



DATE: 21/05/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 1
Open or Confidential	OPEN	
Report Title	Apologies for Absence & Quorum	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

If you are unable to attend, please ensure you provide your questions, comments and views on the Board Papers to Kevin Kelly by Lunchtime Thursday 21 May 2020.



DATE: 21/05/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 2
Open or Confidential	OPEN	
Report Title	Introductions and Declarations of Interest	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 21/05/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 3
Open or Confidential	OPEN	
Report Title	Minutes of the meeting 30 January 2020	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Chair	
This item is for	DECISION	

Present

Anne McGurk (AMcG)	Chair
Carmen Simpson (CS)	Vice Chair
Cllr Sue Hordijkeno (SH)	Board Member
Simon Barlow (SB)	Board Member
Peace Ayiku-Nartey (PAN)	Board Member
Lucy Ferman (LF)	Board Member
Mark Gayfer (MG)	Board Member
Jamie Carswell (JC)	Board Member (arrived 7.02 – Item 12)
Simone George (SG)	Board Member
Kerry Heath (KH)	Board Member
Michael Tisdell (MT)	Board Member

Officers and Advisors

Jim Ripley (JR)	Chief Executive
Chris Starke (CS)	Director of Finance
David Westworth (DW)	Director of Customer Services
Lesley Johnson (LJ)	Director of Property and New Business
Nick Edwards (NE)	Assistant Director of ICT & Facilities
Say Leddington (SL)	Head of Performance & Quality
Emma McSweeney (EMcS)	Head of Specialist Housing Services
Leon Yohai (LY)	Head of Housing Management
Kevin Kelly (KK)	Governance Manager – Minutes

Apologies:

Cllr Olurotimi Ogunbadewa (OO)	Board Member
Jonathan Lawn (JL)	Head of People Services & Communications

Observer:

Ysatiz-Mariah Bartley (YB)	Governance & Administrative Co-Ordinator
Rob Augustine (RA)	Leasehold Officer (Trainee)
Frank Osborn (FO)	Scrutiny Panel

1	Apologies for Absence & Quorum	
1.1	Apologies as noted above.	
2	Introductions and Declarations of Interest	
2.1	Anne McGurk, Chair, welcomed everyone.	
2.2	Anne McGurk reminded all in attendance to use the microphones when speaking.	
2.3	Chris Starke and Lesley Johnson declared an interest as PAS Board Members. Carmen Simpson declared an interest as PAS Board Chair. Simon Barlow declared an interest in item 5 that included recommendations following a review by the Scrutiny Panel in which he was involved. Cllr Hordijkeno declared that she is a member of the LBL Council select committee for housing.	
3	Minutes of last meeting	
3.1	Proposed: Peace Ayiku-Nartey Seconded: Lucy Ferman The Board agreed the minutes.	KK
4	Matters Arising	
4.1	None.	
5	Resident Scrutiny Panel Review Report – The role of Housing Officers & Phoenix’s Approach to ‘At Risk’ Residents	
5.1	Say Leddington presented the report.	
5.2	Anne McGurk thanked the Scrutiny Panel for the report and the pre-Board briefing that took place before the main Board meeting.	
5.3	Mark Gayfer stated that this report and the next report from the Scrutiny Panel were both good pieces of work and suggested that a further report come back to the Board on the responses to the recommendations.	DW
5.4	Kerry Heath asked about having more Housing Officers and whether that was linked to Development and increasing the number of PCH residents. David Westworth replied that he would feedback on this issue at a future Board meeting and he was looking at workload and resources and would link it with the overall Customer Services Strategy.	
5.5	Simon Barlow noted that the Tenancy Support Officer was a key role to support at risk residents.	
5.6	The Board noted the full review report on the findings and agreed to review the responses to the recommendations made by the Resident Scrutiny Panel on the role of Housing Officers and Phoenix’s Approach to ‘At Risk’ Residents review and report back to the May	DW

