

Regeneration and Planning Division 2009 - 2010 Storyboard

OUR VISION

Creating quality places and opportunities



OUR VALUES AND PRINCIPLES

- Customer satisfaction is essential and drives our continued improvement.
- Recruit, develop and retain high quality staff.
- Provide high quality services that are value for money.
- Be innovative in delivering our services.
- Work effectively and in an integrated way.
- Make efficient use of the borough's land and other assets.
- Involve all stakeholders in our work and decision making processes.

KEY BUDGET FACTS

- Cost of running the Division £8.8million
- Development Management and other income £3million
- Number of full-time equivalent positions - 154
- Permanent - 115
- Fix Term Contracts - 33
- Unfunded - 6



SERVICE AREA INFORMATION

Development Management – Delivers the Council's statutory responsibilities including -

- Development Control – planning applications, appeals and enforcement functions.
- Land Charges – maintains a register of property information necessary for Home Information Packs and property searches.

Policy and Strategy – Delivers statutory planning policies such as the Local Development Framework, leads on a range of strategic documents including regeneration, housing, visitor economy, economic development and climate change and provides expertise in urban design, conservation area management and sustainability.

Strategic Projects – Provides expertise to facilitate and deliver major projects and capital programmes. These include estate renewal, town centre regeneration, delivery of a high quality Olympic legacy and effective and efficient use of the corporate property portfolio for strategic purposes.

Partnership and Investment – This area is the Council's delivery arm in relation to economic development, affordable housing and social regeneration and in its role as an Accountable Body. Key functions include: tackling worklessness; promoting business development; increasing the visitor economy; delivering affordable home ownership opportunities; maximising new housing investment; and enhancing town centre management.

Projects and Engagement – Provides support to the Division in terms of business planning, training, engagement/consultation, e-government, and the development of streamlined and innovative processes that facilitate quality outcomes for service delivery and the built environment.

MAYOR'S PRIORITY 1

Improving services and increasing opportunities for all, raising the life chances of the most disadvantaged.

2008/09 ACHIEVEMENTS

- Adopted and commenced the implementation of the Regeneration Delivery Framework.
- Obtained Government Office for London and Planning Inspectorate agreement on revised Local Development Scheme.
- Adopted the Residential Extensions and Alterations Supplementary Planning Document.
- Undertook a review of business processes to identify areas for improvement and cost efficiencies.
- Finalised and published the State of the Environment Report.
- Consulted on Sun Street, Shoreditch High Street, South Shoreditch, Hackney Road and other Conservation Areas and Appraisals.
- Delivered over 800 new affordable homes in partnership with RSLs and developers against a London Plan target of 543.
- The percentage of family (3 bedroom or more) social rented homes was increased.
- Realised 2,500 referrals to employment programmes via contracts with RSLs of which 730 people progressed into work, 80% from the black and ethnic minority communities.
- Launched the On-Site Jobs Brokerage to deliver Olympic job opportunities to borough residents, with 569 registrations and 357 people receiving training.
- Undertook the 2008 Hackney Design Awards – 4 winners, 2 commendations and 4 mentions, 36 nominations and 20 shortlisted.
- Became the first “Bright Ideas” borough that aims to support and develop young entrepreneurs in Hackney.

2009/10 OUR KEY OUTCOMES

- Deliver a development management and strategic policy framework that achieves attractive and safe neighbourhoods and sustainable communities.
- Protect and manage the conservation and heritage values of the borough.
- Achieve a sustainable response to climate change at a local level.
- Increase awareness and enhance expectation for delivery of a high quality and sustainable built environment.
- Contribute to a positive Olympics legacy.
- Facilitate economic growth in the borough.
- Increase the employment rate in the borough, specifically in the most deprived neighbourhoods.
- Allow residents to benefit from increased affordable housing choices.
- Ensure homes in the borough are well managed, well designed, affordable and accessible to local residents.
- Minimise the number of statutory homeless people.
- Maintain and develop services to meet the needs of the most vulnerable and disengaged residents.
- Continue to place RSLs at the forefront of our engagement to increase employment opportunities.



