



Homes  
England

The Housing and Regeneration Agency



# Strategic Plan

2025-30







# Contents

1. Foreword and introduction	4
2. Summary	8
3. Who we are	12
4. Our objectives	16
5. Achieving our plan	30

# 1 Foreword and introduction





**Pat Ritchie CBE**

Chair

**Amy Rees CB**Chief Executive

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In recent years, Homes England has established itself as an essential delivery partner in tackling the nation's housing challenges, supporting economic growth and enabling the regeneration of our towns and cities.

Yet the continued scale of these challenges demands that over the next five years we radically increase our activity – so that we can play a full part in supporting the sector to deliver 1.5 million new homes by the end of this Parliament, alongside our continued work to support the regeneration of communities across England.

This Strategic Plan for 2025-2030 is therefore suitably ambitious and sets out how we will build on the foundations laid at the 2025 Spending Review.

Our focus will be on tackling many of the barriers that the housing and regeneration sector faces, as well as injecting greater pace into the delivery of new homes and communities. This includes unlocking the potential of small and medium-sized builders, whilst also deepening collaboration and supporting further major developers to become master developers. It means unlocking more land for housing and mixed-use schemes, and busting through bureaucratic barriers. It means playing our full part, alongside partners and places, to deliver a once-in-a-generation boost to the number of social and affordable homes being built. It also means bringing even greater amounts of institutional investment into the housing and regeneration sector via new investment platforms and opportunities.

Our early analysis suggests that, over the five years of this Strategic Plan, we will support the delivery of approximately 280,000 new homes and unlock land that is capable of supporting almost 400,000 homes. We estimate that agency-supported gross housing completions will almost double by the end of this Parliament, from around 40,000 completions per year in 2025/26 to more than 80,000 completions per year by 2029/30.



This Strategic Plan also recognises our responsibilities in driving innovation in the built environment – from modern construction methods to promoting good design and environmental sustainability – as well as the continued delivery of the critically-important building safety agenda.

In order to deliver this ambitious programme, we are changing how we operate to ensure that we are best-placed to support all our partners as effectively as possible. This means that, alongside our commitment to national expertise and the creation of a specialist National Housing Bank, we are significantly strengthening our regional teams – which will each be led by a Regional Executive

Director. These teams will work hand-in-glove with Mayors, local leaders and the wider housing and regeneration sector to ensure that the support we provide is more tailored to the needs of places and partner organisations.

This Strategic Plan therefore marks the start of a new chapter for Homes England: one of collaboration, innovation, and delivery at scale. Working together with all our partners we can become more than the sum of our parts, and create a much-needed step change in the delivery of new homes and communities to directly address the needs of both current and future generations.







Mountbatten View, Hemel Hempsted  
Image credit: Homes England



# 2 Summary



## Our vision

To be a world-leading housing and regeneration institution, powering a step change in the delivery of homes, sustainable place-making and local economic growth.

## Our mission

To harness our expertise, funding, resources and influence to enable the delivery of high-quality, safe and sustainable homes and vibrant, inclusive communities. Through collaboration with the housing sector and local leaders, we will unlock housing and regeneration opportunities, transform the housing market and drive innovation for lasting impact.

## Our strategic objectives

We have six connected strategic objectives that work together to deliver our mission and support the delivery of the government's housing, regeneration and economic growth priorities. This includes the delivery of 1.5 million homes by the end of this Parliament, and supporting the market to deliver in excess of 300,000 new homes per year. These are:

### Objective 1

Significantly increase new housing supply and accelerate housing delivery across all tenures

### Objective 2

Deliver the biggest increase in social and affordable housing in a generation

### Objective 3

Unlock new institutional investment for housing and mixed-use schemes and deliver financial returns

### Objective 4

Collaborate with partners and local leaders to enable development and regeneration that boosts local economic growth

### Objective 5

Foster innovation and create market conditions to support a dynamic, diverse and sustainable built environment and housing sector

### Objective 6

Ensure homes are safe, secure and decent, and residents safeguarded

These strategic objectives are underpinned by our ambition to make Homes England a brilliant organisation and place to work – one that attracts and retains great people, empowers them to do their best work, and continually improves the efficiency and effectiveness of our processes, products and services. We are also committed to being a responsible steward of public funding, ensuring that every pound is used transparently and effectively to deliver the best possible value for money and the widest social impact.

Our key performance indicators

Our suite of Key Performance Indicators (KPIs) will track delivery against our mission and strategic objectives throughout the Strategic Plan period. These KPIs, supported by a broader suite of performance indicators, provide a clear and measurable framework for monitoring our progress.

Key Performance Indicators	Strategic objective 1 Significantly increase new housing supply and accelerate housing delivery across all tenures	Strategic objective 2 Deliver the biggest increase in social and affordable housing in a generation
KPI 1: Total number of housing starts directly supported.	✓	✓
KPI 2: Total number of housing completions directly supported.	✓	✓
KPI 3: Total housing unlocked by Homes England interventions.	✓	✓
KPI 4: Share of supported completions by low and medium volume builders.	✓	
KPI 5: Number of homes accelerated into the Parliamentary period.	✓	
KPI 6: Total number of affordable housing completions directly supported.		✓
KPI 7: Total number of social rent housing completions directly supported.		✓
KPI 8: Total value of private sector funds leveraged through Homes England support.		
KPI 9: Rate of return on Homes England investments.		
KPI 10: Total area of employee floorspace created.		
KPI 11: Share of supported completions with EPC rating B or above <sup>1</sup> .		
KPI 12: Share of supported schemes that meet or exceed agreed standards for design quality (in line with Building for a Healthy Life).		
KPI 13: Total number of buildings remediated through Homes England support.		
KPI 14: Social value per pound of investment.	✓	✓
KPI 15: Employee engagement.	✓	✓

