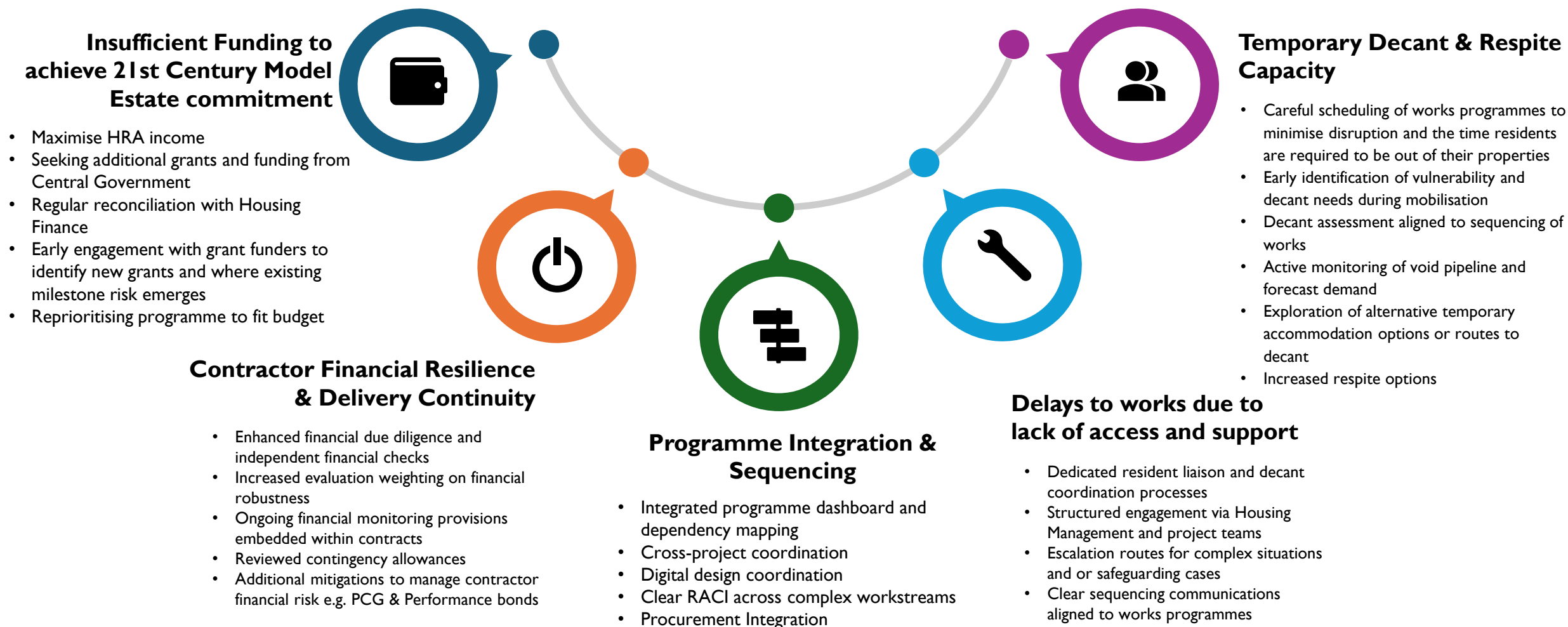


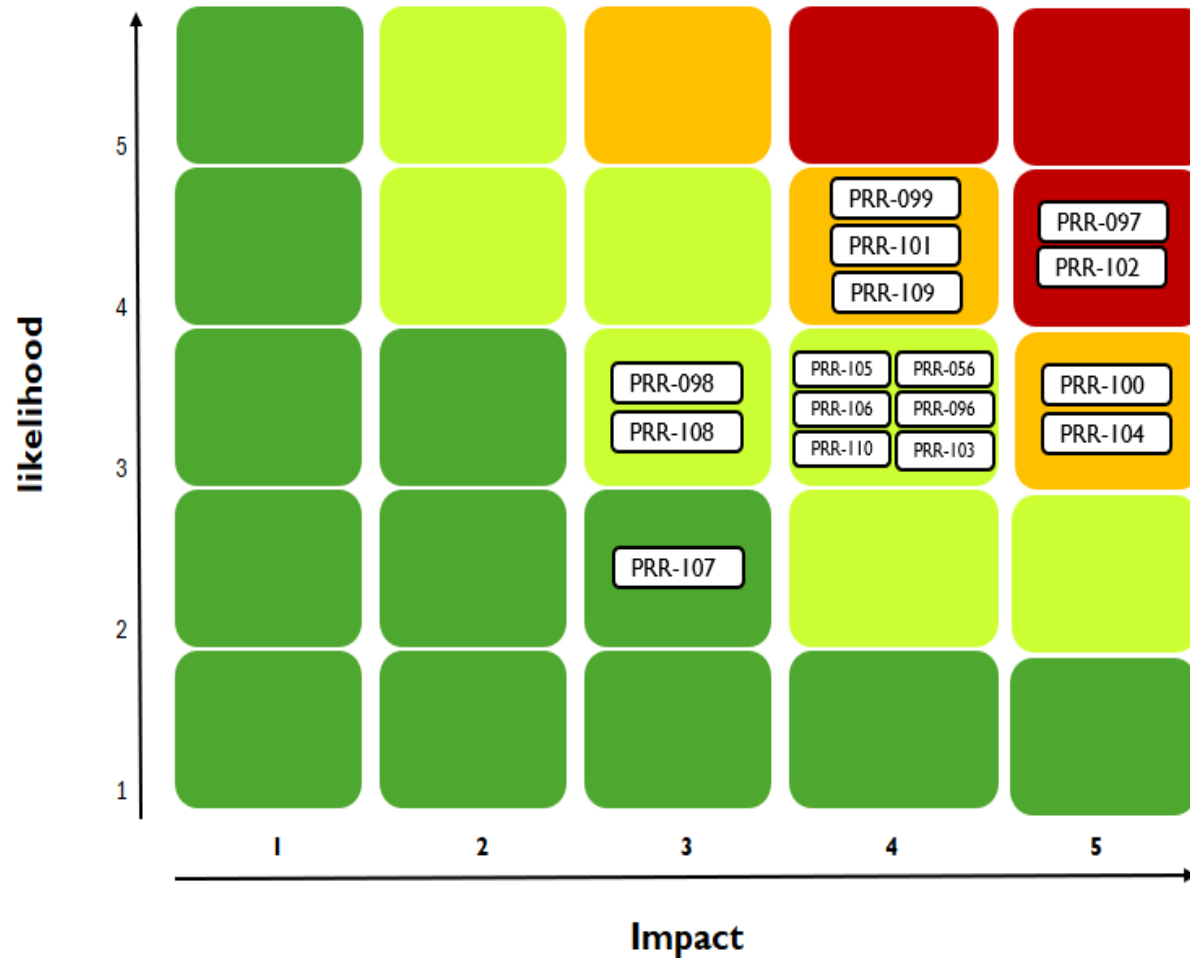
# **Risk Management & Health & Safety Update**

**Sam Gathogo: Programme Performance & Monitoring Manager**  
**Muman Ali: Strategic Programme Manager**

# Lancaster West Refurbishment Top Five Strategic Risks



# Lancaster West Refurbishment Programme Risk Heatmap



KEY

| Risk ID | Risk Description                                        |
|---------|---------------------------------------------------------|
| PRR-097 | Funding sufficiency & Cost Pressure ↑                   |
| PRR-102 | Resident disruption, Welfare and Decant capacity ↓      |
| PRR-099 | Programme Intergration & Sequencing ↔                   |
| PRR-101 | Access to Occupied Properties ↔                         |
| PRR-109 | Contractor Financial Resilience & Business Continuity ↑ |
| PRR-100 | Procurement & Market Capacity ↓                         |
| PRR-104 | Health & Safety of In-Situ Refurbishment ↔              |
| PRR-056 | Climate Adaptation & Resilience ↑                       |
| PRR-096 | Net-Zero Carbon Delivery ↑                              |
| PRR-103 | Design Maturity, Surveys & Scope Certainty ↓            |
| PRR-105 | Statutory Compliance Readiness ↓                        |
| PRR-106 | Governance, Data & Reporting Quality ↓                  |
| PRR-110 | Commercial Claims, Variations & Change Control ↓        |
| PRR-098 | Grant Compliance ↔                                      |
| PRR-108 | Stakeholder management ↔                                |
| PRR-107 | Client-side Capacity & Business Continuity ↓            |

