

Business Plan

2026-2029

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1 Foreword



Foreword

The way we build is rapidly changing to be ready for the climate and environmental challenges of the 21st century and to give people homes that are more comfortable, cheaper to run and support better quality of life. In parallel, the Government has committed to accelerate housing delivery to drive economic growth and create better life chances.

However, the economic headwinds for these twin goals have been compounded by a series of global events, most recently the Iran war. Supply chain costs have risen sharply. The cost of living has suppressed housing affordability. This has created a situation where the viability of new development is under great pressure.

Given this, the Future Homes Hub's aim for 2026-9, agreed in dialogue with the Government and our members, is to support sustainable growth in high-quality new homes. This means simultaneously securing improvements in the quality and sustainability of new homes and helping to create the conditions to enable the delivery of more homes. This is reflected in the five themes set out in this business plan.

With the publication of the Future Homes Standard in March and two years to switch new developments off the gas grid, helping the sector prepare for and de-risk the transition remains a big focus of the Hub's work.

That means working in partnership with the government and the sector to translate the Standard into operational designs, and working with suppliers, energy companies, trades, lenders, valuers and ultimately buyers to help prepare everyone for a new generation of homes.

The Hub has also agreed to work in partnership between the Government and sector on wider measures that help create conditions for sustainable growth. For example, collaborating on solutions to wastewater capacity constraints, testing the Government's design and placemaking proposals on live sites and improving resource efficiency and reducing waste. During 2026, we are doing a rapid review with new homes partners and government departments to prioritise what future measures would be most valuable to drive both quality and delivery growth.

The Future Homes Hub relies on collaboration and partnership in everything we do. We look forward to continuing to work with you to ensure we succeed together in delivering the high-quality homes and communities that are the backbone of our country.

Ed Lockhart, Chief Executive
May 2026



Executive summary



Executive summary

The business plan and budget. This is the Future Homes Hub's business plan for the period 2026-2029. Funding to deliver the plan will be secured from memberships, sponsorship and events, and specific grant-funded activities. Funding is predominantly from industry and other non-Government sources (80%) but a proportion of funding from Government remains essential to secure industry partnership and retain focus on delivering on Government's long-term objectives.

Purpose and strategic objectives. The Future Homes Hub brings together the partnerships needed to deliver on the new homes sector's climate and environment plan. The Hub is recognised as the sector's problem-solving body that facilitates sustainable growth, working in partnership with government and the new homes sector to define and deliver the sector roadmap. The structure and objectives of the Hub ensure that all elements of the new homes sector are supported, especially the needs of SMEs.

Governance and steering arrangements. Our independent board reflects a broad range of views and is designed to ensure that we remain true to the goals of the Delivery Plan. To deliver these goals through our programme of work, we require buy-in, leadership and a sense of ownership from within the homebuilding sector and other partners to help define practical and timely actions. This is achieved through steering groups, led by industry chairs, with outcomes initiated through the Future Homes Leadership Council, and policy implemented through government-industry implementation boards.

Objectives and topic areas. The plan sets out the objectives and proposed outcomes to be achieved by 2029, including topic-specific objectives and the collaborative activities that will enable their delivery as follows:

1

Develop the shared long-term sustainability and regulatory pathway

- Net zero transition plan
- Complete regulatory roadmap
- Sector environmental metrics
- Building regulations beyond 2030
- SME support

2

Implement core policies cost effectively

- Future Homes Standard
- Water management
- Nature friendly development
- Embodied carbon and resource efficiency
- Design and placemaking

3

Collaborate to achieve productivity gains

- Identify productivity gains
- Workforce and skills

4

Partner with specific communities to accelerate sustainable growth

- SME homebuilders
- Taller building developers
- Later living sector
- Housing associations
- Corporate lenders
- Valuers and mortgage lenders

5

Share information and solutions

- Communication of sector performance
- Knowledge Centre
- Site visits
- Conferences and events
- Webinars and podcasts

3 Purpose and objectives



Context that shapes the plan

A changing economic and political landscape

Homebuilders remain committed to long term sustainability goals and the primary objective of the Hub remains facilitating collaboration across the sector to achieve these goals.

However, the context for housing has dramatically shifted since 2021.

- Accelerating housing delivery is a top priority for the Government
- Market conditions have changed with severe viability and affordability pressures.

Reprioritisation

To support the sector during the next period, we have therefore worked with Government departments to agree that the Hub should, in supporting long term sustainability in the sector, have an added focus on helping to create the conditions for sustainable growth.

