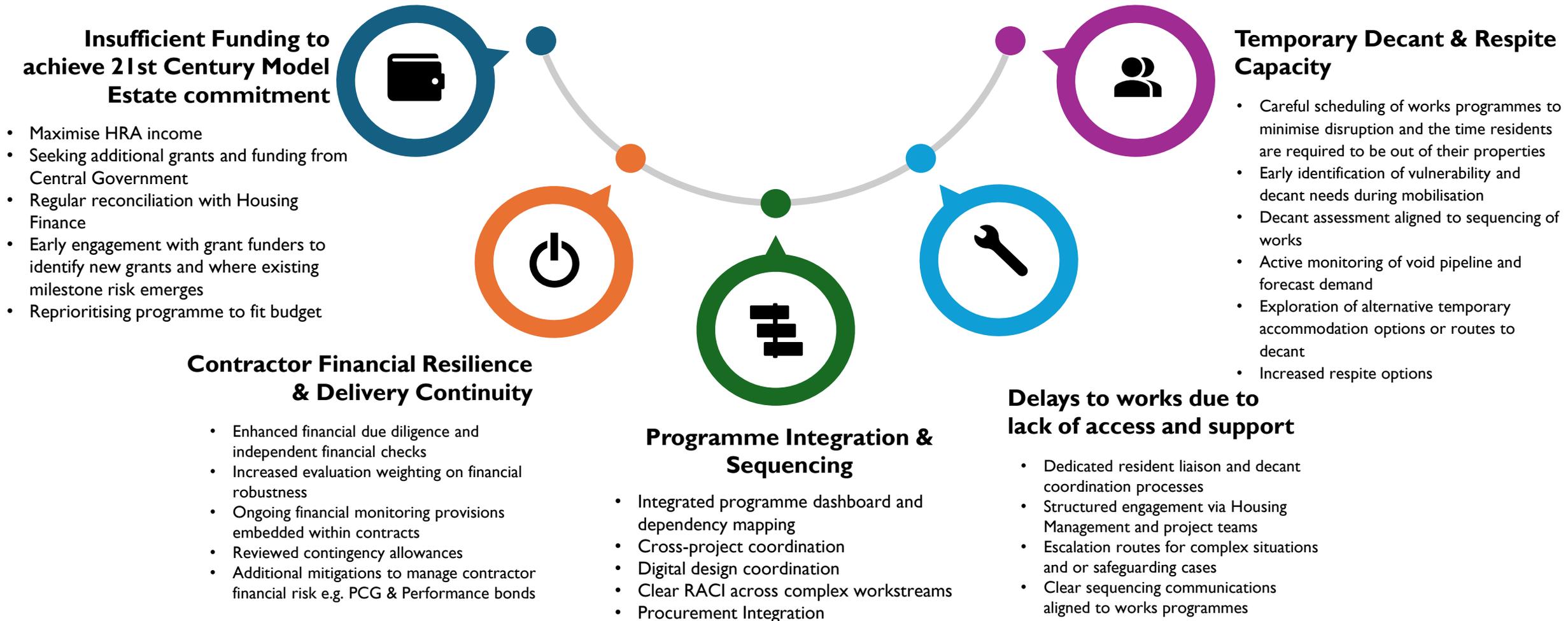


Risk Management & Health & Safety Update

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Lancaster West Refurbishment Top Five Strategic Risks



Insufficient Funding to achieve 21st Century Model Estate

Risk

Funding isn't secured to deliver on the promise made by central and local government in the wake of the Grenfell Tower tragedy.

Impact on programme if risk realised

Loss of trust, promise not kept, uneven refurbishment, inconsistent deliver, programme delays

Actions underway

- ✓ Maximise HRA income and savings
- ✓ Seeking additional grants and funding from Central Government
- ✓ Regular reconciliation with Housing Finance
- ✓ Early engagement with grant funders to identify new grants and where existing milestone risk emerges
- ✓ Reprioritising programme to fit budget

Contractor Financial Resilience & Delivery Continuity

Risk

A large contractor fails creating financial and programme risk

Impact on programme if risk realised

Increase in costs, programme delays, reputational damage

Actions underway

- ✓ Enhanced financial due diligence and independent financial checks
- ✓ Increased evaluation weighting on financial robustness
- ✓ Ongoing financial monitoring provisions embedded within contracts
- ✓ Reviewed contingency allowances
- ✓ Additional mitigations to manage contractor financial risk e.g. PCG & Performance bonds

Programme Integration & Sequencing

Risk

Misalignment between fabric works, heat network delivery and other estate projects could result in increase costs, rework, duplication and avoidable disruption.

