

**CABINET OVERVIEW WORKING GROUP**  
**Thursday, 17 January 2019 at 7.30 pm**  
**Council Chamber - Civic Centre**

**AGENDA**

1. Apologies for Absence

To receive any apologies for absence from Councillors.

2. Declarations of Interest

To receive Councillors' declarations of interest (if any) in relation to any matters on the agenda.

3. Minutes (Pages 2 - 4)

To approve the minutes of the meeting held on 29 November 2018.

4. Matters arising

Any matters arising from the minutes of the previous meeting.

5. Work Plan (Page 5)

To review the Overview Working Group's work plan for the current year.

6. Regeneration Strategy - Interim Report (Pages 6 - 8)

7. Houses of Multiple Occupation - Scoping Report (Pages 9 - 12)

8. Housing Strategy - Scoping Report (Pages 13 - 16)

9. Matters of Urgent Business

Such other business which, in the opinion of the Chair, should be received as a matter of urgency by reason of special circumstances to be specified in the minutes.

**MINUTES OF THE CABINET OVERVIEW WORKING GROUP  
HELD ON**

29 November 2018

7.30 - 8.45 pm

**PRESENT**

**Overview Working Group Members**

Councillor Tony Durcan (Chair)  
Councillor Tony Edwards (Vice-Chair)  
Councillor David Carter  
Councillor Simon Carter  
Councillor Michael Garnett  
Councillor Jean Clark

**Officers**

Simon Freeman, Head of Finance and Deputy to the Managing Director.  
Lisa Thornett, Corporate Governance Support Officer  
Donna Beechener, Revenues and Benefits Manager  
Will Hales, Property Manager  
Christine Howard, Youth and Citizenship Manager

**8. APOLOGIES FOR ABSENCE**

The Chair welcomed everyone and asked for his thanks to the previous Chair of Cabinet Overview Working Group, Ian Beckett be noted.

Apologies of absence were received from Councillors Bob Davis and Edna Stevens.

The Chair, on behalf of the Working Group, sent his best wishes to Councillor Stevens who was recovering from a hip replacement.

**9. DECLARATIONS OF INTEREST**

Councillor Simon Carter declared a non – pecuniary in item 6, Non Housing Asset Management Strategy- Final report as a Council appointed Director of HTS (Property and Environment) Ltd.

**10. MINUTES**

**RESOLVED** that the minutes of the meeting held on 9 August 2018 be agreed as a correct record.

**11. MATTERS ARISING**

None.

12. **WORK PLAN**

**RESOLVED that:**

- A** The work plan is noted.
- B** Reports on Houses of Multiple Occupancy and the Housing Strategy be brought to the next meeting of the Working Group.

13. **NON HOUSING ASSET MANAGEMENT STRATEGY - FINAL REPORT**

The Working Group receive a report on a new Non Housing Asset Management Strategy, which set out a strategic approach to dealing with the Council's non housing asset portfolio.

**RESOLVED that:**

- A** The Cabinet Overview Working Group (COWG) refers the strategy attached as appendices A and B to Cabinet for approval.

14. **COMMUNITY ENGAGEMENT STRATEGY - INTERIM REPORT**

The Working Group received an interim report on the Community Engagement Strategy

**RESOLVED that:**

- A** The Contents of the report be noted.
- B** A Focus Group, to include Officers and Councillors David Carter, Simon Carter and Jean Clark, be set up to discuss and have input into the new Community Engagement Strategy and agree the future approach with an update to be presented to the next meeting.

15. **LOCAL COUNCIL TAX SUPPORT SCHEME PROPOSALS 2019/20 - REPORT**

The Working Group received a report which set out the proposed Local Council Tax Support Scheme for 2019/20

**RESOLVED that:**

- A** The Working Group acknowledged the current position regarding 2018/19 Local Council Tax Support Scheme and endorsed continuing stability within the scheme for 2019/20.
- B** It is recommended to Cabinet that the current scheme remains unchanged for 2019/20 and that the introduction of fixed period

awards for Local Council Tax Support is not implemented at the current time and kept under review

16. **MATTERS OF URGENT BUSINESS**

None.