In practical terms this means:

- finding a viable pathway for the sector to meet long term sustainability goals
- supporting the sector to comply with the Future Homes Standard and other new policies the Government has already committed to in ways that create value for customers, finding cost efficiencies and economies of scale where possible
- using our unique position as trusted partners of the Government to help find solutions to specific priority problems that are holding back sustainable growth.

To do this, the Hub should be fully joined up with other new homes focussed organisations and we have therefore developed this plan in dialogue with HBF, NHBC and Homes England as well as relevant Government departments and other bodies such as the CLC and UKRI.



Purpose and objectives

Purpose

The Future Homes Hub **brings together the partnerships needed to deliver on the new homes sector's climate and environment plan.**

Established in 2021, the Hub is valued by government and its members as:

- An independent body
- The place for collaboration, bringing together the new homes community and other sectors to identify and solve problems
- The custodian of the sector roadmap
- A body that works in partnership with the Government on the shared ambition of delivering more, high quality, sustainable homes.

By facilitating the collaboration needed within and beyond the new homes sector, the Hub is recognised as the sector's **problem-solving body** that **facilitates sustainable growth.**

Our ambition is to remove barriers and improve efficiencies for homebuilding while delivering improvements in quality and sustainability as identified in the sector's long-term roadmap for change (see next page).

Objectives and outcomes – 2026-29

1

Develop the shared long-term sustainability and regulatory pathway

Companies have visibility of a deliverable future pathway to plan for decarbonisation and other change, with a period of regulatory stability, carefully considered and holistic change from 2030, robust methods for measuring improvement and support for smaller developers to plan.

2

Implement core policies cost effectively

Companies have a means of collaborating and working in partnership with the Government and other key stakeholders to ensure smooth, effective and efficient implementation of new policies, ensuring overall viability, overcoming barriers, managing risk and sharing effective practices across the sector, supporting smaller developers.

3

Collaborate to achieve productivity gains

Companies achieve greater productivity, both through industry led measures and working with the Government to improve coherence, consistency and certainty in the policy framework.

4

Partner with specific communities to accelerate sustainable growth

Contributions to sustainable growth in specific housing subsectors and housing delivery partners work with the sector to reflect changes in policy and practice.

5

Share information and solutions

Companies continue to share information and solutions, helping to raise standards across the sector, reduce costs and de-risk the process of change, in particular for SME developers. It is widely recognised that new homes are better performing and more sustainable.

The sector's long-term roadmap for change

Legend:		Collaboration between government and industry	Industry-led initiative	Government-led initiative	Period of stability to enable FHS and other changes to bed in with early work to define more coherent and consistent standards for the 2030s	
	Topics		2025 and 2026	2027 - 2030	2031 - 2035	Beyond 2035
Homes that are	ZERO CARBON IN USE	Outcomes	Reduced carbon emissions by 31% Charging points for electric vehicles (a)	Zero-carbon ready homes (>75% reduction in emissions) (a)	Homes zero carbon in operation (a)	
		Enablers	Publish 2025 Future Homes Standard and HEM	Potential future regulation to address peak loads, energy measurement and performance, and align local requirements with national policy Grid fully decarbonised		
			Embedding and improving the Part L 2021 regulation			
			Reducing delivery risk through the FHS Implementation Board, with specialist groups addressing heat pumps, heat networks, consumer grid, PV, overheating, fabric, HEM and ventilation			
	HEALTHY SAFE AND COMFORTABLE	Enablers	Consultation on parts K and M Regulation on overheating and ventilation	Future approach to levels for overheating, airquality, sound, space and accessibility, safety and daylighting		
	WATER EFFICIENT	Outcomes		105 lpppd & 100 lpppd in water stressed areas (a)	100 lpppd & 90 lpppd in water stressed areas (b)	90 lpppd & 80 lpppd in water stressed areas (b)
		Enablers	Consultation on Part G including proposals for water reuse			
			Water sector and new homes sector proposals for water-smart communities	Establish community of practice to facilitate shared learning		
Places that are	WELL DESIGNED, CONNECTED AND ACCESSIBLE	Outcomes	10% biodiversity net gain (a)	Places that are low carbon, nature rich, resilient and well designed (b)		
		Enablers	New towns commission report Updates to the National Design Guide and National Model Design Code	Collaborate on measures and standards to deliver sustainable and resilient places at scale, including designing for multiple benefits, considering long term stewardship and nature and water offset policies		
	NATURE POSITIVE		BNG implementation board			
	CLIMATE AND WATER RESILIENT		Industry-led nature positive measures (Homes for Nature)			
Production and construction that is	LOW EMBODIED CARBON	Outcomes		25% reduction in embodied carbon (b)	55% reduction in embodied carbon (b)	75% reduction in embodied carbon (b)
		Enablers	Work with the government to establish an efficient approach to reducing embodied carbon			
			Delivering solutions through the proposed embodied carbon Implementation Board			
			Mainstream measurement of embodied carbon			
	RESOURCE AND WATER EFFICIENT		Collaboration with materials suppliers to define procurement roadmap of low carbon materials Design rationalisation to remove carbon-intensive products			
			Phase out of fossil fuel generators on site	Phase out of direct purchase of fossil fuels onsite Head office sites and cars off fossil fuels	Phaseout of all fossil fuel on site and head office	
	RESPONSIBLE		Establish circular economy task force	Approach to reducing waste on site Approach to managing water in construction		
			Develop financial instruments and valuation processes that reward high quality, sustainable homes and developments			
			Launch and report against consistent set of sustainability metrics to demonstrate site, company and sector-level progress	Approach to improving site air quality		

