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12 September 2018

To: All Members of the Housing and Regeneration Scrutiny Panel

Dear Member,

Housing and Regeneration Scrutiny Panel - Monday, 17th September, 2018

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

8. SERVICE OVERVIEW AND PERFORMANCE UPDATE (PAGES 1 - 50)

To provide an overview of the Housing and Regeneration services and of current priorities and performance levels.

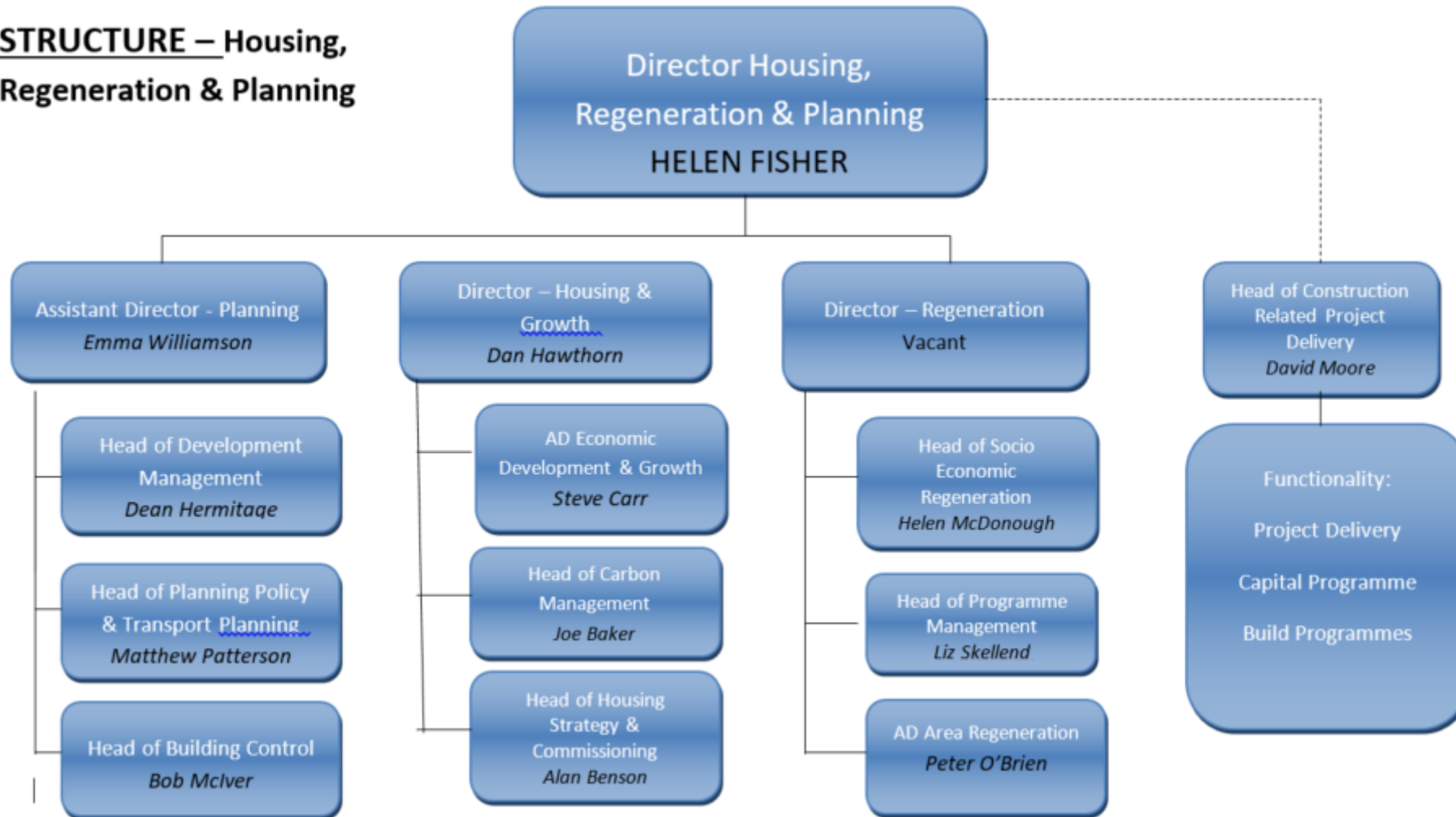
Yours sincerely

Dominic O'Brien, Principal Scrutiny Officer

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HOUSING, REGENERATION & PLANNING

STRUCTURE – Housing, Regeneration & Planning



The borough faces intense challenges in terms of securing sustainable development; This includes:

- The housing crisis and the lack of supply and affordability in the system
- The number of sites with clear development trajectories is reducing
- Space for employment activity is increasingly under pressure, and the role of town centres is changing
- Our existing communities require significant additional infrastructure, even more so as our borough grows
- Confidence in the market place is weaker driven by a combination of economic, financial and political factors.

In parallel, there are substantial opportunities

- Investment:
- Strategic Infrastructure:
- Upper Lea Valley and Wood Green:.
- creative and fashion sectors
- Property Portfolio

Key partners include:

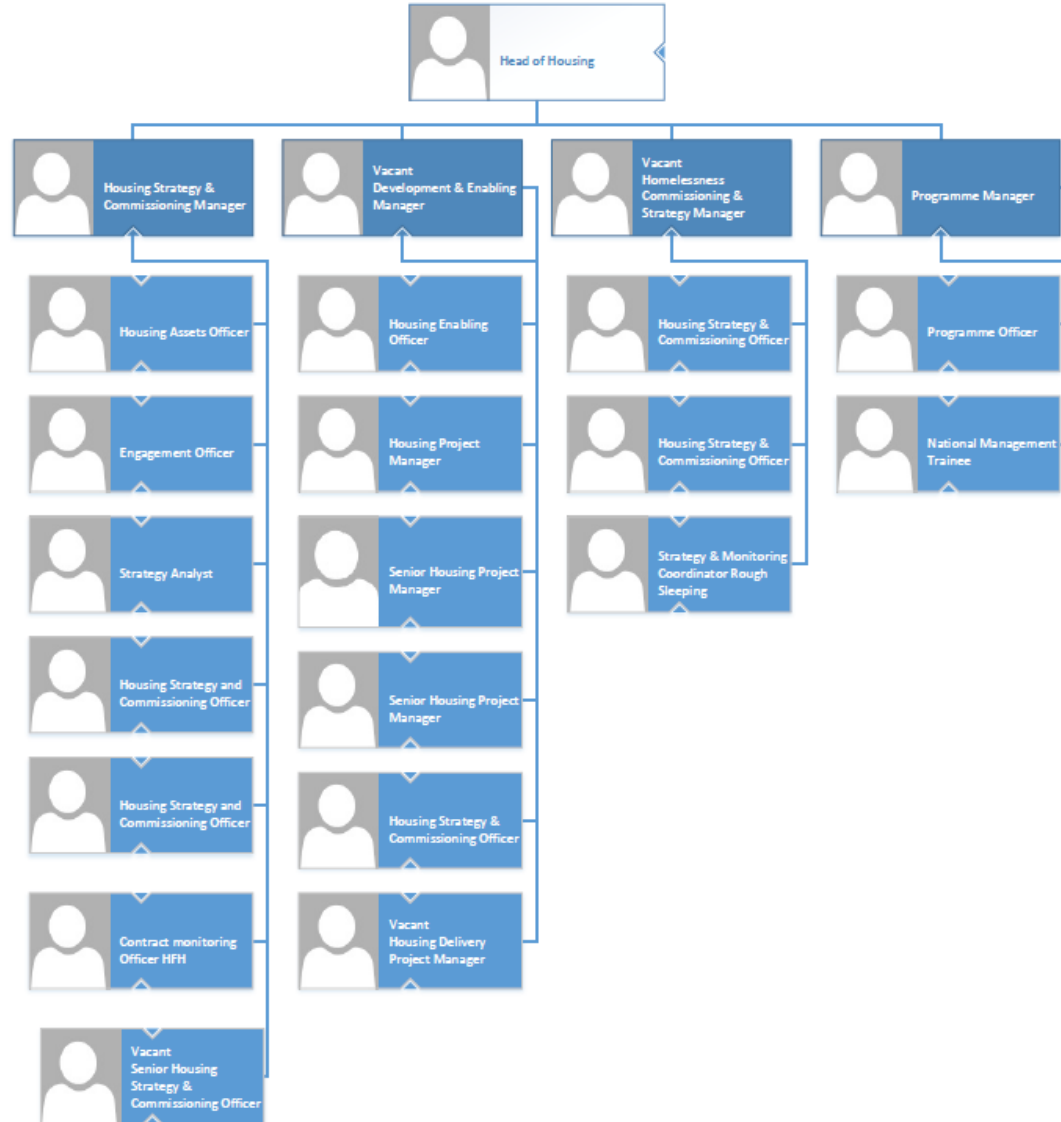
- London Mayor and GLA
- Key partners and stakeholders / Landowners– developers, housebuilders etc
- Developers include Argent, Grainger, St Williams
- Tottenham Hotspur Football Club
- TFL Network Rail
- London Councils;
- Central London Forward (CLF)
- Neighbouring boroughs, including Enfield and Waltham Forest, to support cross-borough working
- Other CLF boroughs;
- Jobcentre Plus
- Other further education establishments across the sub-region – Birkbeck, ADA
- Voluntary and Community Sector providers in the employment, skills and health areas;
- Businesses/employers – both large businesses and smaller, local businesses.

HOUSING

- Housing Services in Haringey come under five headings:
 - Strategy and Commissioning: Housing policy and “client side” for HfH
 - Housing Supply: Driving the supply of new homes, in particular affordable
 - Housing Need: Tackling homelessness, commissioning housing related support
 - Private Rented Sector (PRS) Enforcement team in Commercial and Operations, including the proposed new additional and selective licensing scheme
 - Housing Benefit Service in the Shared Service Centre
- Homes for Haringey (HfH) is the “Arms Length Management Organisation” (ALMO) responsible for:
 - Managing and maintaining the Council housing stock
 - Delivering front-line housing management services
 - Managing the housing demand service– delivering frontline homelessness services, managing households in temporary accommodation and allocating social housing to those on the housing register in accordance with Haringey’s allocations policy.

HOUSING STRATEGY & COMMISSIONING TEAM

September 2018



We are working within an extremely challenging landscape and a historically unique framework. London's population is the highest it has ever been and is growing faster than it has ever grown.

London's inability to meet the housing needs of this growing population has resulted in a "housing crisis", with three key interlinked failures:

- Insufficient supply: not enough new homes have been built to meet the needs of this growing population for over thirty years.
- Unaffordability: house prices and rents have never been higher compared to incomes and the supply of genuinely affordable housing has shrunk year on year for nearly forty years.
- Issues of quality: The private rented sector is the only tenure that has grown over the last twenty years, but it is often characterised by high rents, short-term tenancies and often lower quality housing. The main reason households approach the Council as homeless is because they were evicted from the private rented sector.

There are significant challenges and opportunities across all housing policy areas:

Existing homes

- The improved HRA borrowing position allows Decent Homes investment to be delivered more quickly
- The Hackett Review of Building Regulations and the inquiry into the Grenfell tragedy may require additional health and safety measures to be retrofitted to Council homes
- Resident satisfaction with the services provided by Homes for Haringey needs to increase
- There is support for the proposed Additional and Selective licensing schemes
- This could form part of a Private Rented Sector strategy, built around licensing, enforcement and promoting a better quality sector.