1. This is a proxy indicator, pending replacement by a KPI that can directly measure embodied carbon.

Strategic objective 3 Unlock new institutional investment for housing and mixed-use schemes and deliver financial returns	Strategic objective 4 Collaborate with partners and local leaders to enable development and regeneration that boosts local economic growth	Strategic objective 5 Foster innovation and create market conditions to support a dynamic, diverse and sustainable built environment and housing sector	Strategic objective 6 Ensure homes are safe, secure and decent, and residents safeguarded
✓	✓		
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✓			
	✓		
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		✓	
			✓
✓	✓	✓	✓
✓	✓	✓	✓



# 3 Who we are



## We are the government's housing and regeneration agency.

Launched as Homes England in 2018, our role is to deliver the government's housing, regeneration and economic growth ambitions – in line with the forthcoming Long-Term Housing Strategy, the Devolution White Paper<sup>2</sup> and the Modern Industrial Strategy<sup>3</sup>.

Working with over 2,000 partner organisations we use our land, funding (debt, equity, grants and guarantees), legal powers, technical expertise and capacity to transform places and unlock housing and mixed-use schemes at scale – creating the high-quality homes and places that England needs.

Our work over the next five years will build on – and further accelerate – the impact we have had to date. In recent years we have:

- **Delivered new homes and communities.**

Between 2018/2019 and 2024/2025, we have supported partner organisations to deliver over 256,000 new homes and unlocked land capable of providing over 497,000 homes.

- **Unlocked significant private sector investment.** In 2024/2025 alone we have leveraged £7.4 billion of private sector funds to support the delivery of housing and mixed-use schemes. Examples include our partnership with Invest & Fund Limited, our joint venture with Oaktree Capital Management and Greycoat Real Estate, and our investment in Schroders Capital's Real Estate Impact Fund. We have also recovered £16 billion of income for the government since 2018 from our wider investment portfolio.

- **Supported jobs, social value and sustainability.** In 2024/2025 our activity directly supported over 104,000 jobs, generated £2.04 of social value for every

pound invested, and ensured that 90% of homes completed on Agency land achieved high energy efficiency standards (Energy Performance Certificate A or B). To further strengthen our approach to sustainability and design, we have developed nine outcomes that define “what good looks like”. These will help to raise standards and drive more sustainable delivery across the sector.

- **Tackled building safety challenges.** Through the Building Safety Fund and the Cladding Safety Scheme, our funding has already supported the remediation of 300 unsafe buildings. Looking ahead, we have identified over 2,000 buildings - with over 1,100 of these currently in the process of remediation - supporting over 160,000 leaseholders and social sector tenants. In addition, our work with the sector continues to expand as we launch the National Remediation System. This is designed to create a streamlined way to manage buildings through the process of remediation, to ensure both residents and leaseholders get the support they need and see positive change in their living and financial circumstances.
- **Supporting consumers.** Since 2018 we have assisted over 288,000 households into home ownership and continued to provide support for more than 200,000 households through the Help to Buy program.

2. [English Devolution White Paper - GOV.UK](#)

3. [Industrial Strategy - GOV.UK](#)

## A new approach

Whilst our delivery to date has been positive, we share the government's and our partners' ambitions to accelerate the delivery of high-quality homes and vibrant communities; achieve greater place-based working; support reforms to the housing and built environment sector; and facilitate a significant increase in institutional investment into housing. To achieve this, we need to make a decisive step change in how we operate. This includes responding to what partners and research findings have consistently called for: more tailored support; more flexibility; longer-term funding; and the ability to support delivery at scale.

Building on recent changes we have made, the 2025 Spending Review represents the most significant shift in our operations since we were re-founded. It gives us the tools, flexibilities and funding to operate with greater scale and intensity, maximising our impact in communities across England.

### **Working with places: Locally-led, nationally-enabled delivery**

Over the past three years, we have changed how we work in order to provide Mayors and other local leaders with more focussed support, utilising the full range of our expertise, powers and resources to enable the delivery of their housing and regeneration priorities. Reflecting the government's ambition for local leaders to drive its growth mission, we are progressing this work in places like Plymouth and Cambridge. The Devolution White Paper further strengthens our mandate to operate in this way in areas like Birmingham, Bristol, and Sheffield, as well as through our ten Strategic Place Partnerships with Mayoral Strategic Authorities<sup>4</sup>. Building on this work, we are introducing a new regional operating model and strengthening our partnership approach. This will ensure that we are able to provide our place partners with the support they

need to enable the delivery of their housing and regeneration priorities. We are also increasing our accountability to Mayors.

### **Scale: Transformational levels of investment**

Over the next 10 years, the government has allocated up to £46 billion to us, including £27 billion from the Social and Affordable Homes Programme (SAHP), up to £16 billion to be deployed by our new subsidiary the National Housing Bank, and a share of the government's £5 billion capital grant funding. This places us at the centre of the government's mission to transform housing supply, enable housing-led regeneration and deliver vibrant, inclusive communities.

