

Delivery and monitoring

- 11.1 This section provides an overview of the ways the Council will deliver the Local Plan's vision, objectives and policies, focussing on how we will:
- work with our partners to deliver our plans;
 - ensure necessary infrastructure is provided;
 - make use of planning obligations and the Community Infrastructure Levy (CIL);
 - monitor the delivery of the Local Plan.
- 11.2 A key mechanism for delivering the Local Plan will be the Council's decisions on planning applications. The policies in the Local Plan and, for relevant locations, the Site Allocations document, Area Action Plans, the forthcoming North London Waste Plan and neighbourhood plans will provide the framework for these decisions. We will also take account of the Council's supplementary planning documents (including Camden Planning Guidance, planning briefs and frameworks and conservation area statements, appraisals and management strategies) when determining planning applications.

Policy DM1 Delivery and monitoring

The Council will deliver the vision, objectives and policies of the Local Plan by:

- a. working with a range of partners to ensure that opportunities for creating the conditions for growth and harnessing its benefits for the borough are fully explored;
- b. working with relevant providers to ensure that necessary infrastructure is secured to support Camden's growth and provide the facilities needed for the borough's communities. Information on key infrastructure programmes and projects in the borough up to 2031 are set out in Appendix 1;
- c. working proactively in its actions as a landowner and by facilitating land assembly where considered appropriate;
- d. using planning contributions where appropriate to;
 - i. support sustainable development;
 - ii. secure the infrastructure, facilities and services to meet the needs generated by development;
 - iii. mitigate the impact of development;
- e. secure appropriate scheme implementation (including multi-site developments) and control phasing where necessary;
- f. working with neighbouring boroughs to coordinate delivery across boundaries; and
- g. monitoring the implementation of the Local Plan policies and infrastructure provision on a regular basis.

Working with our partners

- 11.3 Central to the delivery of the Local Plan will be working with our partners and developing new solutions to deliver the Camden Plan. During the preparation of this Local Plan and as part of our duty to cooperate the Council has worked with key delivery partners to ensure the strategy and policies also reflect their aspirations, plans and spending programmes where appropriate.
- 11.4 Camden has a range of distinctive neighbourhoods that are integral to its character which the Local Plan seeks to protect. Our visions and objectives for areas such as Euston and Fitzrovia are set out in Area Action Plans, which have been developed in conjunction with our partners and the communities and business stakeholders.

Neighbourhood forums

- 11.5 In some parts of Camden, community led neighbourhood plans are being developed by neighbourhood forums to provide additional locally specific policy. The Local Plan sets the strategic context for neighbourhood plans, and these will play an important role in assisting in delivering Camden's growth, as they should not promote less development than set out in the Local Plan. The Council is supporting and advising neighbourhood forums with this work. The Fortune Green and West Hampstead Neighbourhood Plan was the first in Camden to be adopted in September 2015. Once neighbourhood plans are approved they form part of the statutory Development Plan and so will be used alongside other Council adopted planning documents when making decisions on planning applications in the neighbourhood area. Please see our website for more information on the areas in Camden where neighbourhood planning is taking place.

Central London partners

- 11.6 London's Central Activity Zone (CAZ), with its unique range and concentration of uses/activities, falls within a number of boroughs, including the southern part of Camden (see "Map 1: Key Diagram" on page 21). The Council will continue to work with Central London boroughs, Central London Forward and the West End Partnership to consider matters such as planning policy, the quality of public areas and pedestrian environment, traffic management / congestion and the infrastructure requirements of Central London, as well as more innovative ways of delivering growth and the objectives for the area.

Business partners

- 11.7 The Council supports business-led initiatives, including Business Improvement Districts such as Camden Town Unlimited, Inmidtown and Fitzrovia Partnership, that bring together businesses, community groups, third sector partnerships and residents to deliver real change in local areas

Community

- 11.8 The preparation of the Local Plan has also involved local community groups, residents and businesses as part of the consultation and engagement processes. The Council's Statement of Community Involvement sets out how

we involve the local community and other stakeholders in the preparation and implementation of our planning policy documents and in the consideration of planning applications.

Ensuring necessary infrastructure is provided to support growth

11.9 It is vital that the transport facilities and services, utilities and social infrastructure needed to make development work and support local communities are provided, particularly in the parts of the borough that will experience most growth in future years.

11.10 In order to support growth in the borough, the Council will safeguard and improve essential social, physical and green infrastructure and work with service providers to ensure the timely delivery of the new and enhanced infrastructure needed to ensure that the quality of life of Camden's residents and workers is not harmed.

