



HOMES FOR  
LAMBETH

# BUSINESS PLAN 2020 - 2023

Building thriving communities  
and better futures



we plan to build over  
**1,100 new homes**  
for our community over  
the next 5 years

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our mission is to build  
**thriving communities**  
and better futures



South Lambeth Estate - Work will be begin here on 30 affordable homes in 2021

## WELCOME

In 2019/20 we, in partnership with the council, laid the foundations for our long-term mission to build more and better homes for people living in the borough. This Business Plan shows how we will build on these foundations and deliver over the next three years.

Building great relationships with you – our residents – is crucial for us to become the exemplary landlord you deserve. We will work alongside you, provide you with the information you need, create a dialogue, listen to feedback and provide excellent customer service. Working with you and all of our residents also means supporting you while your new homes are being built, and ensuring that you get the services you need when you have moved into your new home.

Having looked carefully at other regeneration projects in the borough, we are actively incorporating the best learning. We are working with our council colleagues to understand the make-up and needs of all residents in each unique community. This is so we can tailor our approach to best meet locally identified opportunities. We will also empower you to take greater control of your own wellbeing.

We will invest in your communities to increase access to skills training and job prospects. We are working with the council and with voluntary and community sector partners to support social investment on the estates that will be rebuilt.

Joining our resources together in this way will bring about sustainable change and improvements to your lives and do more than what we could each achieve individually.

Lambeth Council was the first council in London to declare a climate emergency and the council's new corporate Carbon Reduction Plan reasserts the commitment to being carbon neutral by 2030. We fully support this commitment and will, on a site-by-site basis, look at specific measures to support this, as well as building in capacity in our homes to accommodate rapidly developing new technology.

Last year saw us expand our capacity, extend our skills and begin to deliver on our early promises. This three-year plan builds on these foundations and demonstrates how we are united in our mission to **build thriving communities and better futures for you - our residents.**



**Richard Reynolds**  
Chair, HFL Group board

# FORWARD

**London is facing a severe housing crisis. In Lambeth this means that over 30,000 people are on the council's waiting list for social housing and over 2,000 homeless families, including some 5,000 children, are provided with temporary accommodation by Lambeth Council every night.**

The council works hard to secure social and affordable housing in private developments using our planning powers and works closely with our housing association partners to provide more homes for local families, but we know we can do more.

That's why we took the decision to establish Homes for Lambeth, so we can start building homes directly for local people. Over the past year Homes for Lambeth has completed its set up phase, recruiting a skilled team of experienced staff and independent non-executive directors and has started on delivery. This three-year Corporate Plan sets out how Homes for Lambeth will deliver on our core objective of building as much social housing for local people as possible.

Over the next three years Homes for Lambeth will have delivered and be managing 383 new homes, of which 79% will be affordable homes, 223 of them at Council Rent Levels. Homes for Lambeth will also start work on a further 461 homes, including phases on all of the council's estate regeneration schemes. These homes will form the early part of a programme to build over 4,500 homes in Lambeth in the coming years. The council's decision to rebuild some estates will ensure that tenants will all live in the high-quality homes that they deserve.

At the time of publishing this plan the country is facing a public health emergency from the COVID-19 virus, which is likely to have a severe impact on our local economy, jobs and livelihoods alongside the serious consequences for health.

**"...investing in community well-being alongside fighting the housing crisis"**

This plan would see a direct investment of circa £375m in our local economy, creating hundreds of local jobs, and will form a key part of Lambeth's response to help rebuild our economy once the crisis has passed.

As Homes for Lambeth is publicly owned there are no private shareholders and no developer's profit on the new homes that will be built. Money raised from the sale of any private homes will be reinvested to boost the supply of genuinely affordable housing for local families. Lambeth Council and Homes for Lambeth will also use this plan to seek further grant funding from the GLA to make sure as many of the new homes we build as possible are genuinely affordable homes at council rent levels.

Lambeth was the first London Borough to declare a climate emergency. Homes for Lambeth will not only meet Lambeth's high environmental and energy standards for new homes but will go beyond these with a new set of commitments to monitoring and auditing carbon as part of new developments and designing homes to use less energy as part of our commitment to tackling fuel poverty.

Homes for Lambeth will deliver our commitments, jointly with the council, to tenants and leaseholders on regeneration estates, the Key Guarantees. Together we will also introduce new liveability commitments to support residents through every phase of the rebuilding of their estate. Homes for Lambeth and the council will also work together to deliver an enhanced resident engagement and social investment strategy.

**Councillor  
Matthew Bennett**  
Cabinet Member for Planning,  
Investment & New Homes



This programme is about much more than bricks and mortar and represents a major opportunity to invest in community well-being alongside fighting the housing crisis.



Westbury Estate - construction underway (image of works early 2020)

# OUR VALUES

In putting our team together, we have assembled the skills needed to deliver our ambitious plans, emphasising a staff culture of people who will demonstrate our values in their everyday work. Our values are:



## Partnership

Our approach is collaborative, and we will work with organisations ranging from the council, contractors, residents and local community groups. We want to work with people who reflect the communities we serve. This means we draw people from all sections of the community so that we can have the best possible understanding of those we serve.

## Commitment

We rely on the energy and commitment of our staff to establish relationships with our partners. We have the skills and willingness to work hard to deliver our objectives.



## Respect

We want to make a positive difference in people's lives. We will listen to and learn from our partners.

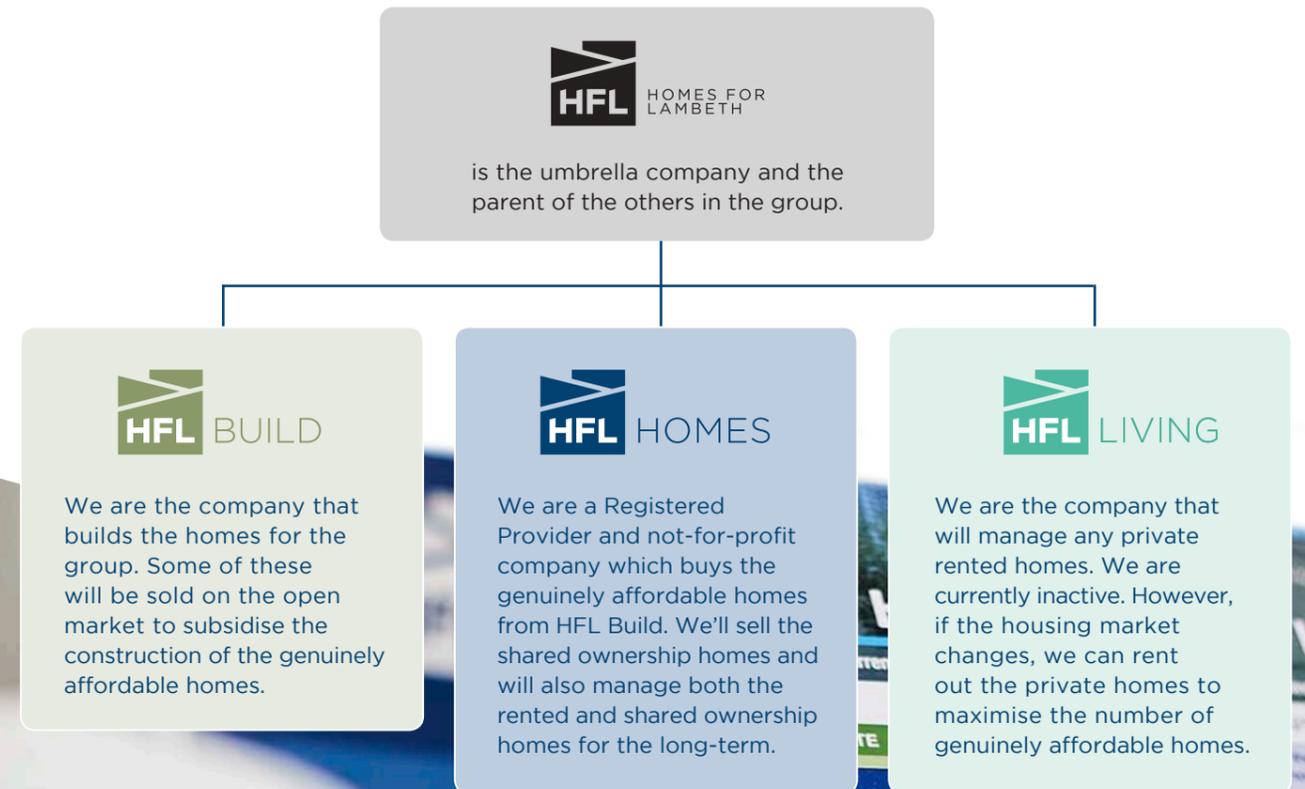


**Wendy Stokes**  
Chair of HFL Living

This is a milestone moment for Homes for Lambeth working in a completely holistic way that involves residents at every stage of the process to deliver our plans for these estates.

