

CABINET 21 MARCH 2022

Report title: Council and Homes for Lambeth Joint Delivery Plan

Wards: All Wards

Portfolio: Deputy Leader (Planning, Investment and New Homes), Councillor Matthew Bennett

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REPORT SUMMARY

Homes for Lambeth (HfL) is a house-building company and Registered Provider (housing association), set up and fully owned by Lambeth council to build and manage homes on council land for local families. There are currently over 38,000 households on the council's waiting list for social housing (including 5,900 tenants waiting to transfer and over 3,150 households in temporary accommodation, including more than 4,500 children, who the council provides with temporary accommodation every night. This housing crisis is being addressed by building more homes, especially genuinely affordable homes for council rent.

Delivery of the programme has continued with the completion of 80 new homes, start of construction at Hydethorpe Road and Roman Rise, and Lambeth's planning committee has approved four schemes taking the number of consented homes to 253 with a further 268 under consideration by the Local Planning Authority. HfL continues to support the council's approach to tackling the climate crisis and has been recognised for its great approach to sustainable design.

This Cabinet Report presents a progress update on the approved HfL Business Plan for 2020-23 (the 'Business Plan'), Cabinet Member Delegated Decision Report (CMDDDR), 30 March 2020 and Council and HfL Joint Delivery Plan ('JDP'). The main objectives for the coming year are also set out.

FINANCE SUMMARY

The Joint Delivery Plan includes finance updates on each of the areas of activity that make up the plan and an update and commentary on the programme viability statement that was included in the March 2020 CMDDDR, which is a key indicator for the programme. The updated statement indicates that the programme remains financially viable, based on information available at the time of writing the report.

RECOMMENDATIONS

1. To note the progress update contained in the Joint Delivery Plan, which is Appendix A to this report, on the recommendation of the Ownership and Stewardship Cabinet Advisory Panel ('OSP').

1. CONTEXT

- 1.1 On 30 March 2020 CMDDR was approved for the 'HfL Delivery Plan and HfL Corporate Plan'. That decision also delegated to the Cabinet Member for Planning, Investment and New Homes the authority to agree changes to the phasing and timing of projects, within the overall financial parameters.
- 1.2 The CMDDR and its associated appendices set out Homes for Lambeth's ('HfL') plan to deliver homes over a three-year Business Plan period (April 2020 – March 2023) and also provided a look-ahead to the end of the fifth year of the programme. The CMDDR also set out a series of policies, objectives, targets, and financial parameters for the programme.
- 1.3 The purpose of this Cabinet report is to report on the progress made over the last year and to set out the main proposed activities for the coming year.
- 1.4 The HFL programme is significantly contributing towards three goals in the Lambeth Borough Plan:
 - **Affordable housing** – this programme is focused on ensuring that additional affordable homes are provided in the borough, with a strong emphasis on providing homes at Council Level Rent, in addition to Intermediate units, of particular importance to our key public sector workers.
 - **Housing quality** – this programme includes the regeneration of six council estates, providing improved quality homes for many residents, the new homes also being of higher environmental standards.
 - **Apprenticeships, training, and jobs** – this programme will support the delivery of a number of apprenticeship and training opportunities, as well as creating jobs within the Borough.

2. PROPOSAL AND REASONS

- 2.1 The approved March 2020 CMDDR set out a three-year business plan. The March 2021 JDP updated it as necessary. HFL and the Council have made good progress over the last year in delivering the programme; securing a number of planning consents, starting construction of new homes, completing new homes and implementing the strategies that were outlined in the Business Plan.
- 2.2 A detailed progress update for the programme – the Joint Delivery Plan ('JDP') – has been produced jointly by the Council and HFL. A copy is attached at **Appendix A**.
- 2.3 The purpose of the JDP is to report on the key areas of progress over the past year and set out the main activities for the year ahead.
- 2.4 In summary, the JDP covers:
 - **HFL Build development programme**
- 2.5 HFL Build was established to plan and deliver the homes to be built by HFL.

