



**Havering**  
LONDON BOROUGH

# HAVERING HOUSING DELIVERY ACTION PLAN 2019

## EXECUTIVE SUMMARY

This Housing Action Plan sets out Havering's housing delivery performance under the Government's Housing Delivery Test. The Housing Delivery Test (HDT) was introduced as part of the new National Planning Policy Framework 2019.

The Action Plan identifies some of the barriers to housing delivery and outlines the current and future actions that the Council is taking as part of its proactive and comprehensive approach to improving the delivery of high quality, sustainable homes in the borough. In line with Government requirements, the focus in the HDT is to consider overall housing delivery against the relevant housing target rather than address matters linked to tenure, dwelling mix and size.

The delivery of a sufficient supply and range of homes to meet the needs of present and future generations is a key national issue. The persistent failure to deliver these homes has an impact on the health, economy, productivity and wellbeing of both individuals and the national as a whole. This is emphasised by the Secretary of State for Communities and Local Government who sums up the position:

*"For decades, the pace of house building has been sluggish at best. As a result, the number of new homes has not kept pace with our growing population. And that, in turn, has created a market that fails to work for far too many people"<sup>1</sup>.*

This particularly true in London, which faces immense pressure for housing provision. Havering's population is expected to grow to over 293,000 over the 15 years. As outlined in this action plan, the Council is taking a pro-active approach to housing delivery as it recognises the importance of ensuring that there is the necessary provision of homes to accommodate this population growth, as well as the jobs and critical infrastructure needed to support and sustain new and existing communities. This should be done in a way that also preserves and enhances the borough's most valuable assets and maintains its long established and strongly supported character and appearance as an outer London sub-urban borough.

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<sup>1</sup> Department for Communities and Local Government (2017) *Fixing our broken housing market* Available at [www.gov.uk/government/publications](http://www.gov.uk/government/publications)

## THE HOUSING DELIVERY TEST

It is in this context that the Government has introduced a new National Planning Policy Framework 2019 (NPPF) which includes a 'Housing Delivery Test' (HDT). The HDT serves as a mechanism to monitor housing delivery locally and set out consequences for local planning authorities that fail to deliver sufficient homes. The test measures **net additional homes delivered** against the **local requirements for new homes** resulting in a percentage of delivery.

$$\text{Housing Delivery Test (\%)} = \frac{\text{Total net homes delivered over three year period}}{\text{Total number of homes required over three year period}}$$

The results are issued annually in November and can be found here:

<https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>.

The consequences of failing the Test are set out in paragraphs 11, 73, 75, and 215 of the NPPF and apply until subsequent Test results demonstrate that delivery has recovered:

### Consequences of failing the Housing Delivery Test

- a) All local planning authorities (LPAs) with a delivery performance of less than 95% must prepare an Action Plan.
- b) All LPAs with a delivery performance of less than 85% must provide a 20% buffer to the Five-Year Land Supply
- c) The housing policies are deemed to be 'out of date' and the 'presumption in favour of sustainable development' (the Presumption) applies if the test result is less than
  - (i) 25% in November 2018
  - (ii) 45% in November 2019
  - (iii) 75% from November 2020 onwards

The application of the 'presumption in favour of sustainable development' would mean that planning permission for new homes would have to be granted unless:

- NPPF policies that protect areas or assets of particular importance provide a clear reason for refusing the development proposed

- Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies of the NPPF

## **HAVERING'S HOUSING TARGET**

The housing targets used for the HDT calculations are those set out in the borough Local Plan until the plan is more than five years old or where the plan has been reviewed and found not to require updating.

In Havering's case, its local plan documents (the housing targets are set out in the Local Development Framework Core Strategy and Development Control Policies Development Plan Document 2008) are more than ten years old.

Therefore, the targets used for the HDT calculations are drawn from the London Plan 2016. Policy 3.3, Table 3.1 of the London Plan identifies annual monitoring targets for London boroughs. Havering's annual target is **1,170 net new homes**. As it is not required by the NPPF, the HDT does not consider matters linked to tenure (including affordable housing), dwelling mix and size.

An emerging Local Plan for Havering has recently been the subject of an Examination in Public. The Council is currently waiting for the Inspectors Report which will state whether the Plan will be recommended for adoption. Once the emerging Local Plan is adopted these targets will be used for the HDT calculations, rather those in the London Plan.

The latest version of the Local Plan (January 2019) sets out the following annual housing targets. These targets are based on a stepped approach which involves having phased housing targets that are lower in the first 5 years of the plan period then increase in the second phase of the plan period. The stepped approach is being used to reflect the fact that Havering has a number of strategic sites which have a phased delivery or are likely to be delivered later in the plan period.