# ABOUT HOMES FOR LAMBETH

As we are wholly-owned by Lambeth Council, we combine the best of the public and private sector. We are structured as follows:





The market for residential property in London has a reputation for rewarding those who aim to make the most money, not those with the most socially-responsible agenda. As a commercially run organisation, Homes for Lambeth rightly needs to stand up to public scrutiny of its goals, methods, activities and outcomes.

**Richard Reynolds**  
Chair, Homes for Lambeth

## HOW WE ARE WE RUN

**We are run by our own boards. Our programme is reviewed regularly and will need to be approved each year by the council. We are set up to be accountable in three ways.**

**We answer to the council.** We have several council-appointed officers and a councillor on our boards to give the council line of sight of what is happening. The council cabinet also agrees our business plan every year, and we work collaboratively with council officers.

**We are a Registered Provider of Social Housing.** This means we come under inspection by the Regulator of Social Housing, who reviews our delivery of services to tenants. The regulator is interested in what we deliver in terms of value for money, rent setting and tenancy, but their assessment goes further than that. As a Registered Provider we must also meet their standards for contributions to neighbourhoods and communities, how we ensure tenant involvement and empowerment, our quality of governance and our financial viability.

**We are members of the National Housing Federation (NHF).** The NHF is the national trade organisation for the housing sector, and membership comes with an undertaking to adopt and follow their Code of Governance. We have adopted the NHF code of governance. Every year we are required to self-assess our compliance with this code, which covers everything from putting the customer first to ensuring our governing board has the necessary skills and provides equal opportunity and diversity. **You can download this Code at <http://bit.ly/NHFCODE>**

As our financing comes from the public purse, our performance will be carefully checked to make sure that we are providing the best possible value and outcomes. Our programme will benefit from the board's ability to recognise opportunities and risks as they come up and make swift executive decisions in response.

**Jitinder Takhar**  
Chief Executive Officer  
Homes for Lambeth



**We want to build trust, not just homes. This is our aim – as we continue to develop as an organisation, we will deliver the transformations on our estates and continue with the work to show ourselves trustworthy, dependable and reliable to our residents.**



Homes for Lambeth is a unique organisation. We have taken the best practices from local authority governance and aligned this with rigorous elements of developer management cycles. Together, with the insights and experiences of the skilled executive team, we will ensure that all processes overseeing the delivery of our business plan are robust throughout every phase of the works.”

**Stewart Davenport**  
Chair, HLF Build Board



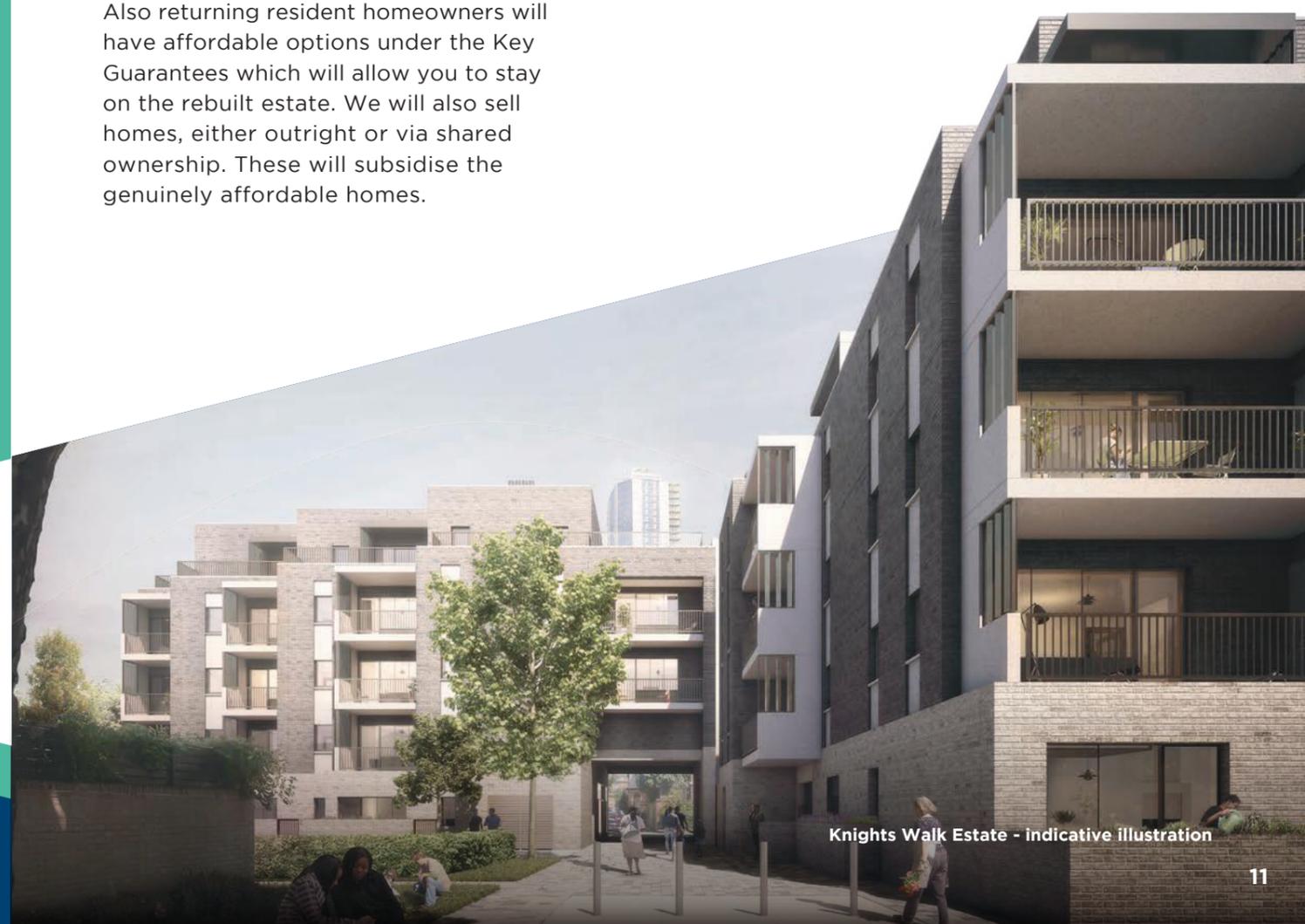
## OUR DEVELOPMENT PROGRAMME

**We will build over 4,500 new homes for current secure tenants, for people waiting on the council's housing lists, and for those who want to buy a home in Lambeth.**

Our programme emphasis will always be on maximising the number of council level rent homes. These will provide better homes for current secure tenants and more homes for those waiting on the council's housing lists.

HFL Homes will manage these properties, giving a long-term connection with the homes and with the families and communities living there.

Also returning resident homeowners will have affordable options under the Key Guarantees which will allow you to stay on the rebuilt estate. We will also sell homes, either outright or via shared ownership. These will subsidise the genuinely affordable homes.



Knights Walk Estate - indicative illustration

# we support the council's liveability commitments to help you through every phase of the rebuilding of your estate

## FIVE THINGS TO KNOW



Existing secure tenants have the right to remain living on the rebuilt estate with their rents set in the same way as they are now. Any increase will be phased in over five years



Existing resident homeowners have affordable options to stay as well



We will manage the homes and estates we will build



Some homes will be sold



Profits from these sales will subsidise the building of the genuinely affordable homes

In this first three years, 80% of homes we build will be genuinely affordable housing (offered either at council level rent or for shared ownership). Over the lifetime of our programme we will build at least 1,000 council level rent homes. Further details are provided in the table below. This includes the s.106 homes provided at Lollard St, Westbury and Knights Walk.

Tenure of homes	To end of year 3 (HfL Business plan period)*	To end of year 5 (HfL Business plan period, plus two-year look-ahead)*
Council Level Rent	223 (58%)	439 (37%)
Other regulated rent **	54 (14%)	91 (8%)
Intermediate***	25 (7%)	119 (10%)
Subtotal affordable	302 (79%)	649 (54%)
Private Sale	81 (21%)	547 (46%)
<b>Total****</b>	<b>383 (100%)</b>	<b>1,196 (100%)</b>

\*Number of homes (percentage of total homes within period).