	2020 Board meeting.	
6	Resident Scrutiny Panel Review Report – Void Standard	
6.1	Say Leddington presented the report.	
6.2	Anne McGurk suggested that the recommendation be amended in line with the recommendation from the previous Scrutiny Panel report.	SL
6.3	The Board noted the full review report on the findings and agreed to review the responses to the recommendations made by the Resident Scrutiny Panel on the Void Standard Review and report back to a future Board meeting.	DW
7	Equality & Diversity Charter	
7.1	Jim Ripley presented the report.	
7.2	Lucy Ferman asked why she was listed as the lead on the Equality and Diversity Charter and that Carmen Simpson should be listed as the lead as she was the Lead Board Member on Equality issues on the Board. Jim Ripley replied that she had been listed as the lead due to being the Chair of the HR and Remuneration Committee but agreed that Carmen Simpson should be listed as the lead Board Member.	
7.3	Simon Barlow asked about the action plan linked to the Equality & Diversity Charter and progress on it. Jim Ripley replied that it was available on request and added that Carmen Simpson helps with the monitoring of the action plan.	
7.4	The Board approved proposals for Phoenix to readopt the Chartered Institute of Housing’s Equality and Diversity Charter as a Group Commitment.	SL
8	Home Ownership Performance Report	
8.1	Emma McSweeney presented the report. She noted that court agreements limit our recovery and will take this into account in setting future targets.	
8.2	Mark Gayfer noted the financial performance was good and congratulated the team on the work they had done. He also noted that leasehold satisfaction needed to be increased. Emma McSweeney replied that there was a 4-year action plan to address leasehold satisfaction that is available to the Board on request. She added that there had been some improvement and that the Home Ownership working group had been relaunched with an open evening to consult leaseholders on the action plan. She noted that we were heading in the right direction but there was more to do.	EMcS

8.3	The Board noted the current performance of Home Ownership Services.	KM
9	Income and Welfare Reforms Performance Report	
9.1	Emma McSweeney presented the report.	
9.2	Anne McGurk asked whether a Board Member representative for the Welfare Reform Group should be agreed at the meeting and how often it met. Emma McSweeney replied that we were looking for a Board member for the group and that meetings would be held every quarter. Lucy Ferman volunteered to be the Board member on the Welfare Reform Group subject to meeting availability. The Board agreed.	EMcS
9.3	Lucy Ferman asked how we compared to other Housing Associations including Lewisham Homes. Say Leddington replied that the performance varied but in London wide benchmarking Phoenix was performing well compared to others. Emma McSweeney replied that there was no local information on Universal Credit and the information was collected on different dates.	
9.4	In reply to Kerry Heath regarding the DWP portal, Emma McSweeney explained that there will be batch payments to PCH but we don't know the date yet.	
9.5	Mark Gayfer asked about over-occupation. Say Leddington replied that PCH had more under-occupation than over-occupation and the report focused on this due to the bedroom tax. She agreed to provide more information to the Board on this at a future meeting.	SL
9.6	The Board noted the current performance of Income and Welfare Reforms.	EMcS
10	Anti-Social Behaviour (ASB) Performance 2018-19	
10.1	Leon Yohai presented the report.	
10.2	In reply to Simone George, Leon Yohai explained that eviction was the last resort and usually involved cases of violence or property used for illegal activities.	
10.3	Simone George asked about grade 3 cases. Leon Yohai replied that grades reflected risk and seriousness of cases, for example grade 1 cases were very serious cases such as hate crime and domestic abuse, Grade 3 cases more minor disputes which were often more difficult to deal with and resolve to the satisfaction of all involved.	
10.4	Mark Gayfer referred to the Equality Impact Assessment and noted that perpetrators over 60 are over represented. Say Leddington explained that the EIA is based on those reporting.	

10.5	The Board noted the performance in the area of Anti-Social Behaviour.	LY
11	Management Accounts to December 2019	
11.1	Chris Starke presented the report. He noted that the forecast for Right to Buy sales was below budget but this would have no impact on compliance with financial covenants.	
11.2	The Board noted the report.	CS
12	Chief Executive's Update Report	
	Jamie Carswell arrived in the Board Meeting and declared an interest that his wife worked for L&Q as a director.	
12.1	Jim Ripley presented the report. He highlighted that the NHF were consulting on a new Code of Governance.	
12.2	The Board noted the: A. Board Updates. B. Action Tracker.	JR
13	Any Other Business	
13.1	None.	

Approval

Approved by (Chair)	
Date	



DATE: 21/05/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 4
Open or Confidential	OPEN	
Report Title	Matters Arising of Minutes of last meeting	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 21/05/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 7
Open or Confidential	OPEN	
Report Title	Policies	
Lead Officer	Say Leddington Head of Performance, Risk and Monitoring 07515605061 Say.leddington@phoenixch.org.uk	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

The Board approves the following statements and policies:

- **At Risk Policy Statement-** a summary of how we support people at risk.
- **Statement on Modern Slavery and Human Trafficking.**
- **Fire Safety Policy.**

Executive Summary

The Statement of approach to Supporting People at Risk- This is an overarching statement supported by a framework of policies, procedures and action plans. It aims to be a summary document from which staff, residents and stakeholders can see our overall approach.

The Safeguarding Panel scoped it out as a response to summarising how we work to meet a range of legal and good practice requirements in 2018-19. It was then discussed and endorsed by the resident's policy working Group but has taken some time to finalise.

