



Haringey Council

Housing and Regeneration Scrutiny Panel

WEDNESDAY, 18TH MARCH, 2015 at 6.30 pm HRS - MEETINGLOCATION.

MEMBERS: Councillors Adje (Chair), Bevan, Carroll, Diakides, Elliott, Engert and Marshall

AGENDA

1. APOLOGIES

2. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. Late items will be considered under the agenda item where they appear. New items will be dealt with at the end of the agenda.

4. DEPUTATIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

5. COMMUNITY ENGAGEMENT WITH PLANNING (PAGES 1 - 20)

To receive a 6 month update on the implementation of recommendations of a scrutiny review which was completed in April 2014 and was approved by Cabinet in September 2014.

6. CABINET Q & A

The Cabinet Member for Housing & Regeneration to attend to respond to panel questions within this portfolio.

7. TOTTENHAM REGENERATION (PAGES 21 - 32)

To receive an update plans for the Regeneration of Tottenham (corporate programme).

8. HOUSING UNIFICATION AND IMPROVEMENT (PAGES 33 - 40)

To receive an update on the Housing Unification and Improvement Programme.

9. SELECTIVE LICENSING

To receive a verbal update on plan to introduce selective licensing in Haringey.

10. COUNCIL LED DEVELOPMENT

To receive an update on the panel project looking at Council led development.

11. MINUTES (PAGES 41 - 46)

To agree minutes of the last panel meeting held on January 22nd 2015.

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Tuesday, 10 March 2015



Haringey Council

Report for:	Overview & Scrutiny Committee	Item Number:	
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Title:	Overview and Scrutiny update- Community Engagement in Planning
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Report Authorised by:	Lyn Garner, Director of Place & Sustainability Stephen Kelly, Assistant Director for Planning
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Lead Officers:	Stephen Kelly, Assistant Director for Planning
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Ward(s) affected: All	Report for Key/Non Key Decisions
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1. Describe the issue under consideration

- 1.1 To update the Scrutiny Panel of progress on the actions taken following the response provided to Cabinet on 16th September 2014 to recommendations set out in the Scrutiny Review of Community Engagement in Planning.

2. Cabinet Member Introduction

- 2.1 Over the last year the Planning Service has continued to work on the improvement of the service offer and outcomes. Significant progress has been made implementing the provisions of the Development Management Improvement Plan (DMIP or 'Improvement Plan') and on the development of a better dialogue with the community, through face to face meetings between senior officers and a range of community interest groups. The Scrutiny Panel review came at a time of significant changes to the Planning Service. Since it accepted the majority of the recommendations, a significant increase in applications numbers has nevertheless stretched the capacity of the service to implement all of the measures, and in some cases, this has meant that implementation has been delayed. The attached table below nevertheless demonstrates the progress made to date, and highlights the continued



Haringey Council

commitment of officers within the service to deliver the objectives set out by Scrutiny for community engagement and participation.

3. Recommendations

3.1 For the Overview and Scrutiny Committee to note the position to previous recommendations made in April 2014, as set out in Appendix 1 below.

4.0 Other options considered

4.1 N/A

5. Background Information

5.1 Following the April 2014 Overview and Scrutiny report titled 'Community Engagement by the Planning Service', officers responded to the recommendations set out in the report to Cabinet on 16th September 2014.

5.2 This report provides an update to actions officers agreed to progress (Appendix 1).

6. Update on the recommendations.

6.1 The Overview and Scrutiny Committee made 23 recommendations during the review of Community Engagement in Planning, some of which the Planning Service adopted and some which were partially updated. The recommendations were in regard to capacity building, early involvement and consultation, and new technology.

6.2 Over the last year the Planning Service have begun work on a range of the adopted recommendations. A new Planning Protocol was presented to the Regulatory Committee in June 2014. This has been adopted and provides greater clarity to the public about Planning Procedures, and supports the provision to bring forward proposals at an early stage to the Planning Sub Committee.

6.3 Under the work stream to improve the pre-application advice service, the Planning Service is reviewing and improving the information available through the website, improving the quality of the early advice and support offered to residents. In the past year the service has also utilised new technologies to enable access to GIS mapping for residents, and uploaded information on protected trees throughout the borough. PPAs are being reviewed and improved under this work stream and a Design Quality Review panel is being established. The new service will be live from the 1st of April 2015. These initiatives will support a number of the recommendations made by the Overview and Scrutiny Committee around supporting early involvement, consultations, capacity building



Haringey Council

and utilising new technology.

6.4 The Planning Service adopted the recommendation to update the Statement of Community Involvement (SCI), and this work will begin in April 2015, once current consultations on a number of key policy documents are concluded. The review of the SCI sits alongside a commitment (in the Medium Term Financial Strategy) to review all contact channels with the community in order to reduce the significant 160,000 volume of letters sent annually, and to improve ease of access to planning information via new technology – as part of the wider Customer Service Transformation project. These changes will be captured in the new SCI commencing after April 2015.

6.5 Further work is underway to organise a community conference in autumn 2015 to support capacity building in the community, enhance pre-application advice services with better information and support for applicants, and to review the SCI. The service will also continue to explore opportunities for funding and additional resources (which have impacted delivery) with our partners to maintain the commitment to improved communication on planning and development proposals.

7. Comments of the Chief Finance Officer and financial implications

7.1 The costs of preparing this report can be contained within existing budgets. It is assumed that where recommendations are agreed they can also be contained within the budget provision for future years as agreed by Cabinet and Full Council in February 2015, however if this proves not to be the case then Cabinet agreement to provide additional funding will be required before the related actions can be undertaken.

8. Comments of the Assistant Director of Corporate Governance and legal implications

8.1 The Assistant Director of Corporate Governance has been consulted on the preparation of this report and confirms that there are no immediate legal implications arising from the contents hereof.

9. Equalities and Community Cohesion Comments

9.1 NA

10. Head of Procurement Comments

NA

11. Policy Implication



Haringey Council
NA

12. Use of Appendices

Appendix 1 – Update of Actions



Appendix 1 – Update of Actions

Scrutiny recommendation	Service response	Was it adopted?	Progress
<p><u>Capacity Building (community)</u></p> <p>That there should be an ongoing programme of information provision for local community groups, residents associations, CAACs and residents to build links, confidence and trust between the planning service and the local community and specifically to:</p> <ul style="list-style-type: none"> • Promote an understanding of the local planning process; • Support their engagement and involvement in the development of planning policy; and • Support their input into consultations on planned development; • Further encourage the cascading of planning information and awareness within the community 	<p>Re-establish Policy Member Advisory Group for new administration and clarify membership, ToR and the nomination process will be clarified and agreed with the Lead Member.</p> <p>Community Conference for all amenity societies to be held annually. (TM)</p> <p>AD to meet with Conservation Area Advisory Committees and Amenity Groups with PH to a programme (CD to arrange).</p> <p>Web site to continue to be refined to ease access on planning cases, strategic schemes and -frequent updates on Plan-making.</p>	<p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>The service is currently using the Regulatory Committee in place of the Policy Member Advisory group to work with new members.</p> <p>A community conference will be held in the Autumn, dates to be confirmed.</p> <p>Preliminary meetings with Highgate CAAC and Tottenham Civic Society undertaken. Further meeting calendar to be developed.</p> <p>Some website improvements have been made, though there have been delays while the whole council migrates to a new web platform. The range of changes should be in place by the 1st of April for Development Management and Building Control services, and Policy and Enforcement should follow shortly.</p>
<p><u>Capacity Building (community)</u></p>	<p>See above. An annual community conference is proposed and additional</p>	<p>Yes</p>	<p>This conference will now be held in the autumn.</p>