Impact on programme if risk realised

Delays to programme, duplication of effort, increased disruption to residents, inefficient spend and use of resources, increase costs such as respite and decants

Actions underway:

- ✓ Integrated programme dashboard and dependency mapping
- ✓ Cross-project coordination
- ✓ Digital design coordination
- ✓ Clear RACI across workstreams
- ✓ Integrated procurement building on existing supply chains

Delays to works due to lack of access

Risk

Delays in securing access to properties, combined with disruption fatigue could slow delivery.

Impact if risk realised

Increased costs, programme delay, resident satisfaction and reputational impact.

Actions underway:

- ✓ Dedicated resident liaison and decant coordination processes
- ✓ Structured engagement via Housing Management and project teams
- ✓ Develop escalation routes for complex situations and or safeguarding cases
- ✓ Clear sequencing communications aligned to works programmes

Temporary Decant & Respite Capacity

Risk

A lack of respite and decant options and capacity impacts the programme

Impact on programme if risk realised

Increased use of hotels and serviced apartments or alternative temporary accommodation increases costs furthering budget pressures and delays programme

Actions underway:

- ✓ Careful scheduling of works programmes to minimise disruption and the time residents are required to be out of their properties
- ✓ Early identification of vulnerability and decant needs during mobilisation
- ✓ Decant assessment aligned to sequencing of works
- ✓ Active monitoring of void pipeline and forecast demand
- ✓ Exploration of alternative temporary accommodation options or routes to decant
- ✓ Increased respite options

LWE Refurbishment Equality Impact Assessment

Refreshed Equality Impact Assessments

In January 2026, two new equality impact assessments were completed. The first looks at the refurbishment programme from an estate wide perspective, and the second is specific to the refurbishment works for the Walkways blocks (Lot 1). The decision to complete a separate equality impact assessment for Lot 1 was based on the size and number of homes in that cohort.

Both new equality impact assessments now cover the full breadth of the refurbishment programme and assesses the potential impact in the following phases:

- Co-design of the refurbishment
- Decanting of residents
- Carrying out works
- Moving resident back to into their refurbished homes
- Supporting residents to settle into their refurbished homes

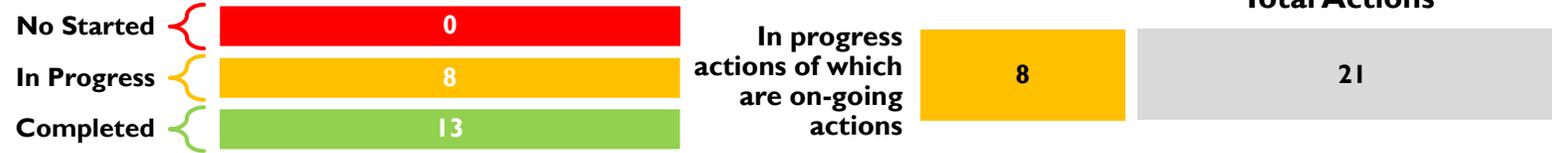
As all phases of the refurbishment programme are now within the remit of the equality impact assessments, we are now better placed identify and address potential adverse impacts through the whole the programme, including bringing into remit other contractors and suppliers that may not have considered in the past such as removal companies and hotels.

The very comprehensive nature of the new equality impact assessment has picked up 79 areas to consider with 75 actions to delivered in ensuring that no specific groups are adversely impacted by the refurbishment programmed.

Going forward, the equality impact assessment will be reviewed annually, and progress of actions will be shared at Programme Board.

LWE Refurbishment EqIA Action Plan

Action Plan Overview



Existing action plans remains in place and will be combined with the new action plan going forward. Key highlights of the existing action plan include:

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 resident 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 availability and prioritisation for residents with mobility or access needs

Health & Safety Update

The Programme Board can take assurance that Health & Safety at Lancaster West is effectively managed through established governance, active monitoring, and continuous improvement, with arrangements independently tested through external assessment

Established management arrangements

- Health & Safety is managed through a structured framework of policies, procedures and controls, evidenced through documented submissions and supporting material reviewed externally.

Clear leadership and accountability

- Roles, responsibilities and management oversight for Health & Safety are clearly defined and evidenced, supporting effective decision-making and escalation where required.

Active monitoring and reporting

- Incidents, accidents and near misses are recorded, reviewed and used to inform management action, demonstrating ongoing control of risk rather than reactive compliance.

Learning and continuous improvement

- Health & Safety arrangements are regularly reviewed and strengthened, with evidence of learning and improvement embedded across operations and projects.

Independent benchmarking

- Health & Safety arrangements have been independently assessed through the RoSPA Health & Safety Awards scheme, a nationally recognised benchmark for effective safety management.