

Hackney Housing Strategy, 2017- 2022

Performance report – March 2019

1. Introduction

The Hackney Housing Strategy 2017-22 was formally adopted by the Council in January 2018.

The following report is the first annual summary of performance against the action plan, in respect of 2018/19. Where appropriate, it also summarises the next steps. Please note that, as this is a five-year strategy, and not all actions will have been addressed in 2018/19.

A glossary of terms used in this report can be found at Appendix 1.

2. The five key themes of the Housing Strategy

The priorities and actions are arranged into five key themes:

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2. Making best use of new and existing homes	6
3. Addressing standards and affordability in the private rented sector	9
4. Meeting people's housing needs and helping tackle housing related health and support needs	10
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3. Summary of performance against priorities and next steps

Theme one: Building high quality, well-designed, and genuinely affordable new homes	
1	Continue to build our own genuinely affordable homes for rent and low cost home ownership, and investigate ways of expanding the Council's own housebuilding programmes
2	Work with RP partners to enable them to maximise the contribution they make to the number of new affordable homes in the borough
3	Meet or exceed design and quality standards for new homes, blocks and estates that promote the health needs of residents, tackle obesity and meet the needs of people with disabilities
4	Maximise the affordable housing contributions on new housing developments by reviewing the Council's approach to assessing financial viability; securing financial contributions in respect of small sites; and more detailed guidance on off-site or monetary contributions
5	Develop policy and guidance for ensuring that new homes built specifically for private rent help improve the quality of housing options for Hackney's residents, including shared housing, and a proportion of homes at 'living rents'
6	With housing providers and other partners, provide Supported Housing in Hackney that helps meet the borough's highest unmet needs
7	Ensure that new housing developments and estate redevelopments contribute to sustainable communities, including by ensuring that residents are served by open spaces and sufficient community facilities to meet existing and future needs, and that residents are able to access the employment and training opportunities generated by these developments
8	Set up a new housing company, wholly owned by the Council, to help provide new 'living rent' homes- homes that are genuinely affordable to those on medium incomes, with rent levels set at one third of average local incomes.
9	Seek agreement with Government on securing financial freedoms and other flexibilities that would help us fund additional new homes

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We are continuing our efforts to maximise the supply of high quality, genuinely affordable homes delivered by the Council and housing associations, to help meet the huge need for social and intermediate housing in the borough.

- We are on track to meet our target for the supply of new genuinely affordable homes in the Council's own housebuilding programmes over the 2018-2022 period. We are currently projected to deliver a total of nearly 1,000 new genuinely affordable homes in the borough over this four year period.
- We secured funding of £45.5 million from the Mayor of London to help increase the number and affordability of homes in our housebuilding programmes, which will help deliver at least 949 additional genuinely affordable homes that will all start construction on site before the end of March 2022.
- During 2018/19 alone, we delivered a total of 237 homes within the Council's own housebuilding programmes.
- We also work with our housing association partners to maximise the contribution they make to the number of new affordable homes being delivered in the borough. Housing associations delivered an additional 30 affordable homes in the borough in 2018/19, part-funded by grant from the Greater London Authority (GLA).
- Through the Mayor of Hackney's Housing Challenge funding, we have directly helped fund housing associations to deliver 10 homes; seven more are under construction; and a contract is being finalised for a further six homes.
- To help maximise the number of affordable homes being provided by developers, we are reviewing our planning approach to assessing financial viability, and a borough-wide financial viability study was completed in 2018, to support a new approach in the Council's Local Plan.
- The Council has successfully campaigned for a number of key measures to help local authorities increase housing supply and protect the existing social housing stock. These include removal of the artificial cap on local authority borrowing for helping fund new housing, and scrapping proposals to force councils to sell their 'higher value' council homes.

Next steps:

- Over the next year, 2019/20, we are expecting to directly deliver 146 new homes. However, the GLA has not yet confirmed how many homes it projects will be completed by housing associations in the borough in 2019/20:
 - 90 genuinely affordable homes completed through the Council's housebuilding programmes;