\*\* London Affordable Rent and London Living Rent

\*\*\*the 'Intermediate' homes include a provision of Shared Ownership homes for existing homeowners who wish to remain on the estates. They will pay no rent on any additional value over and above the value of their existing property, in line with the Key Guarantees.

\*\*\*\* the number of homes in the table above are based on affordable homes completed within the period, s.106 schemes being completed at Westbury, Fenwick and Ethelred (Lollard Street) estates, and private homes completed.



Knights Walk Estate - indicative illustration

We expect that all current residents will be rehoused in a new home within five years of the start of building work on their estate. We understand that the housing need is pressing and that we have to deliver as effectively and efficiently as possible. The table below shows how many homes we aim to start on over the next 10 years. This is a mixture of homes of all types.

Scheme	2020-21	2021-22	2022-23	2023-25
Knights Walk I	10			
South Lambeth I	30			
Hydethorpe	15			
Patmos Lodge	34			
Phase 1 Central Hill (Roman Rise)	21			
Phase 1 Cressingham (Trinity Rise)	20			
Phase 2 Fenwick Estate (Fenwick Place)	23			
Hemans Close	18			
Knight's Walk II		68		
Westbury II		112		
Angel Town		20		
Wootten Street		35		
Carmelita & Orsett		56		
Denby Court			116	
Somerleyton Road Residential Phase I		145		
Somerleyton Road Residential Phase II				59
Larkhall Depot		90		
Central Hill 2A				60
Fenwick 2				185
<b>Totals</b>	<b>170</b>	<b>500</b>	<b>115</b>	<b>300</b>

Somerleyton Road - construction underway (Image of works early 2020)

## BUILDING SUSTAINABLE HOMES

We will support the council towards its goal of being carbon neutral by 2030.

Our programme will make a significant contribution to making Lambeth greener and cleaner. Building Regulations already require new homes to be more efficient in how they

are built and run. We aim to go beyond these minimum requirements.

Here are some approaches we will be taking:

### Embodied carbon

Some materials are manufactured in a way which produces a lot of carbon. We will source materials produced with lower carbon emissions. We will also consider how best to use discarded materials within our new building to minimise waste.

### Circular economy

Most materials are produced, used once, and then discarded. In a circular economy, materials are used many times. We will look for ways to introduce materials that can be part of a circular economy.

### Adaptation through change

New houses will be designed to meet the needs of the future. We will consider future climate conditions in our design process and research new technology.

### Fabric first

Older buildings have high air leakage and rely on mechanical or electrical means of heating and cooling which consumes energy. We will look to reduce this by designing and constructing buildings with thicker walls, floors and roofs ensuring they are better insulated and limiting the air leakage providing improved resident comfort.

### Energy efficiency

We will promote the longer-term view of efficiency over cost.



Our commitment to sustainability and environmental credentials throughout the works in this corporate plan should be exemplary and go beyond bricks. This is about a holistic approach to the way we live, build and engage with our environment.

**Jason Emile**  
Development Director  
Homes for Lambeth

# FIVE THINGS TO KNOW



Lambeth Council requires properties to achieve a minimum of 35% reduction in on-site carbon



Our homes will go beyond this target, and we will support all residents to get the most out of your new home



We will do this through better design, materials and post-completion operation

Our designs will also aim to meet future needs arising from climate change



All our designs will use the emerging 'Future Homes Standards' as a start point



# building trust not just homes

We have given ourselves the task of achieving the highest possible environmental benefit alongside maximising the amount of genuinely affordable housing. As well as being well-designed and well-insulated, our homes will include technologies to let you see how much energy and water you are using, encouraging more conscious use.

We will support you to fully understand how you should use the new technologies in your home to lower energy consumption. All our buildings will be future-proofed so they can be adapted to future technologies.



# ADAPTING TO THE CLIMATE EMERGENCY

We are committed to responding to the climate emergency and will consider the following solutions when providing new homes.



## Solar Radiation/Heat Waves

- We will design temperature control strategies for each development to ensure energy efficient heating systems
- We are committed to designing out overheating in all new homes



## Precipitation/Flooding

We will introduce Sustainable Urban Drainage Systems to combat flooding



## Minimising Water Use

- Design homes with a maximum water consumption of 105 litres per person per day
- Smart Water Metering to monitor individual consumption in all new homes



## Overheating Issue

We will use the cooling hierarchy to minimise overheating risk, prioritising passive measures over mechanical ventilation and cooling



## Landscape and Ecology

- We will introduce drought-resistant planting
- We will introduce more trees and planting to all new schemes
- All new landscaping to be designed with introducing bio-diversity in mind

# ENSURING HEALTH AND SAFETY

**We want our homes to be safe and desirable places where you and your families can grow and flourish.**

As the long-term landlord, the quality and safety of our buildings are crucial to us in protecting you from harm as well as maintaining valuable social assets. We are accountable to the Regulator of Social Housing, which rigorously enforces the Consumer Standards, which safeguard residents. We are also bound by The Health and Safety Executive.

Our homes will be built to prevailing quality standards, including sustainability and safety. All materials will be accredited, and safety assured. Building information will be maintained and made readily accessible to run routine maintenance and asset management activities and to help emergency situations.

This will allow us to keep a 'golden thread' of information about our buildings which runs from the day a building starts being designed and continues throughout its life.

Our boards also have a vital role in ensuring health and safety is at the heart of everything we do through their oversight and compliance role. This role will also ensure that the homes we build meet our Design Principles. These were started in 2014 to ensure that our new homes and estates are good quality and support healthy communities.

Design quality and resident enjoyment of your new homes are important to us as we will be caring for these homes and you as a resident for the long term.

# PROVIDING VALUE FOR MONEY

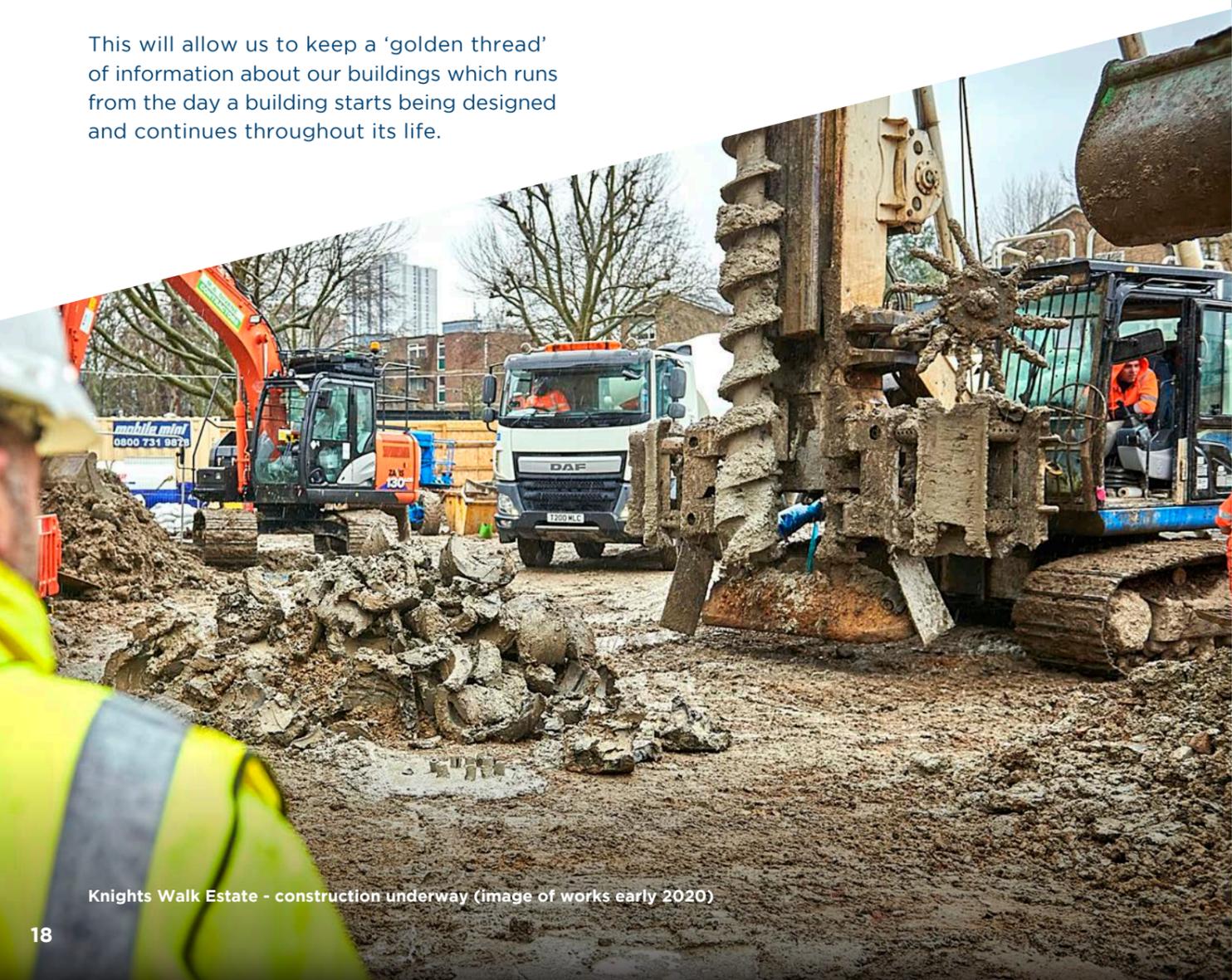
**We will use our experience to get the best value for money from our suppliers.**

Our success will depend on how well we manage our supply chains. Relationships with our suppliers need to be strong to ensure consistent delivery of high-quality goods, materials and services on time and on budget.

