

Appendix A

Enfield Housing Delivery Action Plan

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Introduction

Like many councils across the Country the effect of a sustained period of local authority cuts has led to the under resourcing of planning services. Along with an approach where housing supply has been largely left to the market the delivery of new housing has not matched pace with local plan targets and is far away from housing need. In 2019/2020 429 homes were delivered against a housing requirement of 732 and step improvement continues to be required alongside the creation of the right market conditions and Government policy to support the wider factors that lead to supply being secured.

Enfield has tackled this head on. With a Corporate Plan and Housing and Growth Strategy which puts good growth at its heart, work has progressed to ensure services are funded including through the introduction of applicant funded pre- planning advice. The skills and capacity of the planning service has been enhanced and improvements have been made to the planning process.

Much of the supply delivered to date has been driven by the Council – for example through its partnership regeneration schemes. With more control and direct investment in growth for example by acting as master developer to ensure delivery of 10,000 homes on Meridian Water and, enabled by the lifting of the HRA debt cap in 2018, the Council has launched its ambitious 3,500 home direct delivery programme by 2035. This demonstrates that when enabled to do so with the right funding and powers Councils can take the driving seat in delivering growth.

There are significant opportunities for growth in the Borough and the review of the Local Plan further establishes the vision and planning tools for growth in the Borough. Quality developments being brought forward by developers that match the Council's vision for Enfield as a place are what is needed. The Local Plan enables the Council to work at an early stage with developers to bring forward schemes with evidential benefits to the community and which, long term create a vibrant and well connected place.

This Action Plan drives the improvement of housing supply from what has been achieved so far and aims to tackle the drivers of change for the future. It includes the following themes:

1. Ensuring an effective development management process
2. Continuing to embed housing growth and delivery as a key priority of the council
3. An intelligence led approach to driving the right solutions
4. Efficient local plan and driving housing supply through infrastructure
5. Continuing to strengthen council led market interventions
6. Pro-actively pursuing housing development through a range of providers
7. Lobbying government to create the right conditions for development
8. Bringing back into use Empty Homes
9. Review impact of Covid-19 and facilitate recovery measures

Progress will be monitored through existing monitoring processes in place, such as the annual land use surveys for housing and delivery. These existing surveys will be enhanced to provide the data necessary to inform any future action plans as they will use the same basic datasets. Much of this data already exists in the Annual Monitoring Report (AMR) which is published each year and it is intended to review the Action Plan through the AMR process.

Housing Delivery Test

This is the latest Housing Delivery Test (HDT) Action Plan for Enfield Council.

The Government has expressed a commitment to increasing rates of house building. It has set a target to deliver 300,000 new homes a year across the country by the mid-2020s.

A range of measures have been identified to help achieve this. The revised National Planning Policy Framework (NPPF), first published in 2018, introduced the Housing Delivery Test (HDT). This is an annual measurement of housing delivery in the area of relevant plan-making authorities.

HDT results are published annually by the Ministry for Housing, Communities and Local Government (MHCLG). The first HDT results were published by MHCLG in February 2019 (the 2018 results). The second set of HDT results were published in February 2020 (the 2019 results). Each set of results considers performance averaged over a three-year period. The 2020 results cover the period from 2018 to 2020.

The NPPF sets out the consequences of not meeting the requirements of the HDT which are set out below:

HDT year	Enfield HDT score	HDT consequence
2018	85%	Action Plan
2019	77%	20% Buffer and Action Plan
2020	56%	Presumption in favour of development

The 2019 results for Enfield, show that delivery was 77%. This is based on the standard methodology as the Council's Local Plan is due to be updated.

Further, the recent housing delivered results published in January 2021 are set out below:

	2017/ 18	2018/ 19	2019/ 20	Total	HDT 2020 Measurement	HDT 2020 Consequence
No. of homes required	798	798	732	2328	56%	Presumption in favour of development
No. of homes delivered	389	496	429	1314		

Reducing the requirement for test year 2019/2020.