- As part of negotiations with a wide range of housing associations on the Mayor of Hackney's Challenge funding, we are in discussion on a number of additional housing schemes with, potentially, a further 74 homes on schemes with planning permission, and an estimated additional 40 homes which have not yet received planning permission.
- We will finish setting up a new Council-owned housing company to help deliver new Living Rent homes, alongside privately rented homes, with the first eight Living Rent homes expected to be let in autumn 2019.
- As part of a new Asset Management Strategy to help plan investment in the Council's own housing stock, we will be introducing an 'asset review process', aimed at identifying and evaluating opportunities to make better use of existing land and assets to build more homes.
- Following examination by the Planning Inspectorate, we will be introducing a new Local Plan for the period up to 2033, with planning guidance that aims to maximise the genuinely affordable housing that is delivered in the borough over the next 14 years. This includes, for example, a new financial contribution paid by developers on small sites delivering 10 or fewer homes, which will be used to help fund new affordable homes.
- We will encourage 'self-build' development proposals on Council-owned sites in the borough.
- We will continue to campaign for more financial flexibilities to enable Hackney Council and other local authorities to build more new genuinely affordable homes. This includes full flexibility in the use of receipts from Right to Buy and ways of ensuring that all homes sold are replaced, like for like, within the borough.

We aim to ensure that all new homes built in the borough meet high quality and design standards and we encourage developers to achieve exemplary standards.

- Minimum standards from the Mayor of London's Housing Design Guide and London Plan are incorporated into the Council's planning policy and, building on this, the Council promotes exemplary standards.
- The Council ensures that high quality and design standards are achieved on developments in its own housebuilding programmes. This includes compliance with a regularly updated New Build Design Specification, which was used throughout the year.
- The Council's housebuilding developments were awarded with over a dozen new awards in 2018/19, in recognition of high design standards, including at the London Planning Awards.

- Our Design briefs for new council housing developments continue to place emphasis on the public realm, particularly on accessibility, connectivity and promotion of walking and cycling as preferred modes of transport.
- We have lowered the threshold for a health impact assessment (HIA) to be carried out for developments with 50 or more homes, and this has led to the inclusion of active design information for buildings and suicide prevention measures for tall buildings. It also helps ensure that there is sufficient insulation and ventilation to avoid excessive damp, heat or cold.

Next steps:

- The Council's Local Plan up to 2033 and associated guidance is expected to be adopted in late 2019. In 2019, sitting underneath the Local Plan, the Council will be developing specific detailed planning guidance in relation to housing, including the quality and design standards that must be met on all new housing developments.
- Both the Local Plan and Design Specification for the Council's housebuilding programmes will take account of and build on any new quality and design requirements in the Mayor of London's new London Plan.

Housing is not just about bricks and mortar and it is essential that the Council and its partners, particularly social housing providers, work together to contribute towards sustainable communities.

In 2018/19, the Council has continued to ensure that new housing developments and estate redevelopments contribute to sustainable communities by:

- New policies regarding the delivery of open space and employment and training opportunities in relation to new housing development have been incorporated into the draft Local Plan up to 2033 (LP33). Further detailed guidance to support these policies will be produced within guidance documents that sit underneath the new Local Plan in 2019.
- The Council's Planning service has produced an updated 'Infrastructure Delivery Plan', which will be used to support the policies contained within the LP33
- The Council has enabled housing association partners to deliver new affordable homes in the borough by providing support and advice throughout the Planning process. Council officers liaised with housing associations to ensure that layouts and tenure mix are appropriate to developments and neighbourhoods.
- The Council hosts regular 'Better Homes Partnership' forums for both housing development and housing management, which provide opportunities to share best practice and information relating to housing and planning policy that can support housing associations to deliver new affordable homes and contribute to sustainable neighbourhoods.

Next steps:

- The Council's Local Plan up to 2033 is expected to be adopted in late 2019, and associated guidance on the delivery of open space and employment and training opportunities will be developed throughout the year.

Theme two: Making best use of new and existing homes	
10	Develop an agreement with housing associations in Hackney to minimise the impact of Right to Buy sales and maximise like-for-like replacement in the borough
11	Consider ways of giving Hackney residents first priority for the purchase of newly built homes, ahead of overseas buyers and other investors
12	Working with Government, the Fire Service and property owners, take necessary action to ensure the fire safety of Hackney's high-rise housing blocks
13	Introduce measures to improve energy efficiency in Council homes, helping reduce fuel poverty, and work with housing associations, private landlords and residents on ways of improving energy efficiency
14	Review the Council grant regime for offering incentives to owners of private sector empty properties, and the enforcement options for bringing homes back into use
15	Use all council homes awaiting demolition on regeneration estates for temporary accommodation, unless they are unfit for occupation or otherwise unsuitable
16	Prepare for Government requirements for most new Council tenants to have a fixed term tenancy- including speaking to tenants about alternative housing options
17	With partners, review whether existing Supported Housing is meeting the needs of residents in priority need; and review the type, bedroom-size, and affordability of 'move-on' housing
18	Continue to campaign against Government measures that would reduce the stock of social housing in the borough, such as the forced sale of council homes and the extension of Right to Buy, unless all these homes are replaced like-for-like
19	Negotiate with Government and others to maximise the money we keep from the Right to Buy (and, if necessary, the forced sale of Council homes), to help fund the building of like-for-like replacement homes within the borough

