

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: The Economy, Arts, Sports and Public Realm Policy and Accountability Committee

Date: 22 April 2024

Subject: Place shaping through affordable housing development and community infrastructure

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SUMMARY

Successful placemaking sits at the heart of the council's Industrial Strategy and is core to ensuring that the borough remains a place that promotes growth, happiness, and well-being. The council recognises that inclusive places and inclusive growth rely on diverse, mixed, and cohesive communities.

The provision of affordable housing and high-quality community infrastructure is, therefore, fundamental to promoting good placemaking and inclusive growth across Hammersmith and Fulham. This report provides an update on the council's work to shape better places through the development of new, affordable housing and community infrastructure such as schools, community spaces, and commercial space.

The council leads much of this work directly through its development programme whereby it acts as the developer of new affordable housing and community facilities, though this report will also detail the importance of partnership schemes and acquisition opportunities to boost the overall supply of homes which currently stands at over 1800 homes.

This paper is accompanied by a presentation to the committee which will provide further detail on a number of key projects that support the council's place shaping vision.

RECOMMENDATIONS

1. That the committee note and comment on the report and the presentation
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Affordable housing is a vital element of fostering inclusive growth that benefits all residents.
Creating a compassionate council	The council recognises the importance of maximising the delivery of affordable homes through its schemes in order to provide a range of affordable housing options to residents who may be unable to otherwise access secure housing.
Doing things with local residents, not to them	Co-production is at the forefront of new development and guided by the Defend Council Homes Policy.
Being ruthlessly financially efficient	Each development project must evidence that it is self-financing in order to proceed. Once built, new homes will generate a long-term income stream for the council and reduce reliance on other, often costly housing solutions.
Taking pride in H&F	The design team on each project works closely with the council's planners to ensure that schemes are designed to a high-quality and adopt best practice principles such as secure by design.
Rising to the challenge of the climate and ecological emergency	Each scheme maximises its sustainability credentials as far as possible beyond those legally required. A number of schemes are designed and being built to Passivhaus classic standard, which is a high, industry-recognised standard of sustainability and energy efficiency.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background and strategic context

1. The Industrial Strategy guides the approach to inclusive economic growth in Hammersmith and Fulham. In order to attract residents and businesses to live and work in the borough, successful placemaking is crucial. The council promotes the importance of diverse, mixed, and cohesive communities to

successful places and has therefore prioritised the development of new affordable housing across the borough.

2. The council recognises, however, that affordable housing alone cannot facilitate effective place shaping. It has therefore sought to develop a range of community infrastructure improvements to enable the continued growth of diverse and happy communities across the borough.
3. The council has – both directly and with partners – identified and progressed development opportunities on a range of key sites across the borough in order to drive the supply of affordable housing and community infrastructure, and to ultimately shape under-used, vacant land into better places.
4. With a particular focus on placemaking, this report provides an overview of the programme in terms of its key principles, aims, and outputs, as well as a summary of key schemes that make a significant contribution towards better place shaping across the borough.

Building Homes and Communities – Key Principles

5. The Building Homes and Communities Strategy, approved by Cabinet in 2019, acts as the strategic framework for the council's investment in new, affordable homes. The strategy sets out a range of key objectives, chief among which are the delivery of new, genuinely affordable homes and the renewal of key community assets to generate a long-term income stream for the council.

Financing development

6. From a funding perspective, the council uses a combination of HRA and General Fund borrowing, as well as GLA grant and section 106 income to finance development.
7. All schemes must demonstrate the ability to finance themselves over a long-term period in order to proceed. Projects are able to self-finance through the income generated by market sale and shared ownership homes. The Gross Development Value (GDV) of the programme currently stands at approximately £685m with a total construction cost of approximately £505m, of which £55m is community infrastructure provision.