Housing demand and homelessness

- The Council has a large number of households in temporary accommodation, and the prevailing housing conditions means that it is a significant challenge to find a sufficient supply of suitable, affordable accommodation (of both social and private rented tenures) to meet the needs of these households
- The Homelessness Reduction Act came into force in April 2018, and places additional homelessness prevention duties on local authorities and partners. It is likely that this will increase the number of people approaching Homes for Haringey for housing advice
- Whilst temporary accommodation is a significant budget pressure, the Flexible Homelessness Support Grant does allow the Council to work differently to prevent homelessness and source less expensive forms of temporary accommodation, in line with the new homelessness strategy

New homes

- The New London Plan will set a very challenging target of 1,958 new homes per annum, of which the Local Plan says 40% should be affordable, with a 60:40 affordable rent/social rent: intermediate mix.
- Currently, we are failing to meet the lower (1,502 per annum) headline housing target but we are achieving our 40% affordable target. However due to government policies and funding restrictions, virtually none of these affordable are social rent homes.
- The Council also has a commitment through the Tottenham Strategic Regeneration Framework and Area Action Plan for 10,000 new homes, and the Wood Green Strategic Regeneration Framework sets out a vision for 6,400 new homes
- Whilst the HRA borrowing cap limits the capacity to fund new homes through the HRA, Councils have a range of options to directly increase the supply of homes in the borough, including the possibility of using housing companies to build and acquire homes
- The current GLA Affordable Homes programme provides grant funding at London Affordable Rents, which are much closer to social rents than other types of Affordable Rent. It also funds London Living Rents, an intermediate product with rents linked to local incomes.
- The GLA has recently received an additional £1.7b of new money for affordable housing, and has signalled it is willing to give a higher grant rate to Councils than the current £60k per unit to fund new Council homes at social rents.

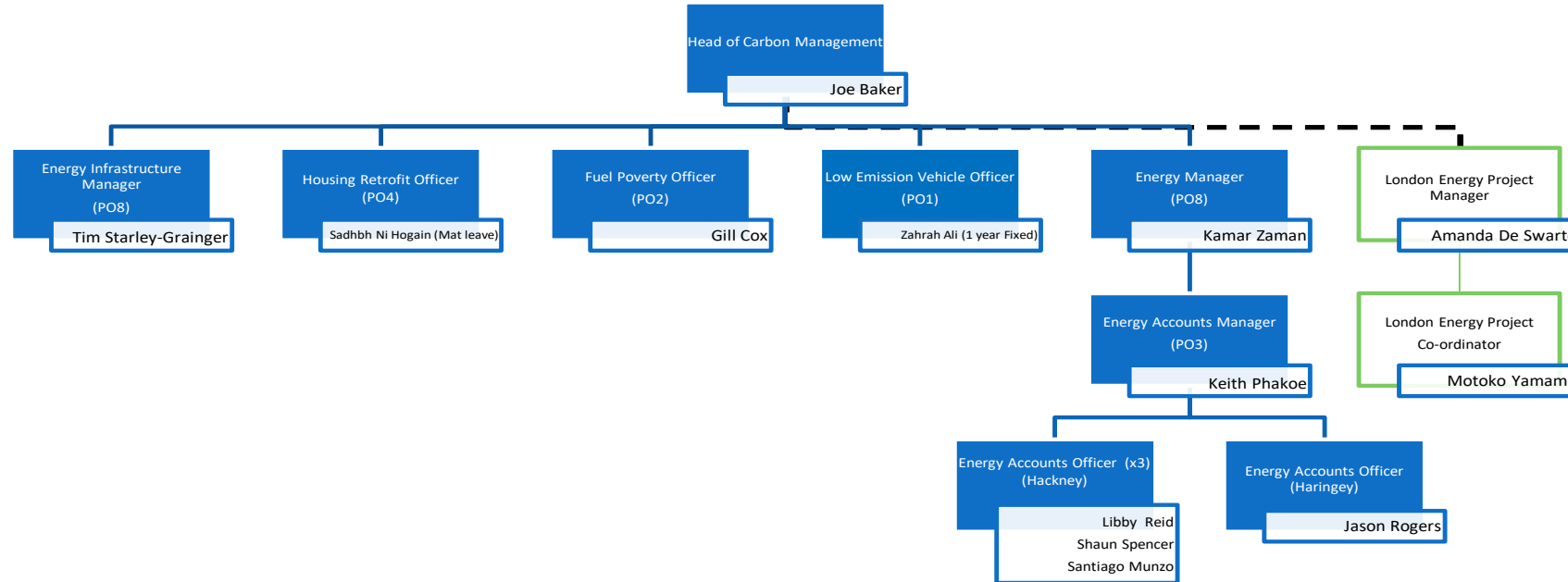
Our key partners:

- Homes for Haringey: who manage our housing stock. Cabinet has agreed that the ALMO management agreement should be extended to 2026.
- Housing associations: who have 13,800 homes in the borough (social and shared ownership) 95% owned by 7 HAs.
- Housing developers (private sector and housing associations): who build the new homes – jointly or separately. Most developing HAs in Haringey are part of our preferred partner group.
- Other public bodies and the third sector: who are commissioned to prevent homelessness and rough sleeping.