- 2.6 HfL has made good progress over the last year, securing 4 planning consents and starting the construction of new homes on Hydethorpe Road, Roman Rise and Patmos Lodge. The sites that have secured planning consent will deliver 253 new homes, 55% of which will be affordable homes. HfL has planning applications currently under consideration by the Local Planning Authority for a further 268 new homes at Denby Court and Larkhall Depot which will be decided on shortly. HfL is progressing well towards starting construction on a further 58 homes at Patmos Lodge and Fenwick Place. Furthermore, through optimisation of projects, HfL has identified a further 96 homes that can be delivered across the life of the programme. This increases the number of homes in the programme to 4,938, of which 2,075 will be affordable homes. Of these, a minimum of 1,312 homes are proposed to be delivered at Council Level Rent and opportunities to increase the number of affordable homes will be sought as the schemes progress through design and viability reviews.
- 2.7 The number of homes forecast to be delivered over the three-year business plan period is 194, a reduction from the 349 projection in the March 21 JDP. Looking to the end of year five, there are 878 homes forecast to be delivered, this is a reduction from the 1,184 stated last year. However, the percentage of Council Level Rent homes to be delivered over the three and five-year period are now higher than had been envisaged in the March 2021 JDP.
- 2.8 The Council and Homes for Lambeth teams have worked together throughout what has been a challenging year. However, a combination of factors such as: allowing for greater consultation throughout the planning process; developing and embedding new shared development processes to manage risk appropriately between the Council and HfL and the impact of COVID-19 on staff and contractors has resulted in the revised forecast.
- 2.9 Masterplanning activities are underway and at the Central Hill estate over 100 residents participated in the resident engagement fun day in October, shared their views via the Central Hill Conversation Survey and joined in with family friendly half term activities. Residents were able to give the assessment panel their feedback on the architects bidding for this work by attending and providing feedback at exhibitions held in December, joining an online presentation and Q&A or reading a booklet and sending back a form. In addition, a small group of resident volunteers worked alongside the HfL / LBL assessment panel in the scoring of the bids. The architects that will work with residents to co-design plans for the estate will be appointed in quarter 1 of 2022/23. The masterplanning process will run for about a year. In the coming year procurement will be commenced to progress design work on the Fenwick and Cressingham Gardens estates. As stated in the JDP, residents will be fully involved in the development of proposals to renew their estates in line with the Key Guarantees (appendix C).
- 2.10 In November 2020 the GLA issued a prospectus and invited applications for its 2021-2026 Affordable Homes Grant Programme. HfL submitted an application for funding during this financial year and the GLA have allocated £28.16m in funding to the HfL programme to support the delivery of 311 Social Rent and Affordable Home Ownership homes.

HfL Homes

- 2.11 HfL Homes, a Registered Provider, was established to acquire and hold the affordable homes from HfL Build. The council's housing service manages the homes on behalf of HfL Homes.
- 2.12 The completion of the Westbury Phase 1 and Knights Walk Phase 1 projects increases the number of homes being managed by HfL. HfL will have 150 homes in management by the close of 2021/22. All 150 homes are let at council level rents and 35 tenancies were let to existing estate residents in accordance with the Key Guarantees.

HfL Living

- 2.13 HfL Living was established to manage any homes in the programme that are to be let to the open market rental sector.
- 2.14 To support the viability of the early buy-backs for homeowners in the key guarantees, homes sold under right to buy that are bought back by the Council are refurbished (if necessary) and let on Assured Shorthold Tenancies to generate an income stream.
- 2.15 HfL is commissioned by the Council to manage the refurbishment, letting process, management of repairs and rent collection on its behalf. This is done through HfL Living.
- 2.16 HfL currently has 125 homes that are let on Assured Shorthold Tenancies. This is expected to increase to 147 within the next 12 months based on the number of homes expected to be prepared for letting. The Council is seeking to let as many homes that are bought back as possible and in the coming year will assess whether it is possible to provide more homes for other tenures such as temporary accommodation.