Haringey Council

<p>Provision of generic training on planning policy issues (e.g. the local Development Plan and local planning guidance) and an update on specific planning policy issues (e.g. new legislations, new local planning policies, and current planning policy consultations).</p>	<p>information to be made available on the website following migration to the new platform.</p>		
<p><u>Capacity Building (community)</u> Provision on advice and training on the process for considering planning applications (including pre-application engagement, development management fora, the role of the Planning Sub Committee, and advice on making representations about planning policy and development proposals)</p>	<p>See above – Community Conference to identify community leaders and review support needs and capability. Additional information on the role of the Planning Sub Committee has been prepared and is available on the website and at Planning Sub Committee meetings.</p>	<p>Yes</p>	<p>This will be covered by the conference in Autumn. Leaflets on the role of Planning Sub Committee will be available on the website and at sub committees.</p>
<p><u>Capacity Building (Community)</u> Provision of an information sheet/website detailing all sources of independent planning advice available to local residents, community groups and resident association and guidance on how to get involved</p>	<p>To be web based. To be part of upgraded web page project. (EW)</p>	<p>Yes</p>	<p>We will be updating this information on to the website in preparation for 1st April 2015 when our new pre-application advice service goes live, as alternative sources of planning advice for those who may not want to pay for pre-application advice.</p>
<p><u>Capacity Building (community)</u></p>	<p>Move towards fee based service delivery to</p>	<p>Yes</p>	<p>The Community Conference will go</p>



Haringey Council

<p>As part of the corporate customer transformation projects, consider the potential for planning officers to provide planning surgeries within the community</p>	<p>engage Corporate savings project presents challenge with this objective. Support to communities and discussion with Community Leaders to determine what is feasible.(EW)</p>		<p>some way to liase with community groups. This proposal will be looked at again.</p>
<p><u>Capacity Building (officers)</u> Officers should take up the support and training offered by the Planning Advisory Service, including ensuring that consultation programmes are coherent and targeted, make use of new methods and are properly evaluated. This should support the development of their skills/ techniques regarding community engagement and a 'train the trainer' session in order to support community engagement.</p>	<p>Formal training completed by PAS. Need to identify community leaders to roll out second phase "train the trainer" (EW)</p>	<p>Yes</p>	<p>This will take place after the Community Conference in Autumn.</p>
<p>Planning consultations should be seen in the context of wider corporate engagement and should draw upon consultation skills, prior learning and resources available elsewhere in the Council (e.g. parking, regeneration, public health and CYPS) A coordinated approach should taken with other Council consultations, with a view to a common consultation database being used by all services.</p>	<p><u>Meeting has already taken place between Planning and Communications.</u> Alignment of DPD's and planning outcomes to linked to corporate plan narrative for future comms at key stages of consultation (EW/SN)</p>	<p>Yes</p>	<p>Planning consultations have taken place with the engagement / co-ordination of Housing, Regeneration and Communications. Where possible, planning has sought to use existing channels for communications. However, an issue raised is the need for statutory information to be included in communications, which often is at odds with the media avenue to be used. However, compromise can be</p>



		<p>reached.</p> <p>It is unlikely that the option of a common database can be progressed, as Planning's database responds to requirements for specific statutory consultees as well as groups, individuals, agents and businesses that have expressly asked to be engaged in planning matters.</p>
<p><u>Feedback</u> To improve the feedback given to respondents as part of planning policy consultations as well as respondents to individual planning applications, ensure that the outcomes of the consultation are accurately noted and recorded within final planning decisions / documents.</p>	<p>Consultation outcomes are one of the key pieces of evidence that inform that emerging planning policy documents. Following consultation on draft policy documents, consultation outcomes reports are prepared, and, final reports are put on the website. Additionally, copy of consultation report to be provided to all respondents with an email address. (SN)</p> <p>Planning applications - we currently give feedback to all those who send in comments on individual planning applications in accordance with the SCI. This is under review as all reports and information on applications is now available on our website.</p> <p>Potential for corporate solution (in due course) to provide more tailored</p>	<p>This will happen after the consultations on Policy have taken place.</p>



	response. AD to investigate scope for a technology support system to engage (possibly as part of wider corporate CRM)		This work is ongoing.
<p><u>Consultation and Feedback</u> In consultation with the local community and reference groups, the planning service develop brief guidance notes and practical sources of advice to:</p> <ul style="list-style-type: none"> Assist the community in commenting on planning applications and contributing to planning policy consultations within the context of what counts as material considerations; Guide and signpost householders with submitting properly validated planning applications. 	<p>Guidance on how to comment on planning applications is provided on all letters sent out on the reverse of all letters to neighbours about planning applications. Signposting is given to the Planning Portal and the Interactive House and validation requirements are included in the validation checklist on the website. A more formalised paid pre- application service for householder applications is being developed. (EW)</p>	Yes	<p>Work is underway to implement our new pre-application planning advice service which will better help to guide householders towards submitting properly validated planning applications. This new service will go live from the 1st of April 2015.</p>
<p><u>Consultation and Feedback</u> An additional condition is placed on decision notices when granting planning permission, especially for larger schemes requiring applicants to place a copy of the notice on the site premises during construction so as to facilitate community inspection and monitoring and where necessary,</p>	To be implemented Autumn 2014 (EW)	Yes	<p>This was implemented in February 2015 for large major schemes.</p>



Haringey Council

enforcement.			
<p><u>Early involvement</u></p> <p>Pre-application engagement is embedded within the planning consultation structures to ensure the earliest engagement possible with ward councillors, local residents associations, CAACs, local businesses, traders associations and members of the public (the reference group).</p> <p>For major proposals, in addition to any consultation undertaken by the applicant, the Council should ensure that the Development Management Forum (DMF) is held at the pre-application stage. This should be linked to greater coordination with the considerations of the Design Panel at the pre-application stage.</p> <p>There is a pre-committee call over meeting established, open to all members of the Planning Sub Committee, to provide information to members including details of the planning applications to be</p>	<p>A new Planning Protocol was adopted by the Regulatory Committee in June 2014. This includes the provision for pre application briefings on the larger schemes to the Planning Sub Committee (the first one took place on 28 July 2014)</p> <p>New SCI under development and will be subject to consultation</p> <p>Development Management Forum provisions have changed by new Planning Protocol so that where possible proposals are discussed at the pre-application stage. The Design Review Panel terms of reference under review and will be confirmed in September 2014. (EW)</p> <p>A call over procedure for Planning Sub Committee is now in place from July 2014 (EW)</p>	Yes	Completed



Haringey Council

<p>considered and the planning path taken (e.g. DMF, site visits, consultation).</p>			
<p><u>Early Involvement</u></p> <p>In line with the Localism Act 2011, a revised planning protocol should give greater clarity as to how members can be involved in the pre-application process (including clear and consistent advice on predetermination and predisposition), and in particular how ward councillors for the areas affected by the proposed development can be engaged with. The service may wish to consider the development of a model based on best practice in other local authorities for their Planning Committee to be formally engaged at the pre- application stage (e.g. Hackney, Croydon & Islington).</p>	<p>Completed and a revised Planning Protocol was adopted in June 2014 (EW)</p>	<p>Yes</p>	<p>Completed</p>
<p><u>Early involvement</u></p> <p>Further consideration should be given to the facilitation of provision for community engagement, including some funding within Planning Performance Agreements for complex planning proposals to allow:</p>	<p>PPA protocol under review (EW)</p> <p>To be determined by the PPA</p> <p>Neighbour notification template has been updated to reflect timelines for responses</p>	<p>Yes</p>	<p>These provisions will be included in the new protocol for PPAs, which is being revised following the review of the protocol.</p>



<ul style="list-style-type: none"> • The identification of key stakeholders; • More time for involvement of local stakeholders (including the reference groups); • The development of clear consultation timelines and planning milestones in the planning process 			
<p><u>Early involvement</u></p> <p>Explore provision within the customer transformation project for residents to provide with email address, so as to facilitate the receipt of notification alerts for planning development/policy in their ward (and or set at a radius of 500m)</p> <p>A local consultation should include as a minimum local councillors, residents, associations, community groups, businesses and traders associations, together with other residents who proactively request inclusion- the reference group</p>	<p>Dependent upon wider corporate CRM and stakeholder management software.</p> <p>How to balance the cost implications of consultation and the developments predicted impact will be considered and reported through the Cabinet Report for the refreshed Statement of Community Involvement. (EW)</p>	<p>Yes – subject to technology</p>	<p>This is still development on available resources to find and implement a new CRM systems.</p> <p>The SCI is programmed to be reviewed following the close of consultation on the Development Management Plans (i.e. April 2015).</p> <p>The updated SCI will pick up on the changes the Council is seeking to implement through the planning application process as well as to recognise new ways of engagement, including increased use in multi-media and social media.</p>
<p><u>Early involvement</u></p>	<p>The weekly list sent to all members of the Council has been retained. Planning Sub</p>	<p>Yes</p>	<p>Completed</p>



