

Enfield

Housing Action Plan 2019



September 2019

www.enfield.gov.uk/newlocalplan

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1. Introduction

Background

- 1.1 The Government and Greater London Authority (GLA) recognise the importance of increasing the delivery of more new homes through their plans and strategies. Consequently, a number of measures and reforms to the planning system have been implemented to help address the national housing crisis, improve housing delivery, affordability and remove barriers to development. These are set out in the National Planning Policy Framework (NPPF) (2019) and draft new London Plan (2017)¹.
- 1.2 Local authorities are being required to be more proactive in increasing the speed and quantity of housing supply to meet the identified housing needs of their local area.
- 1.3 Through the new NPPF, the Housing Delivery Test (HDT) was introduced. This measures how many homes have been built in a local authority area over a three year period. A review and analysis of housing delivery in each borough over the three year period has been undertaken and can be viewed online here: <https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>. If insufficient homes are delivered in a local authority area, then the relevant Councils face a range of consequences, including the requirement to prepare a Housing Action Plan.
- 1.4 Enfield's housing target is 2,355 new homes over the past three years, which equates to 798 new homes per annum, as set out in the current London Plan. However, a total of 2,003 new homes were delivered in Enfield over this period resulting in a score of 85% delivery against its target. Consequently, the Council is required to prepare an Action Plan setting out objectives and actions with the aim to increase delivery of new homes across the borough.

¹ At the time of writing, the draft new London Plan is under examination and scheduled for publication in mid-2020.

2. Enfield's housing delivery

2.1 To improve future supply of new homes, it is important to understand past delivery. The following section sets out past delivery of new homes against regionally set targets.

Housing delivery

2.2 Increasing the supply of new homes has been the focus of Enfield Council for several years. The Core Strategy (adopted in 2010) successfully managed significant change in the borough and established a housing target of 395 new homes per year. Since then, through iterations of the London Plan, Enfield's target increased from 395 to 560 in 2011/12 and latterly to the current rate of 798 in 2015/16. The graph below shows housing delivery from the past to present and future housing delivery projections.