In line with Government's decision to reduce the requirement for the test year 2019/2020, as a result of COVID-19 lockdown in March 2020, all housing requirements that utilise current local or borough plans, the London plan and/or previous plans are only measured up until the 1st March 2020. The remaining month is discounted from the housing requirement for this test year.

Housing requirements that utilise local housing need plus unmet need are weighted to account for 11 months of 2019/2020.

Presumption in favour of development

The 2019 HDT result additionally means the presumption in favour of sustainable development must be applied when considering relevant planning applications.

The presumption in favour of sustainable development has been triggered in 55 Local Planning Authority areas, out of a total of more than 300 authorities in England and 8 in London (out of 32 Boroughs).

The presumption in favour of sustainable development applies to decision-taking on planning applications. In accordance with paragraph 11 of the NPPF, this means:

- Approving development proposals that accord with an up-to-date development plan without delay; or where the policies which are most significant for determining the application are out-of-date, granting planning permission unless:
- The application of policies in this Framework that protect areas or assets of particular importance provides a clear reason for refusing the development proposed; or
- Any adverse impacts of doing so would significantly and demonstrably outweigh the benefits when assessed against the policies in the NPPF taken as a whole.

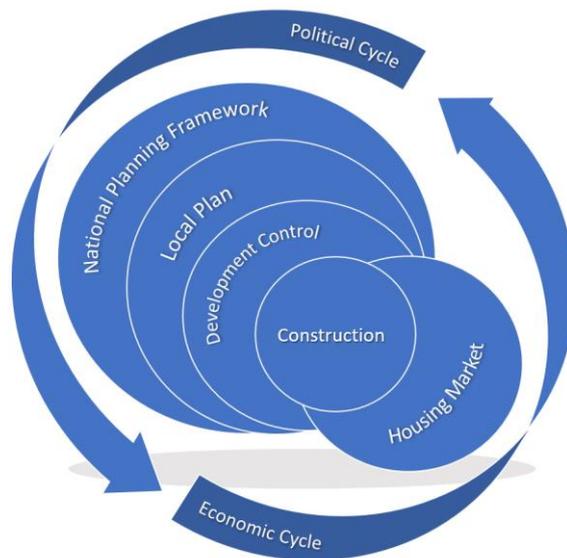
Contextual issues affecting delivery

The Council is acutely aware that the market delivery of housing has not kept pace with an ever-increasing housing requirement and is striving to bring about a step change in housing delivery. The purpose of this action plan is to set out the measures that are already in place and will continue together with future initiatives aimed at increasing housing delivery within a realistic timeframe. However, in order to identify appropriate initiatives, it is vitally important to understand the nature of the local housing market and the barriers to delivery.

There is a direct correlation between the strength of a housing market in a particular area and the level of new homes delivered. Housing delivery has various stages from plan-making to construction to sales or occupation of homes. Each stage can be impacted by changes to the political landscape, the economic and funding regime and planning guidance.

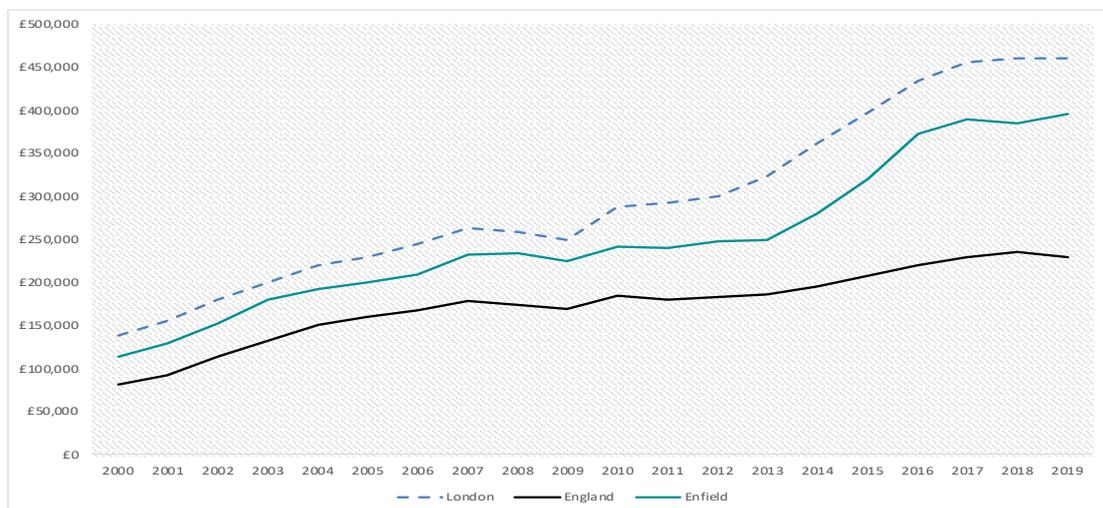
Most sites will have lower completions for the first year of consent and potentially second year, until the developer or landowner has achieved sufficient cashflow to implement the scheme. Sites which are 1000 dwellings, such as those owned by the Council, will experience peaks and troughs. This means that during the lifetime of the development there will be some phases starting and others completing and at any stage, the timing will be dependent on the reserved matters applications.

