

# Annual Report

## Report back on 2019 to 2020

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### Introduction

**In a year of important developments at Homes for Lambeth, we have gone from concept business to a functioning organisation. Ideas into action.**

At the Lollard Street Estate, HFL Homes - our registered housing provider, assumed management responsibility for 70 much-needed council level rent homes in the north of the borough. Also, we have crafted a programme of delivery across an even wider number of sites.

Our organisational structure has been embedded with our consortium of governance boards (Group, Build, Homes and Living) providing strategic direction and oversight for all companies that form the HFL group. We have further established a productive working relationship with Lambeth Council at all levels. This relationship is supporting the delivery of our ambitious plans, ensuring residents are supported and involved at every stage of their journey with us.

Nevertheless, 2019 to 2020 has not been without challenge.

Valuable lessons have been learned, and experiences gained positioning us ready to fulfil our mission to **build thriving communities and better futures**.

### Summary

In our 2019 to 2020 business plan, we set ourselves several strategic objectives. These were to:

- Build new sustainable homes for local people
- Deliver high-quality community places and a great landlord service
- Generate surpluses for reinvestment in homes
- Build the Homes for Lambeth infrastructure and a high performing team

Against these strategic objectives, significant progress has been made which we and council colleagues who we have worked with deserve and should be proud of.

A summary of progress towards these strategic objectives is shown below:

Strategic objective	Progress 2019 to2020
<p><b>Build new sustainable homes for local people</b></p>	<ul style="list-style-type: none"> <li>▪ Significant progress has been made against this objective with 70 homes at council level rent now in management by HfL Homes at Lollard Street in the north of the borough.</li> <li>▪ Building has started on the first phase of works at Knights Walk Estate with 16 homes underway and a further 64 homes also under construction at Westbury Estate.</li> <li>▪ Site preparation works have also been undertaken at Fenwick Estate for 46 homes and for the 30 homes on South Lambeth Estate in this phase.</li> <li>▪ Our planning team have worked rigorously throughout the year to now be in a position to submit planning applications for 153 homes on several small sites in 2020 to 2021.</li> </ul>
<p><b>Deliver high quality community places and a great landlord service</b></p>	<ul style="list-style-type: none"> <li>▪ HfL Homes has become a registered housing provider with the Social Housing Regulator and the 70 homes under management at Lollard Street Estate.</li> <li>▪ We have created and are delivering our bespoke housing management services agreement through Pinnacle Housing to support our Lollard Street residents in their homes. Bringing services to life has included the start of social investment activities with the London Learning Consortium (Community Interest Company) and workshops that deliver skills and education programmes for residents.</li> <li>▪ On the estates which we will rebuild, we have supported a number of engagement activities to help residents make the best choices for themselves and their families. For example, with South Lambeth Estate, we liaised with 247 residents in a year of resident engagement activity. This included 38 'drop-in' resident sessions, four leaseholder sessions, three community events (Christmas party and community hub launch) and seven resident engagement panel meetings.</li> <li>▪ We have invested in community facilities on the Fenwick and South Lambeth estates and the community spaces are able to accommodate further social investment events and projects.</li> <li>▪ We have also become a London Living Wage Employer.</li> <li>▪ We also produced 18 newsletters across seven estates.</li> </ul>
<p><b>Generate surpluses for reinvestment in homes</b></p>	<ul style="list-style-type: none"> <li>▪ Working with the council on several projects, we have developed a process which ensures our schemes are closely monitored and managed to deliver on time and on budget. This process is being used at the section 106 scheme on Westbury Estate.</li> <li>▪ Also, working with the council, we have sort to maximise the Greater London Authority grant funding along with the Right to Buy grant.</li> </ul>
<p><b>Build the Homes for Lambeth infrastructure and a high performing team</b></p>	<ul style="list-style-type: none"> <li>▪ We have set up our staff structure, and permanent staff have been recruited to replace interims and contracted staff. This has been done to lower costs and improve project delivery through greater continuity of staff.</li> <li>▪ A huge amount of work has also been invested into putting in place the necessary policies, processes and systems to support staff and provide them with a framework to succeed within.</li> </ul>

## Project spotlights

### Lollard Street Estate

Our first completed project, the Lollard Street scheme is within the existing Ethelred estate in Kennington, located on the corner of Lollard St and Kennington Road, between the three 'Point' towers (Elkington, Brittany and Ward).

Architectural practise Darling Associates designed a new community nursery, outdoor play area and 70 homes at council-level rent, with 12 one and two-bedroom apartments, and seven four-bedroom townhouses, available on the open market. The new residents moved in in 2019, making them the first Homes for Lambeth tenants.

We have also started to work with the London Learning Consortium in Lollard Street. This will put in place training for residents who are unemployed and work-based training to improve the skills of those in work. Depending on results, HFL will look to expand this across all six estates in the programme.

### Knights Walk Estate

In total, 84 new homes will be built in two phases, replacing 18 of the existing patio houses, and integrating with the remaining 15 of these low-rise homes. All 14 of the current secure tenants will move into new council-level rented homes, and there will be a further 25 affordable homes, including 13 new homes for people on the council's housing list.

Phase 1 is replacing the existing garages with a stepped five-storey block on Renfrew Road. Having started on-site in spring 2019, it will deliver 16 new homes for existing residents to move into in 2021.

### Westbury Estate

The overall programme for Westbury will provide 334 new homes, delivered across three phases. 38 of the new homes will be for existing council tenants and a further 77 new homes for people on the council's housing list, with a minimum of 153 new affordable homes being built overall.

Phase 1 is being built by St James is delivering 64 new homes at council-level rent on two sites on Wandsworth Road. Work is now underway, so existing residents will have new homes to move into in 2020, before Phase 2 begins.

### South Lambeth Estate

There will be 362 new homes altogether, a mix of apartments, maisonettes and a small number of mews houses, which will be designed to look good and be more efficient to run. This includes 51 brand new replacement homes for secure tenants already living on the estate and 34 new homes for people on the council's housing list.

The first phase will see a new block built on Dorset Road, parallel to Wimborne House, with a mix of flats and maisonettes, a shared roof garden and improved outside courtyard area between the two buildings. It will deliver 30 new affordable homes including 18 at council-level rent for existing secure tenants to move into in early 2021.

## **Community hubs**

The community hubs create a sense of 'belonging' and integration for all members of the local community. They are spaces for the Independent Advisors and the estate Resident Engagement Officer to meet and talk to residents.

The hubs are a site for display materials on the Masterplan and proposals, acting as an information centre for residents. We have hubs on all the estates, the newest is on the South Lambeth estate and is called the Green Shop.

The Green Shop Committee was launched on 29th February. Residents from South Lambeth will be working with the Resident Engagement Team and the Independent Advisor on what can be provided for residents, ie training courses, English conversation classes, CV workshops and careers' advice, along with more fun activities.