20	Campaign and lobby Government to improve the wider fire safety regulatory regime and introduce and fund other safety measures relating to blocks of flats, to ensure that Hackney residents across all tenures can live in their homes safely
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It is essential that we make the best use of our housing stock as well as making the best use of our financial resources to invest in improving existing homes and building new ones.

To make the best use of our housing stock we have:

- Following a six-month pilot on Kings Crescent estate, we are rolling out a Local Lettings Policy that gives local tenants in housing need priority for moving to the new homes being built by the Council.
- The Council's sales and marketing strategy for new outright sale and shared ownership homes has been promoted by a joint working group made up of Hackney, Islington and Camden councils. During 2019/20, the sales and marketing strategy will be implemented at Bridge House and St Leonards Court.
- At our Kings Crescent regeneration project, 83% of shared ownership sales in 2018/19 were to Hackney residents, rather than to investors or non-local buyers. There were 158 outright sales at Kings Crescent, none of which were sold to overseas buyers.
- In the period from January-December 2018, refurbishment work was carried out to a further 125 council homes awaiting demolition on regeneration estates to enable them to be used for temporary accommodation. At the end of December, there were 485 homeless households temporarily housed on regeneration estates, awaiting permanent housing.
- The Council's Empty Homes Grant continued to be available to owners, but our Private Sector Housing service is exploring options to move to a more enforcement-based programme for returning empty properties to use in 2019, and is recruiting a full-time officer for this purpose.
- In 2018/19, under our downsizing scheme, we helped 25 social housing tenants who chose to move into to smaller, more suitable homes.
- Officers regularly meet with the London Fire Service and Government agencies to ensure we are up to date on the implementation of any new legislation or guidance regarding fire safety. The Council produced a Fire Safety Policy in respect of council housing in June 2018 which has been published on the Council's website.
- The Council has completed a fire risk assessment for all our council properties and these have been published on the Council's website. Joint inspections have been carried out with the London Fire Service and we are currently reviewing all fire risk assessments over a three-year scheduled programme.

- The Council has been working with the Government, private owners and housing associations to identify whether cladding on high-rise blocks is potentially high risk ACM cladding of the type that was used at Grenfell Tower. Once identified, we have worked with the private owners and the Fire Service to ensure that interim safety measures are put in place in the short term, and that action is being taken to remove and replace potentially high risk cladding with minimum delay.
- The Council continues to commission a specialist advice agency, SHINE, to deliver effective support to a range of vulnerable local residents and households in social housing. The service provides free advice to 1,500 people a year on topics such as reducing energy bills, applying for home improvement grants, receiving health support and signposting residents to other resources.
- We continue to offer Warmth and Security grants to vulnerable owner occupiers and private tenants, offering grant assistance for energy efficient heating systems and thermal insulation. Over the last five years to 2019, 191 grants were awarded, totalling £495,000 in financial assistance.
- In 2018/19, the Council continued to lobby Government to lift its arbitrary cap on councils' borrowing to build new housing; full retention of Right to Buy receipts and more flexibility over how they are spent, to help enable all homes sold to be replaced like-for-like within the borough; and greater certainty over future social housing rent setting. We are pleased to report that the Government:
 - announced its intention, in November 2018, to lift the housing borrowing cap, and councils now have the freedom to borrow within the usual prudential accounting guidance;
 - consulted on greater flexibility over the use of Right to Buy receipts (we await the Government's response);
 - confirmed a five-year settlement on social housing rent setting, from 2020.
- The Council has also campaigned to reverse the Government's policy of forcing councils to sell their 'higher value' homes and to drop mandatory fixed term tenancies for new Council tenants. The Government announced its intention to drop both these policies in the Social Housing Green Paper, 2018.

Next Steps:

- Whenever possible, we will continue to use vacant homes on regeneration estates as temporary accommodation for homeless households, where it is safe and cost effective to do so.
- A data analyst has been appointed to the Private Sector Housing service, who will analyse newly commissioned data to identify addresses with low energy performance ratings and occupied by a member of the vulnerable group for the Excess Cold hazard (over 65 years old). This data will be used to inform support to residents and targeted enforcement projects in areas of the borough not covered by the new Selective Licensing scheme during the five year duration of the scheme.