Therefore, alongside planning processes the build out rate is linked to the scale of the site, the tenure mix and the nature of the planning application (outline/detailed/RM) and the delivery structure. The main issues effecting delivery in the borough are set out below.



Housing Market

Overall median house prices have increased in Enfield from £114,000 in 2000 to £395,000 in 2019, which is an increase of +246.5%. Although house prices remain buoyant in Enfield, (shown in the graph below) as the population has increased and levels of deprivation have risen and delivery has slowed down. Perception has a significant impact on how the development sector identifies growth areas and whether locations are viable. Enfield is a Borough of two halves in relation to employment, with wealthier residents living in the West of the Borough commuting to high skilled well-paid jobs in the West End and the City, whilst those in the East of the Borough are more likely to rely on low skilled, low paid employment.



As a result, sales remain a barrier to large scale development as traditional commercial models are based on sales to cross subsidise planning obligations and specifically affordable housing. Additionally, the transaction of S106 units for the provision of affordable housing has become a constrained market with a number of consented schemes stalling due to a lack of forward funding.

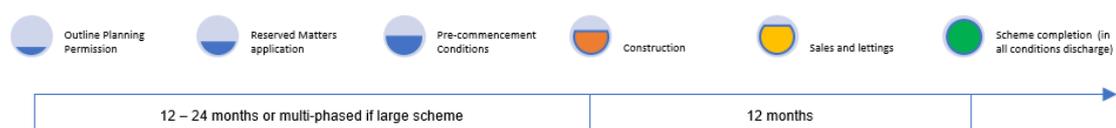
This area needs further analysis and it may be appropriate to consider more focussed marketing programmes for the area, building on current initiatives to help boost the

attractiveness of the housing market and building on the positive thrust and substantial opportunities provided by the emerging Local Plan.

The Council has also worked hard over the years and has in place various initiatives to address the perception that obtaining planning in Enfield is difficult. However, there appears to be a continued perception which reduces market attractiveness for increasing supply and housebuilding and further activity will be undertaken to improve the sector's relationship with the Local Planning Authority service.

Planning and Construction

Housing delivery is more than the planning system. How homes are built is key to delivering the housing target and the ongoing interface with the Council acting as housing enabler, planning authority and potentially funder is integral to delivering new homes. At each stage of construction there is a need to create the right processes to speed up the stages, as set out below, to enable homes to be built at pace. The action plan seeks to improve the planning process and how the Council intervenes in the market to support housing delivery, particularly for stalled sites.



Land trading market & construction

Initial work on the types of developers that are present in the local market has revealed that there is a general absence of volume housebuilders with a preponderance of SMEs. Within the local market, there appears to be a high number of agents and land promoters acquiring land or applying for planning consent with the sole intention of adding value and selling the site on. This together with a high number of land agents who also expect a share of the profit margins, create the risk that values are overinflated and this in turn could be a reason for sites stalling. Viability is variable across the borough, particularly when strategic infrastructure costs are factored in, and can have a negative development impact in some areas. As to be expected higher value areas are performing better which is a positive trend, however, more marginal areas may need intervention to activate the market.