### **Flexibility: A more agile and responsive Agency**

Through our long-term, flexible and simplified funding, new National Housing Bank, and greater autonomy in making investment decisions, we can now move faster and tailor our interventions to better meet the needs of partners and places.

### **Institutional investment: Unlocking new capital at scale**

Both the National Housing Bank, and our new funds, equip us with the tools to mobilise institutional capital at scale, both domestically and internationally. Over the next 10 years we expect to unlock over £50 billion in additional private investment into housing and mixed-use schemes. In addition, the National Housing Bank's remit will allow us to partner with long-term investors and parts of the housing and regeneration sector that have traditionally been underserved or have experienced challenges, including SMEs and partners delivering complex large-scale mixed-use regeneration schemes. It also positions us as a long-term financial steward, generating returns for government while delivering social impact and value for public money.

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4. Cambridgeshire & Peterborough, East Midlands, Greater Manchester, Liverpool City Region, the North East, South Yorkshire, the West of England, West Midlands, West Yorkshire and York and North Yorkshire.



### Fit for the future: Embracing transformation, data and evidence

This new approach will require significant changes to how we work. Our new Integrated Change Programme will drive these reforms by improving our systems, structures and governance – ensuring that they are efficient, effective and easier for our partners to use.

We will also continue to place data, evidence and robust analysis at the heart of our decision making; and we will go further by increasing our research, evaluation and best-practice case study activity. The findings from this activity, which will demonstrate “what works” with regard to housing and regeneration, will be shared with our partners.



Little Kelham, Sheffield  
Image credit: Citu

# 4 Our objectives



With our new approach to delivery now agreed, our six interrelated strategic objectives provide us with a coherent and flexible framework to deliver our vision and mission, maximising our contribution to the government's housing, regeneration and economic growth priorities.

## Our vision

To be a world-leading housing and regeneration institution, powering a step change in the delivery of homes, sustainable place-making and local economic growth.





### Objective 1: Significantly increase new housing supply and accelerate housing delivery across all tenures



The government has set out its ambition to enable the delivery of 1.5 million new homes across England in this Parliament, and support the housing and regeneration sector to deliver in excess of 300,000 homes per year. In order to achieve this ambition, more land needs to be released for development, further investment is needed in site-enabling infrastructure and to close viability gaps, and greater diversity in the housing sector is needed so that more organisations can build the right homes in the right places.

As the government's housing and regeneration agency we will mobilise our tools, expertise and partnerships to help make this ambition a reality. However, we cannot achieve this alone. Success will depend on partners across the sector stepping up to increase their own delivery.

#### We will:

- Significantly increase the availability of land for housing and mixed-use schemes, by proactively acquiring, preparing and enabling land that the market is unable to bring forward.
- Invest in infrastructure to unlock land for both housing and mixed-use schemes – targeting places where market failure or viability issues have stalled delivery.
- Continue to deliver the Agency's portfolio of sites and accelerate the pace of development through the New Homes Accelerator. This includes delivering large-scale projects such as Northstowe, Worcestershire Parkway, West of Ifield and South East Warrington.

- Work with the Ministry of Housing, Communities and Local Government (MHCLG) and local partners to commence preparatory work that will support the development of the next generation of New Towns.
- Support the diversification of the housebuilding sector, including a focus on:
  - **Scaling up support for SMEs** – with a focus on those with the capacity and ambition to grow.
  - Expanding both public and private sector **master developer activity** – with Homes England acting as master developer where needed, as well as enabling and supporting private sector organisations to take on this function.
  - Promoting **mixed tenure by default** (where appropriate) and increasing tenure diversity on large sites to boost the rate of housebuilding.
- Make stronger and more targeted use of our statutory powers and delivery expertise – including, where appropriate, the use of Compulsory Purchase Orders<sup>5</sup> – alongside the Advisory Team for Large Applications (ATLAS), which provides specialist expertise to accelerate complex schemes. Together, these tools form a core part of our intervention model and capability offer.

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<sup>5</sup> Our Compulsory Purchase Order powers can be applied where appropriate and necessary to support the delivery of our objectives as set out in legislation. We will regularly update and maintain a list of this activity on our website.

## Q Case study: Riverside Sunderland

Riverside Sunderland is revitalising the city centre and transforming the former industrial heart of Sunderland into a sustainable, low-carbon urban quarter that will deliver 1,000 homes and 1 million square feet of employment space.

In 2024, Homes England and Sunderland City Council invested almost £80 million into the site, with the Agency's investment funding much needed enabling infrastructure works. This included the new Keel Crossing footbridge and site-wide utilities. This public investment will unlock more than £600 million in private investment from partners including Canada Life, Legal & General, and Placefirst.



CGI image of Keel Crossing footbridge, Riverside Sunderland  
Image credit: Sunderland City Council, Faulknerbrowns and Pillar Visuals

## Objective 2: Deliver the biggest increase in social and affordable housing in a generation



A chronic shortage of social and affordable housing has left many individuals and families struggling with overcrowding, rising rents, and the risk of homelessness. These challenges deprive them of the stability that a safe and secure home provides. This shortage of affordable housing not only affects people's health, wellbeing and opportunities, but it also places significant financial and social pressure on local authorities, communities and the wider housing system.

In response, the government has pledged a record level of investment over the next 10 years, alongside a 10-year rent settlement and a wider package of reforms aimed at strengthening the social housing sector. Our role will be to use our land, funding, expertise and access to private capital to maximise the delivery of social and affordable housing across England. This will help to diversify the market, alleviate housing inequalities and ensure that more people can access the homes they need.

