



# Cabinet

5 DECEMBER 2011

**CABINET MEMBER  
FOR HOUSING**

*Councillor Andrew  
Johnson*

**BOROUGH INVESTMENT PLAN**

The purpose of this report is to obtain Cabinet's approval for the Council's Borough Investment Plan (BIP) and submit the document to the Greater London Authority / Homes and Communities Agency (GLA/HCA) Housing Investment Group and HCA London Housing Board, chaired by the Mayor of London. The BIP identifies the Council's housing and regeneration priorities over the Core Strategy 20 year timeframe.

**Wards:  
All**

**CONTRIBUTORS**

EDFCG  
ADLDS

**HAS A EIA BEEN  
COMPLETED?  
YES**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
YES**

**Recommendations:**

- 1. That the Borough Investment Plan be approved and submitted to the GLA/HCA Housing Investment Group and HCA London Housing Board, chaired by the Mayor of London**
- 2. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration, to make any changes necessary following submission to the GLA/HCA.**

## 1. BACKGROUND

- 1.1. The requirement for a Borough Investment Plan resulted from the decision to create the Homes and Communities Agency, effectively a 'merger' of the Housing Corporation and English Partnerships. Local authorities were requested to enter into a 'single conversation' with the new agency to agree future housing and regeneration investment priorities. The intention of this was to lead to a more strategic investment approach which would yield place-making outcomes in addition to new housing and 'more for less' from the HCA's financial investment. The HCA's intention was that these priorities would be crystallised in the Borough Investment Plan (BIP). Whilst these documents are not mandatory, they are considered to be 'anchor' documents by statutory and non-statutory agencies, setting out the 'direction of travel' for the Council's future housing and regeneration investment priorities.
- 1.2 The Mayor of London's most recent document *A Revised London Housing Strategy – Initial Proposals* (Aug 2011) states that the Mayor proposes to 'ensure that delivery partners have full regard to the priorities set out in the Borough Investment Plans when delivering the affordable housing programme'. The *Initial Proposals* document also makes positive references towards ensuring that boroughs are at the forefront of local decision making over housing delivery; aligning housing delivery with the Mayor's wider social and economic objectives and other major infrastructure investment opportunities, such as Crossrail; ensuring that new housing developments contain an appropriate mix of market and affordable homes and are developed in locations where they can help to reduce concentrations of particular tenures. It is therefore considered a prerequisite for the borough to have an agreed BIP in place before being able to take full advantage of the Mayor's proposed strategic housing approach.
- 1.3 It should be noted that the GLA, HCA and LDA housing and regeneration responsibilities are to be merged into a single GLA Housing and Regeneration Directorate, which is to 'go live' in April 2012. Taking account of the Mayor's statutory planning role; his continuing responsibility for Transport for London; and the recent publication of the London Plan, it is necessary that the borough's strategic position on its housing and regeneration investment priorities are clearly identified. The adoption of a Borough Investment Plan is key to delivering that outcome.
- 1.4 The Borough Investment Plan has been discussed with the Homes and Communities Agency and the Council has sought to incorporate their comments.