CARBON TEAM



Carbon Management Service – Aug 2018

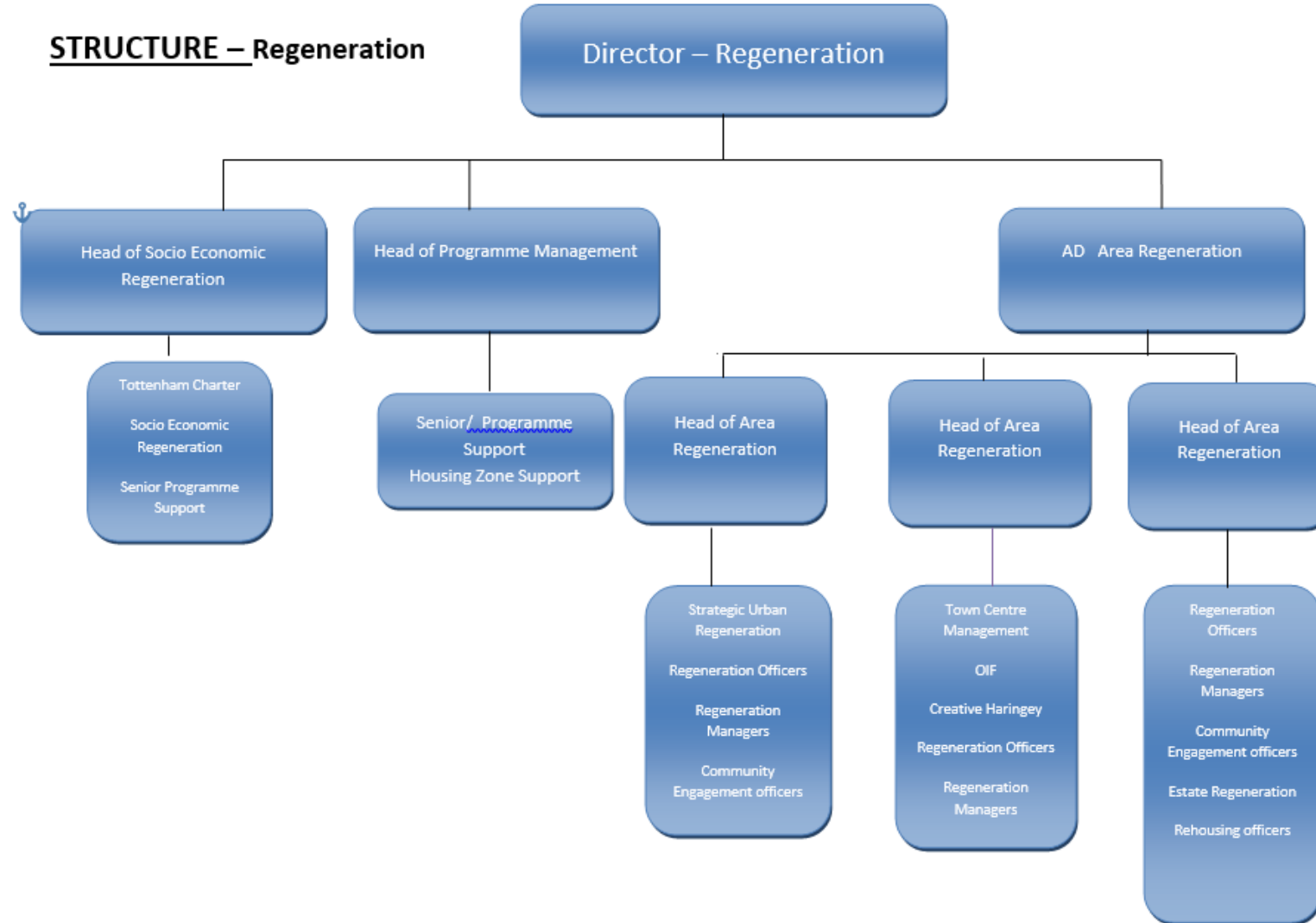


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- Haringey has made strong progress towards its commitment to curb carbon emissions by 40% by 2020. Calculated on a per capita basis, we have already hit that target over two years early.
- The new Borough Plan will commit us to make Haringey zero carbon by 2050.
- This will require intensifying existing work (for example on creating district energy networks, retrofitting residential and commercial buildings (including our own housing stock), setting and enforcing more stringent planning requirements, promoting electric vehicles) and opening up new lines of work besides
- It will require concerted effort across the Council, and collaboration with a wide range of external partners including the community
- It will link particularly closely to the Council's work on public health and air quality, and will offer commercial and economic development opportunities in some areas
- The Carbon Management team is co-ordinating work to commission a detailed action plan to achieve zero carbon by 2050


REGENERATION

STRUCTURE – Regeneration



Regeneration

- Regeneration is about investing in communities and areas to develop and increase opportunities to make places better to live, work, play and age. It is about how we leverage our influence both within and outwith the Council to affect the outcomes that we can achieve through development, harnessing inward investment to improve people's lives through employment & skills programmes and socio-economic regeneration. It involves significant multi-agency partnerships, crucially with the GLA as delivery partners and funders of projects in both Tottenham and Wood Green, our two areas of focus. Our work centres largely on complex sites and areas, where business as usual is not an option.
- The Regeneration service works with communities and partners to define strategies and action plans, securing funding and investment, unblocking and realising opportunities. Additionally, we deliver physical and social projects directly, often alongside internal and external partners. Our work crosses many themes, and so the evidence base informing our regeneration activities needs to be understood in the context of other related areas, notably housing, business and enterprise, employment and skills and the "People" priorities.



In **Tottenham**, our Strategic Regeneration Framework (SRF) set out a future Vision for Tottenham in 2013, with the principle aim that by the age of twenty, a child born in Tottenham will have a quality of life and access to the same level of opportunity that is at least equal to the best in London. To achieve this the SRF sets out seven 'Strategies for Success':

- World-class education and training
- Improved access to jobs and business opportunities
- A different kind of housing market
- A fully connected community with even better transport links
- A strong and healthy community
- Great places
- The right investment and high quality development

Building on this, we set out a detailed **Delivery Plan**, which is updated annually. Our delivery is structured under four Priority Areas:

- North Tottenham

- HRW
- Housing Zone Funding
- TH Stadium
- Northumberland Park
- Transport Improvements

- South Tottenham

- Tottenham Hale – range of developments
- Wards Corner
- Transport improvements

- Place

- Town Centre Management
- Capital Improvements
- New High Road strategy

- People

- Tottenham Charter
- Business Charter
- ERF programme

- Establishment of WG Business Improvement District
- WG Good Growth Fund
- Support for Social Enterprise
- Environment improvements
- Various innovative social enterprise projects e.g. Blue House Yard, green Rooms, Wood Green works;
- Review of council land assets

- Delivering Regeneration & Development while ensuring the benefits of growth are fairly spread

People

The People Priority is a major feature of our work in both Wood Green and Tottenham. Our role is to ensure that maximum Social Value is extracted from regeneration initiatives and in influencing the work of others to target social and economic investment in our regeneration areas in a manner which adds value to core service delivery.

Places

We work closely with partners on the delivery of projects and initiatives which support our town centres and neighbourhoods. This includes Town Centre Management initiatives (shopfront projects, events), arts and culture, business investment, meanwhile and workspace initiatives, all with a focus on supporting our town centres and local economies.