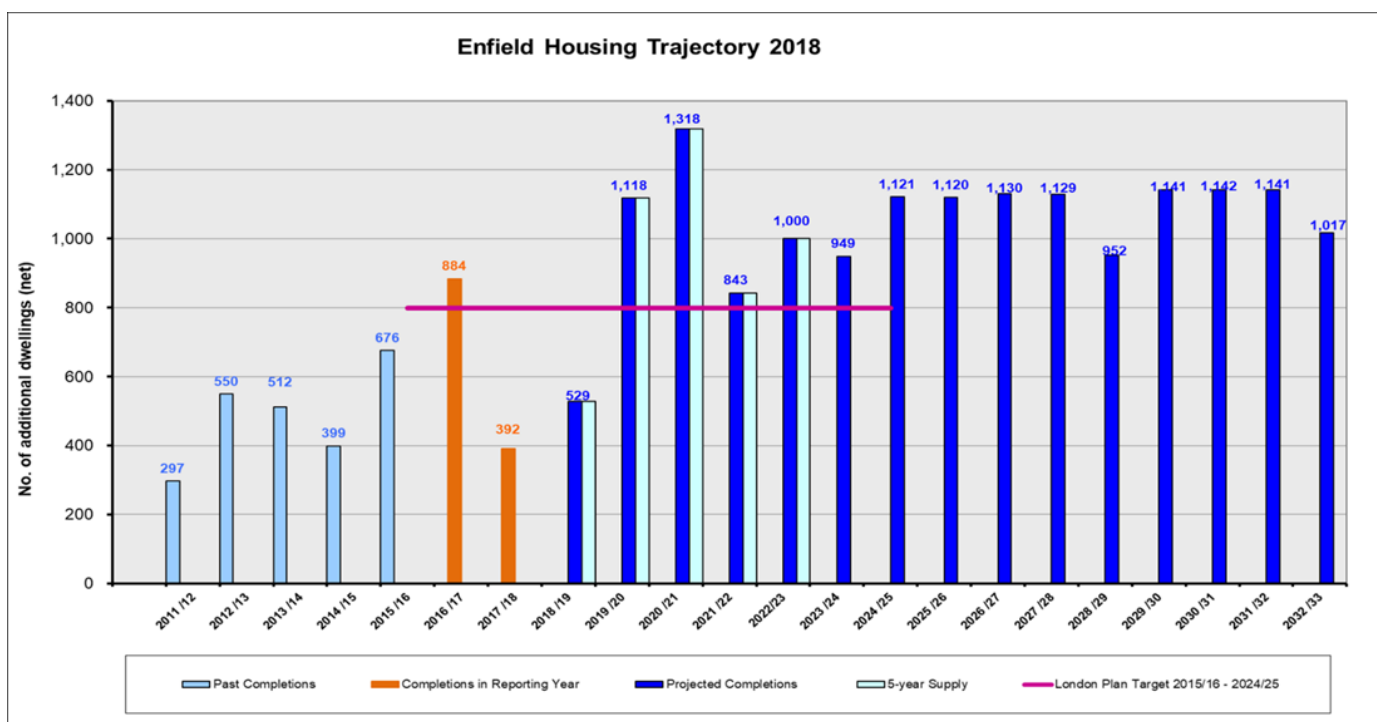


Figure 1: Housing delivery and trajectory

2.3 London's population is likely to continue to grow and for Enfield the increase will require more housing to be delivered to accommodate a potential population growth of around 51,000 residents, equating to approximately 31,000 new households over the next 15 years. Enfield is and will continue to face demand for new homes, jobs and pressure on existing infrastructure and the need for new infrastructure to support these changes. Consequently, a step change in the construction of more quality homes at affordable prices to meet residents' needs is a top priority for the Council and is being addressed in the emerging new Housing and Growth Strategy 2020-2030 and emerging new Local Plan. The Council has recently published its latest Local Development Scheme 2019-2022² outlining the programme for progressing with a new Local Plan, with a targeted adoption in 2021.

² <https://new.enfield.gov.uk/services/planning/lds-2019-2022-planning.pdf>

- 2.4 Enfield's new Local Plan needs to address changes resulting from new national legislation and reform through the Localism Act (2011), the new National Planning Policy Framework (NPPF) and the Mayor's draft new London Plan (2017).
- 2.5 Draft London Plan Policy H1 – 'Increasing Housing Supply' sets a new ten year housing target for net housing completions. For Enfield, the new target will be 18,760 (net) new homes equating to 1,876 new homes per annum. This new target is over double the current rate of 798. Therefore, this Action Plan addresses how the Council aims to improve both current and future housing delivery by undertaking key actions to either facilitate or deliver a greater number of homes in Enfield.

Five-year housing land supply

- 2.6 The Council approved its latest Annual Monitoring Report (AMR) and Housing Trajectory in March 2019³. This demonstrates a continuous five-year supply of housing that will deliver the current target of 798 new homes per annum equating to 3,990 new homes over the five year period. Figures based on recent calculations in the housing trajectory project an estimated delivery of 4,808 (net) new homes including a 20% buffer. The AMR is reviewed annually therefore Enfield's new housing target will be reviewed once the new London Plan is adopted.
- 2.7 If Enfield fails to meet the Housing Delivery Test in future years, there are consequences. One of the consequences is to apply a 5% buffer to the housing trajectory if housing delivery falls below 85%. The other is, where housing delivery is below 75%, planning applications will be assessed against 'the presumption in favour of sustainable development' set out in paragraph 11 of the NPPF. This means the Council will not have a local say over planning applications, as it will not be able to use its development plan to assess development.
- 2.8 Consequently, the Council considers it good practice to prepare this Housing Action Plan in order to proactively seek to maximise delivery to meet identified housing need in the borough. The Action Plan seeks to establish any causes for under delivery and identify how this can be addressed to increase delivery of housing need, in line with Government guidance.