- Recruitment is taking place to a dedicated Empty Property Officer post, and the new post holder will review the Council's strategy for tackling empty private sector homes, and the range of interventions that will be most effective in returning empty homes to use.
- In 2019/20, we will be re-publicising the cash incentive scheme for people who wish to downsize to a smaller, more suitable home.
- The Council's Fire Safety Policy in respect of council housing will be reviewed by the summer, 2019, to ensure the policies fully reflect up to date legislation, guidance and best practice.
- We will continue to work with the London Fire Service to continue reviewing all fire risk assessments for council-owned blocks over a three-year scheduled programme.
- We will continue to work with private and housing association owners, the Government and the Fire Service to ensure that the owners put in place interim measures to ensure safety and develop plans to remove potentially high risk cladding from the last remaining high rise blocks that are affected.
- The Council will continue to make the case to Government for the like-for-like replacement of all council homes sold through the Right to Buy, as well as full flexibility over how this funding is spent on affordable housing.

Theme three: Addressing standards and affordability in the private rented sector	
21	Expand our enforcement activity against poor conditions in the private rented sector, and the way we approach enforcement, to improve management and physical standards in the sector
22	Review the Council's discretionary grant programmes to homeowners in order to improve their effectiveness, helping address cold homes and helping facilitate hospital discharges
23	Influence Government to ensure letting agent fees charged to tenants are banned in full, as soon as possible, and that new policies give us the powers we need to help private tenants and to tackle rogue landlords
24	Lobby the Government and others to improve the PRS through the Council's Better Renting campaign

We have introduced new private sector property licensing schemes in the borough, and continue to look at the most effective ways that the council can help maintain and improve conditions and standards of management in the

private rented sector. However, the Council's powers to make further change in the sector are limited, and we continue to make the case for the changes that should be made by Government to improve private renting.

We are using the Council's legal powers and other measures available to the Council to help ensure good conditions and high standards of management are maintained in the sector, for example:

- In 2018/19 we introduced a number of new property licensing schemes, including an expanded Mandatory Licencing scheme, an 'Additional Licencing' scheme and 'Selective Licencing' scheme for Brownswood, Cazenove and Stoke Newington wards commenced on 1 October 2018. Since this date, all Houses in Multiple Occupation (HMO) in the borough, and the all privately rented properties in the three Selective Licencing wards are subject to the Council's licencing schemes.
- We commissioned consultants to carry out a research study, which predicts that some 10,000 PRS properties will require licencing over the five year duration of the schemes. Since the launch of the licencing schemes to date, over 2,000 full licence applications have been submitted, and enforcement of licencing began in March 2019.
- The Council has campaigned for a ban on letting agent fees to tenants, as part of its Better Renting campaign, over the past three years. The Government has now introduced the Tenant Fees Act, and a ban on letting agent fees and restriction on the size of tenancy deposits will come into force from 1 June 2019.
- We signed up for participation in a joint London borough / GLA Rogue Landlord and Letting Agent checker, which will be accessible to those looking for renting opportunities.

Next steps:

- The Council's Private Sector Housing service will continue implementing the Council's licensing schemes, and increasing the number of private rented properties that are licensed. The team will also be expanding proactive enforcement against poor conditions in the sector, using newly commissioned data that will enable the Council to target the worst conditions and potentially vulnerable tenants.
- The Council will continue to call on the Government to end S.21 'no-fault' evictions of private sector tenants, and to support Generation Rent and others to achieve greater tenancy security for renters.
- Through our Better Renting campaign, the Council continues to campaign for greater powers to help tenants and tackle rogue landlords. These include pressing the Government to introduce a mandatory register of private landlords and privately rented properties, and participation in a joint borough / GLA database of criminal landlords that is publicly accessible.
- The Council's policies on Build to Rent (housing built specifically for private and living rents) will be included in our new Local Plan and accompanying guidance, with the

aim of ensuring high standards of design and management, as well as a proportion of homes for rent that will enable renters on medium incomes to save for a deposit to buy a home.

- The Council's Trading Standards service will raise awareness of the tenant fees ban amongst letting agents and landlords in the borough, and will enforce the ban from June 2019.