Low

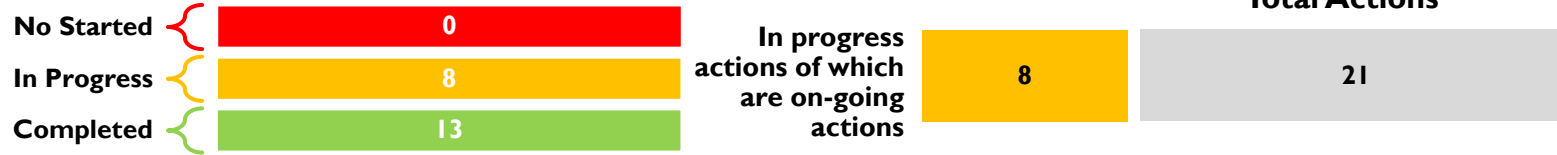
Medium

High

Critical

# LWE Refurbishment EqlA 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

# LWE Refurbishment Equality Impact Assessment

## Refreshed Equality Impact Assessments

Earlier in 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.

# Decanting Needs and Risk to Programme

## Programme Risk Overview

The scale and complexity of works in the refurbishment programme on the Lancaster West Estate brings about many challenges - one of which is the need to decant resident in order to carry out the necessary works.

Without adequate planning and coordination of not only works, but the decanting of residents ( where required) there are potential risks to delays in the works and additional costs to existing constrained budgets. There is a clear need for strategic planning of decants in light of time scales and availability of decant properties both on the estate and in the wider borough.

## Lessons Learned

Lessons learned and practicality of the Treadgold House approach to decanting of residents has required us to explore alternative options in the planning stages for the refurbishment works in the Walkways, Moreland House and Talbot Grove House.

One key approach to managing the delivery and risks in delays to the programme is the phased approach to delivery - supporting both the delivery of works due to the scale, cost and time and also taking into consideration decanting needs and availability of stock to facilitate the works

# Decanting Needs

## Stock Overview and predicted decant needs

| Lot 1 – The Walkways Blocks<br>(Expected start November 2026)                                                       | Lot 3 – Morland House                                | Talbot Grove House                                                                |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>367 properties</b><br>273 tenants<br>77 leaseholders<br>16 Temporary Accommodations<br>1 Social Service Property | <b>34 properties</b><br>27 tenants<br>7 leaseholders | <b>45 properties</b><br>35 tenants<br>9 leaseholders<br>1 Temporary Accommodation |

## Decanting requirements based on scope of works

### Lot 1 – The Walkways

Decanting requirements are primarily subject to scope of works for each property depending on the level works already undertaken. Leasehold property specifications also differ from tenanted property specifications as expected.

The programme of works will be delivered in phases and therefore in theory allowing for decant properties be become available for the next phases of the delivery (subject to demand and availability of decant options)

### Lot 3 Morland House & Talbot Grove House

All properties will need to be decanted to allow the replacement of the deck level access balconies.

The programme of works will be delivered in phases and therefore in theory allowing for decant properties be become available for the next phases of the delivery (subject to demand and availability of decant options)