**2016/17- 2020/21** - 700 net new homes  
**2021/22 -2024/25** – 1640 net new homes  
**2025/26** – 1641 net new homes  
**2026/27-2030/31** – 1,170 net new homes

## HAVERING'S HOUSING DELIVERY TEST PERFORMANCE

The 2018 Housing Delivery Test results were published by the Ministry of Housing, Communities & Local Government (MHCLG) on 19 February 2019 instead of the intended November 2018 publication date.

National Statistics for net additional dwellings is sourced from the Greater London Authority (GLA). London Boroughs are expected to provide their starts and completions to the GLA by August, following the end of the financial year in March. The GLA then submits this information to MHCLG in September.

The figures for Havering in the 2018 Housing Delivery Test results can be seen below in Table 1. The percentage for Havering is identified as **49%**. The Havering Council has reviewed these figures and has informed MHCLG that they are **incorrect**.

The reason for this is that in many cases completion notices for the previous financial year are not received by the Council in time for the August deadline for submission to the GLA. These completions are therefore not included in the figures sent to MHCLG in September which form the basis of the Housing Delivery Test calculations. The MHCLG figures are not able to be updated once submitted and therefore these completions are 'missed out'.

Havering Council has informed both MHCLG and the GLA about this issue and it was raised by the Council at the Local Plan examination in May 2019.

Havering Council has re-calculated the Housing Delivery Test Results using the most up-to-date information which has been sourced from the London Development Database (LDD). These results are shown in Table 2. The completion data for 2015/16, 2016/17 and 2017/18 from the LDD is attached in Appendices 1-3.

The results show that Havering's delivery percentage is **73%**.

This means that:

- A. The 'presumption in favour of sustainable development' **does not apply**.
- B. The Council is expected to **apply a 20% buffer** to its 5-Year Land Supply. The Council has already applied a 20% buffer to its 5-Year Land Supply in its Housing Trajectory for the Local Plan Examination.
- C. The Council is expected to **prepare a Housing Delivery Test Action Plan**, outlining the barriers to housing delivery and ways in which the Council will look to improve delivery.

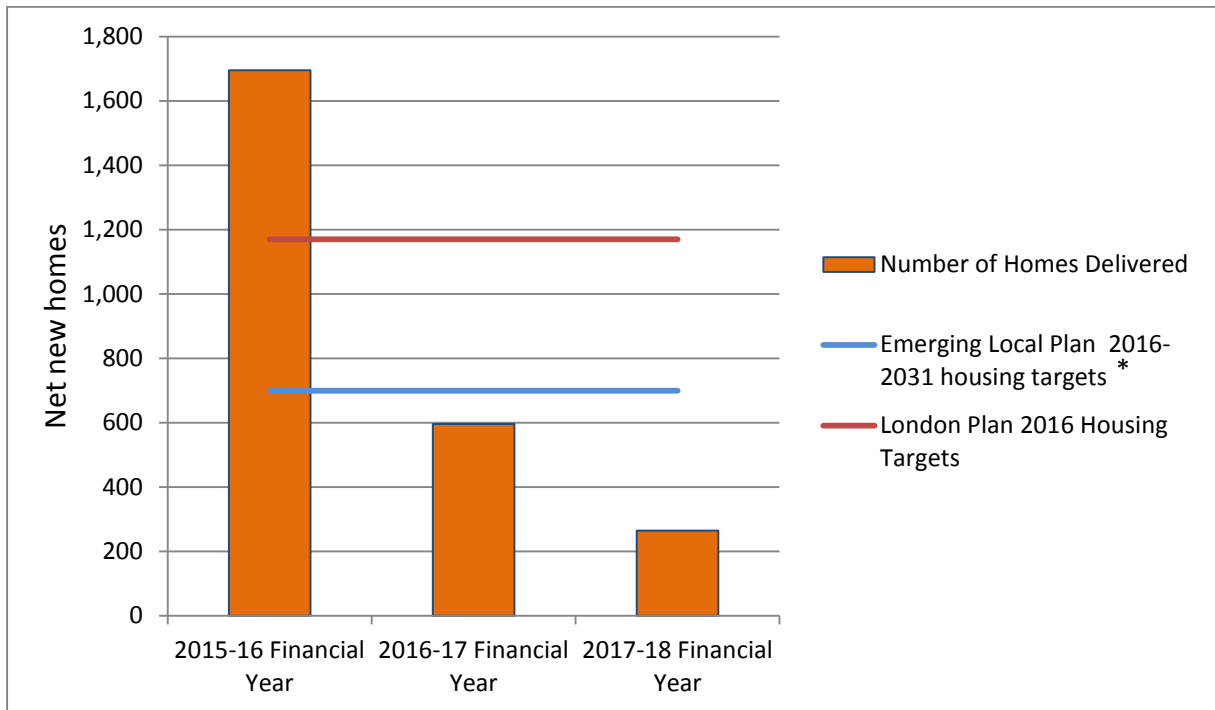
**Table 1: 2018 Housing Delivery Test Results – MHCLG figures**