<p>Update the procedure for how members are involved in the planning process for delegated decisions during both the application and consultation stages. This should include the retention of the weekly distribution list of new planning applications, the reporting to Planning Committee of major applications in the pipeline and also recent delegated decisions</p>	<p>Committee has a monthly report on all major applications including those recently granted planning permission.</p> <p>Applications determined under delegated powers are also reported monthly to the Planning Sub Committee. (AA)</p>		
<p><u>Planning Consultations</u> Within planning consultations, processes should:</p> <ul style="list-style-type: none"> • Maximise the use of participative methods; • Maximise access to planning officers; • Include an evaluation as standard; • Involve the reference group (e.g. members, residents associations, community groups, business and traders associations). 	<p>Part of ongoing service engagement and development, to be reviewed as part of updating the Statement of community Involvement. Role of reference groups to be determined having regard to appointment process and scheme specific characteristics.</p>	<p>Partly</p>	<p>MTFS proposes a review of consultation process to move contact to online technology and reduce paper notifications. This will take place in 2015/16 through a review of the Statement of Community Involvement (SCI). The SCI is programmed to be reviewed following the close of consultation on the Development Management Plans (i.e. April 2015).</p> <p>The updated SCI will pick up on the changes the Council is seeking to implement through the planning application process as well as to recognise new ways of engagement, including increased use in multi-media and social media.</p>



Haringey Council

<p><u>Planning Consultations</u> The planning service should reconsider how Area Fora are used for planning consultations particularly in relation to:</p> <ul style="list-style-type: none"> • the reach, participation and involvement of the local community; • links to development management forum at the pre-application stage; • improving the presentation of consultation documents which may support better understanding and engagement at these fora 	<p>Part of a corporate response required. The future of Area Forums and the role of them in consultation, would require potentially greater frequency in some areas and risks duplication with other consultation programmes.</p>	<p>Yes</p>	<p>Planning Policy Documents are now regularly presented at each area forum.</p>
<p><u>Improving quality of planning proposals</u></p> <p>Greater use of community consultation events to support the formation of pre-planning advice and information for the top 10 planning issues i.e. to create a detailed checklist of information that's needed and how it is presented (N.B what are the top planning issues for the</p>	<p>A report on design quality is being prepared with associated action plan. (SK)</p>	<p>Yes</p>	<p>A Quality Review Panel is being established, and the current aim is to implement it for the 1st of April alongside other pre-application advice services.</p>



Haringey Council

<p>community e.g. design, heritage, conservation, enforcement capacity, durability of materials landscaping etc).</p>			
<p><u>Member development</u> In recognition of the important roles of the ward councillor and the planning champion, engagement, involvement and 'planning champion' have, there should be:</p> <ul style="list-style-type: none"> • A minimum (Level 1) programme of member training and development for all 57 councillors to further enable them to represent community interests within their wards; • More Councillors given full (Level 2) training in planning so as to increase the pool of Councillors available to sit on Planning Committee; • Further training on planning policy (scope and content of documents as well as timetable for re-emerging documents); • Bespoke web page(s) providing information, advice and support; • Clarity over key local 	<p>A 2 day training programme has been delivered for all members of the Planning Sub Committee and was offered to all members of the Council</p> <p>Ongoing (level 1) programme of events to be commenced from Autumn 2014 reflecting aspirations for wider engagement and dialogue on planning and related matters.</p>	<p>Yes, Partially</p>	<p>The service has developed a 12 month member engagement programme, including internal training (2 days) for all members of the Committee and a suite of talks/presentations and site visits over the year made available to all members. Member training dependent upon member availability.</p> <p>Targeted training on the emergent Local Plan has been offered to Ward Councillor Groups and to Political parties. Policy briefings have also been scheduled for all area forums.</p> <p>Bespoke Web page not yet developed.</p>



Haringey Council

<p>contacts in the planning process</p>			<p>Statement of Community Involvement (and contact details) under review at present time.</p>
<p><u>Member development</u> The planning service develop a 'feedback loop' whereby periodically (every 6 months) a review process is undertaken with members to look at development schemes that have been authorised, the purpose being to review development help and ensure that future proposals reflect the views and aspirations of the community and are policy compliant</p>	<p>See above</p>	<p>Yes</p>	<p>Members visited Hale Village and the service has viewed Brook House to view and discuss feedback with developers. Further visits are being organised.</p>
<p><u>Statement of Community Involvement (SCI)</u> In the updating of the SCI the community is consulted so as to reflect the emerging consultation priorities and processes listed elsewhere within this report: Renewed emphasis on the role of members and the reference group;</p> <ul style="list-style-type: none"> Importance of pre-application discussions and involvement to be given greater status. 	<p>SCI scheduled for review and a short executive summary will be developed as part of an updated SCI. (SN/EW)</p> <p>There is an SCI webpage and the website is regularly updated. .(SN)</p> <p>Importance of pre-application discussions and involvement has been given greater status by the introduction of pre-application briefings to Planning Sub Committee -these are public meetings which are webcast and moving the discussion at Development Management Forums to the pre-application stage</p>	<p>Yes</p>	<p>The SCI is programmed to be reviewed following the close of consultation on the Development Management Plans (i.e. April 2015).</p> <p>The updated SCI will pick up on the changes the Council is seeking to implement through the planning application process as well as to recognise new ways of engagement, including increased use in multi-media and social media.</p> <p>The reason the SCI was not updated earlier, was that it was not felt appropriate to update the document</p>



<ul style="list-style-type: none"> • A dedicated webpage to be provided for the SCI so as to allow for more frequent updates and the provision of useful links for the community. • That a short executive summary of the SCI be developed and distributed among the reference group. 			<p>either prior to or during one of the most significant consultation stages in preparing the local plan, as consistency with the SCI is a legal compliance requirement.</p>
<p><u>Newtechnology</u> Given the importance of digital processes in conveying information and advice in support of planning processes, it is recommended that the planning service reviews the layout, function and utility of the planning section of the site so as to:</p> <ul style="list-style-type: none"> • Ensure that GIS technology is fully utilised in planning processes (to enable real location viewing of planning applications (e.g. Wiltshire) and assist in planning notifications; • Ensure that the website can be used to capture 	<p>The layout, function and utility of the planning web pages has been reviewed as part of the DMIP and a new structure is being rolled out as part of the transfer of the Council's website to a new platform. This should bring greater clarity. New GIS officer to be recruited to Council to increase capacity.</p> <p>Information available for public access from the website is being upgraded to include information on planning enforcement history, listed buildings and trees. There is an online planning investigation form for members of the public to report alleged breaches of planning control.</p> <p>Discussion on automatic notification of planning applications through the website</p>	<p>Yes</p>	<p>GIS maps can be accessed by the Planning website, as can information about protected trees. Work is underway to improve the layout more generally and has been brought under the work stream for the new pre-application advice service work, as a part of the effort to improve information and advice via the website. The new website should be live from the 1st of April 2015.</p> <p>Auto notifications will come in around December 2015.</p>



Haringey Council

<p>and report community intelligence that may assist planning enforcement;</p> <ul style="list-style-type: none"> • Ensure that feedback provided within planning and development proposals is clearly labelled; • Ensure that existing planning notification, consultation and reporting media (e.g. press, posters, letters) are maintained so as to be best utilised to underpin the increasing shift towards web based services 	<p>is underway as part of the Customer Service Transformation programme of migration to self service</p>		
<p><u>New technology</u></p> <p>To improve the accessibility of planning documents it is recommended that the planning service consider the acquisition of 30 modelling software, so as to help the reference group and other interested parties better visualise (and obtain a more accurate representation of)</p>	<p>Cost of model and data for whole Borough to be subject of a business case. Selective areas of greatest change likely to be prioritised</p>	<p>Not at this time</p>	<p>This proposal was part of an unsuccessful bid for funding. The service is currently reviewing how the hardware and software might be secured on a more incremental basis within existing budgets.</p>



Haringey Council

planned major
development and
planning proposals.