Current status of outcomes
 (a) Confirmed government policy
 (b) Indicative outcome, no policy currently proposed

10 achievements during 2022-2025

The Hub has mobilised over 35 active working groups, bringing together more than 750 contributors to tackle a wide range of challenges and unlock sustainable growth. Through collaborative problem-solving, these groups have developed practical tools, informed policy, and shared best practice across the industry. Their collective efforts have driven significant progress, resulting in a series of impactful achievements over the past three years.

1

2021 changes to parts F, L, O and S of the building regulations. Developed the guidance and tools and worked with Government to overcome barriers.

2

Future Homes Standard. Secured a deliverable standard and prepared the sector for implementation, including the implementation structure to overcome barriers with the Government.

3

Net Zero Transition Plan. Developed the sector's plan setting out and agreeing an achievable pathway to Net Zero with the Government.

4

Embodied carbon. Developed the sector's approach to measuring and reducing embodied carbon and established the implementation structure with the Government.

5

Environmental metrics. Developed and agreed a consistent set of environmental metrics to be rolled out.

6

Water efficiency. Developed the new homes water efficiency roadmap and established the partnership structure with the Government to overcome implementation barriers.

7

Biodiversity Net Gain. Secured critical guidance at introduction and established the partnership structure with the Government to overcome implementation barriers.

8

Homes for Nature initiative. Led the voluntary initiative committing to install birdnesting bricks, hedgehog highways and other nature-friendly measures.

9

Sharing information platform. Secured the agreement and structures for sharing information on sustainability across the sector.

10

London Emergency Housing Package. Developed proposals which helped shape the London Package through the taller buildings group.

4 Key activities

Objective 1: Develop the shared long-term sustainability and regulatory pathway

Key outcome: companies have visibility of a deliverable future pathway to plan for decarbonisation and other change, with a period of regulatory stability, carefully considered and holistic change from 2030, robust methods for measuring improvement and support for smaller developers to plan.

Shared long-term sustainability pathway

Topic	Objective for 2026-9	Key collaborative activities
Net Zero Transition Plan	Develop and maintain the Sector Transition Plan with DESNZ to give companies an achievable pathway for decarbonisation in line with the Government's housing delivery plans and Carbon Budget Delivery Plan, collaborating to overcome barriers and achieve efficiencies across the sector.	1.Update and monitor the plan: Work with sustainability leads to maintain an up-to-date transition plan reflecting changing circumstances. 2.Work in partnership, including through the Government's Net Zero Council, with: •supply and technology sectors: to align decarbonisation pathways. •lenders and other financial institutions: to align financing with the plan. •Government departments to overcome barriers identified by the sector.
Complete regulatory roadmap	Develop the wider roadmap working with MHCLG, Defra and other departments to give the sector greater visibility of a deliverable pathway and timelines for regulatory change.	
Sector environmental metrics	Develop and rollout the environmental metrics to secure a consistent approach to sustainability reporting.	1.Finalise reporting methodologies. 2.Equip developers with the means to report and assess performance. 3.Work with the main lenders to the sector to align to the metrics.
Building regulations for beyond 2030	Develop options with Government for post 2030 standards following a period of regulatory stability	1.Develop options for building regulations for post 2030 that are coherent and consistent, meet future challenges and enhance customer value. 2.Work with Local Authorities, Social Housing partners and Financial institutions to align standards.
SME support	Help SMEs to develop sustainability plans.	1.Develop tool and guidance for smaller developers to create a sustainability plan including measures that increase business profitability.