	Number of Homes Required (Annual Housing Target)	Number of Homes Delivered	Shortfall/ Surplus	Housing Delivery Test Measurement
2015-16 Financial Year	1,170	1,012	-158	
2016-17 Financial Year	1,170	436	-734	
2017-18 Financial Year	1,170	265	-905	
<b>Total</b>	<b>3,510</b>	<b>1,713</b>	<b>1,797</b>	

**Table 2 : 2018 Housing Delivery Test Results – LDD Figures**

	Number of Homes Required (Annual Housing Target)	Number of Homes Delivered	Shortfall/ Surplus	Housing Delivery Test Measurement
2015-16 Financial Year	1,170	1,695	525	
2016-17 Financial Year	1,170	596	-574	
2017-18 Financial Year	1,170	265	-905	
<b>Total</b>	<b>3,510</b>	<b>2,556</b>	<b>-954</b>	

**Figure 1: Net new homes delivered against Housing Targets**



\*The Emerging Local Plan targets are based on a stepped approach which sees Housing Targets rise to 1640/1 per year from 2021/22 to 2025/26. This reflects the predicted housing delivery in the borough – see Figure 2.

## HAVERING'S PAST AND PREDICTED HOUSING DELIVERY

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Table 3 shows that over the period 2004/05 to 2017/18 Havering has met or exceeded its target in 5 years, and under delivered in 9 years. Havering's delivery record is characterised by a mixture of over and under delivery connected to the peaks and troughs of the housing market cycle. Many of the years in which Havering under delivered were in the aftermath of the 2008 financial crisis or in the recession which followed. Since this period, the number of dwellings completed has increased and moved in a positive direction.

It should also be noted that Havering has significantly increased its level of housing delivery since 2013/14, although the last few years housing delivery has dropped off. Overall, this marks a step change from the level of housing delivery in the decade before this and demonstrates that Havering is making serious efforts to boost its housing delivery. Nevertheless, average annual completions remain below current annual London Plan target of 1,170. The only year this target has been exceeded is in 2015/16 where completions were 1695. That year saw a large number of unit completions from major schemes.

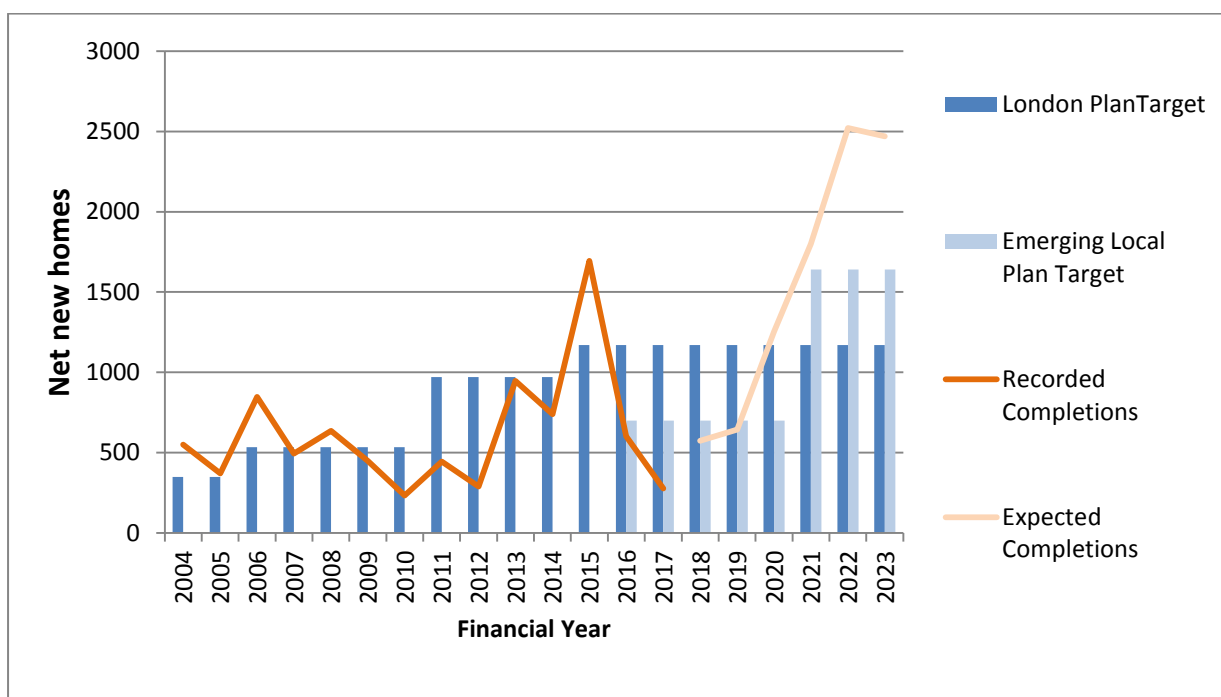
The Council has been proactive in granting permissions for new development. Figure 3 shows that in recent years the number of planning approvals for new housing has substantially increased. There are a number of factors influencing whether and when these approvals are implemented. Some of these are within the Council's control, particularly where it is the developer, however, most are determined by the market, individual developer and landowner circumstances and/or national policy.