An efficient, agile and compliant procurement process will allow us to balance quality against price and rapidly verify the capabilities of potential suppliers. We will also be able to use our influence over the supply chain to deliver direct benefits such as support for our social investment programme and employment strategy.

Savings will be reinvested in building more genuinely affordable homes and services for you.

We will put in place a value-for-money strategy with targets to meet our obligations to the Regulator and we will report on these in our statutory accounts.



Knights Walk Estate - construction underway (image of works early 2020)



Westbury Estate - indicative illustration

# OUR RESIDENT ENGAGEMENT AND SOCIAL INVESTMENT PROGRAMME

Building better homes does not create strong communities on its own, but it is a good place to start.

A number of estates have already been rebuilt in the borough. Learning from the experiences of these completed estate programmes has given us insight to address the issues from those schemes, leading us to combine our

resident engagement and social investment programmes into one as they support each other. **This is why we have called this works-stream RESI.**



Based on conversations with stakeholders, desktop research and feedback from you, we are putting together social investment plans for each estate. So far, this work has uncovered seven overarching issue-based themes which all interface with the council's borough plan - see below:



We will consult with you on these plans and how they should be implemented. In doing this, we will seek to build local partnerships around the estates, which we will rebuild, focusing on those who are within a five-minute walk.

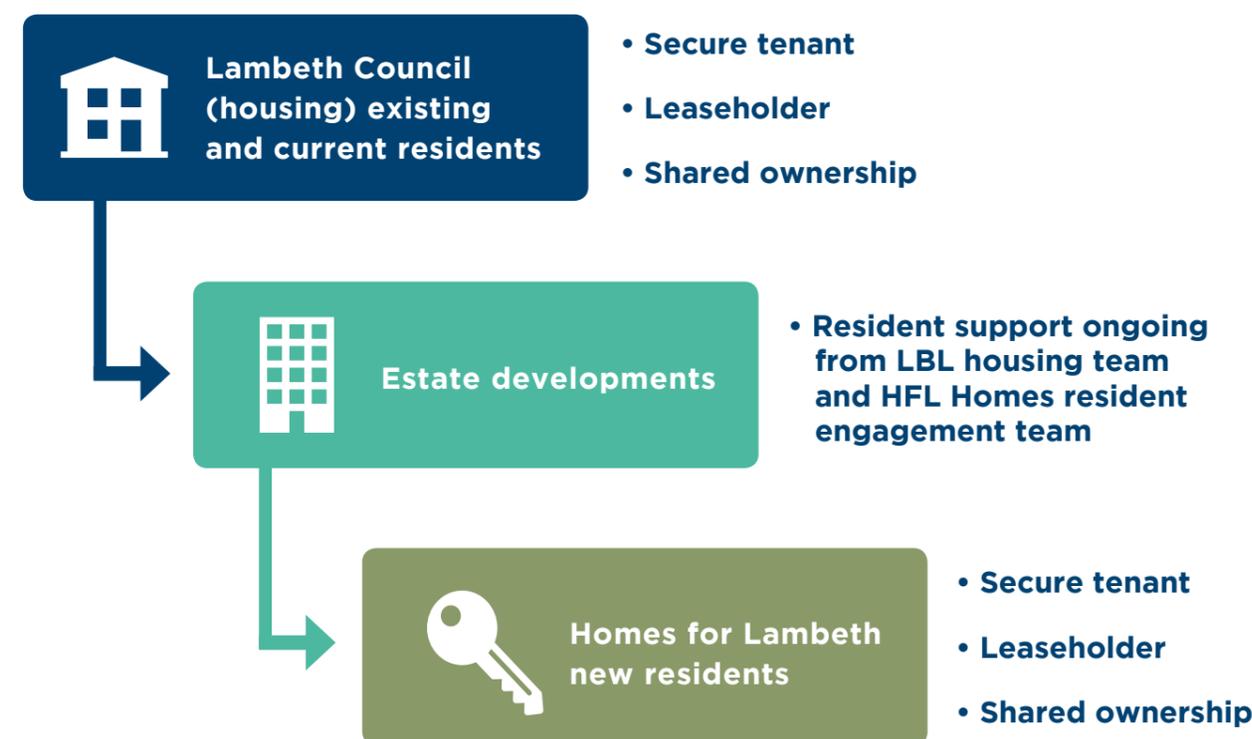
In addition, we will use information from the council's Equalities Impact Assessment (EQIA) to help us understand the different needs of the estates and you as a resident.

# SUPPORTING COMMUNITIES THROUGH THE CHANGE

The council and Homes for Lambeth are committed to supporting all residents as your estates are rebuilt.

The council's Liveability Commitments provide our residents living on estates that we will rebuild with a set of standards and practices that mitigate the disruption and disturbance

that may be caused before, during and after the rebuild works. We will work closely with the council as it consults on its Liveability Commitments and we will support the council to deliver them.



I know how important it is for residents to have a home that not only meets their needs but is safe and efficient to run. That is why we are committed to not only build more homes but build better homes.

**Alison Muir**  
Board member  
HFL Homes

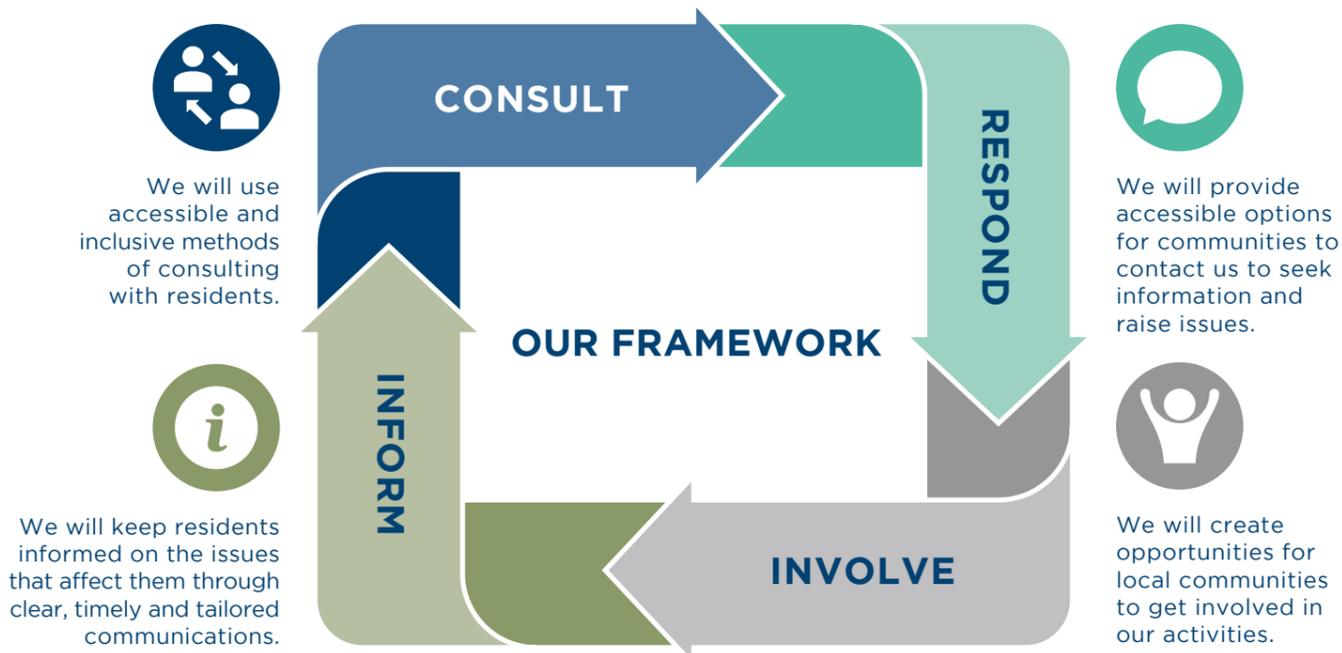
# ENGAGING WITH OUR FUTURE HOMES FOR LAMBETH RESIDENTS

We want to have a meaningful two-way conversation with our future residents. This is where our strength as a housing provider and housing management organisation will be seen as you migrate from residency under the council's housing arrangements to our own.