Objective 2: Implement core policies cost effectively

(1 of 2)

Key outcome: companies have a means of collaborating and working in partnership with the Government and other key stakeholders to ensure smooth, effective and efficient implementation of new policies, ensuring overall viability, overcoming barriers, managing risk and sharing effective practices across the sector, especially with smaller developers.

Implement core policies cost effectively

Topic	Objective for 2026-9	Key collaborative activities
Future Homes Standard	Support the sector to achieve a smooth and efficient implementation of FHS, managing risks and optimising benefits for the customer.	Future Homes Standard Implementation Board: administer the board to systematically identify and resolve barriers in partnership with the Government and other key stakeholders. Guidance and tools for cost effective compliance: identify and deliver materials through implementation groups on PV, HEM, grid connection, overheating, fabric, ventilation, heat pumps, customer, heat networks and building performance evaluation. Get Future Homes Standard Ready Campaign to raise awareness across whole sector of steps to de-risk implementation FHS community of practice, to run the community of practice including FHS expert conference, and SME clinics to share technical solutions and create feedback loop to catch and resolve problems early.
Water management	Support the sector to achieve smooth implementation of water efficiency and water management policies and remove water-related barriers to housing growth.	Water Smart Growth Board: administer the board as the central partnership with the Government to tackle water issues and enable development in water-scarce areas. Water connection and waste-water capacity constraints: administer Task and Finish Group to identify and pursue solutions that can be implemented within 12-24 months with Defra, MHCLG, HBF and other key stakeholders, with the goal of unblocking the estimated 30-40k homes facing connection constraints. - Administer working groups on: Part G on water efficiency: to support smooth implementation Water reuse within new developments: to develop recommendations for Government to ensure a practical and safe approach New SUDs standard: to secure successful implementation Flood risk and insurance: to work with the insurance industry on standards for property level flood risk measures to ensure homes can be insured. Water Smart Growth Community of Practice: to establish and integrate the CoP run by CIWEM.

Objective 2: Implement core policies cost effectively

(2 of 2)

Implement core policies cost effectively

Topic	Objective for 2026-9	Key collaborative activities
Nature friendly development	Support nature friendly growth through smooth implementation of nature policies and working with Government to encourage greater coherence of natural environment policies.	1.Biodiversity Net Gain Implementation Board: administer as the central partnership with Government to resolve residual issues with implementation of BNG. 2.Holistic approach to nature friendly development: Refresh scope of the BNG board subject to discussion with Defra, MHCLG and Natural England, to include the Nature Restoration Fund and ensure a joined-up approach to the natural environment. 3.Monitor implementation of the Homes for Nature initiative.
Embodied carbon and resource efficiency	Support the sector to implement embodied carbon and resource efficiency savings, in line with the Transition Plan.	1.Embodied Carbon & Resource Efficiency Board: administer the board as the central partnership with Government and the supply chain to reduce embodied carbon and deliver efficiencies for companies. Specific activities: •Embed consistent measurement and benchmarking of embodied and whole life carbon. •Scale up resource efficiency (and cost) savings across industry. •Identify and scale up onsite construction carbon reduction, including working with groundworkers on aligned reporting and carbon reduction •Review scope to use alternative design approaches and products •Build understanding of product carbon reduction plans and develop sector-wide collaboration with supply chain. 2.Embodied carbon community of practice: run the community of practice to enable consistency in measurement and shared learning.
Design and placemaking	Support efficient and effective implementation of design guidance, tools and processes from pre-planning to adoption to achieve improved design quality and placemaking outcomes consistent with housing delivery growth.	1.Support implementation – using experience from live schemes, translating national policy into consistent design quality 2.Provide feedback loop from delivery to inform design policy – structured route for MHCLG to test and evolve design policy with industry in a collegiate and constructive setting and to provide feedback on viability, demand-side issues and other factors that can constrain successful design policy implementation (incl. parking and highways standards and processes). 3.Consider scope for greater coherence and alignment – looking both at scope for coherence of parallel requirements such as BNG, SUDs and green infrastructure and consistency through the process of development management to adoption.

Objective 3: Collaborate to achieve productivity gains

Key outcome: companies achieve greater productivity, both through industry led measures and working with the Government to improve coherence, consistency and certainty in the policy framework.

Achieve productivity gains	Topic	Objective for 2026-9	Key collaborative activities
	Identifying productivity gains	Review where and how productivity gains are required to deliver 300k high quality homes per annum.	Initial task and finish exercise during 2026 under a Terms of Reference from the Government to systematically identify where productivity gains can be made to the housing delivery operating framework. Subject to this initial phase further projects may be defined, including for example: •industry-led initiatives to collaborate and share information to achieve productivity gains •support to make the end-to-end process of consenting and infrastructure connection faster and more certain. This will be subject to board approval taking account of Government support, member support, coordination with other bodies and available budget.
	Workforce and skills	Identify the future skills requirements as part of the HBF-led sector skills plan.	Collate the best available shared picture on future workforce/skills needs using the Hub's working groups.