Statement on Modern Slavery and Human Trafficking-

This is a statement covering:

1. Organisation structure and supply chains
2. Policies in relation to slavery and human trafficking
3. Due diligence processes
4. Risk assessment and management
5. Key performance indicators to measure effectiveness of steps being taken
6. Training on modern slavery and trafficking

It is a legal requirement set in the Modern Slavery Act 2015 to publish a statement annually within six months of year end if an organisation has a turnover of over £36M; this includes the turnover of subsidiaries.

Although Phoenix has a consolidated turnover lower than £36M we have always chosen to publish a statement.

Fire Safety Policy

The changes to this policy are limited to the part of the policy which states we will complete new fire risk assessments every 2 years. This is not a legal requirement. It is therefore proposed to amend this to every 2-3 years. This will enable us to complete existing fire risk actions which relate to planned works before completing new fire risk assessments and still operate within the law and good practice recommendations. The changes are highlighted in then document in Appendix 3. The background to this policy change was provided in the fire safety update to the Board in March 2020 where the ET decision to extend our Fire Risk Assessor contract was also noted so all risk action works can be completed against original risk assessments.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: Resident Leadership and effective governance

2020-21 Corporate Objective: • Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.

Approval of these documents will support us to meet strategic and corporate objectives above.

3 Background including appendices

In Phoenix's delegated authorities, (approved by the Board in May 2018), the Board is required to approve policies (amended following a timetabled review) after they have been approved by the Executive Team (ET) and residents have been consulted (on resident facing policies).

Any new policies and policies where significant changes have been made must be appended and any changes to policies summarised so the Board.

The following are appended as they have significant change:

- Appendix 1 At Risk Policy Statement- a summary of how we support people at risk.
- Appendix 2 Statement on Modern Slavery and Human Trafficking
- Appendix 3 Fire Safety Policy

4 Communications & Consultation Implications

The "At Risk Policy Statement- a summary of how we support people at risk" was considered by the Resident Policy Working Group. As a summary and signposting document, it will be published in an accessible format during which further consultation can be completed with the Residents Communication Group.

The Statement on Modern Slavery and Human Trafficking was discussed at the Audit Committee in November 2019 and has also been considered by the Procurement Working Group. The Gateway Committee considered our approach to minimising modern slavery and human trafficking in February and made some useful recommendations around training and raising awareness amongst residents.

The Fire Safety Policy has been consulted on with staff and the changes are recommended by our independent fire safety advisor. The changes will enable us to complete existing fire risk actions which relate to planned works before completing new fire risk assessments and still operate within the law and good practice recommendations.

These changes will be discussed and communicated with residents and any concerns addressed.

5 Other Implications

Legal

All three documents are set within their relevant legal frameworks:

The “At Risk Policy Statement- a summary of how we support people at risk”

As this statement is a summary document from which staff, residents and stakeholders can see our overall approach it does not cover in detail how we meet our legal requirements.

A Modern Slavery and Human Trafficking Statement is a legal requirement for all organisations with a turnover of more than £36m; organisations with a lower turnover are expected to meet the requirements of the Act but do not have to publish a statement. Phoenix has chosen since the Act came into force to publish a statement.

Guidance published by the Home Office and updated in April 2020, has been used in finalising the appended statement.

The fire policy was reviewed by solicitors after its last review and the current change proposed meets legal and regulatory requirements and has been recommended by our independent fire safety advisor.

Equality & Diversity

All three documents support the need to respond to and meet individual needs, full Equality Impact Assessments are available on request.

Value for Money

The commitments set in these documents will enable us to save time and money as well mitigate against serious incidents which would cost time, money and impact on our reputation with residents and other stakeholders.



6 Risk Implications

The approval of these documents supports the Board’s risk appetite in the following areas.

- Risk adverse for resident leadership and compliance.
- Cautious approach for achieving budget and legal.
- Balanced approach for resident satisfaction, people capability and controls, technological and reputation.

7 Sustainability Implications

There are no specific sustainability implications in this report.

8 Resource Implications

There are no new resource implications required to implement these documents in the following areas:

- Finance
- Staff
- Property
- IT

9 Confidentiality

Open

Approval

Approved by (Chair)	
Date	Click here to select date

STATEMENT OF APPROACH TO SUPPORTING PEOPLE AT RISK

Responsible Officer

Director of Customer Services

Introduction

Phoenix is committed to promoting the welfare and well-being of all our residents, staff and people who use our services so we can meet our vision:

“Together, we are building a better future for our Phoenix Community”

Our Board is responsible for making sure we deliver our aims within the risk appetite it sets for compliance. This means identifying, understanding and managing any risks and making sure there are controls to protect people and promote their welfare and well-being.