Housing monitoring

- 2.9 The Council's quarterly reporting on Key Performance Indicators (KPIs) monitors the performance of planning, regeneration and housing. KPIs including new residential applications, permissions, completions and affordable housing supply are reported to the Council's Executive Management Team, alongside additional performance reporting on the planning application process which is undertaken by Corporate Strategy and Performance.
- 2.10 Additional methods of monitoring housing delivery are through monthly reporting to the GLA for all residential consents granted. These permissions then form part of the annual starts and completions exercise undertaken to determine total number of housing completions annually. Annual completions allow the Council to monitor its performance and are undertaken by the Strategic Planning and Design Service through the London Development Database (LDD) annual reporting on housing starts and completions.

³ <https://new.enfield.gov.uk/services/planning/annual-monitoring-report-and-housing-trajectory-2019-planning.pdf>

Council-led direct delivery

2.11 The Council continues to commit to a bold and ambitious house building programme and this continues to contribute to a large portion of the borough's overall new housing supply. Council-led housing schemes through regeneration and estate renewal programmes include:

- The borough's flagship Meridian Water regeneration project allocated through the Edmonton Leaside Area Action Plan (ELAAP), with 725 new homes confirmed through Phase 1 and planning applications now submitted for Phase 2 for a further 2,000 new homes;
- Estate regeneration of Ladderswood in New Southgate, identified within the North Circular Area Action Plan (NCAAP);
- Estate Regeneration of the Alma Estate with 900+ homes in Ponders End, identified in North East Enfield Area Action Plan (NEAAP);
- Estate Regeneration of New Avenue (Southgate); and
- The Council's Phase 1 Small Sites programme across seven sites due to complete 94 new homes in 2019/20.

3. Methodology

Housing Delivery

- 3.1 This is the first Housing Action Plan for Enfield and it focuses on internal processes the Council is committed to undertake with the aim of accelerating housing delivery. Future iterations of the Action Plan will include feedback from the private sector, registered providers, other external stakeholders and how the Council can assist to ensure faster housing delivery within the borough.
- 3.2 The first step to producing this Action Plan was to identify the key service areas that support housing delivery. This followed engagement with each service area to identify and analyse possible root causes for slower build out rates in Enfield. This instigated the establishment of a Housing Delivery Board of internal officers to collaborate and identify key actions that the Council is or could undertake to increase housing delivery.
- 3.3 Housing delivery, in particular delivery of affordable and specialist housing to meet pressing local need, is supported across several service areas and be categorised as either:
 - A) **Process or enabling** or
 - B) **Direct delivery**.
- 3.4 These categories can be split into several services that the Council either support housing by assisting delivery through the private sector or deliver housing through Council-led housing regeneration, estate renewal programme and Council-owned property and assets portfolio.

A) Process/enabling service areas

- 3.5 The Planning Service comprising Development Management and Strategic Planning & Design facilitate the development process required to deliver housing. Improved performance, resourcing and efficiency in both decision taking and plan making will enhance delivery by providing developer confidence. Promoting a proactive growth and development agenda through identifying strategic growth areas and site allocations and policies will support housing growth and good design practices.
- 3.6 In addition, there are statutory and non-statutory functions that sit within the Council's Strategy and Policy Hub unit providing corporate support to deliver council-housing and affordable housing to improve housing numbers and tackle issues such as homelessness and temporary accommodation through the strategies that are being produced.

B) Direct delivery service areas

- 3.7 The Council manages and owns a large portfolio of land and assets that support direct housing delivery. These service areas include: Housing Regeneration and Estate Renewal programmes that improve and optimise existing council-housing to maximise housing delivery and improve quality across all tenures and increase the supply.
- 3.8 In addition, the Council own a portfolio of land and assets. This portfolio is managed by the Property Assets Team. The Council has recently approved the Strategic Assets Management Plan (SAMP), which covers all Council-owned property, except for the Housing Revenue Account (HRA) residential housing stock. The SAMP is the core document, which is designed to support proactive and strategic decision making, ensuring that the Core Principles are reflected in the decisions of all parts of the organisation. The SAMP is written to cover the five-year period between 2019/20 to 2023/24.

- 3.9 To gain a better understanding of the housing situation in London, the Council attends regular meetings with other boroughs to discuss key matters and attempt to identify further relevant information and solutions to the problems. For example, the Council attends regular meetings of the ALBPO Group (Association of London Borough Planning Officers) at which the issue of housing targets is a regular agenda item for discussion.