Theme four: Meeting people's housing needs and helping tackle housing related health and support needs	
25	Review the effectiveness of the Council's current Choice Based Lettings Scheme
26	Explore with housing associations a 'common housing register', to maximise the social housing lettings available to applicants in the borough
27	Support households in under-occupied social housing to voluntarily move to smaller, more suitable homes, freeing up larger family homes – as well as providing support and advice to residents affected by the benefit cap and the 'bedroom tax'
28	Raise awareness of the housing options that are likely to be available to those seeking housing in the borough, including providing frank, realistic and pragmatic advice to all those who will be seeking housing in the future
29	Build closer links between housing, health and Adult Social Care providers to improve services to residents across the private and social housing sectors, providing better and earlier support to residents with health and care needs
30	Promote health initiatives with social housing providers, and wherever possible help people remain active, independent and healthy in their homes so as to avoid obesity and other conditions by providing flexible and affordable support services
31	Promote affordable warmth, and target older and more vulnerable residents for support in both the public and private sectors
32	Review Supported Living and prevention services to target those most in need, including older people, people with mental health needs, and people with learning disabilities, and develop an older people's housing strategy
33	Complete our review of refuge and move-on options for people at risk of domestic violence, as well as support options for those who do not enter a refuge
34	Make the case to Government for adequate additional funding to support the requirements of the new Homelessness Reduction Act
35	Continue to campaign and raise with Government and others the impact that changes to the welfare system have on Hackney residents and the Council's ability to discharge its housing and homelessness prevention obligations

Our aim is to ensure that the Council and its partners make the maximum contribution possible to meeting the high housing need in the borough, and to help meet residents' health and support needs.

- In 2018/19, we began a major review of the Choice Based Lettings system and the Hackney Lettings Policy and this is expected to be completed by March 2020.
- The Council is monitoring the costs associated with the additional responsibilities placed on local authorities with the introduction of the Homelessness Reduction Act and its implementation.
- The Council continues to make the case to Government for adequate additional resources for implementing the Council's new responsibilities under the Homelessness Reduction Act, including through direct representations to Government, jointly with other London boroughs, and working with local MPs.
- The Council also measures and reports on the ongoing impact of the welfare reforms on Hackney residents and the Council, for example its impact on housing affordability; particularly with regard to the freezing of the Local Housing Allowance and the impact of the Benefit Cap.

Next steps

- The review of the Choice based lettings system and the Hackney Lettings Policy are expected to be completed by March 2020.
- We will commission a Market Position Statement that provides and up to date assessment of the support and care services that borough residents need, as well as how the Council and its partners can best help meet these needs.
- We will continue to work with the Hackney Learning Trust with regard to including housing and homelessness on the curriculum and raising young people's awareness of the housing options likely to be available to them in the borough.

Social housing landlords have a major role in supporting residents to improve their health, both through addressing poor conditions and promoting behaviour change. The cost of fuel has a major impact on household budgets and we are working with housing providers and residents to make homes more energy efficient; helping to bring down bills, conserve fuel, and reduce emissions that are harmful to the environment.

- The Council's Public Health service has begun to carry out health impact assessments (HIA) for large developments, as well as undertaking HIAs for the Council's policies and plans (such as the Local Plan).

- A health impact assessment of the draft Local Plan (LP33) contributed to the lowering of the threshold for an HIA to developments with 50 or more homes, inclusion of active design information for buildings, and suicide prevention measures for tall buildings, as well as strengthening the provisions relating to ensuring homes are protective for health, including by sufficient insulation and ventilation to avoid excessive damp, heat or cold.
- Since January 2018, the Council Public Health service has reviewed two HIAs received regarding developments of 100 or more new homes, at Marian Court and the Britannia Leisure centre site.
- The Council continues to promote affordable warmth, targeting vulnerable private sector residents for support, using newly commissioned data to identify homes where occupiers can be targeted for Warmth and security grants and other support.
- The Council's Public Health service continued to offer a range of services, such as, Eat Better Start Better, health visiting, and a Multiple Needs service to help people remain active and independent.

Next steps

- In early 2019, a mailshot will be sent to 192 private sector homes where newly commissioned data indicates the likely presence of Excess cold. This is for the purpose of targeting the Council's support to residents.
- The Council's Public Health service will continue to coordinate use of the Council's and partners' workforce to promote behaviour change through the Make Every Contact Count (MECC) programme, with the aim of supporting residents to make positive changes to improve their physical and mental wellbeing. A MECC Programme Manager will be recruited to plan and coordinate this work over the next two years.
- Work to refurbish a community hall at Gascoyne estate is expected to complete in the spring of 2019. Officers from across the Council are working closely with local residents, councillors and community groups to shape future activities. The hall will provide a first class venue for community, housing employment and community health activities.