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Haringey Council

Report for:	Housing and Regeneration Scrutiny Panel, 18 March 2015	Item Number:	
Title:	Update - Tottenham Regeneration Programme		
Report Authorised by:	Malcolm Smith, Interim Programme Director, Tottenham Regeneration		
Lead Officer:	Malcolm Smith		
Ward(s) affected:	Report for Information		
All Tottenham wards			

1. Introduction

1.1. This report provides an update on the Tottenham Regeneration Programme. It sets out the background to the programme, progress to date, recent and forthcoming key decisions, and resourcing (staffing and budget).

2. Background to the programme

2.1. In October 2013, Haringey Council commissioned an independent organisation called Soundings to conduct a thorough, five-month consultation exercise called [Tottenham's Future](#) to gather views from the community on their ambitions for the next 20 years.

2.2. The responses fed into and shaped the council's [Strategic Regeneration Framework \(SRF\) for Tottenham](#) (2014), which sets out how the local community's priorities can be achieved through long-term regeneration. It sets out a vision for Tottenham that *'By the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London'*.

2.3. In March 2014 Cabinet approved the SRF, which was then followed in July by the Cabinet-approved SRF [Delivery Plan](#). This sets out sets out the programme of



Haringey Council

projects in the short to medium term that will enable the delivery of the vision for Tottenham, structured around four priorities:

- **People:** Improved access to jobs and business opportunities; world-class education and training; a strong and healthy community;
- **Place:** Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham;
- **North Tottenham including High Road West** – a new stadium and an estate regeneration programme centred on Northumberland Park; and
- **Tottenham Hale** – a key area of opportunity, building on the delivery of a new station and a range of mixed-use development.

2.4. The SRF and Delivery Plan were launched at Tottenham Town Hall on 30 July 2014. The event was extremely well-attended and the council has committed to hold an annual conference to review programme delivery and discuss major thematic issues. The next conference will be held in summer 2015.

3. Recent and forthcoming Key Decisions

3.1. Recent Key Decisions on the Tottenham Regeneration programme are as follows:

- 3.1.1. **SRF and Delivery Plan** - March and July 2014 respectively;
- 3.1.2. **Tottenham Hale regeneration programme**, to agree the approach to housing delivery for a Housing Zone and the submission of a Tottenham Housing Zone bid to the Greater London Authority - July 2014;
- 3.1.3. **Seven Sisters Regeneration**, Tottenham, Apex House and Wards Corner, to secure the necessary investment in these sites to realise their regeneration potential, including disposal of a long leasehold interest in Apex House to a wholly owned subsidiary of Grainger plc - July 2014;
- 3.1.4. **High Road West regeneration scheme** consultation – July 2014;
- 3.1.5. **High Road West regeneration scheme** - masterplan and next steps, covering the regeneration of the council-owned Love Lane housing estate and land north of White Hart Lane including Peacock Industrial estate – December 2014.
- 3.1.6. **Local Plan Making consultation** - "Preferred Options" for Tottenham Area Action Plan, and "Preferred Options" for Site Allocations Development Plan Document – January 2015.
- 3.1.7. **Site Acquisitions Fund** – January 2015. Approval for the Director of Regeneration, Planning and Development (after consultation with the Cabinet Member for Housing and Regeneration and the Chief Financial Officer) to be granted delegated authority to purchase land and properties within the Borough up to £2.5m subject to set criteria being satisfied.

3.2. The High Road West regeneration scheme December Cabinet report gave authority to the Director of Regeneration, Planning and Development to explore the most efficient delivery and procurement routes for delivering the regeneration of the High Road West area and to develop a preferred delivery option for Cabinet to consider later in 2015.



Haringey Council

- 3.3. Priority 4 in the council's **Corporate Plan 2015-18** is to *'drive growth and employment from which everyone can benefit'*. Objective 5 within Priority 4 is to *'focus growth, by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough's key community assets into more active use'*. As the Plan sets out, the success of this objective will be measured as follows (Tottenham regeneration specific):
- 3.3.1. We will secure over £1billion of outside investment in Tottenham's growth by 2018;
 - 3.3.2. Number of residents in Love Lane re-housed as part of estate renewal programme;
 - 3.3.3. Number of businesses successfully re-located or purchased as part of High Road West regeneration programme;
 - 3.3.4. Development partner for High Road West programme will be appointed and early phase of re-housing will be underway;
 - 3.3.5. First phase of Tottenham Hale Housing Zone delivery complete.

4. Achievements

- 4.1. The council and its partners including the Greater London Authority (GLA), Transport for London and the Metropolitan Police are working together, and with the private sector, local community and residents to develop and deliver a range of projects. Achievements to date are set out in Appendix 1.
- 4.2. The council, in partnership with the Prince's Charities, Blenheim CDP and the residents associations of Love Lane and Northumberland Park was successfully awarded DCLG Transformation funding in December which is matched against existing spend by these organisations in the area. The £935,000 funding will be used to support the ongoing development of a pathfinder in the Northumberland Park ward and to transform the relationship with residents in social housing, living in and around the estates and likely to be affected by the first phases of the physical renewal programmes to increase their independence and community capacity.
- 4.3. The ambition is for existing residents to directly benefit from the regeneration and to experience better outcomes in line with the vision for Tottenham. The specific detail of programmes were left open and flexible around the four priorities of employment and skills, education, health and wellbeing, and community safety, so that residents could be actively involved in the design and decisions on programmes that will support their own ambitions and priorities.
- 4.4. Following submission of the Tottenham Housing Zone bid last year, the GLA announced on 20 February 2015 that Tottenham has been designated a Housing Zone, one of the first nine in London, with up to 20 Zones expected to be in place by the end of 2015. The £44m for the Tottenham Housing Zone offers opportunities to build almost 2,000 new homes around Tottenham Hale, redevelop Tottenham Hale station, open up Lee Valley Regional Park with two new bridges, make Tottenham easier to travel around, and provide new opportunities for retail, commercial and community space.



Haringey Council

5. Resourcing

- 5.1. Funding was approved by Cabinet in February 2012 which established a package of £28m Greater London Authority (GLA) investment in Tottenham, in conjunction with council match-funding of £11,700,000. This funding is largely capital or one-off in nature, including the council funding.
- 5.2. It is worth noting that the delivery of the Tottenham Programme will be funded from a wide variety of sources and it is likely that the bulk of the funding will be external in nature, with significant funding expected from private sector developers, transport providers and central government. The council role is likely to be largely to initiate and enable wider investment. As set out 3.3.1, over £1bn of outside investment is targeted to be secured in Tottenham by 2018, and across the Housing Zone the total value of investment and development is estimated at circa £2 billion.
- 5.3. In addition to the one-off funding package agreed, there is a base revenue budget for the Tottenham Regeneration team. This budget includes funding for staff posts and external consultancy support. The budget agreed as part of the 2014-15 budget process largely related to the physical regeneration aspects of the programme. The July 2014 Cabinet paper on the SRF Delivery Plan approved an additional £230,000 for the People priority, focused on reshaping of service delivery within Northumberland Park ward. The 2014-15 revenue budget is £2,664,400, detail is set out in Appendix 2.
- 5.4. Permanent posts and their role as part of the Tottenham Regeneration programme are currently as follows:

Post	Role
Programme Director	Lead the development and implementation of all physical, social and economic regeneration programmes in Tottenham, responsible for the management and delivery of high quality regeneration
Assistant Director, Social and Economic Regeneration, Tottenham	Lead the development and implementation of the social and economic programme through the People priority, coordinating and negotiating input from Council, statutory and voluntary partners and leading on the engagement and empowerment of residents within the programme
Four Area Regeneration Managers (North Tottenham – East; North Tottenham – West; South Tottenham; Tottenham Green, Bruce Grove & Seven Sisters)	Responsible for one of four identified regeneration programme areas, to develop and implement physical, social and economic regeneration projects



Haringey Council

Programme Manager	Develop and drive implementation of the physical, social and economic regeneration programme
Town Centre Growth Manager	Promote Tottenham working with local traders and stakeholders, co-ordinate the implementation of initiatives funded by the Council and other partners
Senior Programme Support Officer and Programme Support Officer	Provide programme and administrative support

- 5.5. The role of Programme Director is currently filled by an interim. The post of Senior Programme Support Officer is vacant and is being recruited to.
- 5.6. Other short-term or fixed-term posts will be required as the regeneration programme progresses. A Rehousing Officer has recently been recruited to support the High Road West regeneration, with two temporary rehousing officers currently supporting the post. Two Community Engagement Officers are currently being recruited to provide support in North Tottenham, and temporary resource has been used to provide community engagement to support work to date on the Love Lane and Northumberland Park estates. A pathfinder coordinator and Well London coordinator were recruited in January to support the People priority, and a data and monitoring officer post has been filled by a National Management Trainee. This latter post will be recruited to on a fixed-term basis.
- 5.7. The programme has now had three National Management Trainees (NMTs) who join for a fixed-term placement (6 months), one in 2013, and two in 2014/15. They are from a two-year corporate graduate management development programme (National Graduate Development Programme) run by the Local Government Association. The NMTs are now funded corporately so there is no cost to the programme.
- 5.8. The wider budget includes funding for support from communications, planning and enforcement. These resources are agreed annually so change over time. A Regeneration Communications Manager and Regeneration Communications Officer are based in Corporate Communications but work to support the programme.
- 5.9. The budget for 2015/16 includes additional funding for four Regeneration Project Officers to support the Area Regeneration Managers, and funding for a GIS resource. This was agreed by Full Council on 23 February; officers are not yet in post.