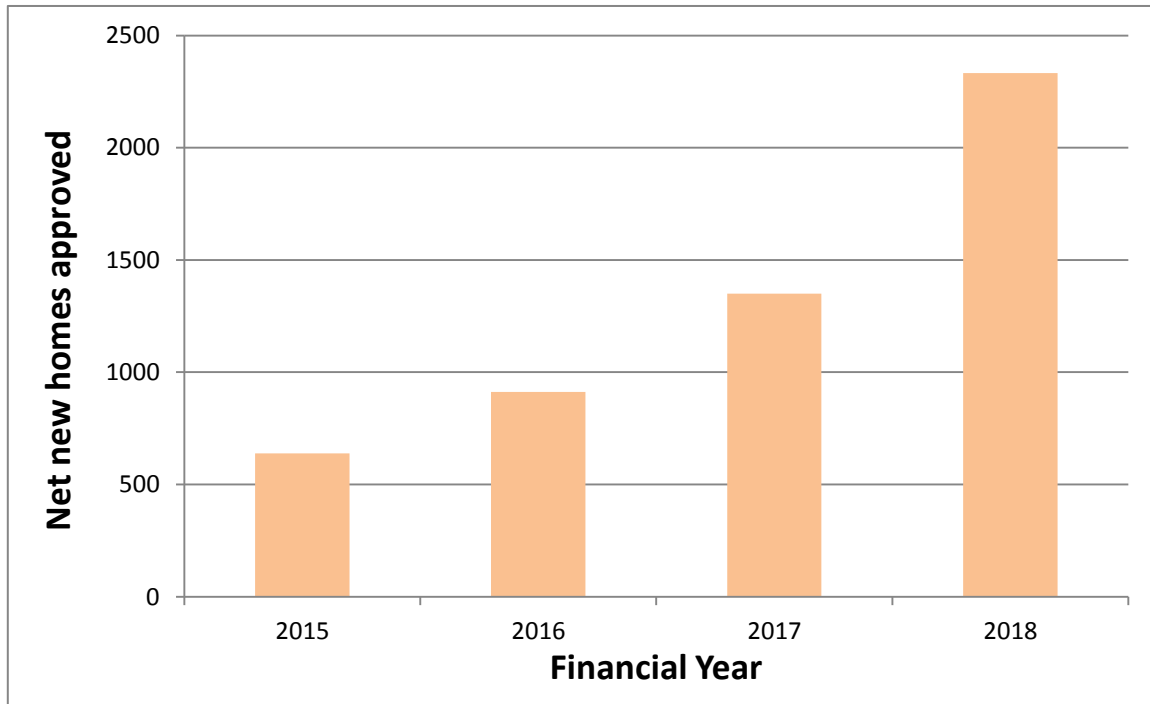
**Table 3 : Previous Completions 2004/2005 – 2017/18 Financial Years**

	Recorded Net Completions (net completions using MHLCG criteria which includes non-conventional completions)	London Plan Target
2004	551	350
2005	371	350
2006	847	535
2007	495	535
2008	637	535
2009	448	535
2010	234	535
2011	445	970
2012	289	970
2013	947	970
2014	740	970
2015	1695	1170
2016	603 (596)	1170
2017	277 (265)	1170

**Figure 2: Recorded and Expected Completions 2004/2005 – 2023/24 Financial Years**



**Figure 3: Net new homes approved 2015/6-2018/19 Financial Years**



## BARRIERS TO HOUSING DELIVERY

There are a number of barriers/ factors that can impact housing delivery not just in Havering but across the country. Some of these are able to be influenced by local authorities, while others are determined by the market, individual developer and landowner circumstances and/or national policy.