With market changes as a result of Brexit and reduction in affordable housing grant, the challenge for delivery is with no identified developers and with limited capacity or incentive to build out their consents, sites will stall. Further, there are a number of sites which have achieved a technical start on site which have yet to be built out. Further analysis is required on this matter which will be monitored as part of this action plan.

Land ownership issues

The Housing Delivery Test places the onus on the Local Planning Service to meet the borough's housing requirements despite the the fundamental constraint that the Local Authority does not have the legislative powers to enforce build out. Development control applied during the planning process is necessary to mitigate against inappropriate development but once granted, there are no other controls and build out is contingent upon the traditional developer model. There is a need for a reform of the land market and the ability for councils to compulsory purchase land at existing use rather than development value. The majority of sites/permissions are in third party ownership with relatively few in Council/public ownership. Therefore, delivery is strongly predicated on

landowners and developers' perception and confidence in the type of sites being released in the market, which in turn, influences completion rates. As Meridian Water commences work at pace and the provision of infrastructure to unlock growth gains momentum across the borough, this will also have a positive cascade effect on other sites alongside the already well-established estate regeneration projects at New Avenue, Alma and Ladderswood.

Affordability and supply

Market values are increasing which will help to unlock supply in the housing market. However, prices are rising higher than income which widens the affordability issue. The Council's Good Growth Strategy identifies that an average house price of £357,500 is 12.16 times the average work-based earnings. Therefore, in Enfield, the income required to afford a lower quartile rent is £48,048 (assuming a rent of £1,001 each month and no more than 25% of income is spent on rent) and for buying a lower quartile property an income of £77,400 is required (assuming a lower quartile price of £301,000, a 3.5x mortgage multiple and 10% deposit). Affordable home ownership is therefore likely to be targeted at households with incomes of £48,000 to £77,000. In most local authority areas, market rents are affordable to households on average incomes. Enfield is unusual in that local households on median incomes (£35,000) are unable to afford lower quartile market rents. As house prices rise, they become unaffordable to purchase or rent for the majority of Enfield workers which has a cascade effect on the viability and deliverability of sites in Enfield which are required to satisfy the Housing Delivery Test.

Costs, capacity and skills

A major factor in sites not coming forward early, is the viability gap between total scheme costs and values. A developer's margin will be based on a residual land approach, which is essentially calculated by subtracting the costs of achieving that development from the revenue (sales income) generated by the completed scheme (gross development value). There are a number of factors impacting on the margins achievable by developers, which include land values, planning contributions, build costs, infrastructure costs and sales values.

The likelihood of sites being built out and at a pace to match housing need will require changes to the traditional developer profit model taking a lower or more funded council-led direct delivery. The Council is maximising the Housing Revenue Account and has established a 10-year capital programme to 2031. A targeted GLA grant programme would support the build of much needed genuinely affordable homes. The Council has proved over the last five years that where peaks in delivery have occurred, that is a result of council-land being released to developers on a conditional basis and/or direct development.

Deliverability is further constrained as analysis of new build completions suggests that majority of delivery is being driven by small and medium sized house builders who generally are more likely to be risk averse (i.e. a smaller firm is at significant risk if market sales are not achieved).

Constraint in the local labour market also has an impact on build time. The availability of a suitably qualified and skilled workforce is likely to be a significant constraint to accelerating local delivery and will be reflected in costs. Recently officers have engaged with local developers and housing associations working in the area to identify barriers to delivery and Brexit and Covid-19 has resulted in a reduced workforce, particularly a large contingent of Eastern European tradespeople leaving the UK. The lack of a consistent and experienced supply chain was identified as a key risk to achieving increased delivery.

Development management

There are a number of stages in the development control processes which interface with the construction market. There are statutory timescales which a landowner will need to navigate to increase the pace of build out. If these processes are robust and timely this provides assurances to the market and enables better construction phasing and programming.



There is a greater shared understanding of key issues across all stages and further improvements are being made. Delays occur at all stages where statutory consultees are required to comment on the application. This risks fragmented responses that do not lead to the best overall scheme in planning terms.

