

LWE Refurbishment Programme Equality Impact Assessment Action Plan

October 2023

Muman Ali

Project & Innovation Manager

Equality Impact Assessment Action Plan

Equality Impact Assessment

An equality impact assessment was carried out in March 2020. The EqlA examined the impact of the Lancaster West Estate Refurbishment Programme on residents of the Lancaster West Estate.

Action Plan

The original action plan identified 14 mitigating actions that were to be delivered over a period of time by the LWNT. As we move into the next phase of the refurbishment programme, the action plan has recently been reviewed (September 2023). The review identified a further 7 new mitigating actions - primarily around the potential impacts of decanting household to facilitate the refurbishment works.

Action Plan Summary

13 actions completed

+ 8 action in progress

21 action in total

Action Plan

NO.	MITIGATING ACTION	STATUS	COMMENTS
1	<p>Set up respite facilities and activities, so residents affected by the noise from the refurbishment have somewhere else that they would like to go to escape the disruption. These respite spaces should:</p> <ul style="list-style-type: none"> - include quiet spaces, so residents do not feel like they have to socialise with others and are able to find somewhere to rest or pray; - be accessible for disabled residents and include facilities and activities that older residents feel comfortable accessing; - include a quiet study space for younger residents. 	Complete	<p>LWNT respite offer is in place and open to all residents and their household members where refurbishment works are taking place. Currently on the third iteration of the current respite brochure. The offer is constantly updated to reflect resident feedback and request for types of spaces and activities for all community groups. This is communicated to residents under a "you said, we did" section in the brochure.</p> <p>The current offer includes a prayer room/ quiet space at 19 Clarendon. Other spaces are also available where required. Study spaces are also available at Baseline for residents to have access to a computer/ and study space for younger residents.</p>
2	<p>To ensure all residents have an equal say in the design of the refurbishment, even if they are unable to attend block-wide prioritisation workshops, Resident Engagement Leads should also carry out door-knocks and arrange one-to-one appointments to gather resident priorities. This will ensure that the process is inclusive of the needs of all residents.</p>	Complete	<p>LWNT Co-design team have made all efforts to ensure that the co-design process is inclusive of all communities and resident's needs. Door Knocking is carried out to engage residents that may not be able to attend co-design events and feedback is captured. As part of the communications process, all co-design letters include information on bookable 1-to-1 appointments with the co-design team if needed.</p>
3	<p>To reduce the risk of elderly or younger residents being put in danger by the works taking place in their homes or around the estate, clear signage of any hazardous areas should always be displayed. Furthermore, if there are any areas which may pose a risk to elderly residents in their homes while refurb work is taking place, contractors should carefully explain these to the resident and take the time to ensure they are safe.</p>	In Progress	<p>ONGOING - LWNT team have introduced a contractor induction process which outlines the expectations of contractors and the LWNT approach to health & safety and other risks. The induction process also includes the Grenfell Site rules.</p> <p>There is also a formal site inspections process that has been implemented and is carried out alongside the contractor site manager on a regular basis. This allows for risks and health & safety issues to be picked up on a regular basis. DERISK also carry out site visits to assess for risks, health & safety issues and appropriate signage.</p>
4	<p>To reduce the risk of harming the respiratory health of our vulnerable residents, the LWNT should brief contractors on the need to minimise any dust or pollution from the works wherever possible. If necessary, masks should be provided to vulnerable residents to ensure their respiratory health is not affected by the works.</p>	In Progress	<p>ONGOING - LWNT team have introduced a contractor induction process which outlines the expectations of contractors and the LWNT approach to health & safety and other risks. The induction process also includes the Grenfell Site rules.</p> <p>There is also a formal site inspections process that has been implemented and is carried out alongside the contractor site manager on a regular basis. This allows for risks and health & safety issues to be picked up on a regular basis. DERISK also carry out site visits to assess for risks, health & safety issues and appropriate signage.</p>

