**Report for: ACTION**

<table>
<thead>
<tr>
<th>Contains Confidential or Exempt Information</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td>REG 417 New initiatives to tackle the housing crisis, regenerate the borough and conserve heritage assets</td>
</tr>
<tr>
<td><strong>Member Reporting</strong></td>
<td>Cllr Theo Dennison, Lead Member for Finance and Citizen Engagement</td>
</tr>
</tbody>
</table>
| **Contact Details**                        | Alan Hesketh, Interim Head of Regeneration, Spatial Planning, Economic Development and Environmental Strategy  
[Alan.Hesketh@hounslow.gov.uk](mailto:Alan.Hesketh@hounslow.gov.uk)  
0208 583 2561 |
| **For Consideration By**                   | Cabinet |
| **Date to be Considered**                  | 19th July 2016 |
| **Implementation Date if Not Called In**   | 1st August 2016 |
| **Affected Wards**                         | All |
| **Keywords/Index**                         | Resourcing/Local Plan/Regeneration and Economic Development Strategy/Housing Zones/Inward Investment/Business Support/Air and Noise Pollution Monitoring/Climate Change/Bio-diversity/Heathrow Airport/Conservation and Heritage Assets/Statutory functions/Planning Delivery Grant/S106/General Fund |

1. **Details of Recommendations**

Cabinet is asked to agree the following:

1. Approval in principle of a new staffing structure for the Regeneration, Spatial Planning, Business and Environmental Strategy service and agreement to proceed to consulting staff on its implementation.

2. The delegation of authority to the Executive Director of Regeneration in consultation with the Director of Finance to draw funds from the Planning Development Grant reserve in support of these proposals.

3. The allocation of £86,000 from the Administration element of the Community Infrastructure Levy in 2016/17 to support improvements to the delivery of s106/CIL projects.

4. The allocation of up to £524,000 from the New Initiatives fund in 2016/17 to meet any shortfall in the funding necessary for the purposes outlined in this report.
If the recommendations are adopted, how will residents benefit?

<table>
<thead>
<tr>
<th>Benefits to residents and reasons why they will benefit, link to Values</th>
<th>Dates by which they can expect to notice a difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of statutory and key Council workstreams and projects in alignment with Council priorities</td>
<td>2016 to 2020 – delivery of key developments and projects within the Borough.</td>
</tr>
</tbody>
</table>

2. **Purpose**

4.1 This report proposes changes to teams dealing with Planning Policy, Conservation and Design, Environmental Strategy, Economic Development and Regeneration to strengthen the Council’s capacity to deliver new corporate priorities across the full range of their responsibilities.

4.2 The Council is embarking on the largest house building and acquisition programme in generations. Its purpose is to ensure that the borough is able to offer good quality homes across the full range of tenures for existing and new residents. The programme seeks to integrate public and private housing development and ensure that the mix of homes provided better meets local needs. The Council, through Lampton 360 is seeking a joint venture partner to develop Council owned sites, it is seeking to acquire additional housing stock and has been successful in having both Feltham and Hounslow designated by the GLA as Housing Zones with the benefit of significant funding.

4.3 Regeneration will be expanded to encompass Housing Zones and will take the lead on the delivery of the Regeneration and Economic Development Strategy. It will incorporate the corporate bidding team which has achieved significant success in attracting external funding.

4.4 Economic Development will be renamed ‘Business Services’ to better reflect the role of that team. It will act as the first point of contact for our businesses and business partnerships, focus on supporting business success in the Borough, attracting investment and employment opportunities. Consideration will be given to integrating the Skills and Employment function.

4.5 Planning Policy has commenced the process of updating the Local Plan with major reviews of the West of Borough and Great West Corridor. The team will be renamed Spatial Planning and Infrastructure and will incorporate responsibilities for Urban Design and Conservation.

4.6 Statutory protection and enhancement of heritage assets (eg conservation areas, listed buildings) has been underfunded for too long and there is now a significant backlog of projects requiring attention. In addition to providing specialist support for development management on current planning applications, Conservation and Urban Design will undertake a thorough review of locally listed heritage assets in consultation with the borough’s amenity societies. In addition it will set up and support the work of the Conservation Advisory Panel that was approved by the Council as part of the review of Citizen Engagement in 2015.

4.7 Spatial Planning and Infrastructure will retain responsibility for managing Section 106 and Community Infrastructure levy. A record amount of s106 was agreed and collected in 2015/16 and it is proposed to expand capacity to speed up allocation and the delivery of community and infrastructure projects.

4.8 Whether the Government decides to expand Heathrow Airport or not there is a pressing need for the Council to increase its capacity to address problems of air quality, noise and traffic congestion. The environmental strategy team will
therefore be expanded. In addition to Statutory Air and Noise Pollution Monitoring, developing the Council’s Climate Change Strategy and Bio-diversity Action Plan, Environmental Strategy will develop a more ambitious programme of practical steps to improve all aspects of the borough’s environment.