### We will:

- Provide grant funding to enable the delivery of new social and affordable housing at greater scale and pace.
- Broker and secure new private sector investment into affordable housing through new partnerships and new financial platforms, including greater use of guarantees and equity vehicles.
- Roll out new low-interest loans via the National Housing Bank to support social and affordable housing delivery.
- Strengthen and expand our relationships with Registered Providers, Housing Associations, Local Authorities, developers and Enhanced Mayoral Strategic Authorities to ensure that they have the long-term funding certainty and flexibility they need to deliver their social and affordable housing ambitions.
- Work in partnership with Mayors and Local Authorities to draw from our suite of powers and resources to meet local housing need and economic growth ambitions.





## Q Case study: Habiko

Launched in 2024, Habiko is a pioneering public-private partnership to deliver 3,000 low-carbon, low energy, affordable homes for rent.

Backed by £18 million in equity from Homes England, alongside investment from Pension Insurance Corporation (PIC) and national placemaker Muse, Habiko unlocks institutional investment and will become self-funding over its 12-year lifespan.

The initiative will generate long term social value through job creation, upskilling and diversifying the housing supply chain. PIC will retain long-term stewardship, supporting sustainable community growth.

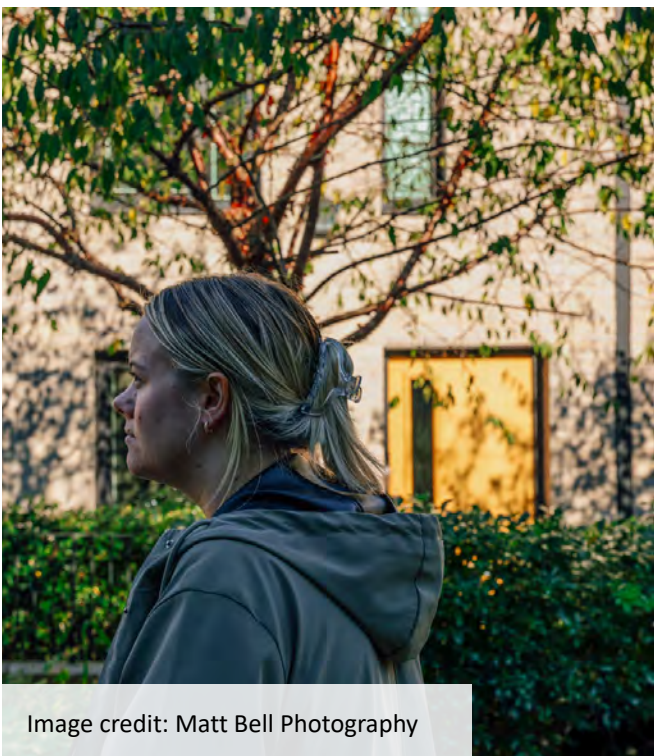


Image credit: Matt Bell Photography



### Objective 3: Unlock new institutional investment for housing and mixed-use schemes and deliver financial returns



Access to capital has been a persistent barrier to housing delivery in England, with investment levels trailing behind international benchmarks. The result is an undercapitalised sector that cannot deliver the scale, pace and diversity of housing that the country needs.

As part of its wider reforms to the housing and regeneration system, the government has created the National Housing Bank – a wholly-owned subsidiary of Homes England – to lead a step change in the way housing and regeneration projects and schemes are financed across the country. The Bank will deploy a wide range of financial products – including debt, equity and guarantees – to support public and private partners to unlock sites and tackle viability issues, attract new capital and accelerate the delivery of new homes and communities at greater scale.

We also support over 200,000 customers to manage their Help to Buy loans. Over the next five years we will continue to improve the customer support we provide, whilst ensuring that the £15 billion Help to Buy loan book is effectively managed on behalf of the government.

#### We will:

- Establish and manage the National Housing Bank, operating it in line with the HM Treasury Financial Transactions Control Framework.
- Offer more tailored finance to a diverse range of delivery partners – including SMEs – to accelerate housing delivery and regeneration.
- Provide flexible long-term funding to unlock large and complex housing and mixed-use schemes.
- Launch new partnerships and platforms with institutional investors and developers, combining capital with expertise to deliver housing and mixed-use schemes across all tenures.
- Use equity, guarantees and other financial tools to increase liquidity and encourage greater institutional investment into the housing sector, including working creatively in sub-sectors with acute capital constraints.
- Demonstrate the commercial viability of our financial products by delivering returns and sharing evidence of success, helping to attract further private capital into housing and regeneration.
- Manage a balanced capital portfolio that delivers a financial return in line with targets set by HM Treasury. This will enable the recycling of public funding, which can be reinvested into further housing and regeneration schemes.
- Maintain robust financial and operational controls to ensure value for money and manage risk effectively across all investments.
- Successfully manage the Help to Buy loan book and deliver high levels of customer service and satisfaction across the home ownership portfolio – underpinned by digital innovation, adoption of industry best practice and a focus on customer needs.