Local Plan

The lack of an up-to-date Local Plan for the Borough has impacted on the standard measurement of housing delivery used by Government. Substantial improvement in HDT and five-year supply performance cannot occur without progressing the Plan to adoption or granting planning permission for appropriate schemes on proposed Local Plan sites. The Local Development Scheme was published in December 2020 which sets out the timetable towards adoption of the local plan and this action plan seeks to monitor the key actions and outcomes.

Housing Delivery Analysis

Since the introduction of the Housing Delivery Test, much has changed. The Council has sought to implement strategies to improve the volume of planning decisions, the pace of that decision making and better engagement with the sector to tackle local performance by those owning or developing land in the borough. The Council acting as Local Planning Authority, as enabler and landowner is proactively intervening in the market to accelerate supply, including establishing a direct delivery focussed team and identifying land with capacity for over 3500 homes.

A dedicated multi-disciplinary Housing Delivery Board has been established with senior leadership support. It has worked to create an intelligence led basis for targeting actions to achieve increased supply. For example we know that only 60% of planning permissions granted are implemented which means we need to approve more planning applications to ensure more homes are delivered. However, these have to be the right schemes in the right location to ensure we are creating places and communities as well as achieving targets.

The Council adopted its Housing Strategy which provides a vision to the construction market about our ambition for growth to reduce the housing crisis faced by residents. Housing supply and, importantly development, is a corporate priority. Members of the

planning committee have been provided with training on a range of topics to aid their role as key agents of change.

A step change is needed and through this latest Housing Delivery Action Plan, the Council calls on the government to give more powers to local authorities to incentivise developers to bring allocated sites forward without delay, or intervene where development has stalled.

Alongside many severe social and economic impacts, the COVID-19 pandemic has had significant repercussions for the development industry, with many building sites having to 'down tools' for a number of months to protect the safety of their staff. The long term impacts of COVID-19 are yet to be fully realised, but they are likely to be severe and long felt, adding further uncertainty to the UK's economic landscape and supply chain resilience following its exit from the European Union (EU).

Given that there are so many unknowns for the economy, it is difficult to gauge how the housebuilding sector will perform in the coming year(s). However, notwithstanding this economic uncertainty, it also remains clear that delivery of quality and affordable homes continues to be of fundamental importance for our residents' quality of life. Recognising this, this Action Plan update reviews those previously identified commitments within last year's Housing Delivery Action Plan, outlining additional measures the Council is taking to help ensure that Borough continues to facilitate delivery of high quality homes in the wake of the pandemic.

Past delivery rates

Over the past 11 years (2008/09 to 2019/20) 5,690 dwellings have been built (net) across the borough (Table 1).

Year	Total	Market	Affordable	Target
2008/09	333	260	73	395
2009/10	277	231	46	395
2010/11	455	216	239	395
2011/12	297	218	79	560
2012/13	550	307	243	560
2013/14	512	205	307	560
2014/15	399	314	85	560
2015/16	674	552	122	798
2016/17	884	582	302	798
2017/18	389	360	37	798
2018/19	500	439	61	798
2019/20	420	302	118	798
Grand total (11 years)	5,690	3,986	1,712	7,415
Grand total (past 5 years)	2,867	2,235	640	3,990
Annual average (past 5 years)	573.4	447	128	

Source: Enfield Annual Monitoring Report and updated Housing Trajectory 2019 and Enfield Issues and Options 2018, Table 5.1 Targets source: 2007/08 to 2010/11 - The Enfield Plan Core Strategy (2010); 2011/12 to 2014/15 - The London Plan (2010); 2015/16 to 2017/18 - The London Plan (2016)

The overall delivery of new housing has fluctuated when compared to annual targets. The target was exceeded in 2016/17 but not in 2017/18, which is a result of partnership agreements on land released by the council for delivery of homes.

Figures from the most recent annual housing information audit show that between 2019/20 planning permission was granted for 697 units and in the same year 429 net additional

homes were delivered. This highlights that over an annual period Enfield is not receiving the volume of applications needed to deliver its housing requirements and build out is taking longer despite 75% of major applications being consented.