Growth Areas

The borough has two identified growth areas, namely Wood Green and Tottenham. The characteristics of each regeneration area is unique, but these two areas share a growth focussed approach, which capitalise on strong transport connections, and where the focus is on broad based growth (i.e. growth in housing and jobs).

Estate Regeneration

These are regeneration programmes such as High Road West, where the Council has been working for many years with our communities to define what their regeneration priorities are for their neighbourhoods. These are complex regeneration programmes that take many years to realise.

Development

Substantial amounts of activity comes forward on sites owned by others and using largely private finance. Our role is to influence the outcomes on private sites to ensure the best overall outcome for the borough taking into account competing priorities. The current climate is less robust than it has been and there are significant headwinds emerging in the development industry. Value generated by development continues to be critical to pay for affordable housing and the community & physical infrastructure we need.

- What changes, if any, will we need to respond to over the next four years

Game changing investment decisions

- The outcome of major investment decisions (such as major infrastructural projects like Crossrail 2) have a major impact on our ability to deliver the scale of housing and employment growth necessary to secure the sustainable development of the borough.

A closer financial link between Local Govt & those we serve

- The Government is moving towards Business Rates retention and Council Tax devolution. This underpins the need to deliver more housing and retain and intensify employment space in order to increase the flow of income into the borough to sustain core services for residents.

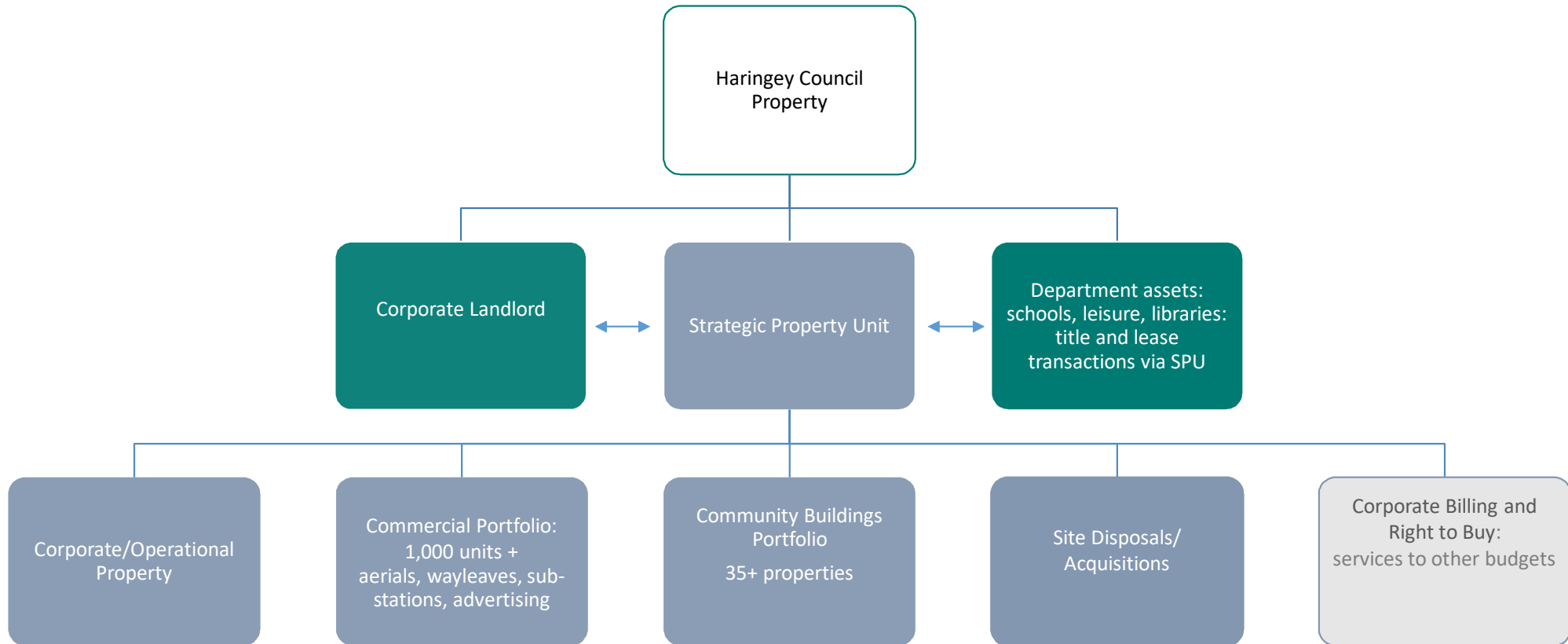
Carrot & Stick

- Government is determined to force authorities into meeting their 5 year housing supply targets. All Local Authorities will be required to comply, with Government indicating that those that fail to provide a 5 year housing supply will have decision making powers removed from them.