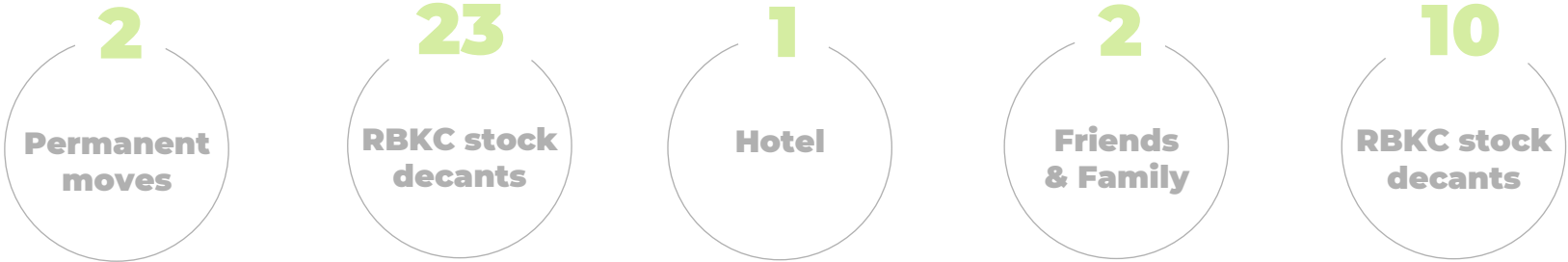
# Decant SWOT analysis

|               | Residents In-Situ                                                                                                                                                                                                                                           | Full Decant of Residents                                                                                                                                                                                                                                                                                                            | Partial Decant to Localised Areas                                                                                                                                                                                                                                                                                | Phased Decant (Selected Option)                                                                                                                                                                                                                                                                               |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths     | <ul style="list-style-type: none"> <li>No need for large-scale decant logistics or housing provision</li> <li>Avoids decant-related revenue costs</li> <li>Residents remain in their homes</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Enables programme efficiencies</li> <li>Minimises resident disruption during works</li> <li>Simplifies contractor access and sequencing</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>Limits decant to only affected areas</li> <li>Reduces scale of accommodation required</li> <li>Residents return sooner to completed areas</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>Reduces complexity compared to full or partial decant</li> <li>Limits decant periods to specific work packages</li> <li>Flexible (mix of daytime respite and temporary decant)</li> <li>Lower overall programme risk</li> </ul>                                        |
| Weaknesses    | <ul style="list-style-type: none"> <li>Unsafe for most households given balcony replacement scope</li> <li>High risk to health &amp; safety (structural / access works)</li> <li>Significant disruption during works (noise, access constraints)</li> </ul> | <ul style="list-style-type: none"> <li>Very high upfront decant cost (revenue-funded)</li> <li>Requires simultaneous rehousing of entire blocks</li> <li>High dependency on availability of suitable accommodation</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>Operationally complex to manage</li> <li>Ongoing disruption across the wider block during phased works</li> <li>Requires significant coordination and staffing resource</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Requires careful coordination and logistics management</li> <li>Ongoing disruption for residents in adjacent areas</li> <li>Dependence on availability of suitable decant properties</li> </ul>                                                                        |
| Opportunities | <ul style="list-style-type: none"> <li>Could reduce administrative burden if scope were lighter</li> <li>Could build on existing respite model</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>Potential to shorten programme duration and reduce construction cost</li> <li>Cleaner delivery model with fewer operational constraints</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>More targeted and efficient use of decant stock</li> <li>Potential balance between cost and disruption if well managed</li> </ul>                                                                                                                                         | <ul style="list-style-type: none"> <li>Optimises use of respite, friends/family, and RBKC stock</li> <li>Enables more resident-focused, tailored approach</li> <li>Can be refined during PCSA with contractor input</li> <li>Aligns with existing RBKC decant policy and practices</li> </ul>                 |
| Threats       | <ul style="list-style-type: none"> <li>Non-compliance with safety requirements</li> <li>Reputational risk if residents exposed to unsafe conditions</li> <li>Potential project delays due to safety constraints on works delivery</li> </ul>                | <ul style="list-style-type: none"> <li>Programme delay risk if any resident cannot move on time</li> <li>Significant client-side risk under traditional procurement</li> <li>Increased reliance on temporary accommodation (incl. hotels = cost escalation)</li> <li>Resident dissatisfaction if relocation is prolonged</li> </ul> | <ul style="list-style-type: none"> <li>High delay risk if any individual decant is delayed</li> <li>Frequent programme changes impacting contractor efficiency</li> <li>Increased reliance on short-term / hotel accommodation</li> <li>Client retains majority of risk under traditional procurement</li> </ul> | <ul style="list-style-type: none"> <li>Programme delays if accommodation cannot be secured in time</li> <li>Continued exposure to client-side programme risk</li> <li>Cost uncertainty until phasing strategy is finalised</li> <li>Requires strong cross-departmental resourcing and coordination</li> </ul> |