4. Delivery rate analysis

- 4.1 As part of the analysis undertaken to produce this Action Plan, internal engagement was carried out with officers across key service areas to identify issues affecting housing delivery. Further work will be undertaken to actively reach out to the development industry and other stakeholders to identify and address issues in future iterations of this Action Plan. The table below sets out a summary of key issues identified.

Table 1: Summary of key issues identified and possible causes for slower delivery rates

| Key issues | Consultation findings and its potential impact on housing delivery |
|--|---|
| <p>Infrastructure and public services</p> | <p>If existing infrastructure e.g. transport network, schools, GPs etc... does not have the capacity to support increased housing growth, this will have an impact on housing delivery.</p> <p>Future funding for infrastructure is therefore needed to unlock future sites for housing development and growth within the borough.</p> <p>The Council needs to continue to work with providers on transport network issues, ongoing Duty to Cooperate work, education providers to identify existing capacity which could hinder housing delivery.</p> <p>As part of the new Local Plan and Duty to Cooperate work, the Council regularly engages with providers about future housing growth and infrastructure requirements. These requirements will be captured in the Infrastructure Delivery Framework.</p> |
| <p>Brownfield land</p> | <p>In the past three years, housing development has been on brownfield land. These are often complex sites which can delay delivery. In the case of large estate renewal programmes these often involve compulsory purchase orders and complex decant strategy which impact delivery.</p> <p>The Council needs to encourage the delivery of small sites for new homes through the new Local Plan.</p> |
| <p>Heavy reliance on strategic sites with a number being council-led schemes</p> | <p>Expanding options by identifying additional development sites, with new delivery partners, public sector organisations, registered providers, private landowners through the new Local Plan process and Call for Sites will unlock opportunities.</p> |
| <p>Constraints associated with local characteristics of land available for development</p> | <p>Land constraints make it difficult to facilitate further significant development. Aside from Meridian Water in the south east of the borough, Enfield has to date identified relatively few areas in the borough where larger scale growth and change can be easily accommodated. Consequently, the new Local Plan needs to address this.</p> |
| <p>An incomplete understanding of why housing permissions are not implemented.</p> | <p>There may be a number of wider issues out of the Council's direct influence and control on why planning permissions are not implemented. These factors could include economic uncertainty and/or construction costs, local labour supply and costs and other influences. Further research needs to be undertaken with local and strategic private sector to understand why consented schemes are not translating into delivery.</p> |

| Key issues | Consultation findings and its potential impact on housing delivery |
|---|--|
| Council versus private sector issues regarding housing delivery | Further research and analysis are needed to identify key developers to consult with in future for improved monitoring and performance feedback, and the ability to identify build out timeframes/phasing methodology for larger housing schemes. |
| Supply and demand issues | There is a need for more affordable housing and mix of housing types in Enfield. However, further evidence work will need to be undertaken as part of the new Local Plan. |
| Small sites | The Council has undertaken an evidence-based study to inform the draft new London Plan ⁴ . |
| Appropriate site identification for specialist housing | The issue is associated with the delivery of specialist housing, particularly when seeking to deliver affordable homes where financial viability can be challenging for some housing with care models. |
| Staff and resourcing | The Planning Service is building additional capacity and in-house expertise and skills. This will effectively respond to planning applications and assessment of major opportunities to improve decision making times. |

⁴ This is set out in the evidence the Council provided as part of the hearing sessions for the London Plan, https://www.london.gov.uk/sites/default/files/ad_75_enfield_small_sites_research_2018_31_january_2019.pdf

5. Supporting Plan/Strategies (existing and emerging)

- 5.1 This Action Plan will work alongside existing, emerging plans and strategies to provide a mechanism for improved housing delivery alongside significant growth challenges. The key plans and strategies are detailed below.