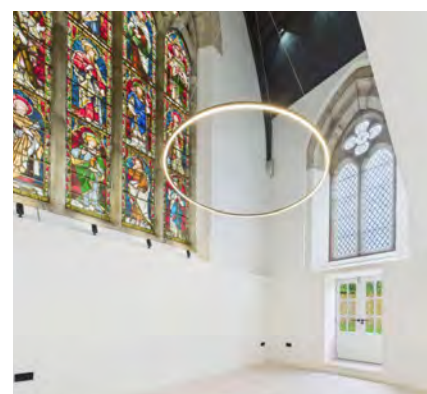
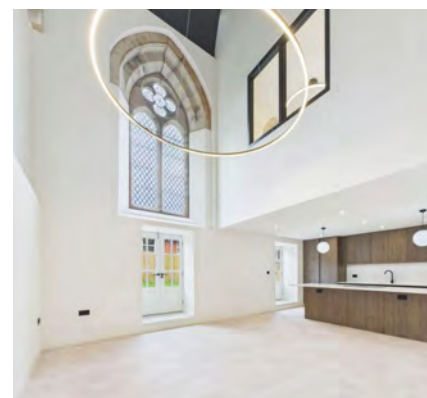
## Q Case study: Lending Alliance with Invest & Fund

In 2020 Homes England partnered with Invest & Fund, a leading peer-to-peer residential development lender, to establish a dedicated Lending Alliance supporting SME housebuilders. Originally the fund was for £25 million over seven years, but given its early success it has been extended out to 2030 with the fund now totalling £47.5 million.

The alliance offers development finance up to £4 million, targeting micro-SMEs and schemes starting from just two homes. Homes England's involvement enables tailored lending for smaller developers who typically lack access to mainstream finance, helping diversify the sector and accelerate delivery.



The Nave, St. Bart's, Ruswarp  
Image credits: Tri-Core Developments



## Objective 4: Collaborate with partners and local leaders to enable development and regeneration that boosts local economic growth



The Devolution White Paper acknowledged that an overly-centralised approach to delivery has long impeded opportunity and growth, by preventing Mayors and other local leaders from accessing the skills and resources they need to respond to the challenges and opportunities in their communities.

To address this, a new way of working is required, one that brings together local ambition and national support to deliver housing and regeneration that drives long-term economic growth. This joint approach will not only tackle local housing and growth pressures but will also build greater local expertise, capacity and capability in our towns and cities.

### We will:

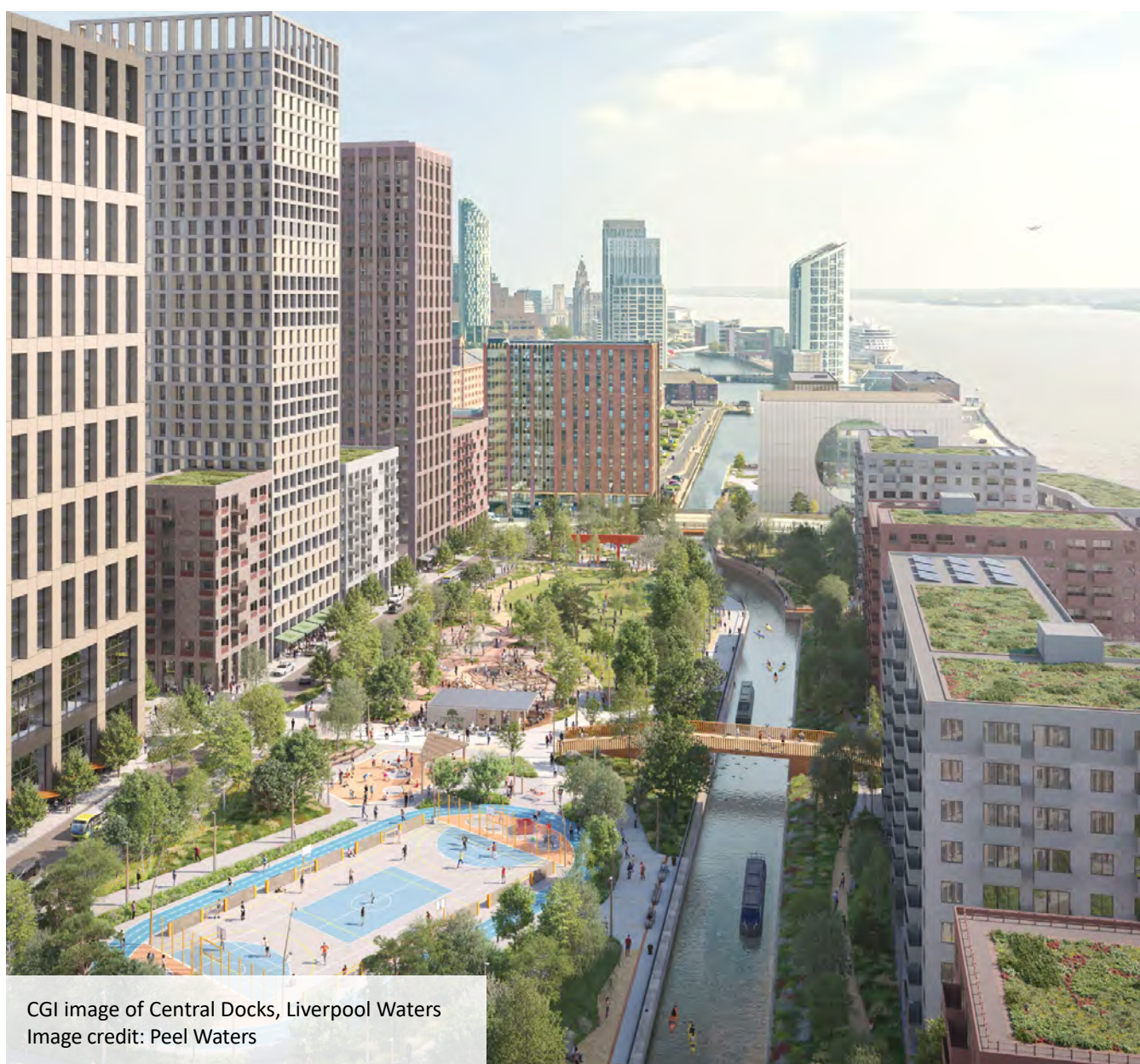
- Continue to work with Mayoral Strategic Authorities and local authorities to deliver their housing, regeneration and spatial priorities, and build their delivery capacity and capability. This will include:
  - Agreeing further Strategic Place Partnerships with Mayoral Strategic Authorities.
  - Implementing Enhanced Strategic Place Partnerships with Established Mayoral Strategic Authorities.
  - Working with Foundation Strategic Authorities, on a targeted basis, to develop shared pipelines and action plans that accelerate the delivery of housing and mixed-use schemes.
- Continuing to identify the greatest opportunities for long-term urban growth and regeneration with relevant local authorities, and implementing plans that will take forward the delivery of these schemes.
- Supporting the private and social sector with buildings remediation, and working in partnership with Mayoral Strategic Authorities to deliver on their local remediation acceleration plans.
- Support and invest in the delivery of the government's New Towns Programme and other large settlements.
- Provide direct support and capacity to facilitate the delivery of large-scale housing and regeneration schemes, primarily through the planning phase of development via the Advisory Team for Large Applications (ATLAS).
- Enable the delivery of homes and mixed-use schemes on brownfield land, as part of local regeneration strategies.
- Support places to attract new private sector investment into housing and mixed-use regeneration schemes.