We will work with you on each of the estates we are going to rebuild. We want our conversations to help us develop and deliver the best communications, information and activities to minimise disruption during the transformation of the estates, and how to get the best outcomes for you once the change is complete.

We want to talk about practical issues and for you to have an input on the design of your new homes and estates.

**We have created a framework which shows how we will engage at every phase of the works - see below:**



We will work with the council, our contractors and you too as residents living on the estates we are rebuilding plus those living around all our schemes to ensure that any negative impacts are kept to a minimum, and you benefit from the new developments as well.

## FRAMEWORK

## RESIDENT ENGAGEMENT

 <b>CONSULT</b>	<ul style="list-style-type: none"> <li>• Consultation and exhibition events</li> </ul>	<ul style="list-style-type: none"> <li>• Community and armchair consultation surveys</li> </ul>
 <b>RESPOND</b>	<ul style="list-style-type: none"> <li>• Drop-in residents sessions</li> <li>• Independent Advisors surgeries</li> <li>• Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>• Resident and Board "getting to know you" sessions</li> <li>• Estate walkabouts with housing management</li> </ul>
 <b>INVOLVE</b>	<ul style="list-style-type: none"> <li>• Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• Resident panels</li> </ul>
 <b>INFORM</b>	<ul style="list-style-type: none"> <li>• Estate newsletters</li> <li>• One-to-one resident's information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Meet the contractor sessions</li> </ul>



Westbury Estate - community hoarding

Knight Walk Estate - residents' drop-in session

# HOW WE WILL ENGAGE WITH HFL HOMES RESIDENTS

We want our residents' voices to be heard at the strategic level of HFL Homes.

HFL Homes will sign up to the National Housing Federation's Together with Tenants' Charter. This charter sets out ways that housing providers can take better notice of residents' opinions on all matters that have an impact on your homes and services.

You can download the Together with Tenants charter from this link:

<http://bit.ly/NHFTogether>

## our residents' voices will be heard

### FIVE THINGS TO KNOW



We want to share plans with residents and co-design services



We want residents to have an input on the design of their new homes and estates



The programme aims to build communities not just homes



Homes for Lambeth wants a long-term dialogue and relationship with residents

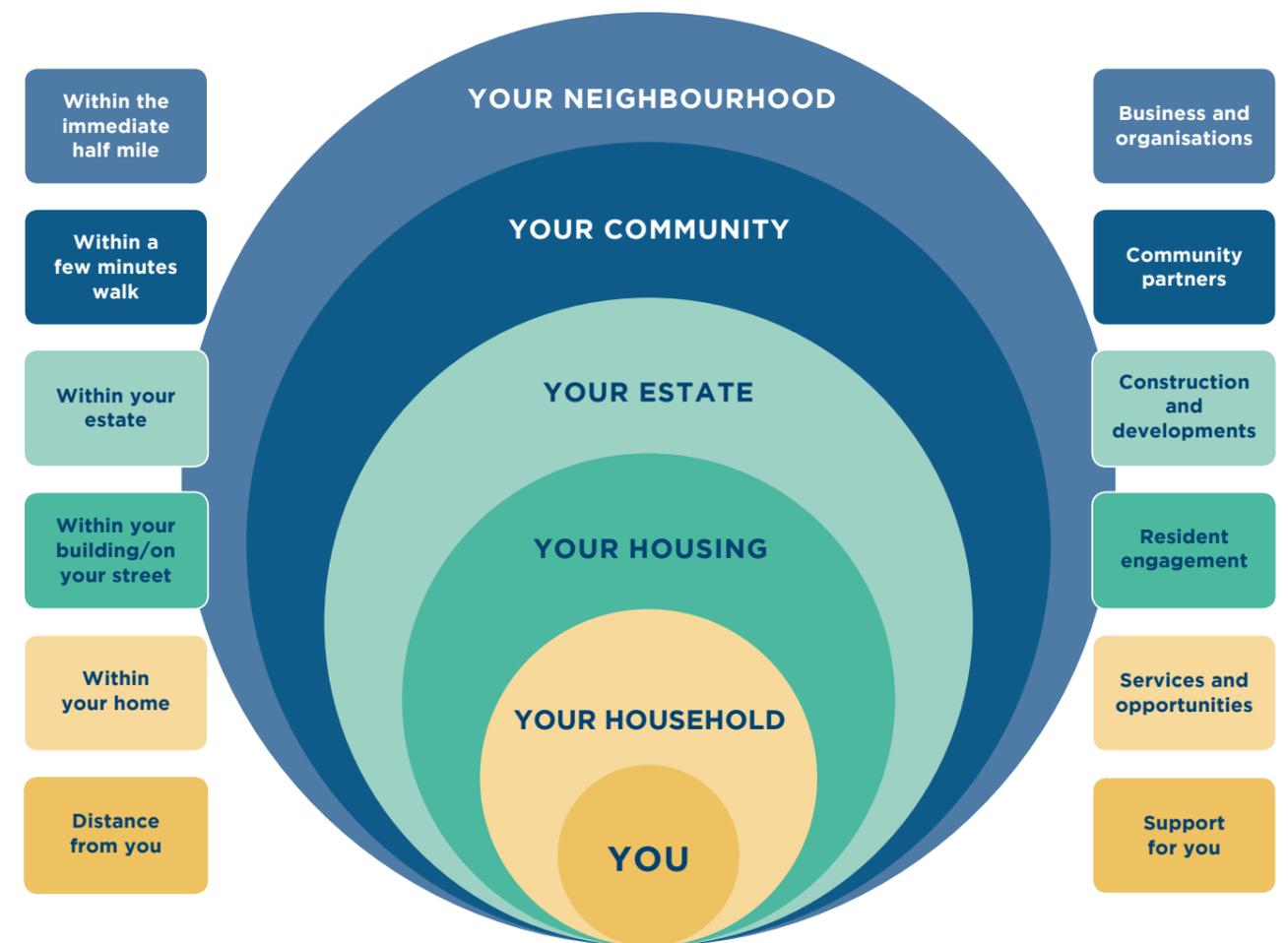


We will be following the NHF's Together with Tenants charter to achieve this

# HOW WE WILL SUPPORT PEOPLE INTO WORK

## we will work with resident communities to improve their job prospects

This strand of our social investment programme is of utmost importance in supporting residents, your families and your communities:



- It interfaces with our own HR practices around diversity, equality and inclusion