Enfield Corporate Plan 2018-2022

- 5.2 The Corporate Plan is the Council's most important strategic document that will frame policy development and resource allocation, setting the vision for the borough. Over the next four years, the Plan makes it clear that:

- 'good homes' in well-connected neighbourhoods is a priority of the Council. This means the Council will continue to create thriving, affordable places and homes.
- Increase the supply of affordable, quality housing options for ownership, social rent and private rent.
- Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
- Create an enterprising environment for business to prosper with world-class digital infrastructure and access to the right skills and networks.

Creating a lifetime of opportunities in Enfield

Enfield Corporate Plan 2018-2022



www.enfield.gov.uk



[Enfield's Corporate Plan](#)

Housing & Growth Strategy 2020 – 2030 (Draft)

- 5.3 The emerging Strategy will set out how we will deliver more and better homes to address inequality, create a more balanced housing market and help local people access a good home. This will play a huge part in supporting our ambition to deliver a lifetime of opportunities for people in Enfield, by creating good homes in well-connected neighbourhoods.
- 5.4 A key initiative of the Strategy will be to deliver a house building programme, which will include delivery in partnership with registered providers. This will create homes for local people on a range of different incomes can afford to live in at different stages of their lives. This will significantly increase housing supply and create an opportunity to develop homes and neighbourhoods that cater to all levels of incomes, are health promoting, environmentally sustainable, child friendly, age-friendly and accessible for people through their lifetime.
- 5.5 The strategy is not just about creating new homes, it also about how we improve existing homes in the borough, ensuring they are used for the benefit of local people. This includes

how we work with our communities to maintain and improve Council homes and how we work in partnership to improve private sector homes.

5.6 There are five priorities to achieve the Council's corporate vision of good homes in well-connected neighbourhoods:

- 1) **More genuinely affordable homes for local people**
- 2) **Invest in and be proud of our Council homes**
- 3) **Quality and variety in private housing**
- 4) **Connect, involve and empower people in vibrant neighbourhoods**
- 5) **Inclusive homes for everyone**

5.7 This ten-year strategy will set out how the Council intends to manage and deliver more and better homes to address inequality, create a more balanced housing market and help local people access a good home. This means, providing an overarching framework against which other policies on more specific housing issues will be considered and formulated.

Preventing Homelessness and Rough Sleeping in Enfield 2020-2025 Strategy (Draft)

5.8 The Council is preparing a new strategy on how it will work with partners to prevent and tackle homelessness and rough sleeping in Enfield. The 'Preventing Homelessness and Rough Sleeping' strategy is being prepared as a requirement under the Homelessness Act 2002 for all housing authorities to have a homeless strategy.

5.9 The overall vision is to end homelessness in Enfield. This means ensuring that everyone has a safe, stable place to live. It means supporting residents to make informed choices so that they have a home they can afford, at the right time, which meets their needs. It means that if an individual or family is at risk of homelessness, they receive the support they need to prevent it.

5.10 The vision will be delivered through the following five ambitions:

- **Treat people with empathy, dignity and respect** - Supporting people with compassion, listening to their views and ideas and working with them, other services and the community to prevent and end homelessness together.
- **Make homeless prevention a priority for everyone** - Working with the community, our partners and across the council to spot risks of homelessness early and take holistic action to prevent it.
- **Support people to access the right accommodation** - Empowering local people to find suitable accommodation and driving up standards in the private rented sector.
- **Support people to plan for their lifetime housing needs** - Helping people to think about how they can meet their housing needs now and, in the future, and respond to changing requirements over their lifetime.
- **End rough sleeping in Enfield** - Working in partnership to positively engage with and support people who are sleeping rough and prevent this form of homelessness from happening.

New Local Plan 2036

- 5.11 The emerging new Local Plan is a key statutory document which will set out the overall development strategy for the borough for the period between 2018-2036. A new Local Plan is needed to conform with the requirements of the NPPF (2019) and to identify how the Council intends to meet the new housing and employment needs to successfully deliver government requirements and those of the new London Plan. The new Local Plan will gather weight as it proceeds through production, and, when adopted will replace the Core Strategy and other planning policy documents.
- 5.12 Other key strategic documents that will guide future housing growth and accelerate housing delivery, detailed below:



Edmonton Leaside Area Action Plan (ELAAP)

- 5.13 The ELAAP is a Planning Framework to support the delivery of the first 5,000 new homes at Meridian Water. Additionally, the area will accommodate new employment, supporting infrastructure and other facilities required to support housing growth.