How do we protect and promote the welfare and well-being of our people?

Our overall approach to housing management, community engagement and empowerment helps protect people and promotes welfare and well-being. This includes being visible in the the area, aiming to complete 100% stock condition surveys by 2021 and then every 5 years, having a large accessible office in the heart of our area and through the events and community engagement activities we run for and with residents.

We protect and promote the welfare and well-being of our people in differents ways and seek to work together with partners to achieve this. Our approach is summarised below, details are set out in other documents summarised on page 2:



Other documents and associated policies and procedures

- Safeguarding policy and procedures.
- Supporting residents at risk.
- Hoarding Clutter Ratings.
- Statement of approach to preventing modern slavery.
- Anti Social Behaviour Strategy.
- Domestic Abuse Policy.
- Leaflets and flyers including ones on protect, safeguarding, hoarding, energy efficiency, financial inclusion.
- Operational policies and safeguarding agreements for Hazelhurst Court our extra care scheme.
- Community Engagement Strategy.
- Equality and Diversity Strategy.
- DBS policy other policies and procedures to support us to manage allegations.
- Service Improvement Plans.

Training

We will provide training and awareness raising sessions to promote all the different ways we protect people and promote their welfare and well-being, for our staff and volunteers. Where relevant we will extend our training to residents, contractors and partners.

Monitoring and review

This statement will be reviewed every three years or earlier if there are changes to legislation and good practice.

Our Safeguarding Panel will also review and ensure learning from cases, incidents and audits are fed into our overall approach and report annually to the Board on progress.

Legislation

- Care Acts, 2014, 2017
- Modern Slavery Act 2015
- Children's Act 1989 as amended
- Children's Act 2014
- Working Together to Safeguard Children 2018
- Counter Terrorism Act 2008
- Preventing and Combating Violence Against Women and Domestic Violence (Ratification of Convention) Act 2017 and Domestic Abuse Bill 2020

Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders.
Phoenix	Phoenix Community Housing.

Document Type:	Policy
Title:	Click here to enter text.
Author	By position not name
Department Owned By	
Equalities Impact Assessment:	Choose an item.
Approval Date:	Click here to enter a date.
Approved By:	In accordance with delegated authorities
Implementation Date :	Date implementation planned
Status:	Choose an item.
Version No:	V and then a number
Last updated:	Click here to enter a date.
Issue Date:	Click here to enter a date.
File Path:	Click here to enter text.

Phoenix Community Housing Association Group Statement on Modern Slavery and Human Trafficking

Responsible Officer

Director of Finance

Introduction

The Modern Slavery Act 2015 requires large companies with a turnover of over £36m, which supply goods, or services, to publish information each financial year to reflect the steps taken to ensure there is no slavery or human trafficking in their business or supply chains.

Aim of this Policy Statement

Phoenix Community Housing Association (Phoenix) is committed to preventing modern slavery and human trafficking within our organisation and throughout our supply chains. This statement sets out the steps we have taken, and actions we intend to take, to minimise the risk of modern slavery in connection with our operations as well as our expectations of others we work with.

This Statement will be reviewed annually to meet our reporting requirements under S54(1) of the Modern Slavery Act 2015.

Policy Statement

Our Organisation and Business Function

Phoenix Community Housing Association is registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014 (30057R) and is registered with the Regulator of Social Housing (L4505).

Phoenix Agency Services Ltd is a registered company (8436155) and a wholly owned subsidiary. The Company's principal activity is the provision of the repairs and maintenance service for the housing stock owned and managed by Phoenix Community Housing Association.

Home Makers the Property People Ltd is a private registered Company (11418010). The Company's principal activity is the provision of a housing management and lettings service to private landlords.

The Phoenix Group owns and manages over 6,300 properties and employs around 240 staff. Our main purpose is to manage and supply housing to people with a housing need. It is important to us to conduct our business ethically and in line with our values and vision to "Work together to build a better future for our Phoenix Community".

Areas of risk

Phoenix operates exclusively within South East London. As a result we have assessed the risk of modern slavery occurring within our organisation and supply chains as relatively low. The biggest areas of risk we have identified are:

- contracted (and subcontracted) labour in relation to construction and property maintenance.
- our assets, specifically the homes we own and or manage, being used to facilitate human trafficking and modern slavery.
- residents (particularly children) living in the homes we manage being coerced into modern slavery.

Procurement and supply

We aim to ensure employees and workers are not subject to any form of forced, compulsory or bonded labour in our supply chains and all employees have the freedom to terminate their employment at any time without penalty, giving reasonable notice.