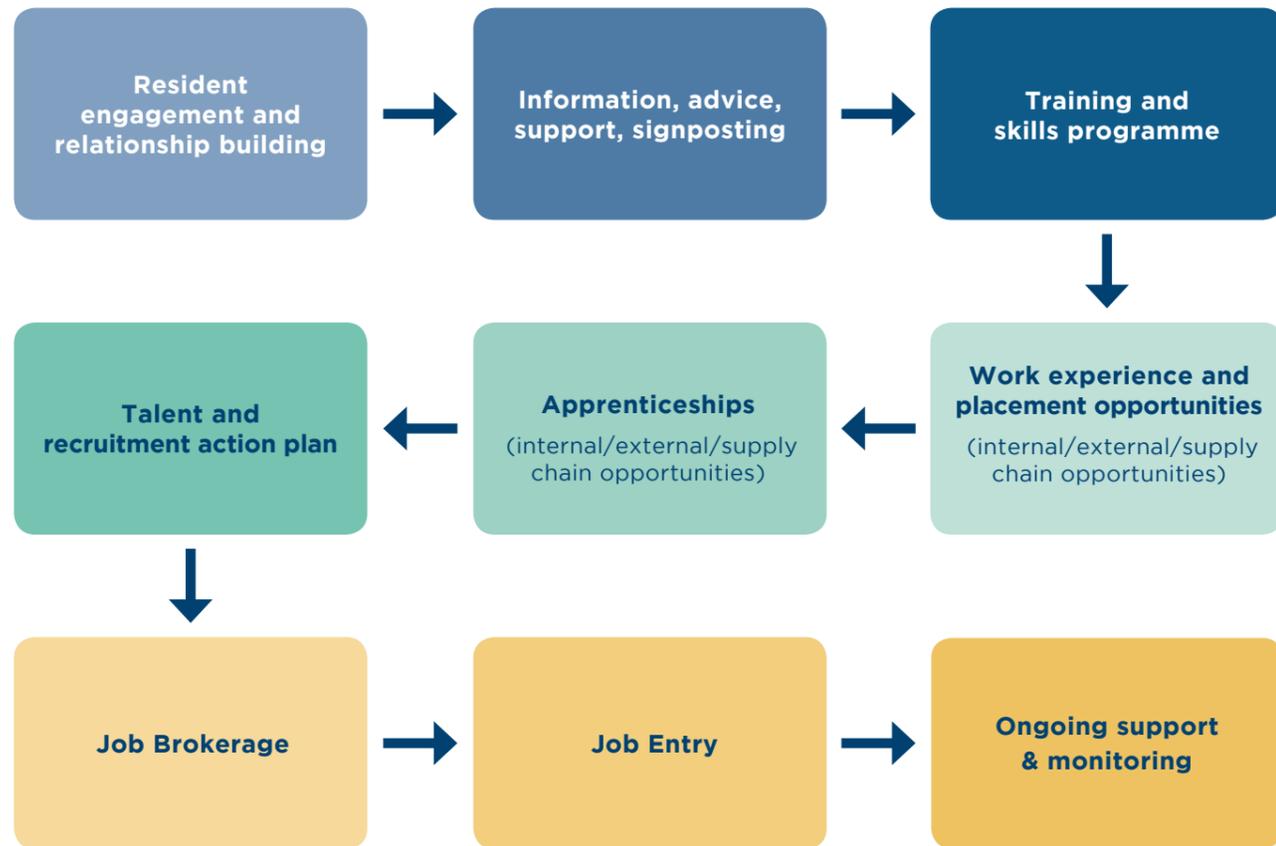
- It facilitates actions for employment routes with our partners and contractors

- It enables us to co-ordinate and manage work and skills training activities in those communities where our homes are being developed

Across the programme we expect over 450 apprenticeships, work placements and work experience opportunities to be created. We will work in partnership with the council on this.

**We will do this through for example:**

- Offering work tasters, placements, skills and job seeking workshops through our social investment programme
- Providing internship, work experience and opportunities
- Giving local people education, learning and employment opportunities through our own and partner apprenticeships
- Functional skills education, cv writing and interview techniques



Fenwick Estate - work beginning on 23 homes

we want to create meaningful routes to employment for our residents and ensure that these routes are accessible to those living on our estates

## HOW HFL HOMES WILL DELIVER ITS SERVICES

We believe our residents value both the convenience of digital information and face-to-face discussions.

As HFL Homes residents, you have a right to good quality service. Good service means different things to different people. As a result, HFL Homes will be making digital options available to allow you to talk to us and access services online.

Face-to-face communication is also important, especially where people have complex needs. So, we will provide access to our services through a range of channels and build up our customer information base so that we know what method suits you best.



**Paul Simpsons**  
Homes for Lambeth  
Director of Operations

We want our residents to get the best possible service from HFL Homes, and we will work with residents to help us do this. Having residents at the centre of what we do is vital for us - we aren't just going to build homes and go. We are in for the long haul as this is the only way we can build thriving communities and better futures for our residents.



# OUR FINANCIAL PLAN

## Lambeth Council provides loans to build new homes, and we repay the council from the sale of homes

Two main sub-companies are operating under HFL Group: HFL Build and HFL Homes.

HFL Build receives loans from the council and uses them to design and build new homes. The council lends at commercial rates to meet State Aid rules.

The level of funding allows us to build homes that meet the high standards for quality and environmental performance set out in our own Housing Design Standards and the council's requirements to address the climate emergency.

When the building works are completed, the affordable homes are sold by HFL Build to HFL Homes, and the private homes are sold on the open market. The proceeds of these sales are then used to repay the loans to the council and cross-subsidise the delivery of affordable housing.

In order to buy the affordable housing, HFL Homes will also be receiving loans from the council. These loans will be secured on the value of the homes themselves. HFL Homes then repays the council over a longer period using revenues from rents as well as income from Shared Ownership sales.

Additional funding is available to us from grants from the council and from the GLA. These sources of funding help to subsidise the cost of providing affordable housing, making it possible for us to provide a greater number of homes.

Along with the development and affordable housing loans, the council is also providing a working capital loan to cover the costs of overheads such as staffing, office accommodation and IT until such time as we are fully sustainable and self-sufficient. Because we will be using public funding, the terms of the loans and repayments will be subject to enhanced scrutiny.

## Our board monitors the company's finances and external risks under the oversight of the council.

Our business plan balances large loans and major construction costs at the front end against rents and revenues later on. As a result, it needs to be sensitive to changes in market conditions and other factors which arise during the construction period.

Each project within the programme has a detailed assessment of the costs, revenues, quality and time requirements, and the possibility of risks.

Actual delivery against the agreed programme will be monitored, and the real-time data will be combined into a single programme-wide debt management and cash flow forecast.

The scheme-by-scheme and programme-wide positions will be reviewed by our executive team, our boards and the council. The programme is regularly monitored, and this means the executive team will pick up on any adverse movements and propose mitigating actions that will keep the programme viable.

We are funded using public money from the council along with grant funding. As a result, there is a detailed financial plan for how and when these loans are repaid and the interest rate that will be applied. The up-front costs of planning and construction will lead to a pipeline of new homes which will be available as council level rent, other affordable lettings, shared ownership or sale.

We have assembled an experienced team of housing industry executives and independent non-executive directors, so the company is in a good position to navigate this complex programme through any market changes, the impact of the climate emergency or shifts in government legislation.

The council will have regular updates on our financial performance and the ability to question and challenge material changes to the plan.

## FIVE THINGS TO KNOW



We will borrow from the council to finance development and the purchase of affordable home



The development loans will be repaid from sales receipts and the loans to purchase the affordable housing will be repaid over a longer period from rental and shared ownership sales



The development loans are provided at market rates of interest



We will ensure Value for Money in all our activities



Good governance is ensured with clear lines of sight for the boards and the council

# SECURING OUR PLAN

Businesses survive because they have made plans for how to respond to problems. In the housing sector there are several factors which can impact financial plans:

- Lower sales values
- Slower rates of sales
- Increased construction costs
- Increased cost of borrowing
- Empty homes and bad debts
- Delays in the programme
- Lower levels of grant funding

We will be using a dynamic forecasting system which will allow the company to see its financial position and future position.

The performance of the schemes and the overall programme are measured by looking at a set of Key Performance Indicators (KPIs) such as the average length of time needed to sell a home, the number of completed homes remaining empty. These KPIs help us spot straight away if the problem factors are starting to emerge.

the programme has been carefully stress tested to see if it stands up to a range of possible events



**Melanie Hyland**  
Finance Director  
Homes for Lambeth

Our plan is ambitious, both in the number of homes we will build, but also with the thriving communities we plan to support. Most importantly it's deliverable. We will work with our partners in the council to make sure our performance is exemplary.

# KEY PERFORMANCE INDICATORS

Our Key Performance Indicators (KPIs) and targets will be refined in partnership with the council over the next few months to ensure that they accurately allow our own executive team, boards and the council to monitor our progress.

Below is the framework for our Key Performance Indicators (KPIs):

Scheme	Measure
Customer Experience	Fire risk assessments in place as a percentage
	Fire risk assessment actions completed as a percentage
	Electrical inspections
	Customer satisfaction with repairs
	Percentage of repairs completed in time
	Percentage of repairs completed at first visit
	Percentage of residents satisfied with handling of complaint
	Percentage of resolution at first point of contact
	Complaints escalated
	Customer satisfaction with landlord rent homes - STAR
Financial	Rent Loss
	Void Loss
	Rent Arrears
	Earnings before interest, tax, depreciation and amortisation (EBITDA)
	Average days to sell homes
	Sales income
	Gearing
	Interest Cover
	Return on Capital Employed
	Loans Drawn Down
	£ WIP
	Value for Money
Quality Homes and Places to Live	Number of homes in planning
	Number of homes design commissioned
	Number of homes in planning
	Number of homes Master Planning commissioned
	Number of homes started on site as a % of total due
	Number of homes practically completed
	Number of homes sold as a % of total
	Number of homes reserved
	Number of homes unsold and age
	Number of homes let within target
	Days void since practical completion
	Average number of defects

In addition, our targets for RESI will be formed in partnership with residents and will be informed by information from our research and from the council's EQIA. We will develop our carbon management targets over the lifetime of this plan.