## Q Case study: Liverpool Central Docks

Homes England provided £56 million in grant funding to support the regeneration of the 10.5 hectare Central Docks within the Liverpool Waters development. This investment will accelerate the delivery of critical enabling infrastructure such as roads, utilities, flood defences, and the new 2.1-hectare Central Park.

Once this enabling infrastructure is complete it will unlock a further £550 million in private sector investment that will facilitate the delivery of 2,350 homes, create a vibrant waterfront community, as well as drive wider economic growth across North Liverpool and South Sefton.



CGI image of Central Docks, Liverpool Waters  
Image credit: Peel Waters

## **Objective 5: Foster innovation and create market conditions to support a dynamic, diverse and sustainable built environment and housing sector**



Achieving the government's housing and net-zero ambitions will necessitate a transformation in how homes and places are planned, designed, built and delivered. We must deliver faster, greener and better – meeting the needs of communities across England.

In addition, the housing and built environment sector still faces entrenched barriers: low productivity; skills shortages; a lack of diversity among developers; inefficient methods of construction; and under-investment in innovative and sustainable building practices. We recognise that we have a role to play in working with partners to address these barriers.

As such, we will use our investment, programmes and partnerships to accelerate innovation; diversify the market; promote sustainability; and drive the adoption of both modern methods of construction and emerging technologies across the housing and regeneration sector.

### **We will:**

- Use our funding criteria to champion design quality, place-making and sustainability – for example, through tools such as the Sustainable Placemaking Passport – so that partners can draw on clear standards, guidance and funding conditions that help raise quality across their schemes.
- Apply our Nature Positive Plan across all sites Homes England controls, introducing appropriate measures to protect and enhance biodiversity whilst still enabling the delivery of much-needed homes and communities.
- Embed Building for a Healthy Life (BfHL) standards on schemes that we lead. This will set a clear benchmark for higher quality and sustainability that partners can use to improve outcomes in their developments.
- Incorporate Environmental, Social and Governance (ESG) principles into our investment funds and financial platforms – ensuring capital is aligned to positive environmental and social outcomes – giving partners confidence that our funding aligns with their own ESG commitments.
- Support the adoption and scale-up of Modern Methods of Construction (MMC) and other innovative technologies by helping partners de-risk new approaches to construction, improve productivity and accelerate delivery.
- Collaborate with academic and industry leaders to strengthen our evidence base and share learning across the sector – including through the creation of a new Evidence and Insight Centre for Housing and Regeneration.
- Support the wider market's ability to understand and comply with safety legislation in partnership with the Building Safety Regulator, to ensure that future residents and leaseholders have confidence in the safety of new homes.



## Q Case study: Greener Homes Alliance (Phase 2) with Octopus Real Estate

Launched in March 2025, Phase 2 of the Greener Homes Alliance supports SME housebuilders in delivering energy-efficient sustainable homes.

With a fund size of £150 million, including £41.8 million from Homes England, all schemes must meet the minimum requirements of fossil-fuel-free construction and achieve SAP scores of 85+ – a high rating that signifies energy efficiency, lower energy bills and a smaller carbon footprint for residents.

In addition to this, meeting four out of ten sustainability and social-impact criteria earns a 1.25% interest discount; six or more unlocks 2%. Criteria include modern construction methods, real living wage, and support for the Lighthouse Charity.



