

Risk Management & Health & Safety Update

Samuel Gathogo
Programme Performance and Monitoring Manager

Risk Update

Executive Summary

Proactive risk management remains embedded throughout the programme. All projects maintain up-to-date risk registers that help identify and manage risks continuously. Lessons learned form a key part of our risk management strategy and facilitate cross-project learning and sharing of best-practice principles. This report highlights the major risks across the programme and presents assurance on actions in place to manage them. It also provides information on risks that remain critical to the programme's deliverability for the board to note.

Critical Risks

- **Insufficient budget:** As previously shared with the Board, the current approved budget is not sufficient to deliver on the full scope of the programme. A funding gap of approximately £85m will need to be addressed as we gear up efforts to procure contractor partners.
- **Programme delivery:** The complexity of the programme, particularly its expected delivery with minimal planned decants, constrained geographical space and the sensitivities involved in working at Lancaster West create unique challenges. It is important that all these are considered in both their financial, time and resident impact perspectives.
- **Delays in decision-making process:** Largely a consequence of the programme complexity, the governance processes in place to effectively manage the programme may lead to delays on site, resulting in extension of time claims from contractors. This could result in both increased costs and a poor experience for residents as individual projects go beyond their planned completion dates. While these processes are necessary, it is important to note the above impacts.

Summary of critical risks by category

Finance

- Not having enough money to deliver on the joint commitment to residents in line with the core principles agreed.
- There is a risk that we may lose grants and other funding received from government because we are not able to meet conditionality of the grant.
- External risk to budgets of cost uncertainty and economic conditions.

Programme

- Risk of high demand for decants and other respite in the backdrop of limited suitable options.
- Delays in procurement and governance process may lead to programme delay and increasing costs
- Risk that works may not be sequenced in a way which will minimise cost due to complex considerations of potentially conflicting priorities.

Construction/Delivery

- There is a risk that contractors may encounter unforeseen works after starting works
- In-situ refurbishment may lead to accident, injury or major incidents affecting a resident, residents, staff, clients, contractors or member of the public
- There is a risk that our contractor performance management does not have the visibility that it needs

Top Risks: Programme

Risk Description	Trend	Key Mitigation
Risk of high demand for decants and other respite in the backdrop of limited suitable options.	↔	A clear decant and respite strategy is being developed, focused on minimising the need for long-term moves. This includes creating voids for temporary respite, enhancing the Respite 3.0 and Friends & Family offers, and sequencing works to reduce disruption.
There is a risk that the works are not sequenced in a way which will minimise cost, disruption or complexity (Heat Network, external works and internal works, grant funding)	↑	A logistics plan and consolidated programme are in place, with weekly coordination ensuring alignment across projects. The heat network provides the backbone for sequencing, supported by strengthened procurement and governance oversight.
Delays in procurement and governance process may lead to programme delay and increasing costs	↓	We are strengthening governance and procurement by working closely with colleagues, training LWNT officers, and ensuring proactive communication with decision-makers to avoid delays.
Resident refusal or deferment of intrusive works may lead to significant delays or require re-designing of work packages.	↑	A leasehold variations project is underway, supported by clear communications. Early engagement with residents is being prioritised through RLOs, with contingency plans in place where legal access is required. Less disruptive technical solutions are being explored, and extra effort is focused on reaching hard-to-contact leaseholders.

Top Risks: Financial

Risk Description	Trend	Key Mitigation
Not having enough money to deliver on the joint commitment to residents in line with the core principles agreed.	↑	Cost planning is being strengthened through workshops, direct validation with manufacturers, and continuous options appraisal. A leasehold charging strategy is in development, while skills within the refurbishment team are being enhanced. We are also working closely with corporate finance and the GLA on business planning and preferential lending opportunities.
External risk to budgets of cost uncertainty and external conditions	↔	We are strengthening financial resilience through robust cost planning, proactive engagement with external funders, and seeking additional grants and loans. Value for money is being driven through active management of cost consultants, while contingencies have been increased and internal audit engaged to review commercial processes.
There is a risk that we may lose funding received from government because we are not able to meet conditionality of the grant	↔	We are maintaining proactive communication with funders, providing regular updates on plans, risks and benefits. Lessons learned are being shared, deadline extensions explored where needed, and alternative non-grant funding options considered to protect programme delivery.