However, our targets for carbon management include the following:

- Improved fabric performance
- High performance glazing
- Low air permeability/air leakage
- Heat recovery ventilation
- Lower water usage

Our current proposals are approximately 10 to 15% above the minimum standards of the Mayor of London's new London Plan.

# 5-YEAR SUMMARY

## Business Plan for HFL Build - three-year plan with a two-year horizon

The below shows the summary budget for HFL Build for the three years of the Business Plan and the next two years which we have in outline.

	Covered by the business plan			Two-year horizon	
	2020/21	2021/22	2022/23	2023/24	2024/25
Private homes	-	-	58	112	189
Affordable homes	-	46	76	238	54
<b>Total number of homes</b>	<b>-</b>	<b>46</b>	<b>134</b>	<b>350</b>	<b>243</b>
Total Turnover	£5.4m	£21.1m	£44.9m	£119.3m	£121.6m
Total Costs	£(6.3)m	£(20.4)m	£(41.3)m	£(106.6)m	£(108.9)m
<b>Profit Before Interest &amp; Tax</b>	<b>£(0.9)m</b>	<b>£0.7m</b>	<b>£3.6m</b>	<b>£12.7m</b>	<b>£12.7m</b>
<b>Finance Costs</b>	<b>£(0.9)m</b>	<b>£(2.5)m</b>	<b>£(6.8)m</b>	<b>£(9.0)m</b>	<b>£(6.7)m</b>
<b>(Loss)/Profit Before Tax</b>	<b>£(1.8)m</b>	<b>£(1.8)m</b>	<b>£(3.2)m</b>	<b>£3.7m</b>	<b>£6.0m</b>

HFL Build incurs losses in the first three years because of its start-up costs and because it is prioritising the building of affordable housing schemes where the price that HFL Homes can afford to pay is less than the cost of construction.

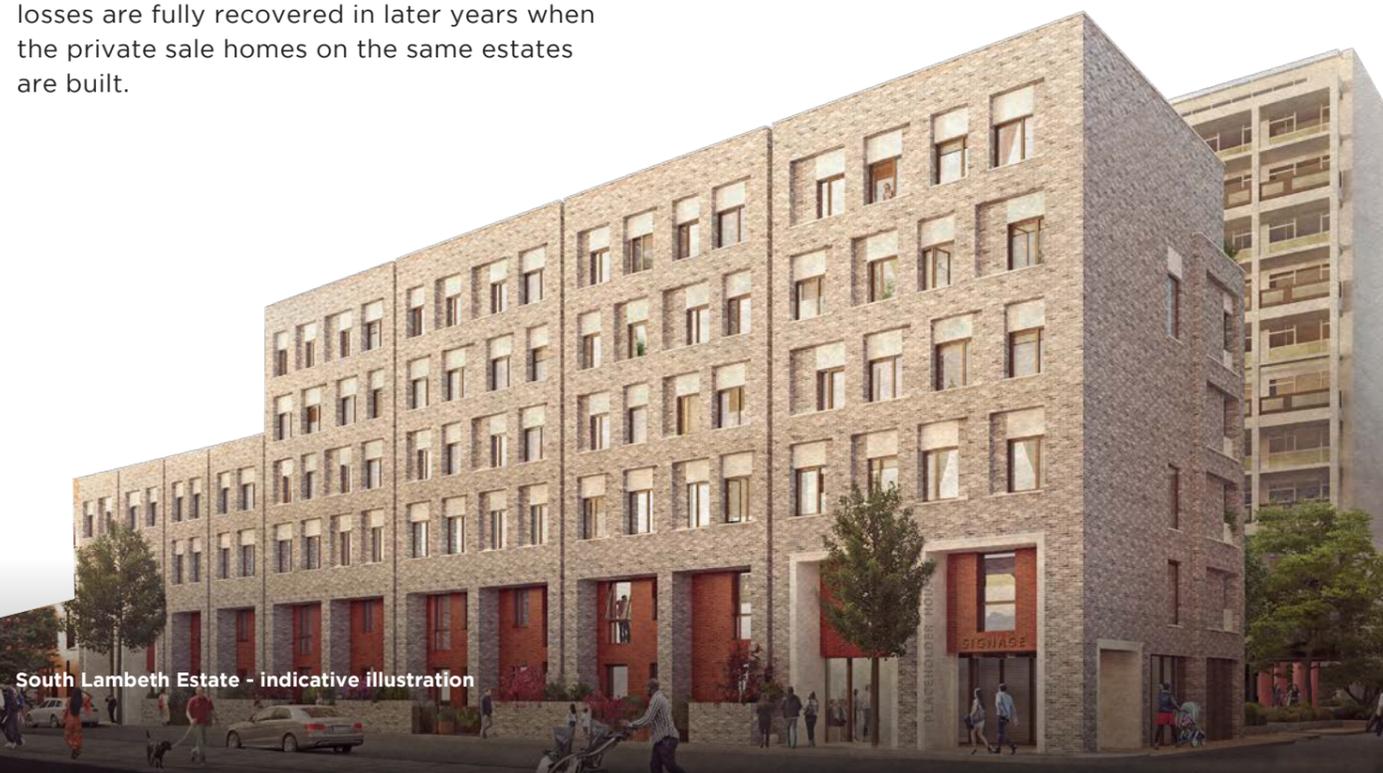
These losses are partly financed through deferred repayment of the development loans and the working capital loan. The development losses are fully recovered in later years when the private sale homes on the same estates are built.

These results differ from those in the 'Our Development Programme' section as the s106 sites at Lollard Street, Westbury & Fenwick are not included in HFL Build.

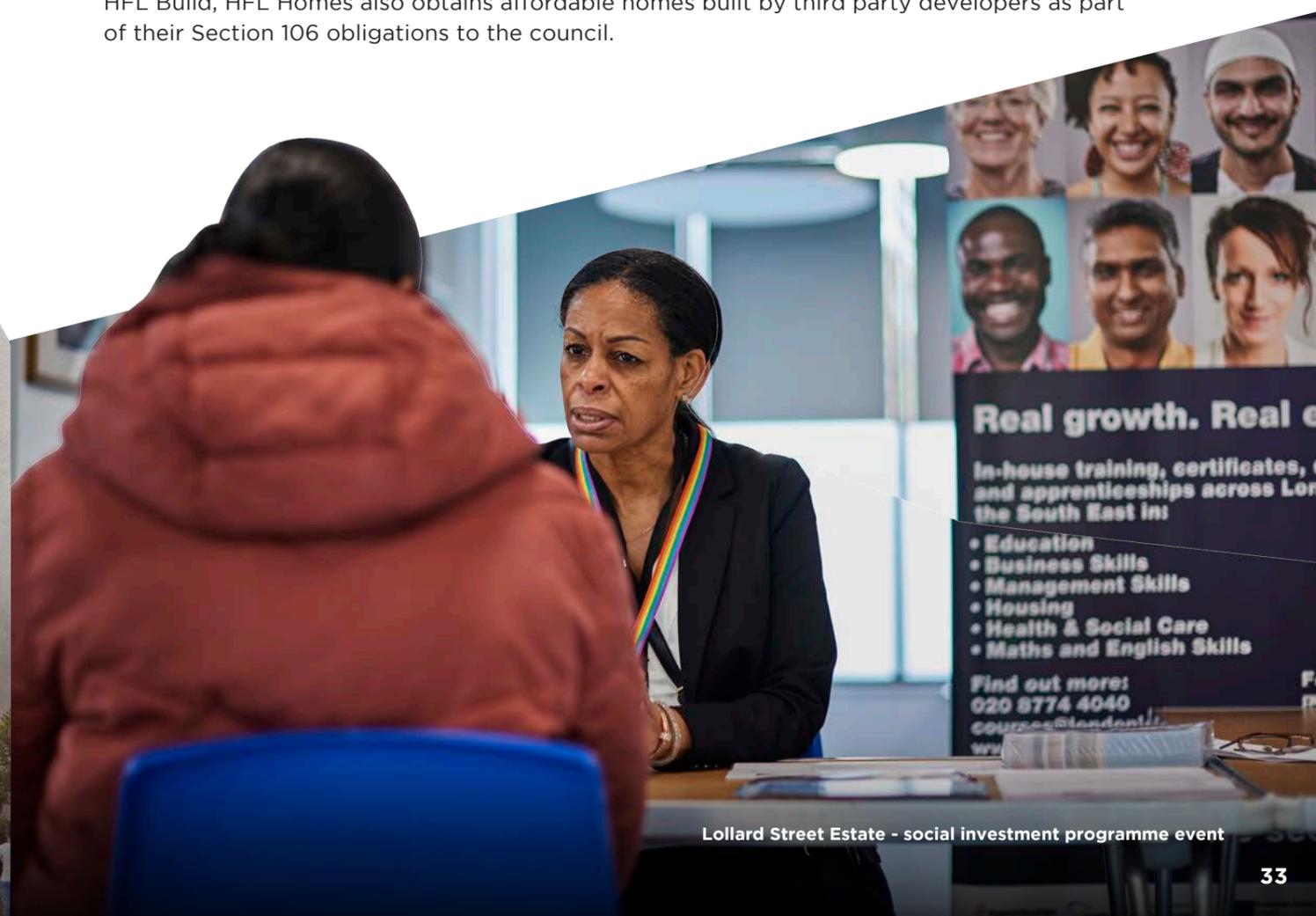
In addition, these results are the financial forecast and therefore assume that open market sales are sold over time rather than as soon as the homes are build complete.