STRATEGIC PROPERTY

Haringey Council Property

Four portfolios: corporate/operational, commercial, community, sites

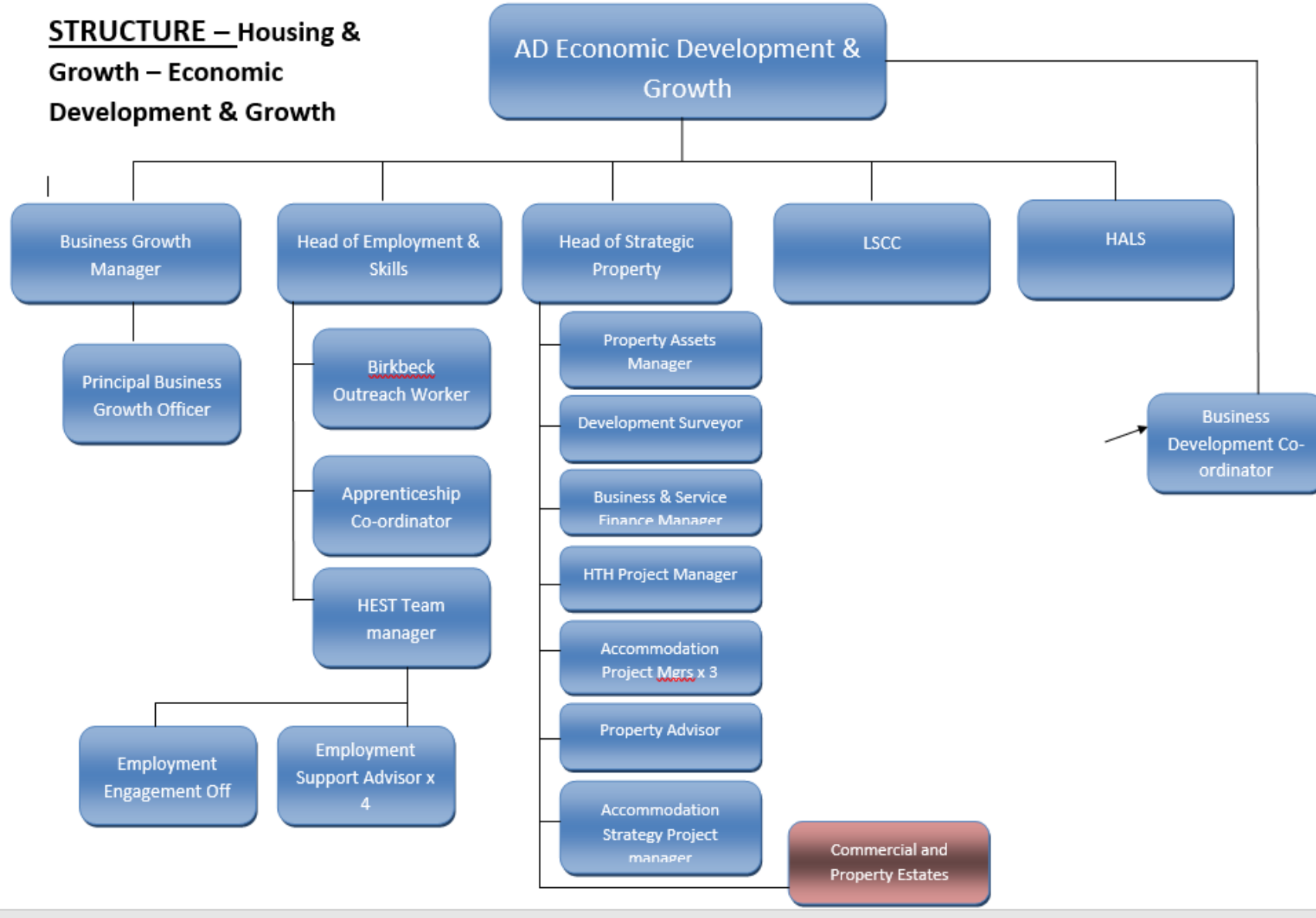


Council Constitution 19th March 2018: ‘clear and transparent decision-making’ whilst ensuring ‘effective and efficient use of resources, including property assets and obligations’.

- Strategic Property income is currently roughly balanced by the cost of managing the portfolio.
- Potential to improve rental income and place the function on a more permanent footing. Current focus is on filling posts, raising the rent roll (300 expired leases and 30 major rent reviews) and income from advertising/non property assets.
- New demands on SPU to support: adult social care, community provision, youth services, housing delivery, school capital programme and regeneration.
- 200 commercial properties have been moved from HfH/HRA to General Fund (HRA already compensated). Brings new management challenges.
- SPU also bills c£8m rent pa on behalf of all services across the Council, including Street Trading, Parks and Corporate Landlord.
- Risks: under resourcing; tenant non-compliance with statutory regulations (fire etc); lack of a recent property review means we do not know the true condition of operational assets

Economic Development & Growth

STRUCTURE – Housing & Growth – Economic Development & Growth



EMPLOYMENT AND SKILLS

We deliver employment and skills outcomes in 4 ways:

- **Direct Service Delivery:** Haringey Employment and Skills Team (HEST, core funded) – the Council’s own small employment support service in Wood Green library. A universal service to any adult resident of the borough. We also run **Haringey Adult Learning Service (HALS, DfE funded)** numeracy and literacy/ESOL skills. Specialists have recently been added to HALS/HEST - employment support for homeless residents and migrants (Haringey Connected Communities).
- **Regeneration/Economic Development:** We obtain planning gain/s106 via developers/businesses such as the Tottenham Stadium/Foundation and High Rd West. Our regeneration is at a scale, so attracts funding from GLA/Mayor for Tottenham and Wood Green. This is ‘good growth’ - new spaces for growing business that are more likely to create quality jobs with skills for the future.
- **Leverage:** We influence and support employment and skills opportunities across Council services – by coordinating with public health/CCG, DWP/JCP, Homes for Haringey, Children’s Services and procurement. We set an example as an employer with apprenticeships and employment practices.
- **Commissioning:** Through the ‘devolution agenda’ (next section) we co-commission employment and skills training from private providers under the Mayor of London’s devolved infrastructure: ‘Work Routes Haringey’ (Reed) for disadvantaged residents and ‘Central London Works’ (Ingeus) work & health programme and ‘The Higher Skills’ project (under procurement)

Employment

- In the past, Central Government, through the Department for Work and Pensions (DWP), has set the policy agenda for employment and welfare-to-work.
- Whilst DWP continues to retain overall control over the employment agenda, the budget for employment delivery is gradually being devolved to the London Mayor and the Greater London Authority (GLA) under its economic development and skills for Londoners strategies.
- Initially negotiated through London's Growth Deal, the devolution of the Work and Health Programme (WHP) budget sees the transfer of £135m to the Mayor to commission an employment programme that is tailored to London (divided into 4 sub-regions), whilst remaining within the wider defined scope of the national WHP. Haringey is part of Central London Forward's £54m programme being delivered by Ingeus – London Works.