<b>Commercial Factors</b>	<p>The strength of the local housing market in Havering impacts on a developer's decision to invest in sites to bring forward new housing. Havering's Local Plan Viability Assessment notes that, with regard to the housing market, the economic outlook remains uncertain and largely dependent on the UK's terms of exit from the EU.</p> <p>While the average house prices in London decreased over the year to June 2018<sup>2</sup>, Havering has been one of the best performing boroughs with a 6.1% annual increase in the year to June 2018<sup>3</sup>. The borough remains attractive due to its comparably low land values and the anticipated major infrastructure improvements coming through the new Beam Park Station and Crossrail.</p>
<b>Planning process</b>	<p>While the planning process aims to enable sustainable development, there is a perception that individual planning decisions do not always reflect this. The process is sometimes seen as too uncertain and time-consuming, resulting in delays to the pace of housing delivery.</p>
<b>Infrastructure delivery</b>	<p>Havering has a quickly growing population and it is important to ensure that growth is supported by the necessary infrastructure such as transport, education and healthcare facilities.</p> <p>Planning for and funding this infrastructure can be a difficult process. Funding cuts from central government and the limited ability of local government raise funds contribute to pressure on services that can delay development and reduce local support for development.</p> <p>Delays relating to the completion of Crossrail, for example, may have had an impact on the implementation of planning permissions and submission of planning applications.</p>
<b>Site Specific Issues</b>	<p>These include:</p> <ul style="list-style-type: none"> <li>• Complex landownership with multiple land parcels</li> <li>• Reliance on other sites to come forward for development first</li> </ul>

<sup>2</sup> GLA Quarterly Housing Market report (updated 21 September 2018)





<sup>3</sup> <https://www.homesandproperty.co.uk/property-news/uk-inflation-rises-as-london-house-prices-record-biggest-fall-since-2009-a123106.html>

	<ul style="list-style-type: none"> <li>• Environmental and heritage constraints</li> <li>• Land contamination</li> <li>• Access issues</li> <li>• Legal issues i.e. covenants, right to light, lease arrangements</li> <li>• Viability and planning obligations</li> </ul>
<b>Local Authority and Housing Association contribution</b>	<p>Local authority contribution to new housing supply in England has historically been a significant component of delivery however this has been contracting since the early 1980s.</p> <p>The need for local authorities to step back into this role has been emphasised by the House of Lords Select Committee on Economic Affairs<sup>4</sup>:</p> <p><i>To achieve its target the Government must recognise the inability of the private sector, as currently incentivised, to build the number of homes needed.</i></p> <p><i>Local authorities and housing associations need to make a much bigger contribution to housebuilding if it is to reach required levels.</i></p>
<b>Land owner and developer circumstances</b>	<p>The individual circumstances of landowners and developers have an effect on the speed at which sites are developed. Key issues include:</p> <ul style="list-style-type: none"> <li>- Whether the landowner intends to build themselves or sell the site and secure a profit following grant of planning permission</li> <li>- Ability to secure finance</li> <li>- Land value expectations</li> <li>- The extent of their motivation to develop the site</li> </ul>
<b>Land supply</b>	<p>Available urban land is a scarce resource as its supply is inherently limited and fixed. Havering has a limited supply of urban land to develop which leads to developers competing for land and prices increasing. The increase in value that planning permission offers can result in strategic land trading rather than actual development, benefiting the land owner rather than developers.</p>
<b>The Construction Industry</b>	<p>The ability to build new homes relies on the availability of skilled construction workers.</p> <p>Currently there are challenges regarding the availability of skilled workers due to a declining number of people joining the sector, workers retiring early and a heavy reliance on non-UK born workers.</p>

<sup>4</sup> Select Committee on Economic Affairs, 1st Report of Session 2016-17, Building More Homes, HL Paper 20, 15 July 2016, para 85 and 56

## CURRENT ACTIONS TO BOOST HOUSING DELIVERY

The Council is committed to meeting its housing needs by supporting the delivery of quality new homes. In recent years it has undertaken a number of steps to boost the delivery of homes. These actions can be grouped into the following six categories:

A.	Developing new Local Plan documents	
B.	Active involvement in housing delivery	
C.	Facilitating development through the development management process	
D.	Infrastructure delivery	

### A. Developing new Local Plan documents

#### Adopting a new Local Plan

Havering's existing adopted local plan documents are more than 10 years old and their housing policies are 'out of date'. The Council is currently in the final stages of a Local Plan Review, with an Examination in Public having taken place in October 2018 and May 2019. This will replace the existing Local Development Framework Core Strategy and Development Control Policies.

The emerging Local Plan sets out an ambitious spatial strategy for 'good growth' to occur in sustainable locations across the borough. The spatial strategy identifies two parts of Havering as the main areas for accommodating growth Romford and the Rainham and Beam Park areas. These are referred to as Havering's 'Strategic Development Areas'. Both areas have been identified as Opportunity Areas within the Draft London Plan and have been granted Housing Zone status by the former Mayor which will help to accelerate residential development. The spatial strategy also sees residential growth occurring across the borough's district centres.