Photograph of Norton Farm, Bristol  
Image credit: Autograph Homes



## Objective 6: Ensure homes are safe, secure and decent, and residents safeguarded



Everyone deserves a safe, secure, and decent home, irrespective of tenure. The Grenfell Tower tragedy exposed the devastating consequences of failure in building safety, and too many buildings still require remediation to address unsafe cladding and fire-safety risks. In recent years, we have led national efforts to remediate unsafe buildings, primarily through the Building Safety Fund. This work continues and is now significantly advanced by the Cladding Safety Scheme (launched in July 2023). Moving forward, we will oversee the National Remediation System to accelerate delivery in line with the government's Remediation Acceleration Plan. Our focus is on maximising sector collaboration and transparency, ensuring that leaseholders and residents are placed at the heart of remediation, regardless of the specific scheme or route being used.

### We will:

- Continue to administer the Cladding Safety Scheme (CSS) across England, including driving its rapid acceleration to benefit residents and leaseholders.
- Manage the National Remediation System – a single system and operational approach for all buildings undertaking remediation linked to combustible material.
- Work proactively and in partnership with private landlords, freeholders and housing associations to identify eligible buildings for CSS funding and offer wrap-around support – both pre-tender and client-side – to ensure that schemes are delivered at pace, transparently, and with clear communication.
- Ensure that leaseholder and resident information and feedback are utilised throughout the sector, by promoting the use of the “Tell Us Tool” and the remediation feedback survey. This will ensure that information is acted upon to improve the system as a whole. It will also provide a direct route for residents and leaseholders to report concerns about unsafe cladding, and enable residents to tell us about their experience during remediation.
- Manage value for money and ensure strong commercial oversight of quality and capability within the CSS ecosystem.
- Work hand-in-hand with the Building Safety Regulator (and other local regulatory teams) to ensure independent scrutiny, quality of work, and compliance with the code of remediation, and where necessary hold to account those who fail to make the required progress.
- Deliver the Building Safety Fund (BSF) until its closure, ensuring those buildings receiving BSF are accelerated (where possible) to complete their remediation efficiently.

## 🔍 Case study: Cladding Safety Scheme

Launched in 2023, the Cladding Safety Scheme (CSS) funds the remediation of life-critical fire risks from unsafe cladding on residential buildings over 11 metres tall in England.

Backed by the Building Remediation Portfolio, the scheme protects qualifying leaseholders from costs under the Building Safety Act 2022. It supports Responsible Entities – such as freeholders and registered housing providers – in both private and social housing, where unsafe cladding is identified through a Fire Risk Appraisal of External Walls (FRAEW) by CSS-approved assessors. The CSS ensures buildings over 11 meters are made safe without financial burden on leaseholders, strengthening public confidence in residential building safety.

To date the scheme has received over 2,000 applications with over 700 buildings provided with funding and works starting on 190. A further 65 buildings have now completed remediation.



Completed remediation work at Royal View, Brighton  
Image credit: CBG Construction

# 5 Achieving our plan





## Our offer and working together

Our vision, mission and objectives are ambitious, and we cannot achieve them alone. As such, everything we do is underpinned by our commitment to work in partnership with organisations across the housing and built environment sector.

Our offer and commitment to you is that we will bring our land, funding, powers and expertise to these partnerships; and that we will seek to develop bespoke solutions to your projects and schemes. This means that for each of the following partners we will seek to do the following.

- **Local Government.** In line with the government's regional growth and devolution agenda, we are committed to enabling the delivery of local housing, regeneration, and spatial development priorities. We will achieve this by deploying our full range of resources, expertise and experience, all of which will be tailored to the specific needs of our partners. For Mayoral Strategic Authorities this will include building on the early success of Strategic Place Partnerships via richer collaboration and delivery integration, in pursuit of mutual goals and objectives. We will also become more accountable to Established Mayoral Strategic Authorities, who will be able to steer and monitor our progress through their Strategic Place Partnerships.
- **Private Housebuilders.** We will continue to work with housebuilders to boost the supply of high-quality homes across all tenures in the right places, and drive improvements in productivity, innovation and skills. Our commitment is simple – we will bring our land, funding, powers, and expertise to these partnerships. We will also develop bespoke solutions to meet the needs of our partners' specific projects and schemes. We will continue to increase the availability of land for housing by purchasing and enabling sites. We will support housebuilders to work in partnership
- to deliver housing-led regeneration projects for local places. We will also continue to diversify the sector, enabling ambitious SMEs and new market entrants to grow, and support the increased use of new business practices and built environment technologies.
- **Master Developers.** We will work with master developers who share our long-term ambitions to unlock strategic sites that deliver mixed-use schemes and high-quality homes at pace. This includes an explicit focus on tenure diversity on large sites, which seeks to change build-out incentives and accelerate the pace of delivery. We want to see the master development sector grow, and will support new and existing master developers to operate in multiple locations. We will also continue to step into the master developer role where appropriate, to demonstrate its long-term suitability as our preferred approach for large and complex sites.
- **Social and Affordable Housing Providers.** We recognise that affordable housing providers are embedded in the places where their residents live. We will continue to work with them to deliver much-needed and well-designed new homes, including social and affordable housing in line with the scale of the government's ambition. Through our strategic partnerships with Housing Associations, social landlords and other affordable housing providers, we will continue to support partners that have the ambition, capacity and track record required to deliver at scale. This includes providing greater certainty of grant funding and greater delivery flexibilities. In addition, we will provide greater opportunities to access our wider tools and resources. These include access to financing,

opportunities to partner on large-scale regeneration schemes, and brokering discussions with Mayors and local leaders to unlock new sites through early-stage infrastructure investment.

