight of the compliance related programmes. The potential risks to their delivery and recommendations for remedial action. If the Board has any concerns in relation to any programme it currently escalates these to both the Corporate Health and Safety Oversight Group and the Housing Advisory Board (and in the future to the new governance arrangement which will include political oversight). These arrangements feed into both the Cabinet Assurance Board and the Cabinet itself and add additional layers of oversight and assurance.</p> <p>An annual report on progress against all the actions in this action plan will be presented to Overview and Scrutiny Management Committee.</p>	<p>Eric Hughes</p> <p>David Brook</p> <p>Hannah Elliott</p> <p>Michelle Anderson Dore</p> <p>Hannah Elliott</p>	Nov 23
17	<p><i>That the Authority ensures that a robust procurement strategy is in place for the remaining packages of fire safety works</i></p>	Accepted	<p>The service continues to work with our corporate procurement colleagues to ensure our procurement activities deliver the desired outcomes for our compliance programmes</p>	Hannah Elliott	ongoing

COMPLIANCE PROFILE

	Gas Safety	Other Forms of Heating (Solid Fuel, Oil, Air/Ground Source etc)	Fire Risk Management (FRAs, Remedial Works, Cyclical Maintenance)	Asbestos Management (Communal Areas and Domestic Stock)	Electrical Safety (Communal Fixed Wire Electrical Testing, Domestic Fixed Wire Testing)	Water Safety Management (Legionella, Scalding)	Lifts Safety (Passenger, Chair, Stair, Lifting Equipment, Platforms /Hoists - LOLER & Servicing)
1. Policy							
2. Procedure and Process							
3. Data Control Governance/Management/							
4. Monitoring and Performance Reporting - KPIs Generated, Monitored and Internally Reported							
5. Assurance - via Governance Reports and Audits reported to Audit and Risk Committee (or equivalent) and Specific Risk Map content							
6. Assurance - Works-Based QA/QC Activities via Internal <u>and</u> External provision							

HOLME PARK COURT & BISHOPS COURT TENANT SAFETY NEWSLETTER

PERSON CENTERED FIRE RISK ASSESSMENTS

We have been undertaking Person Centred Fire Risk Assessments (PCFRA's) at both Bishops Court and Holme Park Court. The PCFRA helps identify tenants who are at higher risk from fire in their own home, whether this is due to their behaviours or ability to respond to a fire alarm. Thanks to your cooperation, we have been able to complete 72% of these assessments and we will now take the next steps to reduce any risk by providing interventions, guidance, and support.

If you feel that you or a friend/neighbour have any mobility, hearing or sight issues which would affect your ability to respond to the fire alarm, please contact the Fire Safety Engagement Team on 01484 414886 or resident.firesafety@kirklees.gov.uk.



BERRY BROW REGENERATION INFORMATION DAY

Homes & Neighbourhoods teams recently held an Information Day for tenants at Berry Brow high rise blocks to talk about the future plans of the flats.

We would like to thank you as more than half of the tenants living at Bishops Court and Holme Park Court turned up to speak to staff about their concerns or questions.

If you have more questions regarding the Regeneration of Berry Brow flats, please contact Michael Pogson on 01484 414886 or email HNBerryBrow@Kirklees.gov.uk.



OTHER NEWS

FIRE SAFETY IMPROVEMENT WORKS – COMMUNAL FIRE DOORS

The contractors will begin on site to finish installing the remaining communal doors and fix any snagging issues. The contractors will be wearing high vis and always displaying their ID.

Should you have any issues with the new fire doors, please contact either Charlotte Simpson, housing officer on 01484 414886 or charlotte.simpson@kirklees.gov.uk, or Simon Burluraux, special projects team leader on 01484 414886 or simon.burluraux@kirklees.gov.uk.

BIKE BINS AND MOTORCYCLE SHEDS



We have had several requests from tenants at Bishops Court and Holme Park Court for a bike bin or motorcycle shed. Unfortunately, they are all occupied, and several the bike bins and sheds have been abandoned.

The week commencing **5 September 2022**, we will start work to make some of the bin bins and motorcycle sheds free for use. This will be done by cutting the locks to open and dispose of any abandoned contents.

If you are using any of the bike bins or motorcycle sheds, then please can you contact Gary Millard on 01484 414886 or email HNBerryBrow@Kirklees.gov.uk to leave your contact details by **Monday 5 September 2022**.

THE COURTS TENANT AND RESIDENT ASSOCIATION – ANNUAL GENERAL MEETING

The Annual General Meeting for The Courts TRA will be held on **Monday 19 September 3.00pm-4.30pm** in the communal room on the Ground Floor at Bishops Court. Residents from Bishops Court and Holme Park Court are welcome to attend the meeting.