#### A Masterplan for Romford

The Council is currently preparing a masterplan for Romford, which will be adopted as a Supplementary Planning Document to the Local Plan. The Romford Masterplan will:

- a) Enable the Council to influence, manage and co-ordinate the future character, design and layout of strategic development and infrastructure

- on key sites, particularly in light of the arrival of Crossrail and the enhanced profile of the area.
- b) Provide an opportunity for the Council to directly engage with relevant landowners and developers through the process to facilitate bringing forward these sites, build relationships with developers and other important stakeholders, and articulate the Council's aspirations for the area.
  - c) Facilitate development coming forward by providing greater certainty to developers as to what is expected for proposals within Romford as well as helping to ensure that development outcomes achieve the Council's place-making objectives.
  - d) Enable the Council to identify what investments in infrastructure and the public realm are required to encourage development within the area. It will use this information in discussions with stakeholders such as the Mayor of London in the context of bringing forward improvements in public realm through measures such as 'Liveable Neighbourhoods' projects. Resolving infrastructure issues and enhancing the market attractiveness of the area will of course support overall housing deliverability.

The Council has committed to completing a Romford Masterplan. Work is currently underway with public consultation having begun in January 2019. The Havering Plan 2019-2020 seeks to obtain Cabinet approval for the Romford Masterplan in March 2020.

## **B. Active involvement in housing delivery**

The Council has significantly increased its role in housing provision within the borough through the establishment of its Housing Company, Mercury Land Holdings, and the formation of a number of Joint Ventures to enable the development of large areas/ sites within the borough.

### **Mercury Land Holdings**

On May 2015, the Council's Cabinet agreed in principle to the establishment of the Housing Company, Mercury Land Holdings (MLH), which would be a wholly Council owned, arms-length commercial entity which would participate in the development of market rent and market sale homes in the borough.

MLH has already completed the development of 65 units at Cathedral Court, and is anticipating practical completion of 44 units at 75 North Street in September 2019. Its objectives in 2019/20 include:

- a) Submission of a planning application for residential development on Quarles Campus
- b) Seeking to acquire two Opportunity Sites in Hornchurch and Rainham

## 12 Estates Regeneration Programme

The Council is planning to build a significant number of new homes in one of the most ambitious local authority home building programmes in the country. The initial programme focuses on 12 sites across the borough, delivering over 2,000 additional homes. The 12 sites are both inside and outside the Strategic Development Areas. In March 2018 the Council announced that it had entered into a joint venture agreement with Wates Residential in order to deliver the programme.

The overarching vision for the programme is to successfully establish vibrant and connected communities, supported by the provision of good quality new homes, tenure diversity, high quality public spaces, and well-used community facilities within safe and secure environments where people want to live and participate in local activities.

A key objective of the programme is to contribute to meeting the wider housing needs of Havering through the regeneration and transformation of the Council's existing stock for predominantly residential use; to provide a choice of good quality housing for people at all stages of life (including older persons), increasing tenure diversity through affordable rent, shared ownership, private rent, market sale and sheltered housing.

The initial 12 sites were identified as offering the greatest potential for the provision of new affordable homes or requiring intervention due to the costly or unacceptable quality of housing.

## Bridge Close Estate Redevelopment

The Council is planning to build over 1,000 new homes on Bridge Close, a poorly maintained industrial estate within the Romford Town Centre. The Council has formed a Joint Venture with First Base Bridge Close Redevelopment LLP (a JV between First Base Ltd and Savills Investment Management).

The overarching vision for the programme is to successfully establish vibrant and connected communities, supported by the provision of good quality new homes, tenure diversity, high quality public spaces, and well-used community facilities within safe and secure environments where people want to live and participate in local activities.

The proposed development is currently at the pre-application stage and will also include a new primary school, with associated pre-school nursery, health hub and public open spaces for the local and wider community.

### A1306 Developments

The Council is planning to build around 866 new homes on brownfield sites within the Rainham and Beam Park Strategic Development Area. The Council's vision for the Rainham and Beam Park Housing Zone is the transformation of a declining industrial area into a vibrant new urban extension providing much needed new housing, including affordable and family homes, social, physical and green infrastructure with good access to public transport and employment opportunities. The regeneration proposals include the construction of a new railway station, with direct transit to central London, significant works to remodel the A1306 to a residential scale street, and the creation of a new linear park within the Housing Zone.