6. Use of Appendices

Appendix 1 – Achievements to date

Appendix 2 – 2014/15 Tottenham revenue budget



Haringey Council

Appendix 1 – Achievements to date

February 2012

- £41m funding and investment approved for the regeneration of Tottenham (Council/GLA)
- Tottenham Hotspur FC £430m stadium development given planning approval
- HRH Prince of Wales and HRH Duchess of Cornwall visit Tottenham High Road

March 2012

- Council/Homes for Haringey begin engaging with Love Lane estate residents about their priorities for improvement
- Launch of '12 in 2012' pledges for Tottenham

April 2012

- Job Centre Plus reopened

May 2012

- Carpetright planning permission approved by the Council
- Tottenham Town Centre Growth Manager appointed
- Tottenham Green Regeneration Stakeholder Group first meeting
- Arup commissioned to produce Tottenham Investment and Development Framework and High Road West masterplan options
- Jobs for Haringey programme launched

June 2012

- Seven Sisters Regeneration Project (Wards Corner site) given planning permission
- Tottenham Green stakeholder & public workshops held to inform proposals for £1.5m investment in the Green, facilitated by the Prince's Foundation for Building Communities
- Summer on the Green held as part of the London Festival of Architecture
- Council and Homes for Haringey support the re-launch of the Love Lane Residents Association

July 2012

- 639b opened as community enterprise space by GLA
- First Bruce Grove Regeneration Stakeholder Group meeting – informing proposals for public realm and market improvements

August 2012

- A Plan for Tottenham published
- Work starts to rebuild Carpetright building
- Adams & Sutherland appointed to design Growth on the High Road schemes
- Summer events held, part of programme for Tottenham 2012 & the Cultural Olympiad
- Cruyff Court multi use games area opened in Ferry Lane



Haringey Council

September 2012

- Construction works begin on Phase 1 of Tottenham Hotspur FC development
- Project Tottenham community film festival (part of the cultural programme)
- Tottenham Medley Market takes place on Tottenham Green East

October 2012

- 'Invest Haringey' event held showcasing key sites and development opportunities
- Public consultation on Bruce Grove public realm projects begins

November 2012

- Aldi reopens on the High Road
- TfL agree to invest £20m in new 'gateway station' at Tottenham Hale
- £34m Tottenham gyratory works start
- Public consultation on Tottenham Green regeneration designs

December 2012

- Tottenham Christmas events held – a winter market, music festival and switching on of the Christmas tree lights at Tottenham Green
- £10k 'Town Team' funding awarded
- 'It took another riot' Mayor of London's Independent Panel on Tottenham report published

January 2013

- Tottenham High Street Charter launched
- Planning permission approved for 285 new homes for Lawrence Road

February 2013

- £50m investment in new primary school and 222 homes given planning permission at Brook House
- THFC and Middlesex University announce University Technical College for north Tottenham
- Initial funding awarded by Heritage Lottery Fund for High Road restoration project in north Tottenham

March 2013

- Planning Committee approval of proposal to demolish Chesnut Road building currently used by Opera House nightclub and replace with 64 apartments

April 2013

- Consultation begins on the High Road West masterplan options
- Bruce Grove 'Week of Action' delivered with the Council, Met Police, London Fire Brigade, community groups and local traders including a week-long deep clean operation in Tottenham



Haringey Council

May 2013

- 639 High Road opens as a business and enterprise centre 'From Around Here exhibition & shop' opens at 639 High Road
- Revamped towpath opened on River Lee between Tottenham and Stonebridge Locks
- Consultation begins on the West Green Road Street Scene Improvements project
- Council awarded funding for Tottenham Active from Sport England's Community Sport Activation Fund to get residents playing sport and tackle health inequalities
- Mayor of London confirms £25m funding to deliver four trains per hour between Enfield, Northumberland Park and Tottenham Hale

June 2013

- The Government announces a £500 million borrowing guarantee for the Tottenham regeneration programme to support the delivery of new high quality homes and jobs as well as better transport links, leisure facilities and business workspace
- Announced that TfL will manage the West Anglia train routes through Tottenham & £90m electrification of the London Overground line through South Tottenham Station
- Consultation begins on the Tottenham Controlled Parking Zone
- Launch of Tottenham News distributed to all residents and business in Tottenham wards
- Completion of £5m restoration programme at Lordship Rec

July 2013

- Cabinet approval of 10 strategic priorities for Tottenham

October 2013

- Agreement signed with John McAslan + Partners to transform an empty Tottenham shop into a design hub offering work placements and training to local people, working with CHENEL
- 'Tottenham's Future' consultation launched, delivered by Soundings

November 2013

- Sainsbury's superstore on the High Road opens; partnership between the Council, THFC, Sainsbury's and Job Centre Plus supported local residents in applying for the 216 roles, the vast majority filled by Tottenham residents
- Special Cabinet meeting approves draft Strategic Regeneration Framework for consultation and a housing investment and estate renewal strategy

December 2013

- Some of Tottenham's longest-serving independent businesses presented with plaques to honour their contribution to the high street
- First Tottenham Young Poet Laureate turns on Tottenham's Christmas lights at the Winter Market



Haringey Council

February 2014

- Tottenham welcomes HRH Prince Charles on his fourth visit to Tottenham since 2011
- Tottenham's Future consultation closes with over 3,700 responses

March 2014

- Cabinet approval of Strategic Regeneration Framework and Tottenham's Future consultation report published
- Planning approval granted for TfL Tottenham Hale 'landmark' station upgrade
- Tottenham Physical Development Framework by Arup published
- Tottenham focus of breakfast talk at New London Architecture
- Council's first attendance at MIPIM (international property investment fair)
- £50m Site Acquisitions Fund approved by the Council
- West Green Road bridge art installation (funded by Arts Council and Council)

April 2014

- The College of Haringey, Enfield and North East London (CHENEL) judged as good or outstanding across all areas, placing it amongst the highest-performing colleges in London
- Planning approval of the first major hotel in Haringey at Tottenham Hale

May 2014

- Work commences on West Green Road shop front improvements

June 2014

- Launch of Tottenham Market on Tottenham Green
- Works at South Tottenham station commence including accessibility improvements

July 2014

- First annual Tottenham conference, launching the 20 year vision for Tottenham within the Strategic Regeneration Framework and Delivery Plan
- Launch of series of events for the Tottenham Summer Festival including musical performances and comedy workshops
- Community engagement with local residents at Northumberland Park commences

August 2014

- Broadwater Farm £18million Inclusive Learning Community centre opens
- Timber framed pavilion 'The Green Room' opens on Tottenham Green for community use

September 2014



Haringey Council

- Tottenham UTC opens its doors specialising in Technology and Science for Sport, Health and Engineering. A joint collaboration between THFC and Middlesex University.
- West Green Road Shop front improvements (phrase 1) revealed
- Green Fair hosted on Tottenham Green
- Community engagement with local residents at Tottenham Hale around the new district centre commences
- Harris Academy Tottenham opens (with year 7 students based at Chobham academy for one year)
- The Community Hub, at the Grange, 32-34A White Hart Lane, N17 opens
- Crowland Primary School in south Tottenham rated 'Outstanding' by Ofsted, previously in special measures in 2012