Rehousing and compulsory purchase

- 2.17 In order to meet the Council's commitment to rebuild the six estates, it needs to re-house existing tenants and purchase leasehold and freehold properties that had been acquired under the Right to Buy.
- 2.18 Over the last year, the Council has continued to acquire homes and rehouse residents in-line with the Key Guarantees; 21 leaseholds / freeholds have chosen to sell back to the council and 81 secure residents have chosen to be rehoused. It is currently forecast that a further c.30 leasehold / freehold homes will be acquired in the coming year. A more targeted approach will be taken to align with the proposed phasing in the masterplans as they become defined. There are 275 residential leaseholds / freeholds that remain to be acquired and 495 secure tenants to be rehomed across the 6 regeneration estates. Secure tenants that move to another home in Lambeth can choose to retain an option to return to their original estate in a newly built home with an assured lifetime tenancy, if a suitable newly built home becomes available. Resident homeowners that wish to continue to live on their new estate will be given the opportunity to do so. They will be offered a range of options depending on their personal financial circumstances.
- 2.19 Cabinet approved the use of Compulsory Purchase Order (CPO) powers at its meeting on 17 December 2018 for the Westbury and South Lambeth estates. The use of CPO is regularly reviewed and will only be used as a last resort. Vacant possession of Phase 2 at Westbury Phase has now been achieved via mutual agreement. To improve the available support for residents affected by the redevelopment programme, a recruitment of a social worker and occupational therapist is underway.

Programme Viability Update

- 2.20 The March 2021 JDP included an updated statement of programme viability showing the forecast impact of the programme on council finances and a comparison with the statement reported in the March 2020 CMDDR
- 2.21 This statement has been further updated to take into account changes in these forecasts since March 2021, which is limited to the development programme finance updates, as reported in section 1 of the JDP. The updated statement indicates that the programme remains financially viable over its lifetime, based on information available at the time of reporting.

Sustainability

- 2.22 To support the Council in addressing the climate emergency, HFL has set itself the ambition of being recognised as having a leading-edge approach to sustainability.
- 2.23 Over the last year, HFL has been implementing its sustainability strategy.
- 2.24 The objective is to deliver substantial reductions in carbon emissions when benchmarked against Part L of the Building Regulations (2013). HfL had committed to delivering a 35% reduction as a minimum in line with planning policy. Within the achieved consents and delivery programme, HFL will achieve a reduction averaging 75% (Hydethorpe Road, Roman Rise, Fenwick Place, Patmos Lodge, Trinity Rise and Westbury phase 2 projects). This compares to Planning applications approved by Lambeth in 2021 which on average achieved a 43% reduction in carbon emissions.
- 2.25 HfL's approach has been recognised as exemplar in New London Architecture's recent publication: "Net Zero London". HFL will continue to deliver projects in-line with its sustainability commitments during the next 12 months.

Resident Engagement and Social Investment

- 2.26 The opportunity created by the scale of the HFL programme means that the Council is seeking to maximise economic benefits for residents, with support for training, employment, and enterprise. As a result, the March 2020 CMDDR set out a Resident Engagement and Social Investment ('RESI') strategy.
- 2.27 HFL and the Council have engaged with residents in an agile manner (outdoor activities, digital activities and covid compliant indoor activities) to accommodate changing restrictions throughout the year. Key successes include 8 apprentices starting with HFL (5 of whom are Lambeth residents), 3 intern placements with HFL (2 of whom were Lambeth residents and all 3 Black and Minority Ethnic individuals). Numerous online courses and activities to support resident wellbeing were delivered through 3 programmes; Your Digital Futures, Your Skills and Your Wellbeing.
- 2.28 In the coming year, HFL is targeting the recruitment of 5 further apprentices, 5 interns, 2 Kick Start trainees and securing 5 work experience placements with partners.
- 2.29 In addition, HfL will implement the Housing Associations Charitable Trust (HACT) social value calculator for RESI activities. This range of tools enable HfL measure social impact.