2009/10 ACTIONS TO ACHIEVE OUTCOMES

- Adopt Core Strategy following examination in public.
- Adopt Hackney Central and Dalston Town Centre Phase 1 Masterplans and Phase 2 Area Action Plans are underway.
- Consult on and adopt Hackney Wick Masterplan.
- Adopt Public Realm Supplementary Planning Document for consultation.
- Adopt Climate Change Strategy, Action Model and Implementation Plan and communicate to the community.
- Finalise and adopt Housing Strategy 2008-12.
- Investigate, test and publish Housing Capacity Study 2009 for housing delivery to 2031.
- Approach adopted to realise early investment at Six Estates, Kings Crescent and Colville.
- Continue to draft, consult and adopt Conservation Area Appraisals and Areas for places of historical interest in the borough, such as Hackney Road, Sun Street, Northwold and Cazenove.
- Launch Hackney Design Awards 2010.
- Prepare and adopt Street Market Strategy.
- Adopt layout and improvement scheme for Ridley Road Markets.
- Prepare and adopt Worklessness Strategy.
- Roll out the City Strategy Pathfinder programme including child poverty agenda.
- Prepare a Social Regeneration Plan to enable improved access to training programmes, and welfare and support services.
- Undertake a feasibility study into reopening the Murray Grove Post Office.
- Work with City and Hackney Primary Care Trust to help articulate their ongoing programme of modernising health care provisions.

MAYOR'S PRIORITY 2

Making sure the Council is high performing and efficient.

2008/09 ACHIEVEMENTS

- Published the Annual Monitoring Report.
- Assessed 1887 planning applications and exceeded government targets for the determination of applications in statutory timeframes.
- Reduced the planning enforcement backlog by 411 cases, being a reduction of 92%.
- Undertook a business review of our back office IT system M3.
- Rolled-out the CDM/M3/IDOX Integration Tool.
- Celebrated the formation of the new Regeneration and Planning Division.
- Initiated an intensive recruitment programme to deliver the new Divisional structure – 28 posts appointed and 5% salary savings achieved.
- Worked with our learning partners to establish a Planning for Non-Planners Course and produced a short film on benefits of the London Planning Training Partnership.
- Responded comprehensively to the challenges of an expedited regeneration inspection.

2009/10 OUR KEY OUTCOMES

- We are customer focussed and proactively work towards enhancing the experience of our customers.
- Improved Local Land Charges search service to meet the expectations of all customers.
- The planning application, enforcement and appeals service is high quality and efficient.
- Maximise internal and external joint working opportunities.
- Maximise receipt of Planning Obligation funds to achieve positive and sustainable outcomes.

- Internal and external funding opportunities are maximised and benefit from unqualified audits where the borough is the accountable body.
- Strategic decisions for disposal and acquisition of land achieve sustainable and high quality outcomes.
- Performance measures and reporting mechanism are appropriate, achievable and clearly identify our progress.
- Divisional restructure recruitment programme is complete.
- IT systems used within the Division are updated, integrated, their capacity maximised and are supported by internal processes and well trained users.
- The Division's learning and development programmes increase skills and enhance opportunities for officers to up-skill to the benefit of the Division.
- Workforce planning includes working with corporate and external partners to achieve positive learning and development opportunities.

2009/10 ACTIONS TO ACHIEVE OUTCOMES

- Develop and implement the Transforming the Planning Service Programme.
- Undertake a Customer Satisfaction Baseline Assessment and prepare a Customer Service Strategy for the Division.
- Review and redevelop the Planning Forum into a broader user group.
- Partner with Service First Team to ensure a smooth transition to 2 Hillman Street for the Division and ensure our needs are fully integrated into the Service First Centre.
- Reduce property search application turnaround from 10 to 5 days.
- Exceed government targets and move the service into the top quartile for planning application decision making by adopting the following – 70% for major, 80% for minor and 88% for other applications.
- Enhance the front end of the planning application process through adoption of 70% validation and 80% of consultation letters sent within 5 and 8 working days respectively.
- Clear 100% of backlog planning enforcement cases.