CHAIR OF THE OVERVIEW  
WORKING GROUP

## Cabinet Overview Working Group Work Plan 2018/19

	Meeting dates 2018/19				
Title	Thursday 9 August 2018	Thursday 11 October 2018 <b>CANCELLED</b>	Thursday 29 November 2018	Thursday 17 January 2019	Thursday 14 March 2019
Non Housing Asset Management Strategy	Presentation		Final Report		
Community Engagement Strategy			Interim Report		Final Report
Regeneration Strategy				Interim Report	Final Report
Local Council Tax Support Scheme			Report		
Treasury Management Strategy			Strategy Review		
Houses of Multiple Occupation				Scoping Report	
Housing Strategy				Scoping Report	

Agenda Item 5

**REPORT TO:** CABINET OVERVIEW WORKING GROUP

**DATE:** 17 JANUARY 2019

**TITLE:** REGENERATION STRATEGY – INTERIM REPORT

**LEAD OFFICER:** JANE GREER, HEAD OF COMMUNITY WELLBEING (01279) 446406

**CONTRIBUTING OFFICER:** JULIE HOUSTON, STRATEGY AND ECONOMIC DEVELOPMENT MANAGER (01279) 446445

**RECOMMENDED that:**

The Overview Working Group (OWG) notes the content of the report and establishes a Steering Group of Councillors to approve the brief for consultancy support and then to oversee the development of the Regeneration Strategy.

**BACKGROUND**

1. Over the past 12 months, a great deal of work has been progressing through a number of work programmes that the Council is actively engaged in both at Member and Officer level. Each programme has been developing the future vision for Harlow, its development and role it's wider sub regional context within an economic and housing growth context. These are:
  - a) the Harlow and Gilston Garden Town project
  - b) ongoing dialogue with the Cities and Local Growth Unit of Government
  - c) dialogue between the five districts at the core of the UK Innovation Corridor – London, Stansted and Cambridge regarding how to work together to deliver growth, with Harlow central to that project.
2. These work programmes are now producing output in terms of evidence and studies, policy direction options and recommendations that will provide the basis to enable the Council to move the development of its Regeneration Strategy. The Council is, therefore, now in a much better position to carefully consider the production of its Regeneration Strategy for Harlow. This will address the key issue of ensuring that the growth envisaged for Harlow delivers the defined regeneration priorities, specifying what interventions should be made and when, over the short, medium and long term.

**ISSUES/PROPOSALS**

3. It is recommended that the Council establishes a Steering Group of members of the OWG and other relevant members to approve the brief for consultancy

support and oversee the development of the Strategy. Councillors are invited to suggest the Steering Group members.

4. It is suggested that the Steering Group report progress back to OWG and, in addition to this, engages with the Enterprise Zone (EZ) Board in order to seek feedback from public and private sector partners represented regarding the development of the Strategy.
5. Consultancy resources will be procured to support this process to deliver the following:
  - a) themed papers drawing from existing Council policy including the Local Plan, the Economic Development Strategy and the programmes of work outlined above
  - b) supporting the development of the Strategy through dialogue with the Steering Group defined above. This will include a member/officer workshop which will include the key portfolio holders whose responsibilities contribute to Regeneration Strategy i.e. Regeneration, Planning/Environment, Economic Growth and Community Wellbeing
  - c) key stakeholder engagement primarily through workshop session with the EZ Board
  - d) production of the final Strategy document.
6. It is expected that the above will be concluded by July 2019.

## **IMPLICATIONS**

### **Place (includes Sustainability)**

This will be an important process to establish synergy between the Council's Local Plan, its Regeneration Strategy and the work of our external partners.

**Author: Andrew Bramidge, Enterprise Zone – Project Director and Interim Head of Planning**

### **Finance (includes ICT)**

The costs of the consultancy support will be met within existing budget resources.

**Author: John Dyson, Principal Finance Manager on the behalf of Simon Freeman, Head of Finance and Deputy to the Managing Director**

### **Housing**

None specific.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing**

As contained within the report.

**Author: Jane Greer, Head of Community Wellbeing**

**Governance (includes HR)**

None specific.

**Author: Simon Hill, Head of Governance**

**Appendices**

None.

**Background Papers**

None.