■ **Lenders and Institutional Investors.** The creation of the new National Housing Bank signals our intent to become more active in attracting private capital to support the government's housing and regeneration ambitions. We will work alongside lenders to finance housing development and regeneration at much greater scale, helping to unlock opportunities that would not otherwise be possible. We will have access to a broader suite of financial instruments and tools that enable us to tailor investments and align with a variety of risk and return appetites.

■ **Mixed-Use Development.** Investment in housing-led mixed-use regeneration can be a powerful catalyst for transforming places, tackling inequality and driving economic growth in towns and cities across England. We will work with developers and investors across both residential and commercial markets to support private investment in mixed-use regeneration.

■ **Infrastructure Providers and Investors.** We will work with government agencies, departments and infrastructure providers whose products and services are essential to creating successful places. This includes highways, transport, drainage, utilities, education and healthcare provision. Our

focus will be on identifying and addressing barriers – such as limited water capacity, grid constraints and transport connectivity – that hold back housing and regeneration. We will coordinate investment, align delivery plans and create opportunities for joint funding with infrastructure providers and investors (e.g. the National Wealth Fund). This will help to ensure that the right facilities are in place, at the right time, to unlock land and accelerate development.

■ **Consumers.** Across all our activity, we will ensure people have better access to the homes they need. While most of our work is delivered through partners, for all our interventions we aim to be a consumer-focused organisation – responsive to the needs, preferences and values of the people we serve. We will also work with government to ensure that the policies and programmes we help to deliver provide the intended benefits to consumers.

■ **Other Government Departments and Arm's Length Bodies.** We will build on our existing relationships with other government departments and relevant arm's length bodies (beyond our sponsor MHCLG). This will help to identify new partnership opportunities to bring forward more public sector land for housing and regeneration. Through the New Homes Accelerator, we are working closely with MHCLG and other parts of government to address planning challenges – tackling issues on a project-by-project basis and driving national solutions to improve delivery.



### In return, we ask partners to:

- **Bring bold ideas and ambition** to create housing and regeneration opportunities that deliver real and lasting benefits for communities.
- **Work with us to accelerate delivery at scale** – focusing on brownfield and regeneration opportunities and unlocking housing sites where progress has stalled.
- **Help us to attract and grow investment** by backing innovation, supporting new entrants and demonstrating that there is a strong, diverse market for housing and regeneration.
- **Collaborate openly**, sharing best practice to tackle barriers, identify opportunities for partnership and deliver better outcomes together.
- **Aim higher on quality, design and sustainability**, pushing beyond minimum standards to create places that stand the test of time.
- **Put people at the heart of delivery** by engaging proactively with local communities from the outset of any housing development or regeneration project, offering meaningful opportunities for a wide range of stakeholders to contribute to the design and planning process.



Rochester Riverside  
Image credit: Homes England



## Operational delivery and organisational change

Delivering on our vision, mission, and strategic objectives, as well as those of our partners, requires an effective operational and corporate delivery framework.

Our operating model leverages a broad spectrum of specialist functions across strategy, corporate finance, risk management, project delivery, planning, communications, legal, design, data, economics, and market expertise to enhance and enable delivery.

To realise our ambition to become a world-leading public sector organisation, we will undertake targeted changes and improvements to processes, systems, structures, and governance. This will be driven by a new Integrated Change Programme. These enhancements will increase overall productivity and enable the step change required in how we deliver projects and programmes for communities and our public and private sector partners.

## People, culture and values

As an agency we have grown since our re-founding in 2018 and are proud to have a highly-skilled, talented and experienced team working across the country. Our colleagues bring deep expertise in housing, regeneration, investment and place-making – expertise that underpins the value we offer to our partners.

To deliver our mission, we need to ensure that we continue to have the right people with the right skills, supported by the right culture. We are committed to making Homes England a brilliant place to work – where talented people are empowered to do their best work, develop their careers and contribute to outcomes that matter.

We're working to make Homes England a place where everyone can find the opportunity to succeed. We embrace diversity and inclusion by fulfilling our obligations under the Public Sector Equality Duty.



Homes England Graduate partnership away day  
Image credit: Homes England

To define the way we work, we have embedded a set of values that inform the behaviours that all colleagues put into practice every day. Our values are what we ‘stand for’ and how we engage with our colleagues and partners to deliver lasting impact.

## We are...



### Respectful

As the core principle, this runs through all our values and behaviours



### Impactful

We combine our **commercial expertise with social purpose** to deliver value for money and maximise our positive impact



### Accountable

We are **empowered to lead by example**, take responsibility for our actions and speak up for what’s right



### Innovative

We are **bold, creative thinkers** who embrace change, never stop learning and always look for a better way to do things



### Inclusive

We **recognise and value everyone as individuals** and draw strength from our differences



### Collaborative

We share information, align priorities, and use **our collective knowledge and experience to achieve great results**

These values and behaviours have been embedded through our People and Culture Strategy. In the last Strategic Plan, we also committed to publishing annual Equality, Diversity and Inclusion reports to capture our progress

towards our vision of a truly inclusive public organisation that represents the diversity of the communities we serve. The latest version of this report was published<sup>6</sup> in May 2025.

6. <https://www.gov.uk/government/publications/equality-diversity-and-inclusion-report-2024-to-2025-second-edition>

[enquiries@homesengland.gov.uk](mailto:enquiries@homesengland.gov.uk)  
0300 1234 500  
[gov.uk/homes-england](https://gov.uk/homes-england)