The Council has entered into a joint venture partnership with Notting Hill Housing to delivery this project. The sites that comprise this development have been submitted for planning permission and form part of the wider regeneration and transformation of the area from a post-industrial landscape to high quality residential area.

### C. Facilitating development through the development management process

The Council is committed to working early and collaboratively with developers to secure good planning outcomes for Havering and enable an efficient planning approval process.

The Council's pre-application service offers range of services, including meetings, written exchange of correspondence and site visits. Alongside this, for large or complex proposals, the Council offers Planning Performance Agreements (PPA) with the aim to work with applicants to get the proposal to an acceptable form prior to the submission of the planning application. This involves a development team approach working to a project plan.

The development management system was further refined from 2018 in the following ways:

- **Introduction of a Strategic Planning Committee (SPC) from May 2018** – the intention of the committee is to determine major strategic planning applications. Part of the remit of the committee is to receive developer presentations at pre-application stage – ideally at an early stage and then closer to submission. The aim of the developer presentations is twofold. Firstly, it means that when applications are put before Members for decision they are already familiar with the proposal. Secondly, the early engagement allows Members to give feedback on the proposals at an early stage and later for the developer to explain how the scheme has evolved, including response to feedback given. Initial indications are that the process is working well where



developers take the opportunity to engage at an early stage. The presentations to SPC form part of any PPA.

- **Introduction of Havering Quality Review Panel (QRP) from December 2018.** In accordance with Paragraph 129 of the NPPF, Havering have set up a design review panel. The QRP has a pool of 20 built environment professionals who have a record of achievement in their field. A panel, consisting of a Chair and 4 members from the pool of professionals, review development proposals, ideally at an early stage of the process with the aim of increasing the design quality of any proposal through feedback on the proposal. It is expected that for large major developments there would be a second presentation once the design has been further developed. The use of QRP is embedded in the PPA.
- **PPA's** – From January 2019 the pre-application service was re-launched with proposals over 25 units requiring a Planning Performance Agreement and benefitting from a project managed Development Team approach. The aim is to ensure that a proposal is developed from early inception stage through to application submission so that it has the greatest possibility of being considered acceptable and granted planning permission.
- From Spring 2019, the pre-application process for developments less than 25 units was revised and relaunched with specified timescales for response and differing level of service in terms of meetings, site visits and correspondence. The aim is to give applicants certainty in developing their proposals through to planning application submission.

#### D. Infrastructure delivery

Havering's Infrastructure Delivery Plan (IDP), submitted as part of the evidence base for the emerging Local Plan, sets out the type and scale of infrastructure required to underpin the Local Plan's vision and framework for the future development of Havering. The Infrastructure Delivery Plan identified that the cost of the infrastructure needed to support the delivery of the Local Plan is in the region of £580m.

The housing strategy for the Local Plan identified its Strategic Development Areas as the key source of future delivery. On this basis, the IDP sets out a number of priority projects within the SDA's in addition to other priority projects elsewhere in the borough.

#### Priority projects in the Rainham and Beam Park SDA

**Utilities:** diversion of electric cables, sewer and gas main

<b>Transport:</b> new Beam Park Station
<b>Transport:</b> Beam Parkway, improving connectivity along A1306
<b>Education:</b> new and expanded primary and secondary schools
<b>Health:</b> New primary care facilities, one in Beam Park development and one near Rainham Town Centre
<b>Flood Protection:</b> Opening up culverts and flood storage improvements

Priority projects in the Romford SDA
<b>Transport:</b> Crossrail serving Romford
<b>Transport:</b> Romford Station improvements
<b>Transport:</b> East West Link and improved accessibility for walking and cycling
<b>Transport:</b> Improved permeability of the Romford Ring Road through TfL's Liveable Neighbourhoods programme
<b>Education:</b> New and expanded primary and secondary schools in Romford
<b>Health:</b> Primary and community care hub in Romford Town Centre

The IDP identifies the main funding sources likely to be available to support delivery of Havering's infrastructure needs. These include:

- London Borough of Havering capital funding;
- Greater London Authority/ Transport for London;
- Developer contributions;
- Lotteries and charities;
- Direct charges for services, as in the case of utility companies.

It is also important to note that Havering contains two Housing Zones in (1) Romford and (2) Rainham and Beam Park. The provision of homes in these areas is supported by a range of planning and financial measures. Housing Zone programmes are funded by a combination of local authority funding, GLA direct and recoverable grant, and external funding. Housing Zone finance will be used predominately to delivery physical infrastructure in advance or parallel to development, which will significantly increase viability and hence improve Community Infrastructure Levy/ section 106 contribution potential.