We have updated our standard tender documents and the standard terms in our contracts and service level agreements. This will ensure that potential future suppliers and partners are aware of our position on modern slavery and human trafficking. We will also ensure we check the statements of suppliers with a turnover of over £36M and ask all suppliers about their approach to eliminating modern slavery and include it in our annual due diligence checks.

We will also carry out due diligence checks to identify any potential future supplier with a high risk of involvement in slavery and will continuously review our existing suppliers and contracts to ensure suppliers and contractors are taking appropriate steps to minimise slavery.

We will investigate any alleged activity that relates to anti-slavery and human trafficking; and where an unacceptable practice is found, we will work with the supplier, police and support agencies to remedy this. Where the breach is severe or not remedied in an appropriate timeframe, we will seek to terminate our relationship with that supplier.

We will never knowingly deal with any business involved in modern slavery or human trafficking.

Our People- employment

We have robust procedures in place for vetting new employees and confirming their identities. We ensure that all staff are eligible to work in the UK and only pay salaries directly into employees' personal bank accounts.

We pay all our staff above the London Living Wage and expect all our suppliers to pay the London Living Wage or equivalent, if outside London.

We have processes in place to ensure that we comply with UK employment law, including regular training and updates for key staff.

We will only work with employment agencies that are compliant with the Modern Slavery Act 2015 and this statement and will check any agency staff we directly employ.

Our Homes and other assets

We have identified the use of our properties to facilitate modern slavery as a risk. To use a Phoenix property for any criminal, anti-social or illegal purpose is a breach of tenancy which we will enforce to ensure that our homes are not being used to facilitate modern slavery. We carry out tenancy audits on our properties, to ensure the correct people are living there. We also work in partnership with the Police and Local Authorities to share intelligence to increase our ability to identify where modern slavery may be taking place.

When our homes are empty they are allocated to new tenants using Homesearch, the choice based lettings system operated by Lewisham Council. We also make checks to confirm the identity of all new tenants. If a tenancy is later found to be granted following a fraudulent application, we have appropriate procedures to investigate and if required end the tenancy.

HomeMakers manages properties on behalf of other landlords that are let to private tenants in our area. Identity checks on both landlords and tenants are completed, to ensure the right to rent checks and tenancy management procedures are in place to manage these properties too.

Training

All staff whose work involves direct contact with residents must attend mandatory safeguarding training to identify if someone they come into contact with is at risk. This includes how to identify modern slavery and trafficking when working with residents.

To promote our commitment to safeguarding, we offer our contractors and partners an induction to safeguarding, when they start working with us. They are expected to attend this or demonstrate compliance with our policies and procedures, through their own training.

Raising awareness and joint working

We promote safeguarding and seek to raise awareness of modern slavery and human trafficking both directly and working in partnership with other organisations and Lewisham Council. This includes articles in our newsletter, using our website and social media channels as well as workshops and stalls at some of our community events. We also provide a community chest which community groups can apply for. A number of grants have been awarded that support young people providing them with opportunities and skills which can reduce the risk of them being coerced into Modern Slavery.

Monitoring and review

Phoenix has a whistleblowing policy and encourages staff, residents and other customers to raise any concerns with us.

This statement was approved by our board and will be reviewed annually as part of our statement of internal controls which will include an assessment of how we meet the requirements of the Modern Slavery Act. The statement of internal controls is considered by the Audit Committee and approved by the Group Board annually.

The full statement will be reviewed in full at least once every 3 years.

Legislation

- Modern Slavery Act 2015.
- Care Act 2014.

Reference to other documents and associated policies and procedures

We have a range of policies and procedures which contribute to preventing human trafficking and modern slavery. These include:

- Safeguarding Policy and Procedures
- Equality Charter
- Recruitment Policy
- Whistleblowing Policy
- DBS Policy and Procedures
- H&S Policy
- Tenancy Management policies and procedures
- Procurement Strategy, Policy and Procedures
- Codes of Conduct- Board, staff, contractors.
- Statement of Internal Controls

Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders.
Phoenix	Phoenix Community Housing.
Supply Chain	The System including people, activities, information and resources involved in moving a product or service from a supplier to a customer.

Document Type:	Policy Statement
Title:	Statement on Modern Slavery and Human Trafficking
Author	Head of Performance, Risk and Monitoring
Department Owned By	Finance
Equalities Impact Assessment:	Yes

Approval Date:	28/09/2017
Approved By:	Board
Implementation Date :	Ongoing
Status:	Final
Version No:	V1 Final
Last updated:	29/09/2017
Issue Date:	09/10/2017
File Path:	Click here to enter text.