This mirrors the London trend which has seen a decline in planning applications being submitted over the last 5 years which will inevitably result in a slow down of delivery.

Permitted development plays a part in Enfield's housing delivery in recent years; it provides over 10% of the supply each year on average.

Key actions the council doing in response to drive delivery

Building homes is often a complex process, there may be other factors as to why sites for housing do not come forward that are beyond the control of the council. It requires a broader approach to be taken to increase the delivery of new homes and the use of other tools available which are beyond the traditional remit of the Local Planning Authority.

This section sets out the **strategic themes** which the council will prioritise **delivery** in to improve performance under the Housing Delivery Test.

Strategic theme	Delivery priority theme	Outcomes
Supply	Pro-actively pursuing housing development through a range of providers Bringing back into use Empty Homes	Improved understanding of market conditions, land supply and constraints How the HDT Action Plan can be used to review, refresh/maintain working collaboratively with developers Focus on small sites/SMEs and utilising Local Planning Authority de-risking. Working with Registered Providers Community Land Trusts and investors.
Demand	An intelligence led approach to driving the right solutions	Identification of key sites and schemes from the emerging Local Plan as priority, corporate delivery projects and adapt or create internal structures and policies necessary to facilitate these; <ul style="list-style-type: none"> • Greater clarity to developers and decision makers, allowing issues to be identified and dealt with up-front wherever possible. • Assessment of build out rates and pace. This includes ensuring that s106 requests are clearly communicated and meet the relevant regulations from the outset to reduce protracted negotiations and manage expectations. • To increase capacity to progress and deliver high-quality, major schemes within the borough. Regularly updating the Brownfield Register provides the opportunity for additional windfall housing sites within the borough to be identified, potentially reinforcing the five-year land supply and boosting housing delivery.
Policy	Efficient local plan and driving housing supply through infrastructure	The Council is now in the early stages of preparing a new Local Plan to take into account the higher housing targets in the new London Plan and enable policies to be drafted to support increased delivery of new homes.

		<p>The new Local Plan will set out a comprehensive growth strategy for the borough including allocating sufficient land to achieve housing and other targets.</p> <p>Through the publication of a new Local Plan, and taking into account new evidence including design, density and land needed for other uses, the council will be able to increase the amount of land available for housing. A key part of this will be by undertaking a call for sites exercise to ask landowners, promoters and interested parties, as well as the council as a landowner to put forward sites that they consider suitable for housing and other growth needs. These will be assessed by officers and those deemed suitable can then inform the Strategic Housing Land Availability Assessment which will feed into the preparation of a new Local Plan and boost supply and delivery in time.</p> <p>The council's infrastructure delivery plan will also be reviewed alongside the preparation of the Local Plan, to ensure that infrastructure is available to support planned growth and identify any improvements that are needed to support/unlock new development. Alongside with this, the council will prepare an infrastructure funding statement which will help support site delivery.</p> <p>The new London Plan seeks an increase in the delivery of small sites and government proposals to allow upward extensions on existing residential blocks. In response, the council is undertaking a character of growth study to understand the potential within the borough to accommodate an uplift in residential development. This will further aid in delivery of additional housing through the production of clear and encouraging policies and guidance for these sites. The council, will continue to maintain a strong and up to date housing and viability evidence.</p> <p>The council will continue to fulfil its statutory Duty to Cooperate with neighbouring and other relevant authorities on strategic and infrastructure matters as part of the early stages of Local Plan preparation. For future stages, the council will prepare Statements of Common Ground as appropriate.</p>
Leadership	Continuing to embed housing growth and delivery as a key priority of the council Lobbying government to create the right conditions for development	<p>A commercially minded planning and housing service. Viewing major schemes as more than 'just' the determination of relevant planning applications will be central to this.</p> <p>Positioning growth and placemaking as drivers of corporate activity will give the market confidence.</p> <p>Transparency on competing demands (e.g. provision of affordable housing vs. management of open space vs. other social infrastructure provision vs. viable scheme delivery) and achieving a borough-wide balance.</p>