The Council has recently (July 2019) adopted the Havering Community Infrastructure Levy. The Levy will help the Council secure financial contributions from developers towards the cost of providing infrastructure necessary to support change and growth in Havering. The Levy will secure funding from specific types of development depending on the location of development within Havering (as set out in the Charging Schedule). Although it is expected that the Levy will help secure funding towards the cost of infrastructure this will only be a proportion of the overall cost of infrastructure and it will remain necessary for infrastructure funding to be secured

through several sources including other contributions from developers secured through planning obligations (in appropriate circumstances)

## FUTURE ACTIONS TO BOOST HOUSING DELIVERY

In addition to the actions identified above, the Council will be undertaking the following actions to improve its housing delivery and ensure that new quality homes are planned for and constructed in a way that contributes to good place-making and

A.	Developing new Local Plan documents	
B.	Expanding the Council Planning Service	
C.	Active Involvement in Housing Delivery	
D.	Identifying future sources of housing supply	
E.	Engaging with land owners and developers	
F.	Infrastructure planning	

### A. Developing new Local Plan documents

#### Local Plan Early Review

It is acknowledged that the Local Plan will require an early review, particularly in light of the upcoming adoption of a new London Plan in early 2020. An early review will provide the Council with an opportunity to assess the effectiveness of the policies of the Local Plan and adjust them where necessary to be in general conformity with the housing policies of the new London Plan and in line with the new NPPF 2019 so as to meet Havering's identified housing need. The Council will initiate early review of the Local Plan immediately after its adoption.

#### The Site Specific Allocations Development Plan Document

The Council will prepare a Site Specific Allocations Document (SSA) to accompany the reviewed Local Plan.

In July 2019, Cabinet approved the preparation of the SSA an initial round of public consultation. This phase of consultation is planned for autumn 2019. As part of the consultation the public, land-owners and developers will be asked to identify sites that can accommodate Havering's housing and infrastructure needs and would benefit from additional guidance and direction through allocation.

The completed document will facilitate development by identifying sites with development potential and providing design guidance to support their development.

Allocation in an SSA provides greater certainty and clarity to developers and landowners on the appropriate form and character of development on a site.

#### **A plan for Rainham**

The Council is currently undertaking scoping work to assess opportunities for regeneration in Rainham.

### **B. Expanding the Council Planning Service**

In light of current and anticipated growth in planning applications and an ambitious plan-making programme, the Council is expanding its planning service to ensure that it is able to meet this challenge.

The growth plan will bring about a step-change in the nature of the work undertaken by the planning service, helping to improve its efficiency so that it is fit to deal with the anticipated workload over the next few years.

Recruitment to fill the additional roles required began in July 2019.

### **C. Active Involvement in Housing Delivery**

#### **Northwest Romford**

The Council has been looking into opportunities for regeneration and place-making in North West Romford. The Council's Corporate Forward Plan notes that the Cabinet is due to make a decision in Autumn 2019 on whether to commence a programme of work to bring forward a development proposal at the North West of Romford.

#### **Estates Regeneration Programme**

The Council is currently undertaking one of the most ambitious local authority home building programmes in the country. The initial programme, discussed above, focuses on 12 sites across the borough. However, the Council is also looking into potential redevelopment across its other existing housing sites, as well as opportunities to redevelop areas adjacent to the 12 Estates Sites.

### **D. Future Sources of Supply**

The Council considers that there will be other sources of supply across the borough. Consideration has been given to the role of the borough's district centres and their potential for residential intensification. A review of sites in the district centres has found that whilst there may be some scope for intensification, it is unlikely that development will come forward in the early part of the emerging Local Plan due to land ownership issues and the availability of sites. The Site Specific Allocations

Development Plan Document and early review of the Local Plan will involve further investigation into sources of supply, in particular within and around district centres.

### **E. Improvements to monitoring**

Through the Local Plan examination process the Council has produced a large evidence base to support its housing trajectory. The Council will continue to update the housing trajectory and monitor sites on it. This includes developing a 'traffic light system' to identify sites that are under construction, progressing towards development or have stalled.

### **F. Engaging with land owners and developers**

The Council will look to be more active in engaging with land owners and developers. Where sites are identified as stalled the Council will contact land owners/ developers to understand why and discuss how any barriers can be addressed.

### **G. Infrastructure Planning**

As part of the expansion of the Council planning service, a new infrastructure planning team has been created to ensure that the Council is well equipped to plan for infrastructure needs given the anticipated growth in the borough.

One of the first tasks for the infrastructure team will be the preparation of a new Infrastructure Delivery Plan to support the early review of the Local Plan and the new Site Specific Allocations Development Plan Document.

The Council will publish information on the funding that it secures from the Havering Community Infrastructure Levy. It will keep the Levy under review to ensure that it remains well suited to development economics and securing funding towards the cost of necessary infrastructure.