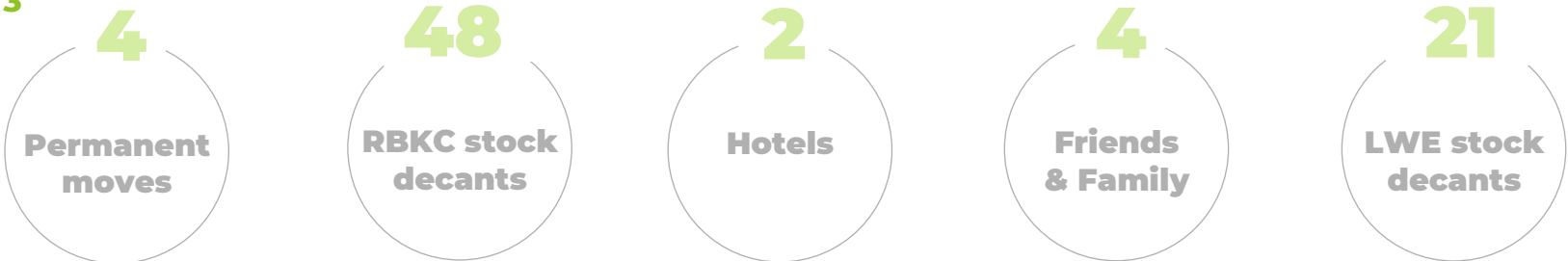


# Decant Scenario Planning based on Treadgold House programme

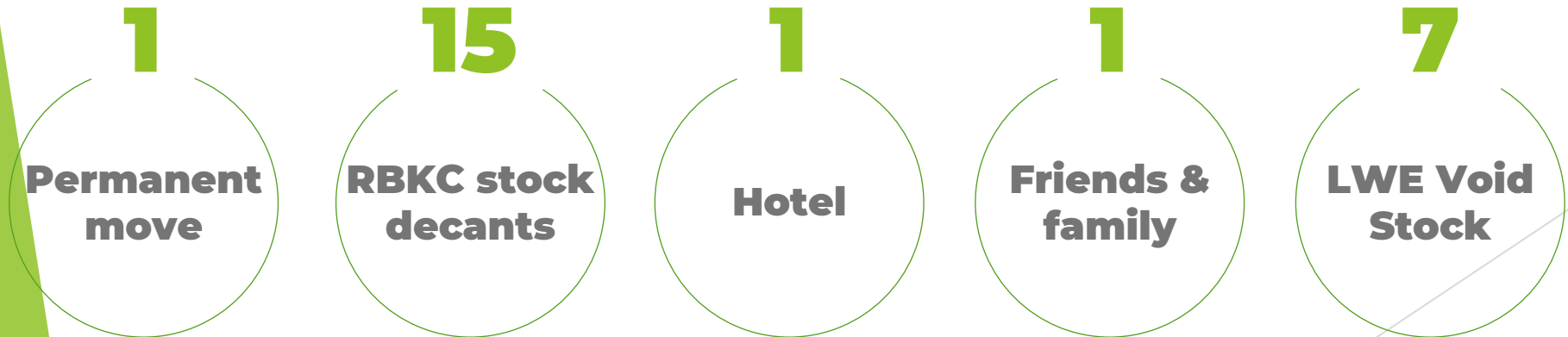
Treadgold House



LOT 3



5 stair cores = 5 decant phases



## Morland House



|                |    |    |
|----------------|----|----|
| No. of studios | 20 | 34 |
| No. of 1 beds  | 8  |    |
| No. of 2 beds  | 6  |    |