October 2014

- Emilie Sande opens music studios for teenagers on Eade Road, Tottenham
- Community First Fund supported by Haringey Council opens for submissions

November 2014

- N17 Studio opens. Groundbreaking partnership between Haringey Council, John McAslan + Partners and College of Haringey, Enfield and North east London.
- Tottenham Hale Bus Station complete and station re-opened

December 2014

- Cabinet approval of High Road West masterplan proposing the regeneration of council owned Love Lane housing estate and land north of White Hart Lane including Peacock Industrial estate.
- £100m secured for purchase of Apex House by Grainger
- £1m for Northumberland Park ward pathfinder from DCLG Transformation Challenge Award
- Tottenham winter festival hosted on Tottenham Green
- Pupils from Lancasterian, St Paul's and All Hallows, and St Francis de Sales schools visit the House of Illustration

January 2015

- £8million redevelopment of Fusion's Tottenham Green Pools and Fitness, previously known as Tottenham Green Leisure Centre
- Police contact point opens at Northumberland Park Sainsbury's
- Isobel Place and Tottenham Town Hall scheme wins a London Design Award
- Shop Fronts improvement programme phrase 2 commences
- Community Hub, 163 Park Lane opens
- Publication of Haringey Economic Development and Growth Strategy - a wide-ranging plan to drive economic growth in the borough by creating jobs in burgeoning industries and help thousands of people into work



Haringey Council

February 2015

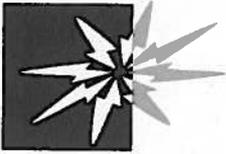
- Tottenham Housing Zone bid successful - announced by GLA
- Tottenham Area Action Plan, Regulation 18 consultation begins
- Tottenham Green, £1.5m landscaping project complete including children's playground at Tottenham Green East
- Love Lane residents visit £38m Brook House, North Tottenham residential scheme
- Launch of Well London in Northumberland Park ward
- Pocket Park – Houghton Road, construction begins.



Haringey Council

Appendix 2 – 2014/15 Tottenham revenue budget

Budget Code	Budget
	£
V30001 Tottenham Regeneration	1,338,500
V30011 N17 Design Studio	23,400
V30012 High Road West	188,400
V30013 Consultation	10,500
V30020 Town Centre Area	50,000
V30021 Tottenham Communications	170,000
V30022 Tottenham Planning	285,000
V30023 North Tottenham Area	36,600
V30024 Tottenham Hale Area	50,000
V30025 Totten Green/Bruce Grove	282,000
V30027 People Element	230,000
Total	2,664,400



Haringey Council

Report for:	Housing and Regeneration Scrutiny Panel	Item Number:	
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Title:	Housing Transformation Programme - Update
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Report Authorised by:	Tracie Evans – Chief Operating Officer
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Lead Officer:	Tracie Evans – Chief Operating Officer
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Ward(s) affected: All	Report for Key/Non Key Decisions:
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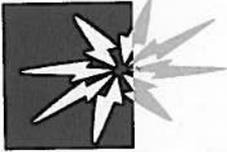
Signed: Tracie Evans

1. Describe the issue under consideration

- 1.1 On the 18th March 2014, Cabinet considered arrangements that would deliver the improvement and unification of Housing Management Services. Cabinet agreed at that meeting to transfer some housing services currently delivered in the Council to HfH for a period of up to two years until 31 March 2016 and to transfer support service functions from HfH to the Council, along with associated governance and delegations to support this proposal.
- 1.2 On 15th July 2014, Cabinet approved the setting up of the Housing Unification and Improvement Programme as one of the Council's transformation programmes.
- 1.3 This report updates Scrutiny Panel on the implementation of this programme, further to the report provided to this meeting on 3rd November 2014.

2. The Housing Transformation Programme

- 2.1 This programme was previously the 'Housing Unification and Improvement' Programme but has been changed to the 'Housing Transformation Programme' now that Unification



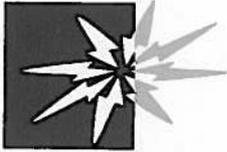
Haringey Council

has been achieved.

2.2 As a reminder of the programme as set out in the last report in November 2014, the programme is split into 5 phases or 'waves', as set out below, with key outcomes and deliverables identified for each:

- **Wave 1: Unification:** unify the housing operational services under one management structure within Homes for Haringey:
 - *complete*
- **Wave 2: Housing Strategy:** ensure the development of a robust vision for housing for the future through the Housing Strategy and associated documents
 - *Agreed strategies for Housing in place*
 - *A clear vision for housing services over the next 3-5 years with SMART outcomes and strategies and policies that support delivery of that vision.*
- **Wave 3: Housing Innovation and Transformation:** integrate services into a unified, efficient, effective and customer focussed service in line with Corporate Priorities and programmes and housing strategy vision including to review and improve the delivery of housing capital investment programmes
 - *Deliver transformation programme savings and corporate priority savings of at least £9.57m GF and HRA by March 2017, including investment and growth in order to support savings.*
 - *Improved customer satisfaction – residents and members*
 - *Clarity of service – who, what, why, how and why not*
 - *Increased customer resilience: focus on enabling rather than doing*
 - *Achieve outcomes set to deliver Vision as agreed in Wave 2 above*
 - *A more efficient, coherent service for residents, where services are needed*
- **Wave 4: CST and BIP:** implement and align transformation with the customer services (CST) and business infrastructure programme (BIP) design and outcomes
 - *To support transformation and corporate priority savings targets to be achieved through BIP and CST*
 - *Customer services and Support Services designed in line with the Council's TOM that work for customers to deliver the improved housing service.*
- **Wave 5: Future Housing Delivery:** the development of options for the future of housing delivery post March 2016.
 - *An independent and objective recommendation to Cabinet on the future delivery model for housing and the future of the ALMO, that fits with the Council's priorities and direction of travel, by September 2015.*
 - *A recommendation that takes resident and other stakeholder views into account.*

An update on each of the parts of the programme is set out below.



Haringey Council

3. **Wave 1: Unification – this part of the programme is now complete.**

4. **Wave 2: The Housing Strategy**

4.1 Work on the Housing Strategy is well underway, with the first wave of consultation on the principles of the strategy completed. A draft housing strategy is now being completed for consideration at Cabinet this month, with further consultation planned from May 2015 to finalise the strategy for consideration by Cabinet and full Council in July 2015. This is a change from the original process, which had planned for the strategy to be taken for approval in March 2015.

4.2 With the consultation on the Council's Corporate Priority now complete, the housing strategy will reflect these priorities to ensure the 'golden thread' of strategy starts with the Council's Corporate Priorities. The change in timeline allows for the priorities to be better reflected in the strategy, and for the final version to be consulted upon prior to the Council's decision.

4.3 Beneath the Housing Strategy are a set of related documents. One of these is the Homelessness strategy. It has now been agreed to carry out a homelessness review that feeds into the new strategy, and will better align with the housing innovation and transformation process which aims to review all operational housing services, including homelessness. The overall process for this piece of work is being finalised.

4.4 The timetable for agreeing these documents is now:

Anticipated activity	Timescale
Allocations Policy approved	14.10.14
Tenancy Strategy approved	14.10.14
Homelessness review and strategy consultation draft for approval	July 2015 (tbc)
Housing Strategy – for consideration at Cabinet and Council	July 2015

5. **WAVE 3: The Housing Innovation and Transformation Process (plus links to CST and BIP)**

5.1. Following the Unification of services within one organisation, the improvement of all Housing Operational Services is intended to be undertaken. The name of this part of the programme has changed. The change from 'Housing Improvement' to 'Housing Innovation and Transformation' reflects the aim to build on existing improvement programmes underway and already implemented to develop a step change within services. As these services are managed within Homes for Haringey, this part of the programme has a governance structure based within that organisation which feeds into the wider Council programme board.

5.2. This process will rationalise services across Housing, redesign them to put the customer at the heart of the process and deliver a major budget reduction. This will be driven by a new vision for Housing that is being determined through the Corporate



Haringey Council

Priority review and the development of the new housing strategy. The driving principles for how this vision will be achieved are still in development as part of that process. The direction of travel is towards:

- A tenure blind approach
- early intervention
- proactive prevention
- reactive prevention
- enabling residents to support themselves
- enforcement
- service support for the most vulnerable

5.3. This process also needs to fit within the customer services and business infrastructure programmes, and staff will need to move from housing into the new structures being developed there. In addition, the housing services will need to align processes, procedures and systems to ensure that services can be delivered within the new target operating models.