- A chargeable pre-application service is in place with 75% of all pre-applications receiving written responses in 15 (free) or 30 (chargeable) working days.
- Reduce number of refused applications by 5% through negotiation and other measures.
- Maximise use of electronic document management systems by scanning 100% of all planning application documentation.
- Work together with Tower Hamlets and Greater London Authority to adopt the Bishops Gate Goods Yard Planning Guidance.
- Work together with TfL and Islington to achieve environmental improvements to the Old Street roundabout area.
- Establish a Framework Agreement for consultancy requirements that is fit for purpose and cost effective.
- Review and adopt changes to the Education Section of the s106 Planning Obligations Supplementary Planning Document.
- Increase our Graphical Information System (GIS) capacity and initiate better use of these technologies across the Division.
- Act on the recommendations of the Audit Commissions Regeneration Inspection Report.
- Optimise Homes and Communities Agency investment to deliver affordable homes.
- Establish all positions within the Division and have current Job Descriptions and Person Specifications for each post.
- Complete the Division's decant to 2 Hillman Street.
- Adopt and implement the Divisional Learning and Development Plan 2009/10.
- Undertake a Divisional Away-Day themed 'Customer Service'.
- Maximise use of Ready-Steady-Plan seminars to inform staff and to engage with other local authorities and private organisations about topics relevant to the Division.
- Prepare and implement an Educational Assistance Guideline and Procedure that is open to all officers as a means to access higher education opportunities.
- Work with London Planning Training Partnership to develop a Planning in London Course.

MAYOR'S PRIORITY 3

Providing effective community leadership and involving the whole borough in what we do.

2008/09 ACHIEVEMENTS

- Exceeded targets for the number of applications and consultation received on-line.
- Established Town Centre Forums for Dalston and Hackney Central.
- Undertook a range of consultation programmes that ensured maximum community and stakeholder input into our work programmes.
- Undertook Equalities Impact Assessment for all our key policies and strategy documents.
- Worked with RSLs, to provide employment outreach to 30,000 homes in the borough.

2009/10 OUR KEY OUTCOMES

- Maximise web and other electronic communication tools to engage with our clients and customers.
- Ensure our consultation and engagement programmes and products are well designed, effective and research broad and targeted audiences.
- Deliver planning documents that respond to the input of our local communities.



2009/10 ACTIONS TO ACHIEVE OUTCOMES

- Implement an on-line Telecommunications Register.
- Investigate and on-line Enforcement and Appeal Register.
- Continue to increase the number of applications and consultations received on-line to exceed our target of 17% and 15% respectively.
- Complete a Baseline Assessment of customer satisfaction for the Division and prepare a Customer Satisfaction Strategy to implement the outcomes.
- Undertake and achieve the Customer Service Excellence accreditation for the Planning Service.
- Produce a Consultation Toolkit and Communications Toolkit that is specific to the business needs of the Regeneration and Planning Division.
- Utilise Hackney Today to communicate good news stories relevant to the Division including enforcement cases, competitive land changes service, achieving housing and other significant targets and the like.
- Maintain and enhance regional strategic engagement with the North London Boroughs, Strategic Alliance, GLA, GOL, TfL, LDA and CLG and adjoining boroughs.
- Initiate equalities monitoring for planning applicants, application consultees and those who are subject to alleged breaches of planning controls with an aim to achieving a greater understanding our client base.

Regeneration and Planning Division
Web: www.hackney.gov.uk
Planning Reception is open
Monday to Friday 8.30pm to 5.30pm