Objective 4: Partner with specific communities to accelerate sustainable growth

Key outcome: contributions to sustainable growth in specific housing subsectors and housing delivery partners work with the sector to reflect changes in policy and practice.

Partnering with specific communities

Topic	Objective for 2026-9	Key collaborative activities
SME homebuilders	Tailor support for SMEs to implement new policies and identify opportunities to promote SME growth.	1.Ensure SME developers are represented in Hub activities and groups. 2.Engage with SME developers through the SME liaison group and other SME networks and address issues raised accordingly
Taller building developers	Identify the distinct requirements of taller buildings and the barriers to sustainable growth.	1.Ensure taller buildings issues are reflected in Hub activities and groups. 2.Convene and run taller buildings group and establish bespoke task and finish groups as needed.
Later living sector	Identify the distinct requirements of the later living sector and barriers to sustainable growth	1.Maintain regular review with later living subsector to identify and address particular needs.
Housing associations	Identify the distinct requirements of housing associations and feed into future standards.	1. Establish housing associations group to ensure that the issues affecting the subsector are addressed in Hub activity or through additional projects as required.
Corporate lenders	Partner with lenders to align metrics and feed into future standards.	1.Convene financial institutions to support development of standards that de-risk investment in homes 2.Develop robust mechanism to assess company, development and plot performance against environmental metrics
Valuers and mortgage lenders	Provide the evidence base for lenders and valuers to reflect performance of new homes in lending and valuation practices.	1.Provide accepted and verifiable data on energy consumption and cost for new homes 2.Identify perceived risk of new technologies or building typology/innovation and collate evidence base to address valuation concerns 3.Research consumer attitudes to sustainable homes and developments to provide information for valuers and lenders

Objective 5: Share information and solutions

Key outcome: companies continue to share information and solutions, helping to raise standards across the sector, reduce costs and de-risk the process of change, in particular for SME developers. It is widely recognised that new homes are better performing and more sustainable.

Sharing information and solutions

Topic	Objective for 2026-9	Key collaborative activities
Communication of sector performance	Report sector performance to demonstrate progress to support roadmap	1.Collate and report current available data, including net additional dwellings, solar installations and heat pump installations 2.Reflect progress across wide environmental metrics on nature, water, carbon, waste and energy.
Knowledge centre	Provide homebuilders and their advisors with the latest guidance on design and build of the next generation of sustainable homes at least covering core new policies.	1.Create the knowledge centre for topics across the business programme. 2.Monitor and promote to secure good value for the sector.
Webinars and podcasts	Bring innovation, best practice and lessons learned to accelerate sector development.	1.Continue “lunch and learn” webinar series reflecting feedback from members 2.Create new podcast series to broaden reach.
Visits	Share information on low carbon homes and high quality placemaking.	1. Continue visits to sites, innovation hubs and manufacturing facilities.
Conferences and events	Inform members and promote engagement across the new homes community through events.	1.Run the sector Future Homes conference to take stock of progress and future priorities. 2.Curate the Future Homes pavilion at UKREiiF 3.Host technical conferences on the Future Homes Standard to share insight

Governance and funding



The Board

Members of the Board have been selected from recognised experts and leaders in their field that can represent the whole homebuilding community. The makeup is reviewed regularly to assess the knowledge and skills required to support the Hub's purpose as well as maintaining independence from the interests of any one element of the sector. Board members represent a cross section of industry, government and the wider value chain, including a strong environmental voice, though a local government representatives sought to further strengthen the Board.

The Board provides governance for the Hub by overseeing the translation of the delivery plan into actionable business plans and ensuring oversight of the budget and strategy. Members of the Hub (both members and associate members) are members of the company, with voting rights as set out in the Articles of Association, including the appointment or removal of Directors.