NO.	MITIGATING ACTION	STATUS	COMMENTS
5	<p>To avoid residents feeling scared or threatened by workers they are unfamiliar with entering their homes without warning, LWNT should brief all contractors to ensure they introduce themselves to the resident whose home they are working in. If a new contractor that the resident is unfamiliar with must enter the property, then another contractor the resident does know should also be with them to help avoid any confusion if the resident is scared. There should be clear lines of communications between residents and contractors at all time, with contractors giving advanced notice of the times when they are due to enter a resident's home.</p>	In Progress	<p>ONGOING - LWNT team have introduced a contractor induction process which outline the expectations of LWNT. The induction process ensures that photo ID for all contractors are mandatory.</p> <p>With regards to the refurbishments works, residents are always informed beforehand in writing where contractors require access to the property. Communications to residents provide clear lines of communications with the Contractor RLO as the main point of contact followed by Senior RLO (LWNT).</p> <p>LWNT also run coffee mornings for residents, providing a forum that allows resident to flag issues and concerns.</p>
6	<p>The LWNT must also brief contractors to take particular care in the homes of residents with mobility issues or visual impairment to ensure their floors are cleared of any debris which could form a trip hazard or cause a fall.</p>	In Progress	<p>ONGOING - LWNT team have introduced a contractor induction process which outlines the expectations of contractors and the LWNT approach to health & safety and other risks.</p> <p>There is also a daily site inspections process that has been implemented that allows for risks and health & safety issues to be picked up on a daily basis.</p>
7	<p>The LWNT should ensure residents are fully informed about that changes that are likely to take place as a result of the refurbishment. This may help to ease resident's anxieties about change, particularly for our residents with autism.</p>	Complete	<p>Prior to any refurbish works being undertaken, LWNT issue specific letters to residents that outline exactly what works will be undertaken, when, how and by which contractor. The details of the exact works are provided and the process and time frames are outlined for the resident.</p>
8	<p>The LWNT should be collecting outstanding tenant profile information to find out the number of trans, married, pregnant and LGBTQ+ residents on the Lancaster West Estate. This will enable the team to identify further inequalities and discrimination that may negatively affect them and mitigate them accordingly.</p>	Complete	<p>LWNT Housing Management have put in processes that provide a mechanism to collect data via new moves, individual contact with residents and through our Getting to Know You surveys.</p>
9	<p>All those working on the refurbishment are to be informed that there is a zero-tolerance policy towards any form of intolerance, harassment or discrimination towards any of our residents.</p> <p>Ensure that all staff are aware of and understand LGBT issues and that they do not make moral judgements concerning sexuality or its expression, especially when entering someone's home, and are comfortable collecting this data.</p>	In Progress	<p>ONGOING - LWNT team have introduced a contractor induction process which outline the expectations of LWNT. The induction includes LWNT's equality and diversity zero-tolerance policy towards any form of intolerance, harassment or discrimination towards any of our residents.</p> <p>Plans have also been put into place to directly input into contractor toolbox talks to get across key LWNT messaging across.</p>