Co-production, consultation and resident engagement

8. Consultation and co-production with local residents and community representatives are integral to the development process. Where sites sit within housing land the council follows the cabinet approved Defend Council Homes Policy. This policy ensures that residents' priorities are continually reflected in the design of each new scheme and provides residents with a greater degree of assurance in regard to development proposals in their area.
9. Each scheme has a resident-led steering group with whom the design team work closely to understand priorities that are reflected in emerging designs. Public exhibitions are held in advance of the submission of planning

applications and residents are offered the opportunity to input into the procurement process for a main contractor.

10. Where land is outside not estate-based the development process still follows a resident centric approach with structured consultation and engagement throughout the design process

Sustainability and net-zero

11. In response to the council's ambitious target to achieve net-zero carbon across all homes by 2030, the programme embeds a range of additional design principles across all schemes that seek to exceed the sustainability standards required by the relevant building regulations. Hartopp and Lannoy, Lillie Road and Farm Lane, which are three of the council's schemes to have achieved planning consent thus far, have all been designed to Passivhaus classic sustainability standards. This translates to reductions in resident energy bills of between 50-65%.
12. The impact of new homes and community facilities on good placemaking across the borough is best articulated through individual schemes. An overview of specific projects will be provided later in this report and in the presentation to the committee. For reference, though, a programme-level overview of key outputs in terms of new affordable housing and community infrastructure is provided below.

Affordable Housing Delivery

13. Delivering good-quality, sustainable, affordable housing is an important element of fostering mixed communities and contributing towards good placemaking.

How affordable housing is delivered

14. The council has various routes and mechanisms to grow the supply of affordable housing and community infrastructure across the borough. On sixteen council-owned sites across the borough the council is directly responsible for the delivery of 1119 new homes and new community infrastructure. 65% of these homes will be affordable, and market sale homes serve to subsidise the provision of genuinely affordable tenures and community infrastructure. Specific information in regard to key schemes will be provided elsewhere in this report and in the committee presentation.
15. On a further six sites, the regeneration and development team also manages partnership development schemes with a range of housing association and private sector partners. This is a well-established partnership programme that, once completed, will contribute 692 new homes.
16. More recently, the council has also begun to focus on acquisition opportunities. These opportunities consist of both affordable new homes in private developments and the acquisition of street properties using bespoke funding programmes, such as the Refugee Housing Programme. At present, there are 55 homes within the council's acquisition pipeline.

17. Appendix One contains an overview of each scheme and a breakdown of the proportion of affordable housing on each site, as well as an overview of the number of homes to be delivered per year. A map of all of the council's development sites is located at Appendix Two.

Tenures of affordable housing

18. As described above, 65% of the homes that the council's development programme delivers are affordable, though there are many different tenures of affordable housing within the programme, which are explained below:
 - Genuinely Affordable: The definition of this term varies, though in Hammersmith and Fulham this refers to the lowest rents in the market. Typically, these are Social Rent or London Affordable Rent.
 - Intermediate Housing: These are homes that are for rent and sale below market levels, and is aimed at those who do not qualify for social housing but cannot afford to rent or buy on the open market. It includes ownership products such as Shared Ownership and other shared equity and discount market sale products. It also includes rental tenures such as London Living Rent and Intermediate Rent. The Homebuy service oversees intermediate housing allocations for in Hammersmith and Fulham.
19. At present, of the 725 affordable homes within the direct delivery programme 390 (54%) are genuinely affordable and 335 (46%) are intermediate homes. Market sale homes subsidise the delivery of these homes and new community infrastructure.
20. Of the 460 affordable homes within the partnership programme, 313 (68%) are genuinely affordable and 147 (32%) are intermediate homes.

