

Strategic Plan

Health and Building Safety

March 26



L&Q

Contents

Introduction.....	2
Link to the new corporate strategy	3
Strategic Plan – Health and Building Safety.....	4
Theme 1 – Building Safety	4
Theme 2 – Fire Safety.....	5
Theme 3 – General Health and Safety.....	6
Group Balanced Scorecard KPI	7
Strategic Risk: Health and Building Safety.....	8

Introduction

L&Q's second corporate strategy, adopted from 2026, refreshes our purpose: *'to provide social homes that everyone can be proud of'*. It also sets out three strategic commitments:

1. We'll provide social homes to meet housing need
2. We'll provide good landlord services
3. We'll be efficient and maximise our impact

To support and deliver these commitments, we have developed nine strategic plans, each aligned to one of our strategic risks. These plans are grouped around themes and set out:

- The activities we plan to deliver over the next five years
- The key milestones by when we will deliver this activity
- The measures we will use to track progress
- The strategic risk definitions and statements that govern delivery

Each strategic plan covers the five-year period (2026-31) outlined in our corporate strategy and will be reviewed and updated annually to ensure alignment with our five-year budget, Long-Term Financial Plan, risk appetite and any legislative or regulatory changes, as well as to the other eight Strategic Plans. Each Strategic Plan links with one or more annual Run the Business (RTB) plans across the teams responsible for delivery, which translate the Strategic Plan into specific initiatives for each financial year. Figures used are correct at document cover date.

These Strategic Plans are the tools we will use to track progress against our new corporate strategy and to provide assurance to the Group Board through our governance framework. They set out consistent board-level planning and assurance across all directorates, giving the Group Board confidence that the delivery of our corporate strategy is aligned, realistic, affordable, compliant, and within agreed risk appetite.

This document is the Strategic Plan for Health and Building Safety.

How to use this document:

The strategic activities set out in this Strategic Plan may involve specific resource requirements (i.e., training) and may be influenced by cross-functional activities, including those associated with our Transformation and Change Portfolio. Therefore, this document should be reviewed in conjunction with People and Talent, Organisational Governance and Control, and Data Control Strategic Plans.

The Executive Portfolio Accountability Owner for this plan is the Executive Group Director – Governance and Transformation. They hold the authority to set the direction, standards and parameters for their teams and associated activity, and agreement will be sought with those responsible for delivery, working collaboratively towards alignment wherever possible.

Accountable owners and delivery leads should use this plan as the single planning baseline for prioritisation, budgeting and delivery through the annual RTB planning and budgeting cycle. They should also report progress quarterly against the agreed RTB plans and Key Performance Indicators (KPIs), Performance Indicators (PIs) and Key Risk Indicators (KRIs), and escalate significant variances and risks through the established performance reporting and governance cycle.

Link to the new corporate strategy

Commitment 3: We'll be efficient and maximise our impact

Strategic Outcome: We'll be **resilient** so we can deliver our core operations through any challenge.

Things that we'll do:

- We'll understand our current and potential organisational risks and how these could affect us at all times, and will always work towards a stated risk appetite. This will mean we can make informed decisions about risks, and ensure effective controls are in place to mitigate and manage them.
- We'll prioritise continuous improvement, sustainable organisational performance, and effective risk mitigation in order to achieve external financial and consumer ratings.

Strategic Plan – Health and Building Safety

The table below outlines the activities that will take place over the next five years relating to the following sections and themes:

Theme 1 – Building Safety

We will ensure long-term building safety, and legal and regulatory compliance through reviews of building information, remediation, and resident engagement initiatives

Understanding Our Buildings

1. By the end of Q3 2026/27, we will have completed a review to determine the long-term golden thread of information requirements necessary to effectively manage the safety of Higher-Risk Buildings (defined as at least 18 metres high or have at least seven storeys and contain at least two residential units) throughout the life of the buildings.
2. By the end of Q3 2026/27, we will have reviewed leases, contracts and other documents relating to Higher-Risk Buildings where L&Q is not the Principal Accountable Person but may be an Accountable Person or be a managing agent and will have contacted the Principal Accountable Person to ensure they concur with our findings. Once the review has been completed Legal may be instructed to take further action, including initiating First Tier Tribunal action to establish duties.

Management of External Wall Systems

3. By the end of Q1 2026/27, we will undertake a review to identify buildings with External Wall Systems acquired since inspections of External Wall Systems were first introduced. Additionally, a decision will be taken if buildings with External Wall Systems constructed since 2017 should be inspected either in full or with sample checks.
4. By the end of Q3 2029/30, we will carry out the remediation of all unsafe External Wall Systems on Higher-Risk Buildings.
5. By the end of Q3 2029/30, we will carry out the remediation of all unsafe External Wall Systems on lower-risk buildings or have a date for the completion of the remediation established and approved by the Executive Group.

Building Assessment Certificates

6. By the end of Q4 2027/28, initial Building Safety Case Reports for all registered Higher-Risk Buildings will be completed in line with the Building Safety Act 2022 and L&Q's Occupational Health and Safety Management System.

7. By the end of Q2 2027/28, we will carry out initial Resident Engagement Plans for all Higher-Risk Buildings as required by the Building Safety Act 2022.

Building Safety Management System

8. By the end of Q4 2028/29, we will have successfully achieved Building Safety Charter Champion Status by building upon L&Q's current Building Safety Charter status, achieved through membership of the Governments Early Adopters initiative.