S106 and Community Infrastructure Levy (CIL) review

5.14 To improve the S106 process work is underway to support future housing delivery by developing new policies to establish the type, scale and nature of contributions, which will form the basis of an update to the existing S106 SPD.

5.15 The Council's CIL Charging Schedule came into effect on 1 April 2016 and to date has contributed over £5m towards the new Meridian Water Station. Due to area-based regeneration and increasing house prices in the borough over the past six years the Council intends to review its CIL Charging Schedule in parallel to carefully align with the new Local Plan, which also has a requirement for consultation and independent examination of the CIL.



Meridian Water station, completed (2019)

5.16 In light of the latest market conditions, the Council is underway to review the Enfield CIL Charging Schedule. This will ensure enough monies is collected for future infrastructure needs to support housing growth within Enfield. In addition, an Infrastructure Funding Statement will be prepared setting out how the Council intends to spend both S106 and CIL monies each year.

Infrastructure Delivery Plan (IDP)

5.17 The Infrastructure Delivery Plan (IDP) is a document that supports Enfield's growth. It identifies service areas where investment will be needed to meet the additional demand from population and housing growth over the plan period. It also sets the basis for policies for developer contributions to meet future need and highlights and where applicable identifies gaps in existing provision to form a platform for future development, project delivery and funding bids.

5.18 The IDP is a 'live' document that is reviewed periodically so that the Council can monitor progress on infrastructure delivery and have in place an up to date schedule of infrastructure requirements. It will review existing provision for all infrastructure including social infrastructure such as health and education facilities, as well as physical infrastructure such as transport and utilities, and green and blue infrastructure such as parks and open spaces – to support housing delivery.

6 Key Actions

6.1 This action plan sets out a range of measures that the Council is progressing to address rates of delivery, including the establishment of a new Housing Delivery Board to oversee housing projects and monitor progress. A number of areas have been identified where specific actions can be taken by the following:

- A) Ensure housing delivery remains a council priority
- B) Enfield's housing policy
- C) Improve and make efficient local planning authority processes
- D) Marketing, Placemaking and Partnership working

Table 2: Key actions identified to support the delivery of housing

A: Ensure housing delivery remains a council priority

| Action | | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁵ | Status Started, in-progress or completed | Lead |
|--------|------------------------------------|--|------------------------------------|--------------------------------|--|---|--|
| 1) | Establish a Housing Delivery Board | <ul style="list-style-type: none"> - To oversee and address housing delivery matters - To monitor the key actions identified in the HAP - To oversee the delivery and progress of all new Council housing stock - To provide guidance on potential partnering and funding opportunities - To monitor the build out progress of the Council's housing and regeneration schemes through a new monitoring dashboard - To monitor performance in accordance with the Housing Delivery Target methodology - To advise necessary actions to unlock strategic issues/trends that affect private sector housing delivery in Enfield | Housing Delivery Board established | Q3, 2019 | High | Started | <p>The Housing Delivery Board is made up of senior officers across the Council that are either directly involved with housing delivery or support the planning process.</p> <p>These include:</p> <ul style="list-style-type: none"> - Housing & Regeneration - Strategic Property Service - Temporary Accommodation - Corporate Services - Meridian Water - Strategic Planning & Design - Development Management |

⁵ In terms of return/investment to deliver/unlock housing growth

| Action | | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁵ | Status Started, in-progress or completed | Lead |
|--------|---------------------------------------|---|---|--|--|--|--|
| 2) | Improve housing delivery monitoring | <ul style="list-style-type: none"> - To establish a new 'dashboard' to monitor housing delivery and development in the pipeline - To improve internal reporting for Council-led housing schemes - To provide further breakdown of tenure and housing types - To have a central dashboard for all officers to use - To provide consistency in reporting | New dashboard in place | Q4, 2019 | High | In progress - currently working on production of new monitoring dashboard. | Knowledge & Insight Hub |
| 3) | Housing & Growth Strategy (2020-2030) | <ul style="list-style-type: none"> - Ensure policies, strategies and other relevant documents are in place to support housing delivery - Ensure the Housing and Growth Strategy is implemented to achieve the specified goals - To increase council housing delivery and affordable homes over the next ten years | <p>Housing & Growth Strategy – published</p> <p>Number of homes delivered</p> <p>Number of affordable homes delivered</p> | <p>Q3 2019 Consultation</p> <p>Q4 2019 and Q1 2020 Publication of Final Strategy</p> | High | In progress | <p>Policy, People Engagement Hub</p> <p>Housing & Regeneration</p> |