Skills

- Central government continues to be the strongest influencer of the skills agenda, particularly around school-aged education and apprenticeships. However, similar to the devolution of the employment budget, the government announced its intention to devolve the adult education budget (AEB) to the London Mayor from 2019-2020.
- The accountability and responsibility for the funding, commissioning, delivery and management of the ca. £400m p.a. AEB in London will be transferred to the Mayor. The priorities for the devolved AEB will be informed by the London Skills Strategy and set out in more detail in an annual Skills Funding Statement.

Key: The GLA and London Mayor will now have greater influence over the employment and adult skills budget than previously. We will need to work with neighbouring boroughs.

- In the Economic Development and Growth Strategy the Council clearly states its ambition to adopt a wider leadership role in this area - coordinating the work of partners with core responsibility for education, skills and employment services.
- This includes the coordination of partnership working including:
 - Haringey Employment and Skills Board (dormant)
 - Haringey Employment and Health Working Group
 - Haringey Employment and Recruitment Partnership (s106 developers, contractors etc)
 - Employment Providers Network Group (HEST and non Council services liaison)
 - Central London Forward and GLA/Mayoral Employment & Skills governance

Barriers to Employment and Skills

Haringey Residents, reflecting similar experiences across CLF boroughs and London, have a number of key barriers to: securing meaningful employment; progressing in work and; accessing skills provision. Key barriers include:

TRAVEL



Haringey is a very well connected borough with easy access to central London jobs market and Stanstead. However, the cost of travel can be prohibitive, particularly for residents with low skills accessing low value employment;

CHILDCARE



A barrier to lone parents and families wanting dual-earners. This acts as a barrier due to the high cost of childcare, availability and flexibility of existing child care provision;

HOUSING



The cost of housing can often act as a barrier to securing employment, as can insecure/temporary housing status;

SKILLS



Skills mismatch with many residents not possessing higher level skills required for an increasing polarised labour market. Residents not also possessing skills required by the labour market and, particularly for younger residents, employers often sharing concerns of a lack of 'soft employability skills'. For newer residents English language skills is also a considerable barrier;

HEALTH



This is a significant barrier to accessing employment and training for both those with physical health needs and mental ill health (and often people experiencing both). Over half of people with a physical health condition or disability are in work (53%) compared with just a third of people (36%) with mental health problems. Analysis of progression over 10 years suggests people with disabilities are less likely to progress and escape low paid work.

Note: Residents can often experience multiple disadvantages to accessing employment and skills training.

The following slides provide background data on each of these areas.

Complete an **Employment & Skills Review** by Summer and implement new focus by Autumn

- **Employment Quality** – choice of accessing jobs out of borough for residents or improving jobs and skills located in the borough (or both)?
- **Economic Development/Regeneration Drivers** – a step change in local job quality and skills cannot be achieved with the current economic and employment base. How can we grow sectors with higher skills and employment quality through regeneration and renewal programmes? Where and how to create good growth by local businesses and can we attract inward investment that will bring in new opportunities?
- **Corporate approach** – linking with health, procurement, adults, schools & voluntary sector? How to address barriers to employment for those being failed by the mainstream?
- **Delivery** – should we continue to deliver employment support directly? How to work with the new London Sub-Regional skills and employment arrangements for Central London?

BUSINESS

Haringey
LONDON

- **Haringey Business Pledge** – new focus on supporting local firms – local suppliers and contractors
- **Economic profile:** small firms, few large businesses – high dependency on struggling high streets
- **Major industrial estates:** have potential and needed to relocate firms from regeneration areas: but risk loss to housing
- **Business Rates devolution:** opportunities for pooled funding with Mayor of London and joint work with other boroughs
- **Small team of six:** two business liaison officers in EDU and four business focussed staff in regeneration – to be brought together

- **Business Growth/Economic Development:** A dedicated team supporting business liaison including inward investment and advice and support for small local firms such as Metalcraft, MBA Group, Kaskket, Albion Knits and supporting relocation of firms affected by regeneration eg Celtic Bakery. Tottenham Opportunities Investment (loan) Fund. Wood Green Works business workspace centre.
- **Fashion-Enter/Tailoring Academy:** We are supporting growth of this major training centre at Crusader Estate at Seven Sisters – to become the UK’s largest training and apprenticeship provider to the fashion sector ranging from Savile Row tailors, Marks & Spencer and Asos. A grant from the GLA has been granted for the next phase subject to legal clearance.
- **Tottenham Tech Centre:** Discussions with Wayra (Telefonica) to set up an incubation centre for tech entrepreneurs in Tottenham Hale that should go live in 2018. Also supporting Ada College (National College for digital skills) at Broad Lane temporary campus. Women in Tech project at Wood Green Works.
- **Haringey Entrepreneurship Bursary with University of Westminster:** A pilot mentoring course to support budding entrepreneurs create their businesses and attract investment and supported by the journalist Anthony Charles. Highly successful and planning a second round.
- **Ultrafast Broadband:** In negotiation with major broadband infrastructure providers and TfL to bring ultrafast (dark fibre) broadband to Haringey residents and businesses. Also working to enable Haringey to become a 5G mobile phone early adopter.
- **Business Partners:** Working with: Haringey Business Alliance, Turnpike Lane Traders Association, Tottenham Traders, Wood Green Business Improvement District, North London Chamber of Commerce & Industry, Federation of Small Business. Also host authority for London Stanstead Cambridge Corridor Partnership with other local authorities and business in the ‘UK’s Innovation Corridor’ and also active in economic development with Central London Forward. Also working with business groups in Lee Valley under ‘The Productive Valley’ initiative.