		Embedding a design code as a key requirement for significant residential applications will drive high-quality placemaking. In turn this will lead to a more holistic and consistent approach and empower planning case officers to negotiate schemes and reach clear recommendations.
Innovation	Continuing to strengthen council led market interventions	Targeted investment through the Housing Revenue Account Greater ownership of the HDT and Council's growth agenda by all stakeholders would allow for more proactive negotiation of (prospective) schemes to ensure they can proceed through the planning system without unnecessary delay. Increase in direct delivery and disposals of land for development.
Market	To facilitate development and economic recovery following Covid-19	Subject to successful recruitment to currently vacant posts, we will consider using 'additional burden' funding from Government to drive forward a small number of schemes where more proactive intervention may be required to deliver regeneration in the medium term.
Process	Ensuring an effective development management process	Co-ordinated paid pre-application service aims to ensure there will be less outstanding or unknown issues when planning applications are submitted. Planning Performance Agreements for evolving schemes in order to explore issues at an earlier stage on major and complex schemes. Approval and delivery of key schemes to secure improvement in its HDT results. Finalising and adopting clearer guidance in relation to s106 requirements should lead to the speedier determination of applications. Improved s106 monitoring allowing any issues to be quickly and amicably resolved without unnecessary disruption to delivery. . Reasonable expectations that a faster decision, that is still robust, can be made. Where issues are identified (and preferably resolved) prior to the submission of a planning application and presentation at committee.

Actively engaging with both GLA and the MHCLG will maximise opportunities for the Council to seek external funding, assistance and / or planning freedoms to bring forward the larger sites in the Plan. Taken together, the identified priorities should deliver development that provides high-quality placemaking, in accordance with Government policy, whilst also contributing to the recovery of the local and national economies following the current pandemic.

Appendix 1 as with the previous Action Plan, presents the themes which are considered a priority and the areas where the Council is most able and likely to deliver beneficial impacts in the short-term. It contains the actions identified in this report along with responsibilities, timescales and monitoring arrangements.

The actions identified are for the period February 2020 to February 2021. This makes for a more effective plan as it requires a greater number of actions to be implemented following approval, rather than reported in retrospect.

Updates on progress with these actions will be provided through regular planning reports to Cabinet.

Detailed predictive forecasting and Annual Monitoring

During 2020 the council developed a monitoring tool for delivery on council owned sites and pipeline applications in the planning system to monitor performance against timescales. Moving forward this will help to identify trends in the number of lapsed planning applications and build out rates.

The Council has for the last year carried out a more in-depth survey, with developers and agents of sites of 10 or more units. To understand projected delivery rates for housing sites, the Council will seek to build an evidence base and request information on any known constraints or problems hindering the delivery of housing. Refining the annual monitoring process to provide additional clarity on “stalled sites”, by introducing “under construction” stages to monitor progress more closely, will help to inform how long particular sites take to deliver completions and the likely build out rates.

This will allow greater accuracy in predicting completions on site and help inform future phasing and completions rates. The Council intends to carry out further analysis on this to build up a picture of completion rates by site typology. This work is intended to supplement further root cause analysis utilising the PAS (Planning Advisory Service) recommended guidance and methodology. The Council has taken part in the PAS review to ensure that it is adopting best practice in this area. It will continue to challenge and peer review to ensure the planning service is delivering timely decisions.

Next steps

This Housing Delivery Test Action Plan will establish a baseline of data for this year. It will evolve and be reviewed as more data and analysis becomes available. It is seeking to understand and build up a more detailed analysis of the local housing market. This will build on initial evidence to establish whether perceived barriers to delivery do indeed exist in the local market and if they can be overcome. It will identify where further analysis is needed and identify other initiatives that could be considered in order to accelerate housing delivery.