GROUP FIRE SAFETY POLICY

Responsible Officer

Chief Executive

Aim of the Policy

This policy aims to outline our approach to and arrangements for the management of fire safety within its buildings.

Through the implementation of this policy we will ensure we:

- Comply with our legal duties relating to fire safety.
- Protects our residents, employees, contractors and others affected by our work activities and from the effects of a fire within our buildings.
- Demonstrates, that the ongoing safety of our buildings is being managed effectively.

Policy Scope

This policy applies to all buildings owned, managed and maintained by Phoenix Community Housing (Phoenix), Phoenix Agency Services, Homemakers and their associated work activities.

It does not cover the internal areas of lessee properties but we will continue to encourage and work with lessees to promote fire safety principles in their properties.

Policy Statement

Fire safety is an important obligation for all businesses. We fulfil our obligations by being committed to taking all reasonable steps to protect our residents, employees, contractors and others affected by our work activities and from the effects of fire within our buildings.

We will implement arrangements for the management of fire safety that complies with all our statutory duties. Where reasonably practicable we will meet any good practice recommendations associated with fire safety.

As a landlord, we are aware that the risk of fire can never be totally removed but, where reasonably practicable we will implement fire prevention and protection measures to ensure you are safe, and feel safe, in your home.

We are committed to engaging with you and our stakeholders and will use a range of communication methods to consult with, listen to and promote fire safety awareness.

As the majority of residential buildings are designed to have a ‘Stay Put’ policy, we will clearly define the meaning of ‘Stay Put’ to all our residents in order to provide clarity and reassurance in an event of a fire. Whilst a ‘Simultaneous Evacuation Policy’ will be generally implemented for our commercial buildings.

We will also give due consideration where applicable to any other findings of the Dame Judith Hackett Report in the Development and Building Maintenance Strategies.

The Policy

Arrangements for the management of fire safety

1.0 Responsibilities

- We recognise the importance of clearly defined responsibilities with accountabilities at the right level.
- We will ensure these responsibilities are documented, embedded and demonstrated by means of a golden thread of leadership and commitment from senior management to employees through to engagement with our resident.

1.1 Levels of accountability

- The Board has a role in providing safety leadership and ensuring all Board decisions reflect the intentions outlined in the Fire Safety Policy.
- The Board delegates responsibility for achieving its fire safety objectives to the Chief Executive.
- The Chief Executive is ultimately accountable for ensuring that we fulfil our legal obligations regarding the implementation of the Fire Safety Policy and ensuring that adequate resources and support are made available to deliver against the arrangements for the management of Fire Safety.
- Directors and the Assistant Director (The Executive Team) assist the Board and Chief Executive in fulfilling their responsibilities and have extensive safety responsibilities of their own within their directorates.
- Heads of Service and Senior Managers have the responsibility for driving and delivering compliance with the Fire Safety Policy and supporting procedures within their service area.
- Every employee must ensure they are aware of and follow the Fire Safety Policy and supporting procedures. They will inform their managers of any concerns and contribute to the development of a positive fire safety culture throughout Phoenix.
- Residents and stakeholders also have a vital role to play in making sure the buildings they live in or use are safe. Through positive engagement residents and stakeholders will be encouraged to take an active interest in fire safety at Phoenix.

1.2 Co-operation and co-ordination in shared buildings

- We recognise the need for adequate cooperation and coordination between all stakeholders or persons who share the premises or an area within a building.
- As a landlord, we will ensure the fire risk assessment will be shared with the other Responsible Persons.
- This will ensure all stakeholders and Responsible Persons are informed of any 'significant risks' identified which may affect the safety of their employees and the measures that will/needs to be taken in order to control or reduce those risks.

2.0 Preventative measures

2.1 Fire Risk Assessment (FRA) programme - communal areas

We will:

- Undertake a robust fire risk assessment programme that is compliant with current legislation, relevant industry standards and best practice.

- Review the need for a new FRA, when a fire incident occurs that affects more than one property within the building or when a significant change occurs to the risk profile of the occupants.
- Undertake an annual desk top review of the FRAs for all our buildings.

2.1.1 Frequency

We will ensure FRAs are regularly undertaken and reviewed as follows:

- **Prior to Occupation**– New buildings, refurbishments and newly acquired buildings.
- **Pre and Post Major Works Programmes** – In harmony with the planned projects of works as deemed applicable.
- **Annually** – Extra Care and Supported Housing Schemes, Substantial Risk Buildings, Buildings over 18m or, where applicable, Home of Multiple Occupation.
- **Every two to three years** - Moderate Risk Buildings; Tolerable Risk Buildings; Caretaker Facilities; Community Centres, The Green Man and Barn and Commercial Buildings.