PLANNING

Emma Williamson
Assistant Director –
Planning

Dean Hermitage
Head of Development
Management

Matthew Patterson
Head of Planning Policy

Bob McIver
Head of Building
Control

DM East Team
DM West Team
Strategic Applications
Tottenham
Strategic Applications
Borough-wide
Enforcement &
Appeals
Land Charges

Planning Policy
Team
S106 & CIL
Strategic
Transport

Building Control
East
Building Control
West

- Providing a Planning Service is a statutory function of the Council
- Heavily governed by national legislation, EU legislation and case law

The Service includes:

- Development Management (DM)
 - Planning Policy
 - Planning Enforcement (this is non-statutory)
 - Strategic Transport
 - Also includes Building Control and Land charges
-
- 2013 – The Service is identified as a failing service
 - 2018 – It is one of London’s top 3 performing Planning Services
-
- Financed, in the main, by fee income
-
- Cross-funds other services of the Council

- The Planning Service leads on the production of the Local Plan which sets Haringey's Planning Policies.
- These Policies cannot conflict with national and regional policy.
- They set out what should be built where, they set housing targets and the borough-wide affordable housing target, they promote good design, they set policies to preserve and enhance heritage assets and they provide policies that assist planners and the planning committee to take a balanced view as to whether a particular development is appropriate for the borough.
- The work of the Regeneration Department is closely aligned with that of the Planning Service.

- Haringey CIL was adopted in November 2014
- Mayoral CIL also applies in Haringey
- Payment is mandatory (in almost all cases)
- CIL can only be spent on infrastructure that is necessary for growth and is included on our Regulation 123 list. The revised 123 list was adopted in November 2017 and covers items such as education facilities, health & wellbeing facilities, social and community facilities and parks and open spaces, among others
- The governance for CIL spend was adopted at Cabinet in November 2017
- There are 3 elements of CIL income- strategic portion (80% in areas where there is no neighbourhood plan and 70% where there is), administrative proportion (5%) and neighbourhood portion (15% in areas with no neighbourhood plan and 25% where there is).
- It was agreed at Cabinet in November 2017 that CIL neighbourhood spend would be organised into 8 geographic areas. A call for project ideas will take place in June/July 2018.

- Cabinet in November 2017 confirmed the June 2016 Cabinet decision that the strategic elements of CIL would be spent on projects within the Capital Programme for the borough, which are assessed by the Assistant Director for Planning as being CIL eligible and suitable to support growth linked to development in the borough.
- A partial review of the CIL charging schedule was carried out in 2017 and this established that there was only evidence to support raising the CIL levels in Tottenham Hale.
- It was decided at cabinet in November 2017 to delay the introduction of the Tottenham Hale rate rise because a number of outline schemes that have been approved but not implemented had high levels of affordable housing that would need to be renegotiated.
- £4,797,020 has been collected since Haringey CIL was introduced. £1,904,625 of this has been spent on Bounds Green School expansion.

What are our statutory duties in this area?

- To set Planning Policy and to determine planning applications in a timely fashion in line with Development Plan policies.
- To determine planning applications in accordance with the Haringey Local Plan, the London Plan and National Policy in a timely fashion

What powers/leverage do we have? (eg regulatory, assets, influence)

- Powers to set planning policy to guide local development (i.e. DPDs - Area Action Plans, Site Allocations, Development Management and North London Waste Plan. Supplementary Planning Documents - Planning Obligations, SPGS.) Powers to determine planning applications.
- Assets: we have significant land holdings in some parts of the borough (North Tottenham), less so in others (Wood Green) with which to leverage change and guide development
- Influence: we have developed good relationships with local stakeholders, through which we are able to steer local development and extract benefits for local residents
- Funding: We are in funding agreements with major partners on key sites which allows us to exert further influence and control (e.g. around the delivery of infrastructure)

What are the key policies and targets that the borough must adhere to?

- As with the delivery of housing and major schemes, the National Planning Policy Framework (NPPF) takes precedence over other plans and local authorities must ensure that their plans (including our Local Plan, Site Allocations, Area Action Plans and other strategic policies) are in compliance with this. The NPPF asks that area policy makes it easier for jobs to be created, moves from a net loss of bio-diversity to achieving net gains for nature, replaces poor design with better design, improves the conditions in which people live, work, travel and take leisure, and widens the choice of quality homes.
- There are national controls on planning authorities based on 5 year housing supply targets. We will be required to comply with these and recent policy announcements have suggested that Councils that do not deliver could be placed under special measures and have control over their planning decisions taken away.

What changes, if any, will we need to respond to over the next four years?

- A draft new **London Plan** is under consultation. Securing Wood Green's Metropolitan Centre status and its upgrade to an Opportunity Area and broad growth along the Upper Lea Valley corridor are likely to be key features
- **Housing:** more overall and a focus on genuinely affordable – new innovations in housing being promoted. Mayor's new products- London Affordable Rent and London Living rent are a move to increasing affordability and we are implementing these
- **Estates:** increasing focus on ballots as part of estate regeneration schemes
- **Place-making & Town Centres:** a focus on protecting non-residential uses, and on the “experiential” side of town centres. Design quality will remain critical.
- **Transport:** Crossrail 2 is the most significant single item. Its confirmation would support ongoing investment in Haringey
- **Workspace:** likely to be an increased focus on the protection and retention of workspace, with clear tensions with the priority of delivering housing. London Plan suggests mixing of residential and compatible industrial as new approach to urban intensification.
- **Sustainable and Healthy Places:** increasing focus on air quality, healthy living and places that are designed to support healthier lifestyles
- **Public land:** expectation of 50% plus affordable on public land

CAPITAL / MAJOR PROJECTS

- The Major Projects Delivery team consists of 19 staff, including the Head of Project Delivery, though there are currently vacancies in some roles.
- The Council has a Capital Programme of £757m to 2025/26 which covers a mix of new build projects, refurbishment/maintenance and transformation investments.
- In addition, there is a 5 year £264m HRA programme which is delivered by an ALMO, Homes for Haringey (HfH).
- Each service area commissions Capital projects from this team but the majority of work comes from schools with Regeneration and Growth second.
- The Capital Programme is currently under review with the aim to streamline and improve efficiency/effectiveness.

- Direct delivery of new Council Homes
- Update the Housing Strategy
- Broadwater Farm
- Wood Green AAP decisions
- Tottenham Hale
- HRW planning application and leaseholder strategy & Ballot
- High Road Strategy
- Borough wide Review of jobs & skills provision
- Identifying the potential of Upper Lea Valley
- Consult on and finalise relevant sections of the Borough Plan including Haringey Business Charter
- Capital Projects Programme Review
- Maximising use of our property assets
- HRP restructure

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