Top Risks: Construction/Delivery

Risk Description	Trend	Key Mitigation
There is a risk that contractors may encounter unforeseen works after starting works	↔	Detailed surveys and a two-stage tendering process are in place to identify issues early, with adequate contingency built into contract sums to manage any unforeseen works.
There's a risk that we are not adequately prepared to respond to major climate events.	↔	A comprehensive climate adaptation and resilience plan is being developed for completion by July 2025. This includes assessing likely climate incidents, adapting policies and procedures as needed, and preparing a response plan with clear options and costs.

Top Risks: Resident Engagement

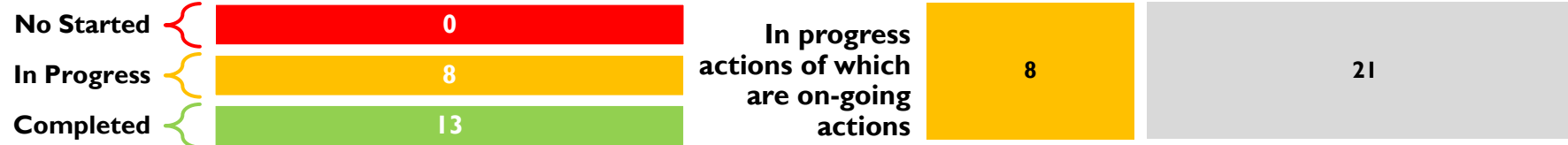
Risk Description	Trend	Key Mitigation
There is a risk that we may encounter legal challenges, considering leaseholder challenges, resident pushback for compliance matters	↑	Leaseholder charging strategies are being finalised to mitigate legal challenge risk, supported by clear and ongoing communication with residents.
Risk of disturbance or disruption to residents whilst works around the area are in progress.	↔	Resident support measures are in place, including summer activities, study/workspaces, Respite 3.0, and enhanced Friends & Family offers. Decant capacity is being maximised, logistics carefully programmed, and resident liaison officers deployed to minimise disruption.

Top Risks: Health & Safety

Risk Description	Trend	Key Mitigation
In-situ refurbishment may lead to accident, injury or major incidents affecting a resident, residents, staff, clients, contractors or member of the public	↔	Health & Safety is being strengthened through improved incident reporting, daily site inspections, and proactive CDM risk management. A full-time Clerk of Works has been appointed, staff are receiving in-house training, and resident vulnerabilities are being tracked using data. Decant options are in place where needed, ensuring risks are well managed.

LWE Refurbishment EqIA Action Plan

Action Plan Overview



Key Progress Updates

1. LWNT team have introduced a contractor induction process which outlines the expectations of contractors. The induction process includes

- LWNT approach to health & safety and other risks
- Clear outline of the Grenfell Site rules
- Mandatory requirement for all contractors to wear photo ID
- LWNT's approach equality and diversity zero-tolerance policy towards any form of intolerance, harassment or discrimination towards any of our residents

2. Plans have been put into place to directly input into contractor toolbox talks to get across key LWNT messaging across

3. 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. 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

4. Residents are always informed beforehand in writing where contractors require access to the property for refurbishments works. Communications to residents provide clear lines of communications with the Contractor RLO as the main point of contact followed by Senior RLO (LWNT).

5. LWNT run coffee mornings and range of other events for residents, providing a forum that allows residents to flag issues and concerns

6. LWNT are working to ensure that the majority of show flats are ground floor level / ramp access. This is subject to availability and prioritisation for residents with mobility or access needs

7. LWNT have begun to identify non-resident leaseholders within the Lancaster West Estate and work is currently being undertaken to engage with them and their tenants. A first draft Comms and Engagement Plan for leaseholders has been developed based on cross-team discussions. Engagement is being prioritised in the order that the refurbishment will be on site