Looking ahead

21. In addition to our current projects, we have successfully secured more than £300,000 of revenue funding from the GLA's Land for Council Homes Revenue Fund (LCHRF) initiative. We are using this funding for two key projects that compliment and supplement our development programme.
22. The first initiative concerns establishing the council's future development pipeline. This will be done through site identification and capacity/feasibility studies. At its conclusion, we expect to have identified at least 15-20 sites on council owned land, that could be progressed in addition to the existing direct delivery programme of schemes. Each identified site will have high-level capacity study informed by the council current and emerging policy directives, indicative site layout plans, initial Planning appraisal, a high-level delivery programme and a risk assessment matrix.
23. The second initiative is to develop a bespoke Hammersmith and Fulham Council design guide. This comprehensive document will set out a standardised set of best-practice design metrics in order to drive consistency, quality and efficiencies within the development and acquisition programmes, that align with asset management and maintenance strategies and policies.

24. Both projects are due to be completed by the end of July 2024

Building new community infrastructure

25. The programme also delivers a range of modern civic spaces such as educational facilities, community halls, and play areas. This infrastructure is important to supporting community well-being and promoting the principles of good placemaking.

Project	Homes	Community infrastructure
EdCity	132	A new primary school, 75 place nursery and youth zone as well as a bespoke adult education facility. New commercial space with dedicated workspace for local charity and community organisations
White City Central	253	A new nursery and a mixed-use community hub with a range of services. There is also new outdoor play areas and improved public realm.
Avonmore School	91	New one form entry primary school with a high specification beyond DfE standards and dedicated STEM learning space.
Lillie Road	42	A new community centre for residents and community organisations to book on a flexible basis.
Old Laundry Yard/Shepherds Bush Market	40	New market pitches for traders and new employment space.

Information on key projects

26. The presentation to the committee will present more information on the programme and a number of key projects that are particularly important to the council's placemaking vision.

LIST OF APPENDICES

Appendix One – Development Programme Data

Appendix Two – Map of Development Projects

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix One – Development Programme Data Direct Delivery

Project	Affordable Homes				Market Homes		Total Homes	Completion <i>(Estimated)</i>
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%		
Springvale (Completed)	10	0	10	100%	0	0%	10	Apr 2022
Education City	33	99	132	100%	0	0%	132	November 2025
Hartopp & Lannoy Site	67	45	112	84%	22	16%	134	December 2025
Farm Lane Site	10	6	16	52%	15	48%	31	May 2026
Lillie Road Site	12	9	21	50%	21	50%	42	June 2026
White City Central	76	51	127	50%	126	50%	253	March 2028
Flora Gardens School	32	22	54	50%	55	50%	109	TBC
Avonmore School	28	18	46	51%	45	49%	91	March 2027
Mund Street Site	34	23	57	50%	58	50%	115	March 2028
Barclay Close	4	2	6	100%	0	0%	6	December 2027
Becklow Gardens	4	8	12	92%	1	8%	13	December 2027
The Grange	5	3	8	50%	8	50%	16	December 2027
Land Near Jepson House	14	9	23	51%	22	49%	45	December 2027
Old Laundry Yard	24	16	40	100%	0	0%	40	Nov 2027
Commonwealth Avenue	24	16	40	100%	0	0%	40	TBC
Hemlock Garages	2	1	3	50%	3	50%	6	TBC
Pipeline Site	11	7	18	50%	18	50%	36	TBC
Grand Total	390	335	725	65%	394	35%	1119	

Completions by year – Direct Delivery

Year	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Totals
Volume of Homes	10	0	0	266	164	448	231	1119

Partnership Programme

Partnership	Affordable Housing				Market Housing		Total Homes	Status
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%		
Lavender court	24	21	45	100%	0	0%	45	Completed
Emlyn Gardens	14	0	14	100%	0	0%	14	Completed
Mo Mowlam house	18	12	30	100%	0	0%	30	Completed
Civic Campus	69	36	105	51%	99	49%	204	Under Construction
Watermeadow Court	83	50	133	50%	133	50%	266	Under Construction
Edith Summerskill House	105	28	133	100%	0	0%	133	Autumn 2024
Grand Total	313	147	460	66%	232	34%	692	

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix Two – Map of Development Projects

DEVELOPMENT PROJECTS IN HAMMERSMITH & FULHAM