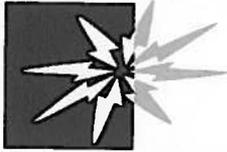
5.4. This process has identified that customers come to talk to the Council about issues that fall into three main areas:

- Finding and Keeping a home
- Managing a home
- Maintaining and Improving a home

All these areas apply to customers regardless of the home in which they currently live, be it council tenanted, council leased, RSL, owner occupied or private sector rented.

5.5 The proposed process being undertaken is as follows. Later dates may be adjusted once the scale and type of change is known.

Activity	Outcome	Deadline date
'As is' process mapping and data collection	<ul style="list-style-type: none"> • 'As is' report packs • Analysis of areas of strength and weakness, areas for improvement and gaps/duplications 	End Feb 2015
Benchmarking and best practice	<ul style="list-style-type: none"> • Comparison of performance with other providers • Collation of ideas and options 	End March 2015
Development of Target Operating Model for Housing services (TOM)	<ul style="list-style-type: none"> • Strategic overview of how services should work • Comparable data to show anticipated outputs and costs at high level 	April/May 2015
Detailed design	<ul style="list-style-type: none"> • Detailed process maps, procedures, job descriptions, skills assessments, team structures, ways of working etc etc to enable the delivery of the TOM. Discussions with and involvement of staff, unions and customers as the plans develop. 	July 2015
Validation and approval of detailed design	Approval through relevant board structures for proposed changes.	September 2015



Haringey Council

Consultation with staff	<ul style="list-style-type: none"> • Will vary depending on the extent of change, but needs to enable full information and consultation. 	December 2015
Implementation	<ul style="list-style-type: none"> • Move to new structures, processes and job roles with associated training, support and review 	March 2016
Post-implementation review	<ul style="list-style-type: none"> • Review of TOM • Programme closure report • Programme of remaining activities 	3 and 6 months.

- 5.6 The first stage 'as is' reporting aims to set out at a high level, how the business operates including its cost, performance and level of service and how well it serves the customer through mapping the customer journey.
- 5.7 This phase is complete in 3 of the 4 workstreams – the three operational workstreams above, and the culture change workstream. The 4th workstream has some process maps outstanding which will be complete this month.
- 5.8 The process to identify the 'as is' has involved workshops including over 100 staff, with positive feedback from staff about the process, and their willingness to change. Through these workshops, interviews, job shadowing, and data interrogation, process maps have been developed for each workstream showing the strategic overview of the customer journey through each workstream and the associated process map. In addition, strengths and weaknesses of each area have been identified, alongside possible gaps, duplications and opportunities. These have been pulled into extensive reports that show the business overview for each area.
- 5.9 From these, common issues have emerged regarding IT, quality of data and data sharing, the need to share expertise and knowledge across the services and reduce 'silo working', as well as specific areas for improvement e.g. the bureaucracy of decision making in the homelessness service as well as areas of good practice already in the business e.g. the welfare reform hub.
- 5.10 The next stage is the benchmarking and best practice phase. This phase aims to deliver:
- Data analysis and comparison – cost v output
 - Analysis against 'top quartile' performance – how far we need to go
 - Identification of relative cost and performance of service – areas of strength and weakness
 - Where organisation sits in the 'market'
 - Clarity on 'required' (statutory/landlord functions) v 'support' (prevention, enabling, other) – is the balance right?
 - Best practice:
 - site visits
 - innovation workshops and ideas capture/generation



Haringey Council

- application of principles of early intervention/ enforcement/enabling

5.11 Based on the analysis of the ideas and outcomes required, a target operating model (TOM) for the service will be developed.

6. Future Housing Delivery Model

6.1 The Homes for Haringey contract comes to an end on 31st March 2016. It is important for our customers' sake that the Council is able to articulate through a body of evidence how it has decided that Housing Services should be managed in the future.

6.2 This is an opportunity to review the options that are available to deliver services and improvement in a unique and innovative what that fits the Council's ambitions and residents expectations.

6.3 The Member steering group for this process has met on 17th December, 27th January and 24th February and 27th February. The group has received and approved its Terms of Reference including the scope of the process review, the Criteria for Option Analysis and the Stakeholder Engagement and Communications Plan.

6.4 The Group has also received an overview of the housing revenue account status from the Assistant Director of Finance to set the scene for the review and has determined some site visits to see how some of the options are working in other areas. A financial adviser has also been appointed to work with the Finance Team to model the various options. Stakeholders are being interviewed by the Independent Facilitator, with results fed back to the group, including focus groups of residents and staff. Homes for Haringey board and Managing Director also spoke to the Group on 24th February 2015. Site visits by the Steering Group are being organised to visit examples of each of the options.

6.5 An interim is due to be considered by the Group at its meeting this month (March 2015) and will be shared with the Scrutiny panel at the appropriate time. In addition, papers considered by the group are published on the intranet after each meeting.

6.6 The next stage is to apply the criteria in detail to the options and present this back to the steering group at its meeting in May 2015 and consider this in the light of the findings from the site visit, with an aim to come to a conclusion about the recommendation to Cabinet in June or July 2015.

7. Legal Comments

7.1. The Assistant Director, Corporate Governance has been consulted in the preparation of this report, and makes the following comments.

7.2. In view of the fact that this is an updating report, there are no direct legal implications which arise from its contents.



Haringey Council

8. Finance Comments

- 8.1 The resources required to compile this report and to undertake the transformation programme have been contained within existing budgets and the funding previously approved by Cabinet. The most significant element of this is the £403,954 agreed in July 2014. If further resources are required they will need to be agreed by Cabinet in line with Financial Regulations.
- 8.2 The transformation programme is expected to deliver significant savings that will help to alleviate the £70m funding gap the Council faces in the General Fund and to help support funding pressures within the Housing Revenue Account. Savings proposals were agreed by Cabinet and Full Council in February 2015.

9. Use of Appendices

None.

10. Local Government (Access to Information) Act 1985 - Not Applicable

**(DRAFT) Minutes of the Housing & Regeneration Scrutiny Panel
3rd November 2014**

Present: Cllr Adje, Cllr Bevan, Cllr Carroll, Cllr Elliot and Cllr Engert.

In attendance: Cllr Demirci, Cllr Mallett, and Cllr Newton

Officers: Stephen Kelly, John McGrath, Charlotte Pommery and Nick Walkley.

1. Apologies for absence

1.1 Apologies were received from Cllr Marshall.

2. Declarations of interest

2.1 None received.

3. Deputations

3.1 None received.

4. Urgent Business

4.1 It was agreed that the panel would consider the implications for social housing of an amendment to a report considered by Regulatory Committee (Local Plan Making) on the 15th January 2015. This would be taken at the beginning of the agenda.

Local Plan Making - proportion of social housing within proposed developments

4.2 The AD for Planning provided a background to the item under discussion. A number of amendments were proposed to the Local Plan, which would then proceed to consultation. One of the proposed amendments within this report was to change the proportion of new homes which should be affordable in larger scale developments (10 units+) from 50% to 40%. Although this was rejected by Regulatory Committee, Cabinet chose to include this within the overall consultation on amendments as the entire plan could be jeopardised and also hold up planned developments in the pipeline.

4.3 The reasoning behind the proposed change was that the proposed reduction would increase the viability of local development for developers and increase the total supply of housing, and by extension, affordable housing. It was also noted that this level would also be comparable to other targets set in other boroughs (30% Croydon, 35% in Greenwich, 40% in Lambeth, 40% in Hammersmith and Fulham).

4.4 It was also noted that legal opinion had been sought, and that maintaining the 50% target for the proportion of affordable homes in new development is not viable by local evidence, and may be susceptible to policy challenge (as developers may make the case that this figure is too high for a viable development). Such a challenge may also delay or jeopardise planned or current development proposals.

- 4.5 The Panel noted that this was a Cabinet decision for which a consultation was planned for 6 week period. It was agreed that the outcome of this consultation would be reported to the Panel.

Agreed: Outcome of the Consultation for Local Plan Making (Local Plan) would be reported to HRSP.