Appendix 1

Strategic theme	Delivery Priority	Why	Action	Responsible team	Timescales
Process	Ensure an effective development management process	Enfield has a pipeline of sites but our adopted (current) local plan has a lower target than the (current) London plan and therefore does not identify enough sites to meet demand. There has been a decline in applications in the past few years and only 60% of approved applications are implemented. There is also a perception that it is difficult to get planning approval in the borough, despite statistical evidence to the contrary. The development industry and landowners are key to accelerating supply.	<ol style="list-style-type: none"> 1) Develop a comprehensive improvement plan for the planning service for submission to the Regeneration and Economic Development Scrutiny Panel. This plan to include addressing the following: 2) Improve the pre-application process ensuring clear guidance, feedback response times and develop planning statement which set principles and parameters for development; themes at PPA 3) Maintain the timeliness of determination period 4) Update the standard planning application checklists 5) Training for planning service, including planning committee members, to understand development cycle and viability 6) Introduce a standard S106 Agreement Template to facilitate faster determination of planning applications 7) Review and update standard planning conditions and review their timing and use. 8) Produce Design Code for development, with a focus on offsite construction performance monitoring to the committee and team (linked to HDT) 9) Training for ongoing customer care service & website : applicants and residents (response times/experience) - individual role for customer care (to give difficult messages) 	Planning	Q3
Leadership	Lobbying government to create the right conditions for development	Brexit and Covid-19 have significantly impacted the construction supply chain and economy. The Affordable Housing Grant programme in London will no longer fund replacement homes and s106 units after March 2023 onwards, which impacts on the strategic developments and supply on Council owned sites, particularly multi-phased estate regeneration schemes. If these schemes	<ol style="list-style-type: none"> 10) Financial proposal to government and GLA for capital grant to unlock delivery and derisk future supply 11) Develop collaborative strategies with local, central and London Government to reduce landbanking, using GLA land fund to acquire stalled sites. 	Housing	

		cannot be funded then overall this will significantly reduce delivery, further worsening performance against the Housing Delivery test.	12) Develop local strategies in line with the White Paper for planning.		
	Continue to embed housing delivery and growth as a key priority of the Council	While the presumption in favour of sustainable development does not change the statutory status of the existing adopted Local Plans as the basis for decision making, it may lead to the scenario of the Council experiencing pressure to approve development which may not comply with the Local Plan. This could result in an increase in the number of planning appeals as adopted policies are tested against the presumption in favour of sustainable development and so the Council may find it difficult to resist speculative, inappropriate or unwanted development outside the protected areas.	13) Approve Housing Delivery Test Action Plan and promote it to relevant staff, councillors, partners and other stakeholders 14) Housing Delivery Strategy which addresses other delivery challenges than supply of numbers and promote it to relevant staff, councillors, partners and other stakeholders 15) Improve cross departmental Housing Delivery Group including membership, terms of reference, decision making. 16) Increase transparency on performance of planning committee focussed on key indicators for HDT (permissions granted, conversions to delivery etc) 17) Compile housing development programme register of all sites and sites above 100 units. Use register to monitor progress from pre-app to completion on a quarterly basis and to identify delivery barriers and interventions required		
Demand	An intelligence led approach to driving the right solutions	Building homes is often a complex process, there may be other factors as to why sites for housing do not come forward that are beyond the control of the council. It requires a broader approach to be taken to increase the delivery of new homes and the use of other tools available which are beyond the traditional remit of the Local Planning Authority. Data is key to understanding trends in the local housing market	18) Maintain Brownfield Land Register 19) Maintain Custom & Self-Build Register, identifying opportunities for delivery 20) Publish details of Council-owned land for housing in line with the Transparency Code 21) Review constrained sites in housing land supply to identify any potential sites that could be unlocked 22) Review stalled sites in housing land supply to identify any potential sites that could be unlocked 23) Identify locations to assist businesses to relocate to in order to unlock land for housing development	Planning / Housing/Knowledge and insight	

<p>Policy</p>	<p>Efficient Local Plan and unlocking housing through infrastructure</p>	<p>Local Plan provides clarity to the construction market and supports a robust planning process. The council is currently preparing an updated IDP alongside the new Local Plan. This will set out all of the infrastructure required to deliver the growth proposed in the new Local Plan. The IDP will set out what mitigation is required as well as identify funding streams and mechanisms required to enable development. Currently there are local concerns over the impact of growth</p>	<p>24) Publication of the Local Plan Regulation 18 (Draft) Local Plan Regulation 19</p>	<p>Planning</p>	<p>Q4</p>
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