Name	Organisation	Status
David Thomas	Barratt Redrow	Chair until June 2026
Jennie Daly	Taylor Wimpey	Chair from June 2026
Rob Boughton	Thakeham Homes	Non-executive director
David Campbell	NHBC	Non-executive director
Peter Caplehorn	Construction Products Association	Non-executive director
Mark Farmer	Cast Consulting	Non-executive director
Elizabeth Froude	Sage Homes	Non-executive director
Emma Harvey-Smith	Green Finance Institute	Non-executive director
Neil Jefferson	Home Builders Federation	Non-executive director
Sue Riddlestone	Bioregional	Non-executive director

Name	Organisation	Status
Eve Roodhouse	Local Government Association	Non-executive director
Lynne Sullivan	Good Homes Alliance	Non-executive director
Mark White	Bargate	Non-executive director
Steve Wood	-	Non-executive director
Ed Lockhart	Future Homes Hub	Chief Executive
Richard Lankshear	Future Homes Hub	Executive director
Nick Barter	DEFRA	Board observer
Alison Crofton	Homes England	Board observer
Tara Deshpande	DESNZ	Board observer
Keeran Jugdoyal	MHCLG	Board observer



How we are funded

The Hub's work is funded by memberships, sponsorships, events, and government grants. The fee scale ensures that the largest developers contribute a significant proportion of the budget, reflecting their commitment to the sector's delivery plan as well as reducing the burden on smaller organisations. This has allowed all core activity of the Hub to be funded by the sector through memberships while government departments and agencies, provide support to specific projects that are aligned with their priorities and the sector's delivery plan. The core activities of the Hub include:

- Developing the sector's strategy and creating and updating the roadmap
- Providing the supporting structure to facilitate collaboration across the whole value chain to address sustainability issues sector wide
- Maintaining the member platform, networking, meetings and events
- Communicating and disseminating knowledge across the whole sector
- Carrying out additional projects as required.

Membership contributions are provided by homebuilders (members) and other organisations in the homebuilding value chain, such as, designers, suppliers, financial organisations and industry bodies (associate members) with membership rates for 2026-27 shown on the following page.

In-kind support is provided by member organisations, providing staff secondments and time to work on specific projects or chair working groups and NHBC provides the office space and underlying corporate services as well as a notable financial contribution from the NHBC Foundation.

Other income is generated by sponsorships of publications, exhibitions or events.

The Board oversees and approves the budget for the Hub to deliver this business plan. This assumes approximately 20% income from government grants, adherence with the Hub's policy on reserves to mitigate short-term risk and a balance of expenditure against income.

Three-year budget

		FY 26/27	FY27/28	FY 28/29
Income	Total income	£2,225k	£2,430k	£2,552k
	Proportion from government grant	21%	23%	24%
Expenditure	Core activity staffing	£986k	£1,185k	£1,245k
	Programme consultants	£584k	£532k	£559k
	Project outputs	£144k	£196k	£204k
	Communications and events	£368k	£399k	£420k
	Other expenses	£144k	£118k	£124k
	Total	£2,221k	£2,430k	£2,552k

The plan aims to break even budget for the Hub has risen to £2.3m in financial year 2026/27. This reflects the addition of work on planning and placemaking, reform of the regulatory framework, the water smart growth programme, nature restoration and investment in communications, particularly to support SME developers.

The largest expenses are to cover the costs of permanent staff while also making use of operational consultants, representing the specialist skills we require while allowing flexibility for short term cost reductions if needed. During 2026/27 we expect our headcount to stabilise at 21 individuals that are directly employed, seconded or ongoing consultancy contracts.

The costs of projects and activities are aligned to the forecast grant income to deliver the activities set out in the plan.

Other expenses include irrecoverable VAT with other business expenses that are similar to the previous year's budget.

Membership rates – 2026/27

There are four categories of fee that reflect how different types of organisation engage with the Hub.

- **Full members**, those that build homes, pay fees on a sliding scale according to turnover with a new band for the very largest companies introduced in 2026.
- **Associate members** – other organisations in the new homes value chain, such as suppliers, manufacturers and financial organisations, with fees based on turnover.
- **Housing associations**, whose fees are based on number of new homes built rather than turnover.
- **Consultants** – those working in a professional advisory role for home builders – with a fee scale based on number of employees

Category	Size (Turnover)	Annual fee
Member	Over £4bn	£100,000
	£2bn - £4bn	£79,000
	£1bn - £2bn	£52,500
	£500m - £1bn	£26,000
	£200m - £500m	£11,500
	£150m - £200m	£8,400
	£100m - £150m	£6,800
	£75m - £100m	£5,200
	£40m - £75m	£4,200
	£25m - £40m	£3,100
	£15m - £25m	£1,600
	<£15m	free
Associate Member	>£20m	£5,500
	<£20m	£2,200

Category	No. of employees	Annual fee
Consultant	>150	£5,500
	81 – 150	£2,200
	31 – 80	£1,000
	6 – 30	£500
	<5	£100

Category	No. of homes built ¹	Annual fee
Housing Association	>2000	£11,550
	1000-2000	£5,500
	100 - 1000	£2,900
	<100	free

1. Average over past three years

Structure for collaboration



How the Hub facilitates collaboration

The Hub's method is to facilitate collaboration. The challenges are identified, and the activities and outputs designed and delivered by the home building community through working groups chaired by and populated with relevant experts. Outputs from these activities can include:

- Solutions identified and actions agreed with government bodies and other stakeholders
- Technical guidance and tools
- Case studies

The organisation structure is shown on the following page.