4.9 The proposed structure will require the re-grading of some posts and the creation of several new posts, set out in Appendix 2. The new service will comprise 27 staff members (the existing structure comprises 21 staff).

3. **Reason for Decision and Options Considered**

3.1 The service already provides a number of high profile, statutory and key workstreams and new responsibilities have been identified going forward that will require adjustments to existing priorities and the development of additional capacity to deliver them. In the absence of these changes the capacity of the Council to deliver on its corporate priorities would be inadequate.

4. **Key Implications**

4.1 Targets and measures to be explained here using either paragraphs or table below or both.

<table>
<thead>
<tr>
<th>Defined Outcomes</th>
<th>Met</th>
<th>Date delivered by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely delivery of Local Plan review and update</td>
<td>Examination of Local Plan reviews and adoption</td>
<td>Q3 2018</td>
</tr>
<tr>
<td>Review and adoption of CIL Charging Schedule</td>
<td>Examination and adoption</td>
<td>Q1 2019</td>
</tr>
<tr>
<td>Delivery of key work streams and projects in the Regen &amp; Economic Development Strategy</td>
<td>Delivery or securing of funding</td>
<td>2020.</td>
</tr>
<tr>
<td>Effective S106 and CIL governance</td>
<td>Process in place and effective</td>
<td>2016</td>
</tr>
<tr>
<td>Delivery of Housing Zones in Hounslow and Feltham</td>
<td>Implementation of first phase development sites</td>
<td>2020</td>
</tr>
<tr>
<td>Production of Climate Change Strategy</td>
<td>Approved by the Council</td>
<td>2017</td>
</tr>
</tbody>
</table>
5. **Financial Details**  
**Financial Impact on the Budget**

5.1 The full year costs associated with these services are as follows

<table>
<thead>
<tr>
<th></th>
<th>£000’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed Staff Budget</td>
<td>1,192</td>
</tr>
<tr>
<td>Existing General Fund Budget</td>
<td>180</td>
</tr>
<tr>
<td><strong>Staffing Funding Requirement</strong></td>
<td>1,012</td>
</tr>
<tr>
<td>Proposed Non-Staffing Budget</td>
<td>423</td>
</tr>
<tr>
<td>Existing General Fund Budget</td>
<td>55</td>
</tr>
<tr>
<td><strong>Non-Staffing Funding Requirement</strong></td>
<td>368</td>
</tr>
<tr>
<td><strong>Total Funding Requirement</strong></td>
<td>1,380</td>
</tr>
</tbody>
</table>

5.2 The funding to meet the new associated costs in 2016/17 will be as follows;

<table>
<thead>
<tr>
<th></th>
<th>£000’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDG</td>
<td>323</td>
</tr>
<tr>
<td>NHB Top Slice</td>
<td>80</td>
</tr>
<tr>
<td>CIL/S106</td>
<td>86</td>
</tr>
<tr>
<td>Housing Zone Funding</td>
<td>367</td>
</tr>
<tr>
<td>General Fund</td>
<td>524</td>
</tr>
</tbody>
</table>

The additional capacity required in respect of s106/CIL and infrastructure delivery will be funded by allocating £86,000 in 2016/17 from s106/CIL and will in future be met from the Administration element of the Community Infrastructure Levy. Spatial Planning will be allocated £323,000 for 2016/17 from the Planning Delivery Grant reserve and similarly £367,000 of the Housing Zone award will be allocated each year to Housing Zones and Regeneration. The remaining funding requirement in respect of 2016/17 will be met by an allocation of up to £524,000 from the Council’s New Initiatives Fund. Further funding may be necessary in future years and will be met from the New Initiatives Fund.

**Comments of the Director of Finance**

5.3 The impact of this decision, should the implementation proceed as outlined, would be a cost to the general fund of £524k in 2016/17. Due to the timing of implementation 2016/17, it is assumed new staff will be budgeted at half year effect, general fund pressure will increase in future years.
This decision indicates in 2016/17 Housing Zone Funding will be used to fund £367k of planned expenditure. To date, this funding is not agree or finalised and any restrictions upon which are not clear. Should this funding not be appropriate New Homes Bonus will be allocated to cover any shortfall.

This decision agrees that any costs outlined over and above external funding streams received will be funded from the New Initiatives Fund. The impact on which will increase significantly in future years and must be built into future budget setting reports.

6. **Legal Details/Comments of the Head of Governance**

7. **Value For Money**

7.1 The proposal would ensure that the Service is sustainably funded to deliver statutory and key commitments for the Council. Alternative existing funding sources in addition to General Fund have been identified as part of the budget.