| Action | | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁵ | Status Started, in-progress or completed | Lead |
|--------|---|---|--|--|--|---|---|
| 4) | Preventing Homelessness and Rough Sleeping Strategy (2020-2025) | <ul style="list-style-type: none"> - Ensure policies, strategies and other relevant documents are in place to support housing delivery - Ensure the Preventing Homelessness and Rough Sleeping Strategy is implemented to achieve the specified goals - To reduce homelessness and rough sleeping over the next five years | <p>Preventing Homelessness and Rough Sleeping Strategy – published</p> <p>Reduction in the number of homelessness and rough sleeping</p> | <p>Q3 2019 Consultation</p> <p>Q4 2019 and Q1 2020 Publication of Final Strategy</p> | High | In progress | Policy, People Engagement Hub Housing & Regeneration |
| 5) | Strategic Asset Management Plan (SAMP) | <ul style="list-style-type: none"> - Operational Assets Strategy - Rural Estate and Strategy Review - Explore opportunities for planning/green-belt compliant residential development | Redevelopment of council assets into new residential development to increase housing supply for Enfield. | Q1 2021 | Medium | Started | Strategic Property Services |

B) Enfield's housing policy

| Action | | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁶ | Status Started, in-progress or completed | Lead |
|--------|-------------------------------|---|--|--|--|--|---------------------------------|
| 6) | Enfield's new Local Plan 2036 | <ul style="list-style-type: none"> - Deliver a new Local Plan to conform with the requirements set out in the updated NPPF (2019) - To identify how the Council intends to meet the new housing, employment and infrastructure needs to successfully deliver government requirements and be in general conformity with the London Plan - To achieve a step-change in the delivery of new homes | Delivery of consultation milestones in the LDS | Q2-3 2020 draft new Local Plan for publication Q3-4 2021 Final adopted Local Plan | High | Started Early stage of consultation completed In-progress with draft new Local Plan Evidence gathering underway | - Strategic Planning and Design |
| 7) | CIL and S106 review | <ul style="list-style-type: none"> - Work proactively and collaboratively with internal/external partners including other Council departments and developers - To ensure identification of strategic infrastructure projects. - Align existing and future match funding opportunities for infrastructure projects to support growth. | Increase overall CIL revenue Prioritise strategic infrastructure S106 monies | | High | Started | - Strategic Planning and Design |

⁶ In terms of return/investment to deliver/unlock housing growth

C) Improve our planning application process

| Action | Aims | Measuring success and milestones | Timescale | Priority | Status | Lead | |
|--------|--|---|---|----------------------------------|-----------------------------------|-------------------------------------|--------------------------|
| | | | Q1, Q2, Q3 and Q4 | High, Medium or Low ⁷ | Started, in-progress or completed | | |
| 8) | <p>Improve our planning application processes through the establishment of new Strategic Major Applications Team</p> | <ul style="list-style-type: none"> - Work proactively and collaboratively with internal/external partners including other Council departments and developers - To ensure speedy progression of strategic development sites and large-scale planning applications and progression of those applications which already have planning permission, but work has not yet commenced on site. - Ensure that the process for strategic sites are efficient and progressive through early engagement of stakeholders to ensure all relevant issues are understood at an early stage | <p>Strategic Projects officer in place</p> <p>Team in place</p> | Q1, 2019 | High | In progress wider capacity building | - Development Management |