2.2 Fire risk assessments methodology

We will ensure:

- Our FRAs are suitable and sufficient, fit for purpose and relevant to the use of the building.
- The assessors will adopt the British Standard PAS 79 methodology to risk assessing, which will allow us to prioritise and formulate an action plan from the significant findings identified.
- Standard phrases are applied to:
 - Aid clarity and consistency for staff, residents, contractors and stakeholders.
 - Allow the programming or forward planning of works.
 - Ensure where other statutory compliance checks are being carried out eg. Communal Electrical Condition Inspection Report, it is acknowledged and recorded in the fire risk assessment.
- On completion of the FRA Programme, a risk profile of our building stock will be created.
- FRAs will be available to staff, residents, contractors and stakeholders via our website.

2.3 Action plan – fire rectification works

We will:

- Develop an action plan for fire rectification works, within the timescales set out in the table below:

Priority	Timescale Definition
Short term	Immediate action required up to three months to be completed
Medium term	12 months to be completed
Long term	Programmed Works Category 1 - Planned Maintenance Programmes – Scheduled to be completed in 24-36 months Category 2 - Planned Maintenance Programmes – Scheduled to form part of longer term programmes of works based on life cycle or collective component failures.

2.4 Procurement of competent contractors

We will ensure:

- All contractors procured and appointed are trained and competent to carry out works to suitable fire safety standards and where necessary use third party accredited companies.
- All FRAs are undertaken by competent assessors with relevant knowledge, skills, experience and training.
- Independent expert advice on fire safety will be obtained from an experienced, competent and reliable source.

2.5 Working with people at risk

We will:

- Continue to identify and work with known hoarding properties, whilst liaising with the Fire Brigade to reduce the fire loading within our buildings.
- Support the Fire Brigade and at risk residents to arrange home safety visits.

2.6 Building inspections and maintenance programmes

We will:

- Continue to undertake weekly fire safety inspections to all blocks.
- Ensure any fire safety repairs identified are raised without delay and within the timescales of the Repairs Policy. Record any cases of resident items stored in communal areas and manage promptly through the Communal/Bulk Clearance Policy.

3.0 Protective measures

3.1 Fire detection and alarm systems

- We will ensure adequate fire detection is provided where applicable.
- The fire detection system will be audible (with other types of alarm e.g. flashing lights/vibration in addition depending on the resident profile) and subject to regular maintenance and inspection.

3.2 Firefighting equipment and fixed installations

We will:

- Ensure that there is adequate fixed and portable firefighting equipment available on sites in accordance with the FRA.
- Maintain and service such equipment on a regular basis.
- Train relevant employees in the correct use and application of all provided firefighting equipment.

3.3 Means of escape

3.3.1 Fire doors

- Individual flat front doors provide a key line of defence in fire safety, therefore you are not permitted to change the front door to your flat without our permission, according to your lease or tenancy agreements.

We will:

- Ensure that our buildings have suitable fire doors along all escape routes through programmes of inspection, repairs, maintenance and replacement.
- Liaise with lessees to review and deal with non-compliant fire doors.

- Prohibit the installation of security grilles to flat entrance doors and remove where found.

3.3.2 Communal areas

We will:

- Ensure the communal areas are kept clear of sources of combustion and ignition.
- Promote a sterile approach within our communal areas, which means communal areas must be kept clear of all personal possessions and other items.
- Review waste storage facilities in proximity to our buildings to prevent build-up of excessive combustible materials therefore increasing the fire load.

3.4 Emergency lighting

We will:

- Install appropriate emergency lighting along all escape routes and will ensure they are regularly tested and maintained.

3.5 Signage and notices

We will:

- Ensure fire action signs are placed in corridors (on every level), near entrance doors and common areas. Where fire safety signs are provided they will be in accordance with BS 5499 and the Health and Safety (Safety Signs and Signals) Regulations 1996.

3.6 Vacant properties

We will:

- Undertake a compartmentation survey at void stage, to ensure any compartmentation breaches inside the dwelling are addressed appropriately before the property is re-let.
- Install enhanced LD2 fire alarms systems at void stage.

4.0 New development/refurbishment programmes

We will:

- Include fire safety requirements in our new build, refurbishment, planned maintenance and repairs works specifications and appointment of consultants, to be reviewed periodically and in response to regulatory change.
- Outline gateway points to engage with the regulators when required.
- Have a transparent recording, adequate sign off and handover of all safety information.
- Obtain independent expert advice on fire safety arrangements for all new or refurbished buildings and repairs.
- Ensure suitable and sufficient quality checks and reassurance is provided, recorded and acted upon as appropriate through the Employers Agents, Clerk of Works or other technical and quality monitoring.
- Establish a formal system for the digital recording of all building information, in line with the 'Building a Safer Future' Implementation Plan.
- Review its materials specifications to ensure compliance with statutory requirements.