Liveability

- 2.30 Acknowledging the disruption that regenerating the six housing estates in the programme will bring to residents' lives, the March 2020 CMDDR detailed a series of draft Liveability commitments that will supplement the existing Key Guarantees and support residents through the estate renewal process. Consultation on the draft commitments took place in September 2021, the feedback was largely positive and the results were published in February 2022.
- 2.31 The Liveability Estates Services manager has coordinated housing management across the 6 estates to be rebuilt, alongside the housing officers, project officers and surveyors. Together with HfL colleagues, they created a one-stop shop for residents to discuss all their concerns and speak directly to officers responsible for their estates. The Liveability Estates team has also proactively started a series of workstreams to improve areas including pest control measures, drain clearance and fly tipping.
- 2.32 Mitigation Panels have been deployed for residents living adjacent to sites where construction activity is taking place. These allow the individual circumstances of residents experiencing vulnerability living on the estates to be considered holistically by a panel Chaired by the Liveability

Estates Service Manager and attended by relevant Council and HfL officers. This enables mitigations to be expeditiously applied where necessary. To date there have been four held for residents living on South Lambeth and two at Central Hill.

- 2.33 The prohibitive cost of refurbishing homes up to the Lambeth Housing standard is one of the key reasons that a decision was made in 2012 not to undertake a programme of works to any of the estates in the HFL programme. The Liveability Commitments are designed to ensure that we maintain the quality of life for residents living on these estates.
- 2.34 Approximately £1.1m will be spent replacing kitchens and bathrooms on the Fenwick Estate, this work will take place in 2022.

Governance

- 2.35 In April 2021 the Council and Homes for Lambeth entered into a Shareholders' Agreement (SHA) to replace the Memorandum of Understanding.

Contract management: Key Performance Indicators

- 2.36 The performance of the projects and the overall programme is measured with a set of Key Performance Indicators (KPIs). These indicators enable the Council as shareholder to track actual progress against the agreed programme and are published as part of Ownership and Stewardship Panel meeting notes.

3. FINANCE

Programme viability

- 3.1 Financial implications of the various programme activities described in section 1-4 of the JDP are reported in the finance update at the end of each section. In each case, the indications are that funding approved by the council to-date remains sufficient to achieve the programme objectives.
- 3.2 Financial implications of these various activities are brought together in the updated programme viability statement in section 5 of the JDP. Variances, when compared to statement reported in the March 2021 JDP, are limited to a favourable variance of £4m in the forecast of land value payable by HFL to the council. Therefore, the viability update indicates that, on the basis of information available, the programme remains financially viable.
- 3.3 Financial modelling of all programme revenues, costs and resulting land values will be fully refreshed during 2022/23, to support a new HFL Business Plan, which will include joint development by HfL and council of a log of all inputs and assumptions and will be supported by external advice to inform and/or to validate these inputs and assumptions, as was the case for the financial modelling underpinning the March 2020 Approved Business Plan. The new HfL Business Plan and the refreshed financial modelling which supports it, will take into account market intelligence on sales revenues, construction and other costs over the lifetime of the programme, as well as the outcome of the application made to the GLA in 2021 for affordable housing grant and changes recently communicated by the GLA in respect of use of recycled Right to Buy receipts.

Working Capital Loans

- 3.4 The March 2021 CMDDR reported forecast drawings of £8.0m against the working capital facility of £10.5m provided to cover HfL outgoings to 31st March 2021, leaving £2.5m of the facility undrawn.

The actual outturn to 31st March 2021 was £8.3m and therefore £2.2m of this facility was left undrawn.

- 3.5 The March 2021 CMDDR also referred to a working capital facility being made available by the council to HfL to cashflow HfL's budgeted expenditure in 2021/22, subject to review and challenge by the council of the proposed HfL budget. A facility of up to £13.5m was provided for this purpose, of which £11.3m has been drawn to-date by HfL. It is anticipated that a further drawing of £0.5m will be made before 31st March 2022, bringing the total for the financial year to £11.8m and leaving £1.7m of this facility undrawn.
- 3.6 Therefore, the aggregate of forecast drawings by HfL to 31st March 2022 is expected to be £20.1m against total facilities of £24m. No further drawings against these facilities will be permitted.
- 3.7 In order to cashflow HfL's budgeted expenditure on operating costs and project development fees in 2022/23, HfL are expected to request a working capital facility of up to £14.5m. Subject to review and challenge by council officers of HfL's budget proposal, the facility will be made available by the Director of Finance and Property under existing delegated authority.
- 3.8 Drawings on all working capital loan facilities will be repaid from surpluses made by HfL on development projects, as set out in the financial models that support the approved business plans.