NO.	MITIGATING ACTION	STATUS	COMMENTS
10	Ensure that there are staff on hand who can provide translations either over the phone or face-to-face when required. An audit may need to take place to fully understand the range of languages that are spoken on the estate, and ensure translators are available for residents who don't speak English.	Complete	Utilising RBKC insight, a network of translators from the workforce has been set up within LWNT. The main languages catered for are Somali, Arabic and Farsi. LWNT continues to provide translation to residents as and when required and the service is promoted with key communications including co-design. LWNT regularly collect data on resident's translation using the 'All About You' process.
11	Ensure that literature and information about the programmes is available in the appropriate formats and languages and that they are accessible to a wide range of groups who may encounter language and literacy barriers. Leaflets and information could be made available in pictorial form to enable all residents to see how the process will affect their home.	Complete	LWNT currently work to meet all translation needs of residents both verbally and in written format. Some translation services have been extended to key video communications and informative videos. Key materials for the refurbishment programme are provided in Somali, Farsi and Arabic. Translation needs are also catered for during events (verbal and written) and the service is widely communicated to residents including during Coffee Morning events.
12	Brief contractors on the cultural norms of different faiths to ensure they are aware of the appropriate way to conduct themselves and communicate with residents of certain faiths in their homes. This will help to avoid any situations which could make residents uncomfortable.	In Progress	ONGOING - LWNT team have introduced a contractor induction process which outline the expectations of LWNT. The induction includes LWNT's approach equality and diversity zero-tolerance policy towards any form of intolerance, harassment or discrimination towards any of our residents. Plans have also been put into place to directly input into contractor toolbox talks to get across key LWNT messaging across.
13	Ensure that the specifications for the refurb within properties do not contain any items that represent a form of indirect discrimination. The spec is to be fully co-designed with residents from a range of ethnicities and cultural backgrounds to ensure it is inclusive of everyone's needs.	Complete	LWNT have been fully informed a range of ethnicities and cultural backgrounds to ensure it is inclusive of everyone's needs. From the co-design process the refurbishments works already include bigger sink basins, option to opt in for a bidet in bathrooms and wet rooms to cater for the different community groups and their needs.
14	Ensure that all residents: - receive information about their works and how extensive it will be; - are notified of clear dates for the start and end of the works; - are aware of who to contact if things go wrong.	Complete	Prior to any refurbish works being undertaken, LWNT issue specific letters to residents that outline exactly what works will be undertaken, when, how and by which contractor. The details of the exact works provided and the process and time frames are outlined for the resident. This already taking place for Treadgold House refurbishments works, Lot 2 roof works and roof works for the walk ways.
15	Ensure that decant allocation process takes into consideration resident needs, primarily in line with mobility needs, OT works in current property and other vulnerabilities declared by residents as per the LLP. OT referrals to be considered where necessary.	Complete	LWNT acknowledges that this is pivotal in the provision of our decant process. At present full assessments of resident's needs are conducted before any moves take place. Officers have been trained to assess minor OT requirements and/or referrals are made to the relevant team.
16	Ensure that the design specification of the refurbishments work take into consideration any OT work carried out to existing and new properties (RBKC policy to ensure like for like replacement).	Complete	LWNT Internal Refurbishment works policy is to replace like for like re OT works/ adaptations or improvements where available. Voids works are carried out a standard spec but residents are able to request OT works and adaptations within the general OT referrals process.

NO.	MITIGATING ACTION	STATUS	COMMENTS
17	Consider a phased approach to refurbishing blocks to cater for the needs of residents effected by age and mobility and the availability of suitable and accessible decanting properties - primarily in relation to the 2 lifted block on the LWE (Treadgold House and Bomore Apartments.)	Complete	LWNT are currently only able to adopt a phased approach for internal and external works as there are not enough vacant properties to decant complete blocks.
18	Where possible, pilot and show flats should be ground floor properties with easy access to the actual property. LWNT should also consider setting up a temporary show flat on any unused land within the estate to take into consideration accessibility.	In Progress	LWNT are working to ensure that the majority of show flats are ground floor level / ramp access. Work with Refurbs to ensure that they are fully accessible going forward but there are limitations in that ground floor vacant properties are prioritised as suitable accommodation for residents with mobility or access needs as and when these households are decanted.
19	LWNT should consider taking a temporary role of managing blue badge parking and any allocated disabled parking bays to reduce the processing time and to help residents to transition into their properties with ease as part of the decant process.	Complete	LWNT are aware of issues faced by blue badge holders or those requiring accessible parking as a result of decanting of properties. LWNT Housing Management Services have taken ownership of this and are currently managing related parking matters.
20	Explore a suitable offering for overcrowded households that are likely to be impacted by the decant process and the clear lack of larger properties on the estate.	In Progress	LWNT are fully aware of the issue around overcrowded households. There is currently a shortage of larger vacant properties, but overcrowded households have the benefit of priority from the LLP. Each overcrowded household completes a full assessment to ensure suitable offer are made. Within the LLP process household members have the ability to secure their own property should they meet the criteria.
21	Develop a clear engagement plan with non-resident leaseholder who are required to represent their tenants as part the refurbishment programme and ensure that their needs are met through the decant process.	In Progress	LWNT have begun to identify non-resident leaseholders within the Lancaster West Estate and work is currently being undertaken to engage with them re the actual refurbishment works and their tenants.