Implementation boards for core policy areas are the means of collaborating and working in partnership with the Government and other key stakeholders to ensure smooth, effective and efficient implementation of new policies, identifying and overcoming key barriers, managing risk and sharing effective practices across the sector. Members are drawn from senior leaders that can effect change in their sector.

Implementation groups formed of experts and other specialists to work on specific subjects to remove barriers to successful implementation.

Communities of practice bring together the expertise across the sector to share insights, good practice and learnings to create practical solutions to help ease the transition to low carbon homes and sustainable places.

Sector liaison groups are typically formed from full members of the Hub(homebuilders and developers) to define the key challenges that need to be met, help prioritise the work and confirm that needs are met by the delivery groups. These are formed around core job roles (steering groups) or specialist topics(liaison groups)

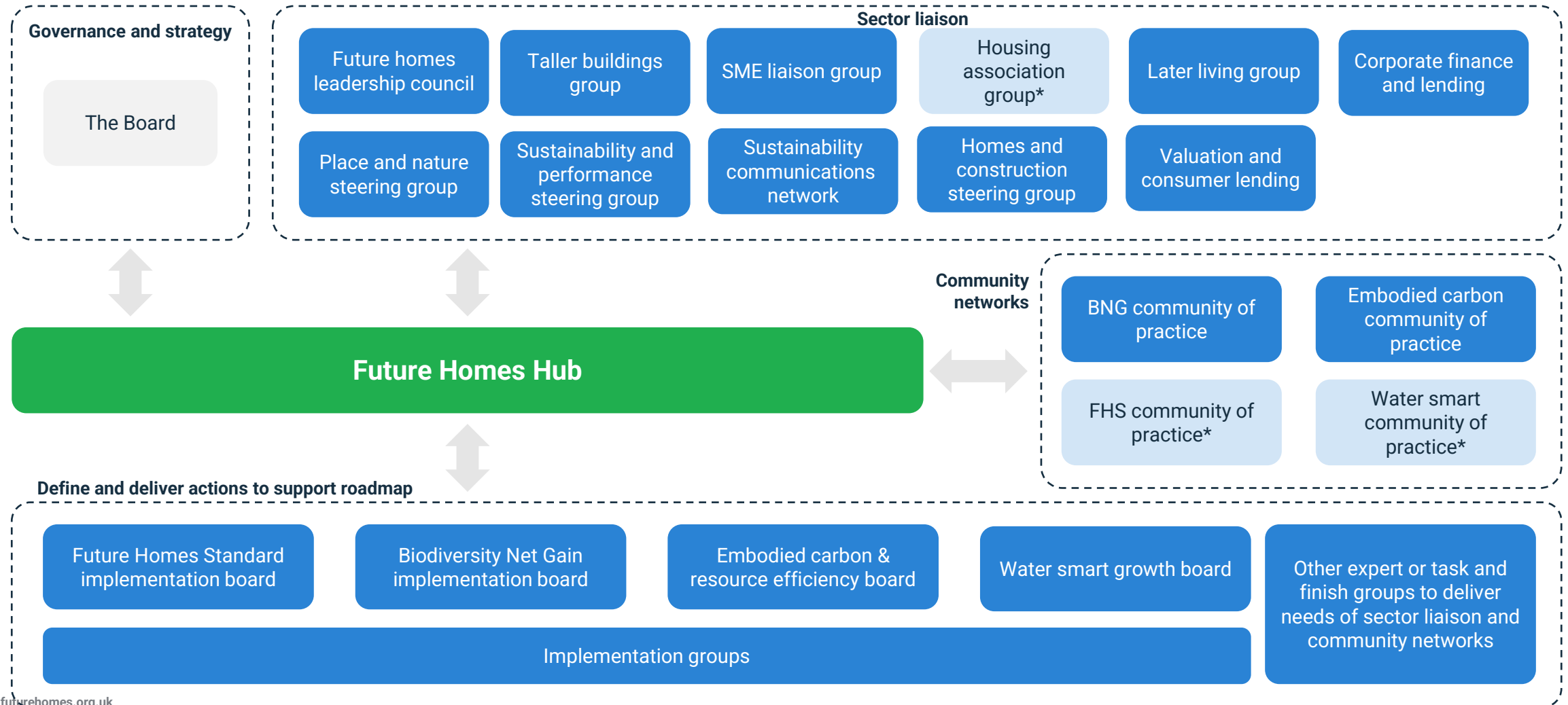
Steering groups

- (i) Homes and construction steering group: for technical leads
- (ii) Sustainability and performance steering group: for sustainability leads
- (iii) Place and nature steering group: for planning or land development leads
- (iv) Communications network: for communication leads
- (v) Leadership council: for invited chief executives, representing different sizes, business models and building typology of home builders.

Topic liaison groups

Recognising that the majority of home building in the UK is delivered by large home builders as low-rise homes for private sale, specialist liaison groups have been established to reflect the particular needs of other archetypes and tenures. These are for **taller buildings, housing associations, SME developers** and the **later living** sector. Liaison groups are also established to collaborate with other sectors and groups on **finance and consumer lending** and **corporate finance and lending** have been established.

How the Hub is organised



7 Risk register

Risk register

(1 of 3)

Delivery of the programme relies on multiple elements performing effectively and in a timely manner. Some of these the Hub can directly influence, some we are reliant on our partners to support, and some that are outside of our control but which we must mitigate against. The Board has reviewed the core risks for the Future Homes Hub, have considered the key actions that can be taken to mitigate the risk.

Category	Risk	Description	Mitigation
External	Government reprioritisation	Purpose of the Hub not perceived to support government missions with potential loss of funding, with perceived loss of relevance for the sector	•Work with senior officials to align objectives and business plans. •Co-chairing of implementation boards with government officials •Government ministers and officials participating in conference, working groups and Board. •Maintain reserves fund to accommodate financial shock of loss of funding.
External	Economic downturn	Financial performance of members impacted by market and hence reduce spending on Hub	•Retain reserves in accordance with reserves policy •Maintain mix of consultant and employed staff to allow prompt cost reduction •Retain broad membership to diversify risk (as well as to secure broad range of input and expertise). •Increased communication to amplify value to the sector