**Glossary of terms/abbreviations used**

EZ - Enterprise Zone

OWG – Overview Working Group

**REPORT TO:** CABINET OVERVIEW WORKING GROUP

**DATE:** 17 JANUARY 2019

**TITLE:** HOUSES OF MULTIPLE OCCUPATION – SCOPING REPORT

**LEAD OFFICERS:**

ANDREW BRAMIDGE, PROJECT DIRECTOR – ENTERPRISE ZONE AND INTERIM HEAD OF PLANNING  
(01279) 446410

JANE GREER, HEAD OF COMMUNITY WELLBEING (01279) 446406

ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676

**CONTRIBUTING OFFICERS:**

DIANNE COOPER, PLANNING AND BUILDING CONTROL MANAGER  
(01279) 446595

MICHAEL PITT, ENVIRONMENT AND LICENSING MANAGER (01279) 446114

LISA WHITING, HOUSING OPTIONS AND ADVICE MANAGER (01279) 446371

<b>Review Topic</b>	Houses of Multiple Occupation in the Private Rented Housing Sector
<b>Links to the Council's priorities</b>	<ul style="list-style-type: none"> <li>• More and Better Housing</li> <li>• Wellbeing and Social Inclusion</li> <li>• A Clean and Green Environment</li> </ul>
<b>Terms of reference (to include the scope of the review)</b>	<p>To assemble and consider current evidence regarding Houses of Multiple Occupation (HMOs) in the private rented housing sector in Harlow on their:</p> <ul style="list-style-type: none"> <li>• extent and nature</li> <li>• value as a housing resource meeting acute housing need</li> <li>• effects on communities within which they are found</li> </ul>

	<ul style="list-style-type: none"> <li>meeting housing standards.</li> </ul> <p>To review options available to the Council to address issues that might be identified.</p> <p>To make appropriate recommendations to Cabinet.</p> <p>Interim and Substantive reports are likely to be appropriate.</p> <p>Review is expected to take place over a municipal year.</p>
<b>Purpose and objective of the review (what the review should achieve)</b>	<ul style="list-style-type: none"> <li>To enable the Working Group to have an up to date and accurate understanding of the issues surrounding multiple occupation.</li> <li>To identify options available as is practicable within the limits of available resources, in order to permit sound recommendations to be made to Cabinet.</li> </ul>
<b>Methodology/approach (methods to be used for gathering evidence)</b>	<p>Review of evidence from existing Council records and available statistical sources of:</p> <ul style="list-style-type: none"> <li>scale and nature of multiple occupation</li> <li>nature and frequency of issues drawn to the Council's attention</li> <li>housing need</li> </ul> <p>Overview of the Council's current regulatory approach.</p> <p>Consider benefits and costs of any options for additional intervention.</p> <p>Discussion by Councillors with Officers and other witnesses.</p>
<b>Written evidence required</b>	Report to include matters listed in Methodology Appendices as required containing statistical information, policy, written representations.
<b>Potential witnesses</b>	<p>Representatives of agencies working with:</p> <ul style="list-style-type: none"> <li>HMO Tenants</li> <li>People in housing need</li> </ul>

	<p>Representatives of:</p> <ul style="list-style-type: none"> <li>• Landlords</li> <li>• Residents' associations</li> </ul> <p>Officers representing</p> <ul style="list-style-type: none"> <li>• Environmental Health</li> <li>• Planning</li> <li>• Housing Needs and Advice teams</li> </ul>
<b>Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)</b>	<p>HMO tenants – notoriously difficult to engage comprehensively. Views may be sought via consultation through the Council's website promoted by social media, however a high response rate is not considered likely and it may be necessary to seek the views of agencies working with tenants and potential tenants locally and nationally as a proxy.</p> <p>People who may be in housing need now and in the future – may not be possible to address this audience directly and views from relevant agencies may be required as a proxy.</p> <p>Residents not living in HMOs – enquiry through website consultation and known residents' groups.</p> <p>Further/Higher Education – consult Harlow College directly.</p> <p>Employers – Consult Chamber of Commerce, FSB, and relevant larger employers directly.</p> <p>Landlords – consult known local HMO landlords and national landlords' associations directly.</p>
<b>Publicity (methods to be used)</b>	<ul style="list-style-type: none"> <li>• Direct consultation – consultation document made available via Council website.</li> <li>• Advertisement via social media.</li> </ul>
<b>Resources (people, expenditure)</b>	<p>External witnesses' own time where relevant</p> <p>Staff time from:</p>

	<ul style="list-style-type: none"> <li>• Planning Services</li> <li>• Environmental Health Services</li> <li>• Housing Needs and Advice Services</li> <li>• Communications teams</li> </ul>
<b>Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)</b>	<ul style="list-style-type: none"> <li>• Strong voices may dominate debate.</li> <li>• There is no unified voice for tenants or potential tenants.</li> <li>• Resources to carry out bespoke statistically sound research to expand on existing sources of information are not available.</li> </ul>
<b>Measures of success (how will the success of the review be measured)</b>	<p>Within the limits of existing resources, the review should identify:</p> <ul style="list-style-type: none"> <li>• the contribution to meeting housing need made by HMOs</li> <li>• the impact of multiple occupation on the wider community</li> <li>• options for intervention available to the Council</li> <li>• benefits and costs of potential courses of action.</li> </ul> <p>so that appropriate recommendations may be made to Cabinet.</p>