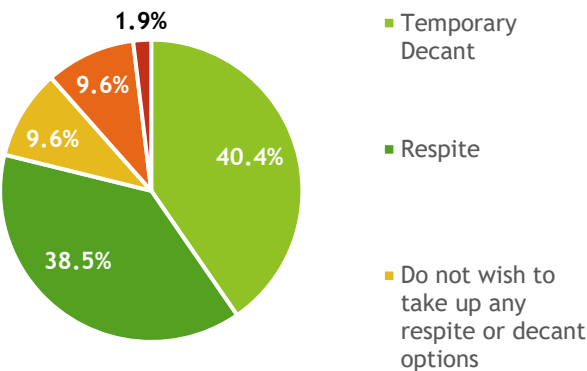
## Talbot Grove House



|               |    |    |
|---------------|----|----|
| No. of 2 beds | 31 | 45 |
| No. of 3 beds | 13 |    |
| No. of 4 beds | 1  |    |

# Your Refurb Your Choice Decant Preferences

## Lot 1 decant needs preferences



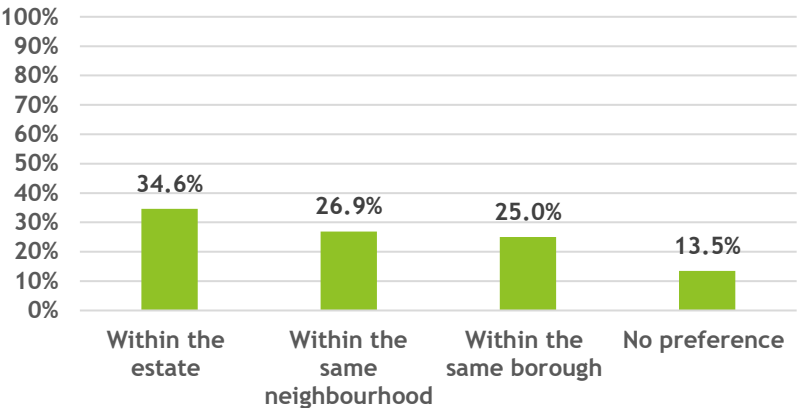
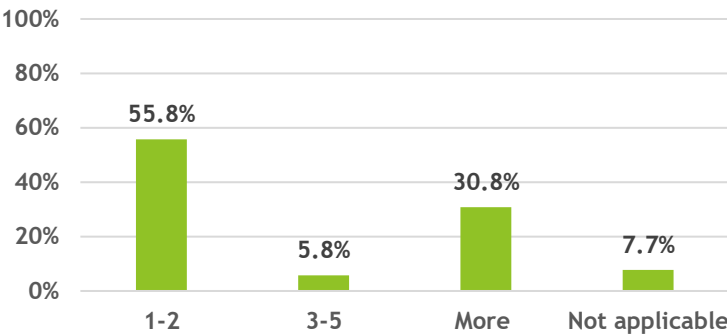
Over 40% of residents would like to be decanted during the works

39% of residents would like respite facilities during the works

Almost 10% said that they would not like to take up any respite or decant offers

56% of resident wishing to be decanted would require alternative accommodation for 1-2 people.

31% of residents wishing to be decanted would require alternative accommodation for more than 5 people



35% of resident would like to be decanted to property within the estate.

35% of resident are happy to move out of the estate but in the same neighbourhood

35% of resident are happy to move out of the estate to other parts of the borough

# Decant Options and Challenges

## Decanting and respite options

**Non flat respite** – A suite of offers that allows resident to be out of their homes for when works are being undertaken during the day such access to gyms, day trips, access to booths at Baseline Studios for work or study purposes

**Respite flats** – Resident are able to use allocated vacant properties for the day or short periods away from the works in their homes

**Refurbishment Decant Scheme** – allows residents to move permanently to other available properties on the estate or wider borough

**Temporary Decant** – Residents are temporarily decanted to available properties for the duration of the work in their homes

**Friends and Family Decant Scheme** – Residents are able to live with friend a family for the duration of the works in the home and will be compensated weekly

## Challenges and considerations

- **A lack of available properties on the estate and wider borough** (of 20 allocated properties: 1 in long term use, 10 in use or unusable, 2 are in Testerton Walk)
- **High preference of temporary and longer term decant options**
- **Friends & Family decant option not readily available for Leaseholders and not suitable for larger households**
- **Further consideration needs to be given to leasehold households where there are private tenants**
- **Delay in getting back 19 properties from Treadgold House**

# 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.