8. **Sustainability Impact Appraisal**

N/A

9. **Risk Management**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Uncontrolled Risk</th>
<th>Controls</th>
<th>Controlled Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overspend over estimated Service budget</td>
<td>Unfunded staffing and resources, inability to deliver Service Plan</td>
<td>Robust and tight financial management and monitoring of spend. Early warning of likely increases in spend</td>
<td>Staffing and resource budgets kept to budget through formal monthly reporting process</td>
</tr>
<tr>
<td>New service requirements arise</td>
<td>Overspend</td>
<td>Identify new requirements of the Service early, quantify tasks and costs, highlight to senior management/Lead Members</td>
<td>Decision on undertaking and funding new tasks over and above existing work programme/Service Plan</td>
</tr>
</tbody>
</table>

10. **Links to Council Priorities**

Good Quality Homes and Jobs – Service provides a range of services to ensure this, such as delivering the Local Plan and directing sufficient development for housing, employment, transport and other land uses; delivering the Regeneration and Economic Development Strategy (workstreams and projects to for placemaking, economic growth and employment, housing and the environment); business support and improving residents’ skills, and delivering Housing Zones.

A Cleaner, Greener Borough – the Service provides policy and strategy services to ensure a cleaner and greener Borough, alongside practical services such as air and noise pollution monitoring.
Active, Healthy Communities – a range of services to ensure and encourage active, healthy communities eg pro-active Placemaking through Masterplans to ensure sustainable development, projects to improve leisure and healthy activities.

An Ambitious Council delivering Quality Services and Value for Money – this proposal ensures that the Service is funded to provide quality services and freeing up General Fund, representing value for money to the Council.

11. Equalities, Human Rights and Community Cohesion
11.1 The council has to give due regard to its Equalities Duties, in particular with respect to general duties arising pursuant to the Equality Act 2010, section 149. Having due regard to the need to advance equality involves, in particular, the need to remove or minimize disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic.

11.2 The council has considered the relevance of the proposal to the provisions of the Equality Act 2010 and the Human Rights Act 1998 and concluded that Equalities Duties are not engaged by this proposal. The proposal is also compatible with Human Rights Articles and as the report does not have any significant bearing on the substantive equality duty it is not considered necessary to undertake an Equality Analysis.

12. Property and Assets
   N/A

13. Any Other Implications
13.1 Amendments to the staffing structure will require HR approval.

14. Consultation
14.1 Amendments to the staffing structure may require consultation with staff.

15. Timetable for Implementation
15.1 To commence Q1 2016/17 financial year

16. Background Information
   None.

REPORT ENDS
Appendix 1

Current structure of Regeneration Spatial Planning, Economic Development and Environmental Strategy

Head of Service
HMG1

Planning Policy
- Team Leader PO7
- Principal Planner PO5
- Principal Planner PO4
- Principal Planner PO4 (vacant)
- Principal Planner (Local Plans & Infrastructure) PO4
- Career Grade Planner SO1 (Vacant)
- Monitoring and Research Officer s6

Conservation and Design
- Principal Urban Design Officer PO5
- Principal Conservation Officer PO3

Environmental Strategy
- Environmental Strategy Manager HMG1 (Vacant)
- Senior Environmental Strategy Officer PO4
- Senior Environmental Strategy Officer PO4
- Environmental Strategy Officer SO1 (Vacant)

Economic Development and Regeneration
- Team Leader PO5
- Business Support Officer PO3
- Data and Marketing Officer SO1
- Town Centre Managers x 2 PO2 (Vacant)
- Regeneration Officer 2 x PO3 (1 vacant)

Total Staff 21
Appendix 2

Proposed structure of Spatial Planning, Business Services, Housing Zones and Regeneration and Environmental Strategy

Head of Service
HMG1

Spatial Planning and Infrastructure
- Team Leader P07
- Principal Planner PO5
- Planner x 2 PO4
- Planner (Infrastructure) PO4
- Planner/Project Officer (Infrastructure) PO1
- Planner (Monitoring) PO1
- Urban Design Officer PO5
- Conservation Officer PO4

Business Services
- Team Leader PO7
- Business Support and Inward Investment x 2 PO5 and PO3
- Business Support Officer (NHB) PO1
- Data and Marketing Officer SO1

Environmental Strategy
- Team Leader PO6
- Senior Environmental Strategy Officer PO4
- Senior Environmental Strategy Officer PO3
- Environmental Strategy Officer PO1

Housing Zones and Regeneration
- Team Leader PO7
- Housing Zone Delivery officers x 4 (2 x PO5, 2 x PO4)
- Regeneration Officer PO4
- Regeneration Officer (Projects) PO4

Total staff 27