

OSP Meeting
22nd October 2020

Report Title	HFL Delivery Performance and Update Report
Action Required	For Information
Name and Position	Name: Jitinder Takhar Position: CEO HFL
Confidentiality	Please indicate whether the report and any appendices are: <ul style="list-style-type: none"> - Confidential ✓ - Commercially Confidential ✓ - Contain personal data (IE data that belongs to a living person under the GDPR) x - Subject to restricted distribution ✓

1. Executive Summary

1.1 This report provides information on performance and progress to date to the Council's Overview and Stewardship Panel on the following areas:

- Development Programme (No. of homes)
 - Schemes commissioned
 - Schemes submitted for planning
 - Schemes receiving planning consent
 - Schemes under construction
- Financial (£)
- Resident Engagement and Social Investment (RESI)
 - Internship & Apprenticeship opportunities created
 - Opportunities secured by BAME applicants
 - Opportunities secured by women
 - Opportunities secured by Lambeth Council/HFL residents
 - Resident enrolment in online courses/workshops
 - Tablet lending trial
 - Resident involvement in digital skills
 - Number of engaged residents.

Performance is provided in the KPI register at Appendix 1.

1.2 The first half of the year has been twin tracking delivery and reporting infrastructure implementation. The latter has meant that delivery had been delayed while processes are agreed. To illustrate the impact of this necessary work the development programme figures include a re-forecast target to show how we will perform at year end against start of year targets. This is reliant on the new streamlined gateways and commissions.

- 1.3 The Panel will also see a suite of resident engagement and social investment activity KPIs, developed against the backdrop of the pandemic which has impacted this area. For example, the digital inclusion exercise of tablet lending and digital learning sessions has been accelerated in the programme as on-line access has become more valued alongside social distancing measures.
- 1.4 At the last meeting with the relevant member for employment, skills and training the question was raised of targets for participation by protected characteristic groups such as those from a BAME background. For now, targets are set at overall percentage levels of each of the protected characteristic groups across all key regeneration estates and these will be reviewed over the coming months. We are working closely with the local authority's Enterprise, Jobs and Skills Director – Nabeel Khan.
- 1.5 OSP members are requested to note that all schemes follow the agreed design brief developed by HFL. This brief also incorporates Lambeth Council's aim to reduce carbon emissions further than that proposed in current Building Regulations. To date HFL has exceeded this target with carbon emissions reduced by an average of 70-80% against the Lambeth adopted London Plan target of 35%.

2. Key Issues

- 2.1 More usual resident services KPIs are reported to the HFL Homes Board. Should the panel wish to see those they can be provided in future reports. These KPIs cover resident satisfaction, repairs, complaints handling and health and safety.
- 2.2 Risk mapping is an area that we have developed jointly with the Council. The risk map is reviewed by the HFL Executive on a monthly basis and provided to the Group board every two months. Separate development project, housing management and AST programme risk maps are provided to the HFL Build, HFL Homes and HFL Living boards respectively. The latest corporate risk register is cross referenced to the risks outlined in the March cabinet report.
- 2.3 Key risks to highlight at this stage are:-
 - Covid 19 and impact on construction
 - Brexit and impact on labour and materials
 - Resources within the joint teams to deliver the programme.

3. Appendices

- 3.1 All KPI register

Key Impacts	
Strategy implications	<ol style="list-style-type: none"> 1. Development delivery and the RESI programme are key features of HFL's Corporate Plan. 2. HFL works in partnership with LBL to deliver on the Council's Key Guarantees made to residents.
Budget or Financial implications	<ol style="list-style-type: none"> 1. HFL operates to a Council approved business plan. 2. Whilst the organisation is within budget it is behind programme. This means that projects have been delayed although any delay will be made up within the first 3 years of the programme.
Value for Money (VFM)	<ol style="list-style-type: none"> 1. VFM is a key financial standard of the Regulator of Social Housing. HFL reports against the standard key metrics twice yearly. 2. The area with the greatest impact on value for money is development. Procurement follows a cost/quality ratio of 30/70 with a bias towards quality with longevity. Works costs and sales values are regularly market tested to ensure that the organisation is achieving optimum values in both areas.
Legal or Regulatory/HSE	<ol style="list-style-type: none"> 1. Resident engagement and involvement is a key consumer standard with the Regulator of Social Housing. 2. Health and Safety is a key corporate responsibility. Development sites are subject to strict H&S legislation and the HSE. For residents H&S is a key area for scrutiny by the HFL Homes Board.
Risk	<ol style="list-style-type: none"> 1. Risk areas are identified in the risk register at Appendix 2. 2. The corporate risk register is held jointly with LBL Client Team
Stakeholder implications, including residents	<ol style="list-style-type: none"> 1. Resident involvement is being encouraged by the suite of activities and programmes. Continued engagement will help us create and provide service areas that are most in demand. 2. LBL residents impacted by estate regeneration are engaged through jointly held information sharing meetings.
	<ol style="list-style-type: none"> 1. Covid-19 has impacted already disadvantaged groups. The forthcoming EQIA will help us target our resident engagement and social investment services with more accurate data. 2. More and better homes will help address the impact of poor and insufficient housing in the borough for those most in need and most impacted by the pandemic. 3. HFL operates in partnership with LBL and uses the same source data.
Other	<ol style="list-style-type: none"> 1. None