Theme 2 – Fire Safety

We will carry out fire safety surveys, roof space inspections and a more frequent fire risk assessment programme to improve fire safety standards

Homes

1. By the end of Q2 2026/27, we will establish the scope of the Q3/Q4 2026/27 programme of fire safety surveys to be completed within a sample of homes within Higher-Risk Buildings. The programme for subsequent years will be determined and approved by the Strategic Fire & Building Safety Forum prior to April of each year.

Roof Space Inspections

2. By the end of 2026/27, we will establish a programme to inspect all roof spaces, irrespective of whether the building is subject to Fire Risk Assessment Action or not, to determine the effectiveness of the fire compartmentalisation standards and undertake measures to bring the standards to an acceptable level.

Fire Safety Survey

3. By the end of Q4 2030/31, we will have completed the project to bring all fire risk assessments to a 1, 2 or 3 year review frequency to achieve sector best practice replacing the current 1, 2, 3, 4 and 5 year review frequency.

Theme 3 – General Health and Safety

We will improve compliance, sustainability, and wellbeing through stronger management systems and enhanced assurance

Occupational Health and Safety Management System

1. By the end of Q4 2026/27, we will have completed a review of the current Occupational Health and Safety Management System based upon the Health and Safety Executive's HSG(65) model to determine if the international ISO 45001 system should be adopted to provide stronger management of health and safety. The former is considered a practical and flexible model whilst the latter offers a more robust structure which can be certified by external bodies.

Landlord Compliance Assurance

2. From Q1 2026/27, we will expand on the assurance currently obtained through the TSM returns to require, as a best practice, additional information, certificates, and evidence to strengthen assurance. The first new wave of information will start to be gathered from Q1 2026/27 followed by a second wave from Q1 2027/28. Compliance will be tracked within the Safety Compliance and Assurance Report and monitored by the Health and Safety Forum.

Environmental Sustainability

3. By the end of Q4 2027/2028, Corporate Health and Safety will complete the establishment and implementation of the ISO 14001 Environmental Management System and merge it into the organisations overarching Safety Management System. At that time, a decision will be made as to whether it will be accredited.

Wellbeing Management System

4. By the end of Q4 2026/27, we will complete the implementation of the ISO 45003 guidelines for managing psychological health and safety within L&Q's Occupational Health and Safety Management System.
5. A full wellbeing management framework (policy, procedures, governance, guidance etc) will be established with a robust set of roles and responsibilities.

Group Balanced Scorecard KPI

The table below identifies the KPI on our Group Balanced Scorecard that will be used to measure the impact of activities over the life of this strategic plan. This is to enable the Group Board to assess the effectiveness of this strategic plan to deliver the associated strategic outcomes within our corporate strategy. This also enables them to assess the effectiveness of the controls we have implemented to mitigate our strategic risks.

KPI	Definition
Health and Safety Categories	<p>The number of red, amber and green RAG scores for:</p> <ul style="list-style-type: none"> • Building Safety • Fire Safety • Construction Safety • Resident Health • People Safety • Gas Safety • Asbestos • Electrical Safety • Water Safety • Workplace and Work Equipment • Lifts and Residential Equipment • Health and Wellbeing • Accidents & Incidents

Strategic Risk: Health and Building Safety

2026/27 Strategic risk description

- **Risk that:** we may fail to control hazards across work practices, workplaces, land, and buildings
- **Caused by:** inadequate design and/or adherence to health and building safety management systems
- **Resulting in:** unacceptable levels of safety incidents causing harm to people, loss/damage to property, assets or the environment, or ongoing areas of regulatory and statutory non-compliance

Key risk indicators

- Health & Safety Categories

Risk appetite level

Safety is our number one priority, and our Strategic Plan is designed to ensure that we control all hazards within our work practices, our workplaces, land and buildings. We take a risk-based approach to decision making to ensure we understand the implications of any operational decision on health and safety risk. As such we retain a **low appetite** for in relation to Health and Building Safety risk.

Risk appetite statement

We will accept

- In respect to each of the SCAR measures:
- Up to three amber categories so long as (1) SMART actions plans have been produced by action / programme owners which have been approved by the Director of Health and Building Safety and brought to the attention of the Health and Safety Forum, Executive Group and Group Board via the SCAR and (2) the plans are delivered.
- Any red categories so long as urgent action is taken by action / programme owners to bring the category to a position of green or amber to the satisfaction of the Director of Health & Building Safety within two months.

We won't tolerate

- More than three amber categories within SCAR.
- Red categories for any one category within the SCAR to be red for more than two reporting months.
- Any audit assigned an assurance grading of inadequate. Should this occur urgent actions to the satisfaction of both the Director of Internal Audit and Director of Health and Building Safety will be taken to address the significant risks within the agreed timescale.
- Unsafe EWS on buildings of any height that has not been adequately mitigated to the satisfaction of the PAP.

- Audit assurance grade of limited, so long as management actions are taken to the satisfaction of both the Director of Internal Audit and Director of Health and Building Safety which would bring the overall assurance to a position of reasonable within the agreed timescale.
- Unsafe External Wall Systems (EWS) only where the risk of harm has been reduced to an acceptable level and approved by the Principal Accountable Person (PAP).

Expected risk status and proposed risk appetite level for 2026/27		Key	Current Risk Status	Risk Appetite		
Health & Building Safety Strategic Risk	Very low	Low	Medium	High	Very High	
						