Subsidy - Affordable Housing Grant and recycled Right to Buy receipts

- 3.9 The purchase by HfL Homes of affordable homes from HfL Build is in part funded by borrowing from the council and also in part by Affordable Housing Grant (AHG) and recycled Right to Buy (RTB) receipts, where the loans from the council are the majority share.
- 3.10 In November 2020, the GLA issued a prospectus and invited applications for their 2021-26 Affordable Housing Grant programme. The outcome of the application by HfL and council was a funding allocation of £28m for 311 homes.
- 3.11 The implications of this allocation, alongside any implications arising from GLA's recent communication of changes to RTB regime, will be fully reflected in the refreshed financial modelling that will be carried out to support the new HfL Business Plan, as described above at 3.3.

4. LEGAL AND DEMOCRACY

- 4.1 As this report is simply noting the progress of HfL in terms of the HfL Business Plan 2021-2023 there are no specific legal implications arising out of this report.
- 4.2 Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to: (a) eliminate discrimination, harassment, victimisation, and other form of conduct prohibited under the act; and, (b) to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.
- 4.3 Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to: (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do

not share it; and, (c) encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- 4.4 Compliance with the above public sector equality duties may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.
- 4.5 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken. An Equality Impact Assessment has been made reviewed and updated as discussed in paragraph 7 below.
- 4.6 This proposed key decision was entered in the Forward Plan on 17 January 2022 and the necessary 28 clear days’ notice has been given. The report will be published for five clear days before the decision is considered by Cabinet. Should it be approved and following the publication of the Cabinet minutes, a further period of five clear days, the call-in period, must then elapse before the decision becomes effective. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 Extensive consultation on the preparation of this report and its recommendations has taken place with senior officers within the Council, HFL, the Cabinet Member for Planning, Investment and New Homes.
- 5.2 This Cabinet report has also been informed by discussion at the Ownership and Stewardship Panel on 9 February 2022. It was agreed to delegate authority to make the decision on whether to recommend the JDP to the Chair, the Portfolio Member for Planning Investment and New Homes, in consultation with members of the Ownership and Stewardship Panel.

6. RISK MANAGEMENT

- 6.1 The HFL estate regeneration programme is one of the Council’s eleven strategic programmes and is therefore reported as a strategic risk on the Council’s risk register with a particular focus on risks associated with delivering the programme to plan and budget.
- 6.2 Further information on risk can be found in the HFL Delivery Plan and Corporate Plan March 2020 CMDDR report and JDP March 2021.
- 6.3 The overall impact of failing to deliver this strategic programme is rated as Major and the likelihood of this occurring is rated Likely. Therefore, the risk score is 24 which is categorised as High.

Risk scoring matrix

Likelihood	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
Impact	Major = 8	Serious = 4	Significant = 2	Minor = 1

- 6.4 The main risks that could impede the successful delivery of this programme are set out in table 2 below:

Table 2 – Risk Register

Item	Risk	Control Measures
1	Failure to deliver the Homes for Lambeth regeneration programme to plan which would have impacts on the Council's ability to deliver more and better homes as well as implications for the long-term management and maintenance of selected estates	<ol style="list-style-type: none"> 1. Standardise a suite of key documents 2. Well co-ordinated plan for any necessary CPOs 3. Use robust procurement processes to achieve best value for HfL and Lambeth 4. Ensure sufficient professional and technical capacity in HfL and Client team to deliver complex programme 5. Use methods and standards that support Lambeth's zero carbon commitment 6. clear governance processes established to review key reports and collaborate to achieve programme delivery
2	Covid 19 impact on:- Construction Programme H&S of constructors and staff	<ol style="list-style-type: none"> 1. Site operating procedures to ensure H&S of workforce so that the delivery of programme continues 2. Enhanced H&S monitoring and compliance with social distancing 3. Industry recognised working patterns to accommodate social distancing 4. Specific Covid 19 impact reporting to HFL Board 5. Follow government lockdowns and working guidance
3	Material and main contractor prices increase as a result of constrained availability	<ol style="list-style-type: none"> 1. Seek to enter into fixed price contracts 2. Use of Covid-19 clause to allow extension of build time 3. Relationships with contractors with better supply chain arrangements. 3. benchmark tendered costs against live sites 4. Regular review at HfL Board and programme board of financial impact of scheme appraisals on business plan of all contracts before formal engagement 5. Market intelligence to inform construction costs estimates at all key stages
4	Impact of the market environment on mortgage availability and housing demand could result in HFL being unable to meet loan obligations to Council	<ol style="list-style-type: none"> 1. Monthly & quarterly monitoring of sales with process to alert for variances against budget. 2. Regular reporting to HFL Board on HFL sales performance and updates on Market commentary 3. Effective marketing through established agents to secure sales and broaden reach
5	Change in the regulatory or subsidy regime	<ol style="list-style-type: none"> 1. Monthly & quarterly monitoring of sales against forecast with process to alert for variances against budget. 2. Continued research into new sale products such as shared equity to assist with affordability 3. regular joint dialogue with the GLA 4. Regular reporting of Government consultation & policy changes.

Item	Risk	Control Measures
		5. maximise the use of the Council's own right to buy resources
6	Programme delayed due to lack of resident support	1. masterplanning work will be community led 2. liveability programme to support residents while new homes are built 3. Integrated EQIA to shape delivery of programme 4. Key guarantees to support secure tenants and resident homeowners 5. Joint working to support HFL's RESI programme

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 An independent programme level EQIA has been completed across the six estates. The findings and action plans resulting from the independent study was considered by the Equalities Panel on 17 March 2020 and reported on as part of the March 2020 CMDDR. A progress update was presented to the council's Corporate Equalities Panel on 23 February 2021 and a further progress update was presented to Equalities Panel on 1 March 2022. A copy of the report presented to the Corporate Equalities Panel can be located in Appendix B of this report.
- 7.2 The council has this year adopted Health Impact Assessments as a central pillar of our equalities, health and supporting residents experiencing vulnerabilities LBL lead work programme. Where Masterplanning has already taken place (Knight's Walk, South Lambeth and Westbury), the health impact assessments will be undertaken in conjunction with the estate level EqIA refresh which takes place at key programme milestones, for example the making of CPO. Via the undertaking of one to one telephone and doorstep surveys, this work has commenced on South Lambeth with that first estate level Health Impact Assessment due for completion in Q1 2022/23.
- 7.3 Whether masterplanning is pending or in progress (Central Hill, Cressingham and Fenwick), the Health Impact Assessment will be integrated into the masterplanning process from inception. This approach aims to ensure that health (both physical and mental) and wellbeing outcomes are considered at every stage of the masterplanning process resulting in both a design of the estate that maximises positive health outcomes based on current residents' needs, as well as a redevelopment programme, including construction, phasing and rehousing, that minimises any possible negative impacts. This approach is being piloted on Central Hill in partnership with Public Health and HfL.

8. COMMUNITY SAFETY

- 8.1 The positive contribution that the HfL programme will make to community safety was described in the CMDDR report of March 2020. Wherever possible, projects will remove areas that attract anti-social behaviour and provide more passive surveillance of streets and spaces in new designs. Projects within the programme are being designed to have personal outdoor space for each home with consideration given to security. Communal spaces will discourage anti-social behaviour and support community activity.
- 8.2 HFL Homes has achieved the Secured by Design (SBD) Gold Award in recognition of the design of Eliza Cook House on Knights Walk estate. It acknowledges the measures taken to reduce the opportunity for crime and anti-social behaviour by improving layout, environmental design, and use of Police Preferred Specification products.