Supported housing is a vital service that enables vulnerable people to live independently in the community or to provide specialist housing where this is needed. The types of supported housing needs in the borough change over time and we continue to re-focus provision and services to meet current and future needs, as well as meeting budgetary constraints on the Council.

- A review of Housing with Care and Extra Care services has resulted in changes to our approach to commissioning Housing Related Support Services.

- In 2018/19, the Council agreed a new approach to Commissioning Floating Support and Accommodation-Based Housing Related Support, which are being procured in 2019. Responses from the local market have been positive, with a strong field of bids to date.
- In 2018/19, we began developing a new Older People's Strategy looking at how older people can be included more in the life of the borough and in all Council services, as well as looking at those services that are specifically for older people, including housing. Internal stakeholder engagement on the Older People's Strategy began in March 2019.
- A review of refuge and move-on options has been paused in advance of expected Government guidance on how these services will be commissioned in future. The review will commence once the Government has published its guidance.
- In 2018/19, the Council has supported 25 households in under-occupied social housing to voluntarily move to more suitable homes, freeing up larger family homes

Next steps:

- Housing with Care schemes will continue to be reviewed and proposals developed. A new extra care model has been introduced at Lime Tree Court and is due to be expanded to St Peter's in early 2019. Work will then continue with the remaining Housing with Care schemes following completion of the improvement work to meet recommendations from the Care Quality Commission.
- The process of developing the Older People's Strategy will be led by the borough's older people, ensuring they have a central place in shaping all council services and the wider priorities of the Council. Extensive engagement will take place with older people and community groups in 2019, and the Strategy will be produced by the end of 2019/20.
- A review of refuge and move-on options will be carried out after the Government has published expected guidance on how these services will be commissioned in the future. The Domestic Abuse Intervention Service (DAIS) will continue to develop support options for those who do not enter a refuge.
- We will work with housing association partners to improve and coordinate the interventions for people suffering from domestic abuse. A new member of staff will be recruited in DAIS to work with housing providers to coordinate services to tenants who are suffering from domestic abuse.
- We intend to provide and promote the under-occupation cash incentive policy and support scheme for tenants choosing to move to smaller homes from spring 2019.

Theme five: Promoting employment and sustainable communities

36	Expand the 'Hackney Works' programme with our partners, to ensure that more local people get jobs from Hackney's growing economy, particularly those living in temporary accommodation and in social housing
37	Maximise the opportunities created by the new Apprenticeship Levy to provide new training opportunities, including with contractors working on housing estates or other new housing developments
38	Maximise the opportunities for creating affordable workspaces on council estates, to help support new businesses
39	Investigate giving priority for new intermediate housing to priority groups in the borough, where staff recruitment and retention is challenging

We want to ensure that employment and training opportunities are created for local people to enable them to benefit from the economic growth of the borough.

- We have incorporated employment and training targets into all contractor and developer procurement exercises carried out by the Council's housebuilding teams. These targets are embedded in the relevant contract and monitored on a monthly basis by the lead Council officer.
- We have identified two pilot sites for the delivery of a project to convert disused garages into affordable workspaces, on the York Row and Frampton Park estates, which are expected to start summer 2020. We have also identified a further four sites for affordable workspace opportunities. Full design works and planning applications for all six sites will be developed by the end of 2019.
- We are monitoring apprenticeships through the Regeneration Division's established governance processes, at quarterly review meetings with Heads of Service and at the quarterly Housing Development Board.
- The Council is currently carrying out an investigation into the role of intermediate housing in the borough, and the role it could play in helping meet the housing needs of priority groups of workers.

Next steps:

- The Council's housebuilding teams will be working with Planning and Hackney Works to develop proposals for the most effective use of the Apprenticeship Levy.
- The Estate Regeneration team will be delivering 1,000sqm workspace as part of the regeneration of Marian Court due to start in spring 2019.
- Work to refurbish a community hall at Gascoyne estate is expected to complete in the spring of 2019. The hall will provide a first class venue for employment activities, as well as community, housing, and health activities.

- A review of planning guidance relating to employment, training and apprenticeships will take place in early 2019.
- An investigation of intermediate housing in the borough will include considering the role of the Council's Housing Company in meeting local intermediate housing needs through the provision of homes let at Living Rents.