⁷ In terms of return/investment to deliver/unlock housing growth

D) Marketing, Placemaking and Partnership working

| Action | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁸ | Status Started, in-progress or completed | Lead | |
|--------|--|--|---|--|---|-------------|--|
| 9) | Continue with estate renewal and regeneration programmes | <p>- To bring forward a programme of development on council-owned sites to contribute to meeting housing need. These sites include: Alma (993 units), New Avenue (408 units), Ladderswood (517 units) - all three schemes are under construction. Discussions are underway to explore an increase in density and uplifts on all three schemes, with a particular need at Ladderswood due to viability issues for the current number of units being delivered.</p> <p>- To report to Cabinet in October 2019 seeking approval to work towards ballot on Snells and Joyce. Architect appointed. Additional engagement resource identified. Community centre being converted into community hub</p> | <p>Completion of regeneration schemes already underway.</p> <p>Successful ballot result at Snells and Joyce and commencement of delivery.</p> <p>Additional estates identified for renewal and viable schemes brought forward for delivery after successful ballot results achieved</p> | <p>Present to 2028</p> <p>Q4 2019/20</p> | High | In progress | <ul style="list-style-type: none"> - Housing Regeneration - Head of Development - Regeneration Project Director |

⁸ In terms of return/investment to deliver/unlock housing growth

| Action | | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁸ | Status Started, in-progress or completed | Lead |
|--------|--|---|--|---|--|---|-------------------------------|
| 10) | Operational Assets Strategy | <ul style="list-style-type: none"> - To determine which sites can be considered for disposal and be brought forward for housing delivery. One of the first sites released for Council-led housing delivery is at Bury Street West Depot - To work with key partners to support delivery | Release of sites | Q4 19/20 | Medium | Started | - Strategic Property Services |
| 11) | Encouraging the delivery of new homes on small sites | <ul style="list-style-type: none"> - To consider new policies that support the delivery of small sites through the new Local Plan - To continue with the Council's garage home building programme – success - To work with local businesses to build capacity in the local construction sector to encourage them into the delivery of homes on small sites - To use the Brownfield Register Land to promote small sites | <p>GLA funding secured - £18m Building Council Home for Londoners</p> <p>Number of permissions issued</p> <p>Number of completions</p> <p>Delivery of project</p> | <p>Small Sites programme Phase 1</p> <p>Due for completion Q3 2019</p> | High | In progress | - Housing & Regeneration |
| 12) | Continue to work with partners | <ul style="list-style-type: none"> - To continue with master planning and capacity work | Successful funding bids secured or | On-going and as opportunities | High | In Progress | - Meridian Water |

| Action | Aims | Measuring success and milestones | Timescale Q1, Q2, Q3 and Q4 | Priority High, Medium or Low ⁸ | Status Started, in-progress or completed | Lead |
|---|---|---|--|--|---|---|
| including the GLA-family, Registered Providers and the private sector | <ul style="list-style-type: none"> - To facilitate the development of the Angel Edmonton Town Centre Community Hub - To increase opportunities for the development of specialist housing supply aligned to local need through appropriate site identification and joint funding bids - Continue with a liaison officer for registered providers of affordable housing, to help identify future schemes and unlock an issues with current developments. | <p>applied for to support housing.</p> <p>Delivery of sites</p> | arise on land acquisitions and land assembly | The HIF bid successful secured £156m to unlock housing growth for around 10,000 homes at Meridian Water. | <p>Funding applications in preparation</p> <p>SIP Funding Submission September 2019</p> <p>Good Growth Fund October 2019 submission</p> | <ul style="list-style-type: none"> - Head of Development - Planning Service - Property & Economy |

7 Monitoring and Next Steps

- 7.1 The Council will monitor the performance of this Action Plan annually to coincide with the annual statements published on the Housing Delivery Test and starts and completions exercise which determines total number of homes delivered each financial year towards the end of the year.
- 7.2 In addition to this, the Council will aim to invite external feedback to help facilitate development. This will be done through establishing a developer forum with prospective developers and stakeholders to determine underlying cause for slower build out rates and how to improve housing delivery.
- 7.3 As the monitoring timeframes for progress are set out in Table 2 of this Action Plan, the Council will aim to monitor the key actions identified to ensure continued progress is reported against key actions.