External	Other enabling sectors not delivering required changes	Sustainability improvements of the new homes sector is reliant on actions from other sectors.	•Alignment of sector roadmap with Net Zero Council •Government engagement through Board observers •Inclusion of other sectors in implementation structures

Risk register

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Category	Risk	Description	Mitigation
Sector	Lack of engagement with whole sector	Failing to understand and respond to the needs of all developers or the perception that the Hub only serves the largest home builders	•Specialist liaison groups established for tall buildings and SME developers and to create a group for Housing Associations and Later Living •Ensure representation of specialist developers in working groups •Deliver communication campaigns to support SMEs
Sector	Reduced value to members	Growing membership of different communities that may not feel their interests are served by the Hub.	•CRM process introduced to assess member engagement in Hub activities •Annual member survey to identify and respond to concerns •Improvement in member communications to support sector and keep members informed •Develop networking opportunities for members, shared learnings and opportunity for engagement with policy makers •Annual pricing review to ensure value for money, especially for SMEs
Sector	Lack of awareness of regulatory change	Smaller developers unaware of regulatory change so unable to plan for or respond to changes	•Work with trade bodies, membership, builders' merchants and professional institutions to coordinate communications •Design sector transition activities to reduce impact on SMEs

Risk register

(3 of 3)

Category	Risk	Description	Mitigation
Internal	Dilution of impact due to breadth of scope	Wide scope of goals defined in the sector delivery plan leading to lack of focus on outputs and reduction of impact of the Hub	•Regular review of resourcing to ensure capabilities and capacity to deliver plan •Communicate business planning to members and other sectors •Board oversight of strategy and deliverables
Internal	Engaged and skilled team	Small team that is particularly susceptible to unplanned absence, over work or perceived lack of career progression, leading to staff turnover	•Recruitment procedures to appoint professionals, motivated by the mission of the Hub. •Regular reviews to respond to engagement concerns. •Encourage training, networking and personal development.
Internal	Low impact of output	There is a risk of the Hub being busy producing reports, plans and guides that do not in themselves deliver impactful change.	•All products are prioritised by representative working groups. •Ongoing Board oversight and challenge of programme and outputs. •Measurable indicators set for programme to demonstrate impact and aligned with communications strategy •Recruitment and retention of experienced and knowledgeable staff who are motivated to deliver change •Engagement of Future Homes Leadership Council as the vehicle to drive through proposals



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