9. ORGANISATIONAL IMPLICATIONS

Environmental

- 9.1 HFL's contribution to the council's Climate Change Emergency declaration and the associated Corporate Carbon Reduction Plan was set out in the CMDDR report of March 2020 and in the HFL Business Plan.

Health

- 9.2 The EQIA summarised in the CMDDR report of March 2020 the potential health impacts of the programme, both positive and negative. Health Impact Assessments will be reviewed and rolled out further in the coming year. Projects within the programme are being designed to address issues regarding community adaptability and resilience as well as social and cultural life. See section 7 for more information.

Corporate Parenting

- 9.3 The HfL programme will support the Council corporate parenting outcomes. Projects within the programme will deliver a significant number of one-bedroom affordable homes which are generally the type of property that Lambeth care leavers bid for when they are ready to live independently.

Staffing and accommodation

- 9.4 The short- and medium-term staff structure for HfL were agreed by the HfL Board in December 2019 and recruitment undertaken in accordance with this. Operating costs are reviewed as part of annual budget review. A restructure of the Council team has been implemented which has increased capacity within the project team that has oversight of HfL and will deliver vacant possession of the sites and will rehouse residents. This will be funded via existing budgets, with an appropriate use of the Housing Revenue account and CIL.

Responsible Procurement

- 9.5 HfL have their own Procurement Policy and this is published on their website. They continue to be classed as 'contracting authorities' for procurement and therefore follow the Public Contracts Regulations 2015. Please see Appendix A LBL and HfL Joint Delivery Plan for information on the approach to sustainability, apprenticeships, resident engagement, and social investment.

10. TIMETABLE FOR IMPLEMENTATION

- 10.1 The table below details the stages and deadlines for implementing the recommendations:

Activity	Proposed Date
Cabinet	21 March
Continued delivery of HFL Business Plan	22 March

Audit Trail				
Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Matthew Bennett	Cabinet Member for Planning, Investment and New Homes	16.02.22	10.03.22	throughout
Sara Waller and Eleanor Purser, Co-Strategic Directors	Sustainable Growth and Opportunity	16.02.22	08.03.22	throughout
Christina Thompson, Finance	Finance and Property	08.03.22	08.03.22	Finance sections
Greg Carson, Legal Services	Legal and Governance	03.03.22	07.03.22	4.1 to 4.5
Sarah Keeble, Democratic Services	Legal and Governance	11.03.22	11.03.22	4.6

Report History	
Original discussion with Cabinet Member	17.02.22
Report deadline	09.03.22
Date final report sent	10.03.22
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	17.01.22
Key decision reasons	N/A
Background information	<p>HfL Delivery Plan and HfL Corporate Plan, Cabinet Member Delegated Decision, 30 March 2020 http://moderngov.lambeth.gov.uk/ieDecisionDetails.aspx?ID=6562</p> <p>Council and Homes for Lambeth Joint Delivery Plan Agenda for Cabinet on Monday 15 March 2021, 5.00 pm Lambeth Council</p> <p>Use of vacant properties on estates to be rebuilt for temporary accommodation, 6 April 2020 Gold Command Decision - Temporary Accomodation v6 200406 003.pdf (lambeth.gov.uk)</p> <p>Investing in better neighbourhoods and building the homes we need to house the people of Lambeth – Westbury – Proposed Compulsory Purchase Order CPO - Cabinet Report - Westbury V14 121018 - final jh - 061218.pdf (lambeth.gov.uk)</p> <p>Investing in better neighbourhoods and building the homes we need to house the people of Lambeth – South Lambeth – Proposed Compulsory Purchase Order CPO - Cabinet Report - South Lambeth V12 12108 - final jh - 061218.pdf</p>

	Have your say on our Liveability Commitments to residents living on our regeneration estates Lambeth Council
Appendices	Appendix A – Council and HFL Joint Delivery Plan Appendix B – Equalities Panel Report Mar 2022 Appendix C – Key Guarantees