## **2. KEY THEMES OF THE BOROUGH INVESTMENT PLAN**

- 2.1 The key themes as set out in the executive summary of the document are as below:
- 2.2 This Borough Investment Plan sets out the rationale for the Homes and Communities Agency (HCA) and the London Mayor for housing and regeneration investment in Hammersmith and Fulham. The key points in this document are as follows:
  - 2.2.1 Over the 2012/32 years, there is identified capacity for 14,400 additional homes, the large majority of which is in the five regeneration opportunity areas detailed in this document. Over the same period, there is potential for over 25,000 new jobs
  - 2.2.2 Over the first ten years of this programme, the Council expects to deliver between 2,460 and 2,880 affordable homes, the majority of which will be located in the five identified regeneration opportunity areas. The timing and tenure profile of housing delivery will be significantly affected by the long lead in times associated with large strategic sites and will be subject to scheme viability and site constraints
  - 2.2.3 Ensuring working age residents in the borough, particularly affordable housing residents, access to new jobs created is an Investment Plan priority
  - 2.2.4 The housing market in Hammersmith and Fulham remains strong and it is expected that market interest in new development will continue as will the need for new and more innovative intermediate housing products to create opportunities for working residents to get onto the housing ladder
  - 2.2.5 The Council's affordable housing target will be 40% of total delivery which will comprise intermediate and/or affordable rent housing. The proportions of intermediate and/or Affordable Rent will be decided on a site by site basis taking account of the local area's characteristics and housing market. The Council will also seek new social rented housing necessary to enable proposals for the regeneration of council or housing association estates, or the replacement of unsatisfactory accommodation. Our intention is to tackle overcrowding in all households by increasing the supply of larger homes with incentives in place to encourage greater mobility for working households.

- 2.2.6 A Local Housing Company has been established by the Council to deliver new market and affordable housing. This vehicle may require future Homes and Communities Agency funding to fully realize its potential. The Council intends to work with the HCA to progress and grow that ambition
  - 2.2.7 The Council will seek to deliver its Housing Estates Investment Plan designed to improve housing and wider socio economic outcomes for our residents
  - 2.2.8 Investment will be required to support key enabling infrastructure to allow people in deprived communities to benefit from opportunities that are being created
- 2.3 By setting out the rationale for investment in Hammersmith and Fulham to the Homes and Communities Agency and the London Mayor, the borough looks forward to working with the HCA and the successor GLA Housing and Regeneration Directorate to achieving the objectives that we have set out in this Borough Investment Plan.

### **3. RISK MANAGEMENT**

- 3.1. As this is predominately a Housing & Regeneration Strategic project document it in itself is self explanatory about the risks in the paper. This brings to Members' attention the arrangements to ensure the successful delivery of its objectives. Risks at a project level are required to be managed through the Council's mandatory project management toolkit and overall compliance with this is a management responsibility. The Corporate Risk Register notes this requirement and as such is recorded as an individual entry, risk number 2. The report also highlights a number of co-dependent factors such as links to work with the private and voluntary sectors, the communities, planners and the Local Housing Company. Such collaboration is to be noted on the Corporate Risk Register under risk number 6, Successful partnerships & Major Contracts, to reflect the paper's strategic objectives. A new entry will be added to the Opportunities side of the Corporate Risk Register to illustrate the innovative approach which the strategy illustrates.

### **4. EQUALITY IMPLICATIONS**

- 5.1 The initial screening assesses the Borough Investment Plan as being broadly positive to most protected characteristics. However, it should be noted that there will be no direct impacts arising from the approval by Cabinet of the Borough Investment Plan, but does give a greater likelihood of attracting affordable housing and wider regeneration

funding in the future which will have the potential to deliver direct positive impacts for Hammersmith & Fulham's residents.

**5. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE**

- 5.1. The Borough Investment Plan is intended to set out to the HCA and GLA where the Council expects housing and regeneration investment over the short, medium and long term, confirming current corporate priorities. It is essentially a 'direction of travel' document with financial, resource and human resource implications arising from scheme-level decisions following the adoption of this Borough Investment Plan.
- 5.2 There are no additional comments from Corporate Finance regarding this report.

**6. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)**

- 6.1 There are no direct legal implications at this stage but in delivering the plan appropriate legal advice will be required

**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	LBHF Core Strategy 2011	Aaron Cahill x 1909	HRD / Housing Options
2.	Mayor of London - A Revised London Housing Strategy – Initial Proposals	Aaron Cahill x 1909	HRD / Housing Options
3.	Local Investment Planning – A Good Practice Guide (Undated)	Aaron Cahill x 1909	HRD / Housing Options
<b>CONTACT OFFICER: Temporary Project Officer (Policy)</b>		<b>NAME: Aaron Cahill EXT. 1909</b>	