5.0 Emergency evacuation plan

We will:

- Ensure effective evacuation management plans are fit for the purpose, use and tenure of the building e.g. Hazelhurst Court, The Fellowship, The Green Man and general needs properties.
- The fire evacuation plans for a building will be identified within the fire risk assessment communicated by means of the Fire Action Notice.
- We will undertake and record fire drills to our staffed buildings annually and every six months for high risk buildings.

6.0 Data management

We will:

- Develop and maintain a Data Management Plan which includes a core asset register of all buildings that require a fire safety risk assessment and influences future works programmes for new and existing buildings.
- The register will identify all fire safety equipment, smoke/heat alarms, systems and installations within each building.
- Maintain accurate records of all completed fire risk assessments, fire risk assessment reviews and associated completed remedial works from these reports and keep these for a period of not less than 10 years.
- Maintain accurate records of all completed servicing and maintenance checks on fire safety equipment, smoke/heat alarms, systems and installations and details of associated completed remedial works and keep these for a period of not less than five years.
- Maintain records of all fire safety related training undertaken by staff.
- Ensure robust processes and controls are in place to provide and maintain appropriate levels of security for all fire safety related data.

7.0 Communication

We will:

- Develop resident insight information to supplement and enhance its fire risk assessment programme.
- Positively engage with tenants, residents and communities in relation to fire safety.
- Liaise with the Local Fire and Rescue Service to raise awareness of fire safety in the communities within which it operates.
- Develop, implement and review its Health and Safety Communication Plan to ensure we are open and transparent in our communication with our residents and stakeholders so they will be better informed, involved and engaged with.
- Provide access to appropriate information, create effective routes for consultation, escalation and swift redress when things go wrong.

7.1 Information and resident engagement

We will:

- Place fire safety information into all tenancy and lease handbooks or welcome packs.
- Provide fire safety information for lessees.
- Work in partnership with Fire and Rescue Services to support you, if you want to have a free home fire safety check.
- Ensure you are aware of appropriate action to be taken in the event of fire.

- Ensure you have access to clear and understandable fire safety information, if your first language is not English.
- Take account of the needs of vulnerable or at risk residents in relation to fire safety.

8.0 Training and competency

We will:

- Employ qualified and experienced persons competent to fulfill the requirements of specific fire safety roles.
- Develop a training matrix which will identify and provide fire safety training to staff that is relevant to their roles.
- As part of the induction process, ensure new starters are provided instructions of the emergency evacuation actions required for their workplace by their line manager.

Monitoring and review

We will:

- Undertake **monthly** active monitoring of our policy arrangements and procedural operations of management of fire safety at a team level.
- Report **quarterly** to The Health and Safety Committee, Audit Committee and the Board on Fire Safety Key Performance Indicators.
- Undertake **Bi-annual** technical third party audits of Fire Safety Management and report to the Audit Committee.

Policy review

We will review the Group Fire Safety Policy and supporting procedures every three years, or sooner if there are changes to legislation or good practice.

Legislation

The following legislation and regulations relate to fire safety. It is not an exhaustive list, but includes the main regulations to which we adhere:

- Regulatory Reform (Fire Safety) Order 2005
- Housing Act 2004 specifically the Housing Health and Safety Rating System (HHSRS)
- Dangerous Substances and Explosive Atmospheres Regulations 2002
- Furniture and Furnishings (Fire Safety) Regulations 1988 (as amended in 1989, 1993 and 2010)
- The Smoke and Carbon Monoxide Alarm (England) Regulations 2015
- Landlord and Tenant Act 1987
- Building Regulations 2006 Approved Document B (Fire Safety) – Volumes 1 and 2 (incorporating 2007, 2010 and 2013 amendments)

Associated documents, policies and procedures

Including:

- Repair Policy
- Communal Clearance Policy

- Tenancy and Lease Agreements
- Gas Safety Policy
- Electrical Safety Policy
- Refuse and scooter storage arrangements
- Building a Safer Future: An Implementation Plan
- Home Standards
- Audit Reports

Definitions

Term	Description
Resident	Refers to tenants, lessees and freeholders.
We/us/our	Refers to Phoenix Community Housing.
You/your	Refers to Phoenix tenants and lessees.

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Open or Confidential	OPEN	
Report Title	Any Other Business	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	