	Covered by the business plan			Two-year horizon	
	2020/21	2021/22	2022/23	2023/24	2024/25
Supply from HFL Build	-	46	76	238	54
Section 106 supply from London Borough of Lambeth	-	64	46	-	-
<b>Total new supply</b>	<b>-</b>	<b>110</b>	<b>122</b>	<b>238</b>	<b>54</b>
Rent & Service Charge Income	£0.7m	£1.1m	£1.9m	£3.0m	£4.9m
Sales Income	-	-	£0.5m	£4.7m	£6.7m
<b>Total Turnover</b>	<b>£0.7m</b>	<b>£1.1m</b>	<b>£2.4m</b>	<b>£7.7m</b>	<b>£11.6m</b>
Total Costs	£(0.6)m	£(0.7)m	£(1.7)m	£(5.9)m	£(8.9)m
<b>Operating Surplus</b>	<b>£0.1m</b>	<b>£0.4m</b>	<b>£0.7m</b>	<b>£1.8m</b>	<b>£2.7m</b>
Finance Costs	£(1.7)m	£(1.7)m	£(0.8)m	£(1.5)m	£(2.6)m
<b>(Loss)/Surplus Before Tax</b>	<b>£(0.1)m</b>	<b>-</b>	<b>£(0.1)m</b>	<b>£0.3m</b>	<b>£0.1m</b>

The losses in the first three years are financed through an inter-company working capital loan provided by HFL Group out of the Council's working capital loan. Along with those built by HFL Build, HFL Homes also obtains affordable homes built by third party developers as part of their Section 106 obligations to the council.



South Lambeth Estate - indicative illustration



Lollard Street Estate - social investment programme event

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# MANAGING RISK

The identification, management and mitigation of risk is a task shared by our executive team, our boards, the council, the regulators and external auditors. Our three lines of defence in risk management are:

**1 Ownership and Management of risk**  
Our executive team members actively look out for risk and make it their responsibility to report it and find solutions

**2 Effective Oversight and Risk Management specialism**  
Our boards review the risks and the proposed solutions, and guide the executives on the basis of experience and a wider strategic vision

**3 Independent Assurance and Internal Audit**  
Independent internal audit teams will inspect and test compliance with our various procedures and financial controls, as well as decisions taken at executive and board level. External auditors will audit our annual financial statements and provide an opinion on them



**Richard Stevens**  
Chair HFL Homes

Our experience, and independent scrutiny and constructive challenge of management, will support our public commitment to delivering quality homes and resilient estates for Lambeth whilst building thriving communities and better futures.”

The approach to risk management can be summarised in the framework of policies and measures below:



the framework ensures we'll be able to **continue** through good and bad times

no blind spot  
or unconsidered  
situation jeopardising  
our ability to  
respond to risks  
or business difficulties



## OUR RISK REGISTER

We have identified the top risks we face – see table below.

We will continue to develop these over the lifetime of the programme.

HFL GROUP RISK REGISTER DASHBOARD 2020-21	
RISK DESCRIPTION	MITIGATION & ASSURANCE MAPPING
Health and Safety	<ul style="list-style-type: none"> <li>• Fire, Legionella, asbestos, gas and electrical (FLAGE) monitoring</li> <li>• Internal Audit</li> <li>• Enforce terms of construction contracts for remediation</li> <li>• Construction Design and Management Regulations followed</li> </ul>
Delivery plan is not agreed due to financial impact or strategic outputs not being achieved	<ul style="list-style-type: none"> <li>• Regular liaison with LBL Members and staff on programme and financial impact</li> <li>• Regular review and refinement of the delivery plan and validation by the council</li> </ul>
Economic impact of leaving the EU specifically on costs of labour, materials and house prices	<ul style="list-style-type: none"> <li>• Procurement to encourage long term partnerships for quality and price assurance</li> <li>• Delivery plan to factor in potential additional costs of construction from inception rather than build cost inflation</li> <li>• Zero House Price Inflation assumed to reflect current economic uncertainty</li> </ul>
Residents not supportive of regeneration programmes and service not meeting expected standards	<ul style="list-style-type: none"> <li>• Equalities Impact Assessment data to be analysed, residents consulted, and tailored strategy developed</li> <li>• Resident concerns to be addressed with regular dialogue</li> <li>• The council fully consulted on breadth of strategy, potential impact and cost</li> </ul>
Poor performance	<ul style="list-style-type: none"> <li>• Appropriate systems to monitor and report on programme delivery</li> </ul>
Lack of cost control leading to liquidity risk and potential fraud	<ul style="list-style-type: none"> <li>• Robust systems; monitoring and reporting to LBL and Homes for Lambeth, internal and external audit</li> </ul>
Poor governance leading to downgraded status and associated risks of reputation and access to funds at appropriate price points	<ul style="list-style-type: none"> <li>• Assurance framework to board; independent assessment; board training and succession plan</li> </ul>
Delays in programme caused by COVID-19	<ul style="list-style-type: none"> <li>• We will continue to move forward with our projects. We will do this by using remote working techniques to coordinate among ourselves, our contractors and the council. Also, we will use new engagement approaches when engaging with residents, so we can continue to move forward with our programme.</li> </ul>

# OUR YEAR AHEAD

In 2020-21 we will complete our mobilisation of staff, systems and resources and begin planning and building its first set of new homes for Lambeth.

Develop deliver plan for the business plan	<ul style="list-style-type: none"> <li>Put together a delivery plan for this business plan including KPIs and review processes</li> </ul>
Deliver development programme to budget and programme and quality standards	<ul style="list-style-type: none"> <li>Start on site on five schemes and 170 homes</li> <li>Extract value for money from our procurement processes and ensure we meet our value for money requirements</li> <li>Create sustainability register to measure effectiveness including technology used and standards achieved</li> <li>Deliver an efficient Assured Shorthold Tenancy programme</li> <li>Market test letting agent efficiency and value</li> <li>Include CSR contributions from the supply chain</li> <li>Establish relationship with GLA</li> <li>Agree and implement approvals and financial monitoring processes</li> </ul>
Instruct forward work for pipeline	<ul style="list-style-type: none"> <li>Planning applications submitted for 12 schemes</li> <li>Instruct detailed design on 12 schemes</li> <li>Master-planning commissioned on three estates</li> </ul>
Implement new software systems	<ul style="list-style-type: none"> <li>New finance system implemented</li> <li>New project appraisal system implemented</li> <li>New sales and CRM system</li> </ul>
Resident Engagement and Social Investment	<ul style="list-style-type: none"> <li>Develop different communication methods for modern engagement with our residents</li> <li>Regular engagement on all six major project estates</li> <li>Work with Lambeth Council on employment, training and apprenticeship initiatives</li> <li>Increase the number of people in resident engagement</li> <li>New tracking system to support engagement and the delivery of the social investment strategy</li> </ul>
Support the work of Lambeth Council and the Borough Plan	<ul style="list-style-type: none"> <li>Have regular dialogue with ward councillors</li> <li>Establish agile working with client team to deliver joint goals</li> <li>Work collaboratively with LBL employment, resident engagement and social investment work streams</li> </ul>
Capacity established	<ul style="list-style-type: none"> <li>Recruit permanent finance team</li> <li>Establish sales function and strategy</li> <li>Implement joint working protocol as agreed with council</li> </ul>

agents of change,  
we aspire  
to reflect and serve  
our wonderful  
diverse community  
of residents



Above: South Lambeth Estate - residents' drop-in session  
Back cover: Lollard Street Estate

Image Disclaimer: All images used in this document are for illustrative purposes only  
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HOMES FOR  
LAMBETH

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