**REPORT TO:** CABINET OVERVIEW WORKING GROUP

**DATE:** 17 JANUARY 2019

**TITLE:** HOUSING STRATEGY – SCOPING REPORT

**LEAD OFFICER:** JANE GREER, HEAD OF COMMUNITY WELLBEING (01279) 446406

**CONTRIBUTING OFFICER:** ALISON FOX, REGENERATION PROJECTS MANAGER (01279) 446407

<b>Review Topic</b>	Housing Strategy
<b>Links to the Council's priorities</b>	<p>This review links to the Corporate Priorities of :</p> <ul style="list-style-type: none"> <li>• More and Better Housing</li> <li>• Sound Resource Management</li> </ul>
<b>Terms of reference (to include the scope of the review)</b>	<p>To review the Council's current strategic housing activity and reach conclusions for policy and activity over the next five years to be incorporated in the new Housing Strategy.</p> <p>Review the challenges and opportunities facing Harlow in terms of housing.</p> <p>The scope of the Housing Strategy will include:</p> <ul style="list-style-type: none"> <li>• Developing an up to date evidence base of Housing Need in order to help define and plan to deliver the appropriate mix of housing (size and tenure) in new developments across the town</li> <li>• Developing a better understanding of what housing is currently affordable to which groups within Harlow and the opportunities to help widen the housing offer to enable access to affordable housing at various price points for local residents.</li> <li>• A review of policies to support the Council house building programme.</li> <li>• Consideration of how we can meet the needs of target and vulnerable groups including homeless, specialist housing to support older people, vulnerable people with access and other needs, young people under 35 years old,</li> </ul>

	<p>key workers, low waged and gypsy and travellers.</p> <ul style="list-style-type: none"> <li>• The Housing Strategy (or future strategy) aligns to/supports the aspirations of housing growth in the Local Plan.</li> <li>• A review of housing in the private sector including private rented accommodation including Housing in Multiple Occupation (HMOs), Permitted Development properties and empty homes.</li> <li>• A review of policies to support the Regeneration of the town and area specific issues including consideration of whether there are opportunities to promote specific types of housing in the town centre.</li> <li>• Gain and Understanding of local housing markets and aspirations'</li> <li>• Identify potential failures in the market and unmet need, identifying appropriate solutions.</li> </ul>
<b>Purpose and objective of the review (what the review should achieve)</b>	Complete a "gap analysis" and produce a draft Housing Strategy for the next 5 years, with clear vision and priorities that ensures that Harlow's housing offer attempts to address the needs of all local residents.
<b>Methodology/approach (methods to be used for gathering evidence)</b>	<p>Legal / statutory requirements.</p> <p>Officer research, fact finding, desktop study</p> <p>Review of best practice.</p> <p>Housing Needs Evidence Base – currently being procured and due to conclude June 2019.</p> <p>Alignment to corporate strategies and local plan implications</p> <p>Alignment to other partners strategies and action plans</p> <p>Demonstration of Value For Money</p>
<b>Written evidence required</b>	<p>Housing statistics</p> <p>Benchmarking and best practice</p>

	<p>Case studies</p> <p>Housing Needs Evidence Base – currently being procured and due to conclude June 2019</p> <p>Housing Delivery Test Action Plan</p> <p>Harlow and Gilston Garden Town Housing Plan – currently being developed and due to conclude in September 2019.</p>
<b>Potential witnesses</b>	<p>Key Council Officers</p> <p>Consultants working on the Housing Needs Evidence Base and Garden Town Housing Plan</p> <p>Harlow Youth Council</p> <p>Homes England</p>
<b>Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)</b>	<p>Officers from across departments internally.</p> <p>Registered Providers</p> <p>Developers</p> <p>Local residents</p> <p>Harlow Youth Council</p> <p>Harlow College</p> <p>Major employers in Harlow</p> <p>Harlow Area Access Group</p> <p>Voluntary and third sector organisations</p> <p>Representatives from faith groups</p> <p>Representatives from minority ethnic groups</p>
<b>Publicity (methods to be used)</b>	Consultation on Draft Housing Strategy to include press releases, social media, exhibitions and stakeholder meetings.
<b>Resources (people, expenditure)</b>	<p>Officer time.</p> <p>Procurement of updated housing needs evidence base.</p>

<b>Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)</b>	<p>Capacity of officers to support the review, external agencies capacity and willingness to engage in the review.</p> <p>Ensuring that aligns with various other work programmes that are taking place such as Garden Town, review of HMOs, planning activity including the Local Plan examination and Housing Delivery Test.</p>
<b>Measures of success (how will the success of the review be measured)</b>	Adoption of the Housing Strategy 2019 - 2024