5.0 Cabinet Q & A

- 5.1 The Cabinet Member for Planning attended to respond to questions from the panel relating to his portfolio of services. A summary of the main areas of questioning are presented below.

- 5.2 The panel discussed the number of agency and temporary staff within the planning service, where it was perceived that the high levels of such staff reduced the responsiveness of the service to the public and members alike. It was noted that given the high levels of planned development across the capital, there was a significant demand for experienced planning officers and that many other services were finding it hard to recruit and retain suitably qualified staff.

- 5.3 It was noted that there were plans to restructure the planning service over the coming months although such plans were in an early stage, and that consultation with Unions was planned. Until such preliminary consultations had been undertaken it would be difficult to share these plans with the panel at present.

Agreed: That a briefing for plans to restructure the Planning Service would be provide to the panel (once formal consultation with staff and Unions had taken palce) and would include objectives of reorganisation, timescales for delivery and special reference to the use of agency and other temporary staff.

- 5.4 The panel noted that the quality of staff varied, yet there was no mechanism for feeding back on experiences. It was reported that members should feedback their experience, good or bad, to the Assistant Director. It should be borne in mind however, that staff within the service have experienced a significant increase in workloads and are under pressure.

- 5.5 Within a broader discussion of planning service recruitment it was noted that almost half of planning schools had closed and that there were not enough planning officers graduating, which was contributing to recruitment pressures. Planning services were having to recruit from other non traditional areas with similar skill sets. It was felt that current job restrictions were not helpful in that they were too rigid and prescriptive to accommodate a wider recruitment policy.

Cabinet member – verbal update

- 5.6 The Cabinet member provided an update on key issues within his portfolio.

- **Selective Licensing:** it was noted that similar proposals in Enfield had been successfully challenged in respect of the consultation undertaken. It was also suggested that Newham may also be subject to further legal challenge. This

underlined the need to develop the evidence base in Haringey to make a strong case for its implementation and to learn from other boroughs.

- **Transport Strategy:** The current strategy is 14 years old and needs to be updated, particularly as there is no walking, cycling or public transport strategy within it. This will take time to develop the evidence base and to present to Cabinet for approval (probably in July 2015).

Agreed: details of the Transport Strategy would be presented to scrutiny (Environment & Community Safety)

- **Neighbourhood Plans:** these are continuing to be developed and officers are working with key local stakeholders to develop these.
- **Development Management:** A number of site development plans were at the pre-application stage and were moving forward these included Alexander Palace, Tottenham Regeneration and Highgate Magistrates Court.
- **Fees and Charges:** a new structure for planning fees and charged would be considered by Cabinet in February. A new paid for advice service would be introduced which it was hoped would reduce the failure rate of small developments. It is hoped that this will increase the timeliness, quality and effectiveness of advice provided.
- **Enforcement:** acknowledged that there is an officer shortage here as one officer has been moved to Industrial Living Project. It was acknowledged that there is the potential to train and up-skill community members and stakeholders in respect of some aspects of enforcement processes.

5.7 The panel raised concerns about the number of planning applications that had to be withdrawn because these had not been set up correctly by planning officers, in some instances, applications had progressed to consultation and responses had been received. It was noted that the service is providing support to developers and that new fees and charges structure will improve the quality and accountability of advice.

5.8 It was noted that a report on Public Rights of Way would be published in the near future setting out the accessibility of walking routes across the borough.

5.9 The panel raised concerns about the level of staffing support in Planning Conservation and whether additional resources could be placed within this aspect of the planning service. It was noted that although no additional staff could be provided at this time, a new independent Chair had been appointed to the Design Review Panel, a service which will be cost neutral. It is anticipated that this will contribute to the overall quality of schemes being brought forward and funded through fees and charges.

5.10 The Chair thanked the Cabinet member and Assistant Director for Planning for attending the meeting.

6. Minutes

- 6.1 The minutes of meetings held 3rd November 2014 and 10th December 2014 were considered by the panel. In respect of the former, it was noted that there was an outstanding action in respect of the performance of local Registered Housing Provider (RHP).

Action: Scrutiny Officer to follow up with officers within the Enablement Team.

- 6.2 Minutes of both meetings were agreed.

7. Asset Management Plan 2014-2018

- 7.1 The panel noted that the Asset Management Plan 2014-2018 was a comprehensive plan for all of the Councils physical assets including housing, schools, and community buildings. The Plan:

- Outlines the priorities, actions and projects that will support improved performance in the management of the Councils property portfolio;
- Provides a performance update on previous plans;
- Provides a long term strategy for the management of council owned assets.

- 7.2 The panel noted that the Asset Management Plan will link to the Capital Asset Strategy, but as this is still in development, the current plan should be considered as draft. Both of these strategies would be aligned to the Medium Term Financial Strategy.

- 7.3 The panel noted that in the context of reduced central grant funding, the Capital Asset Strategy would be important as this would set out future potential income/ revenue options from Council assets (and extend financial choices available to members). The Asset Strategy was expected to go to Cabinet in July but a draft of this would be presented to scrutiny before.

Agreed: The draft Capital Asset Strategy would be presented to scrutiny prior to cabinet in summer 2015.

- 7.4 The panel noted key achievements to date which have included:

- Through Smart Working, reduced the number of administration buildings
- from 24 to 11 (8 occupied and 3 awaiting disposal);
- Targeting a reduction in running costs on administration buildings by 30%;
- Sale of £66.5m in property assets;
- £180m spent on transforming the secondary education estate;
- Leased the Council's crematorium and cemeteries to Dignity; and
- Leased the Council's leisure centres to Fusion.

- 7.5 A summary of key discussion points from the panel is provided below:

- Commercial shops and property - a detailed review of very single property has been undertaken as of January 2015. This information will be analysed, with input from health, housing, education and regeneration to ensure that the range of potential opportunities for properties is undertaken.
- Community buildings - a report will go to Cabinet in July.

- Housing – a condition survey is currently being undertaken;
- Administrative buildings -these have been reduced from 24 to 11, these will be kept under review and aligned to corporate plans;
- Libraries - there was a manifesto commitment to maintain all libraries

7.6 The panel noted that whilst Decent Homes monies had been used to upgrade housing, it was noted that commercial properties which were part of the same development had not been similarly improved, particularly the rear gardens of these properties.

7.7 The panel questioned plans to dispose of the Red House (a former nursing home for the elderly) in West Green, when there was such high demand for housing in the borough and could be put to other uses (e.g. temporary accommodation). The panel noted that there were many legal and planning restrictions around the use of such buildings for temporary accommodation. In addition, some properties would just too expensive to bring back in to use.

8. Community Buildings

8.1 A report was submitted to the panel on the strategic assessment of community building that had been undertaken to date in line with a Cabinet report and agreement in December 2012. It was noted that this work had included a physical assessment of each of the 31 buildings together with an assessment of the current community uses. The review has looked at:

- Lease arrangements
- Rent levels
- Condition survey
- Organisations using each building
- Community impact of services offered from each.

8.2 The panel noted that some community buildings were used exclusively by certain community groups, and were not accessible to other community uses. The panel were of the view that the review of community buildings should reinstate the principles that such buildings are community assets and where possible, should be open access and used by all local community groups.

8.3 It was noted that given the individual circumstances of each community building (e.g. the lease arrangements etc), these had being assessed individually and where appropriate action taken. In this context, it was noted that there were plans to introduce new management to the Chestnuts Community Centre to ensure that this building was being let for the use of the community.

8.4 The panel noted that a final report would go to Cabinet in July 2015. The panel recommended that ward members should be involved in the final assessments and recommendations for each of the Community Buildings.

9. Panel Project - Council led development

9.1 The panel noted that the first evidence gathering session had been held in December 2014, and had heard evidence from council officers to establish local policy and practice in respect of council led development. In this context, the panel heard from:

- Enablement team
- Planning Policy team
- Finance team

9.2 The panel noted that future sessions would be arranged to hear evidence from other local authorities in respect of their development plans and the legal and financial instruments used to support these. It was noted that Ealing, Barking & Dagenham and Camden had already agreed to attend a future evidence gathering session.

10. Work programme Update

10.1 The panel noted that there was one further meeting planned in March and the agreed agenda for this. The panel also discussed and noted council forward plan.

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