Infrastructure Study Update 2015

11.11 The Council updated the borough's Infrastructure Study in 2015. This shows the strategic items of infrastructure needed to support growth over the lifespan of the Local Plan. It reviewed relevant infrastructure providers' plans and strategies and was informed by consultation with infrastructure providers. A schedule of key infrastructure programmes and projects likely to be required to support the delivery of new homes, business growth and the creation of sustainable, healthy communities are listed by infrastructure type in Appendix 1. This is not an exhaustive list and other items will be required, as appropriate, in response to new development in the borough.

Delivery of infrastructure

11.12 Appendix 1 sets out the anticipated timing or phasing of infrastructure provision where known. This will depend on many factors, including when development takes place, the availability of funding, the timing of major investment (and ability to undertake detailed feasibility studies) and in some cases planning consent for the infrastructure project itself.

11.13 Some of the items on the Appendix 1: Infrastructure Table list are already in the process of being delivered. In other cases, they have been identified in service provider strategies and business plans as likely to be required. These investment plans take into account forecast changes in population and household numbers to identify where future capacity issues may occur. There is more scope for certainty in the next 3-5 years than the longer term as major items of infrastructure have been programmed, costs and means of fundraising are at least in outline form and the broad locations of development are well understood.

11.14 Where relevant, the individual sections in the Local Plan also contain details of required infrastructure and mechanisms for its delivery.

Working with developers and providers

- 11.15 The Council will encourage dialogue between developers and service providers, including the services provided by the Council itself, to ensure that new infrastructure provision properly acknowledges the opportunities and constraints of the specific development site and its surroundings. For example, it will be important that developers take account of the opportunities to link their schemes with surrounding green infrastructure or consider what infrastructure such as water, waste water, digital or utilities infrastructure need to be in place ahead of development.
- 11.16 Where necessary, development will be phased to ensure it comes forward at the same time as, or following the provision of infrastructure. Growth which is poorly programmed can lead to infrastructure problems and negative impacts on the local population.

Council's role in delivery

- 11.17 Securing development in accordance with the Council's planning policies through the planning application process is the key mechanism for achieving many of the objectives of the Local Plan, together with appropriate enforcement of planning law. Key policies include (but are not limited to) the housing and employment policies, ensuring suitable infrastructure is in place whilst protecting amenity.
- 11.18 Camden Site Allocations (2013) contains information about expected development and the specific infrastructure requirements of the sites and areas in the borough that area expected to experience significant development. The Council will update this document following adoption of this Local Plan.

Council as landowner

- 11.19 The Council as a landowner can promote and encourage specific development on its land, for example through the Community Investment Programme (CIP). Please see section 1 Delivery and location of growth for more details. The Council may also look to promote or encourage uses on land adjacent to Council land by entering into partnership agreements.

Land assembly

- 11.20 The Council can play a positive role in implementation of the Plan by facilitating development through use of its land assembly powers, where considered appropriate. Land assembly can be a complex and time consuming process. As a result, the Council will use its powers sparingly, concentrating on priority sites. Council involvement in land assembly is likely to be particularly important at locations where land ownership issues act as a constraint on development and on large sites that offer significant regeneration opportunities. The Council's preferred approach to land assembly will be through negotiation; therefore use of formal land assembly powers will be a last resort. On sites where land assembly is required, the Council will work in partnership with developers and other relevant parties to achieve a mutually beneficial outcome.

Planning contributions

- 11.21 New development proposals should be sufficiently supported by infrastructure. Both Camden and the Mayor of London have the powers to raise a Community Infrastructure Levy (CIL) to help address this issue. The Council will also use planning obligations, in appropriate circumstances and in accordance with paragraphs 203-205 of the National Planning Policy Framework, to mitigate or compensate for the potential effects of new development.

Community Infrastructure Levy (CIL)

- 11.22 The Community Infrastructure Levy (CIL) enables local authorities to raise funds for infrastructure to meet the needs arising from new developments. It is based on a formula relating to the type and size of development and is collected when planning permissions for new developments are implemented. Negotiated planning obligations will still be possible for site specific issues and to allow for affordable housing to be delivered.
- 11.23 Camden began collecting the Camden CIL on 1 April 2015, with a charging schedule for different parts of the Borough. The CIL Regulation 123 list was approved in February 2015 and can be found on the Camden website and will be updated as necessary. This defines infrastructure projects or types of infrastructure project to which CIL funding will be applied and in respect of which, by default, Section 106 planning obligations would not normally be sought. CIL will only be charged on the additional floorspace (or 'uplift') in a development.
- 11.24 The infrastructure projects identified for funding through the CIL include improvements to schools, community infrastructure, parks and sports pitches, health projects and transport infrastructure.
- 11.25 The use of CIL limits the use of pooled funding to a maximum of five Section 106 agreements, even where infrastructure is not included in Regulation 123 list.

Local element of CIL

- 11.26 A meaningful proportion of CIL funding should be spent in the neighbourhood where development arises. Camden has decided to spend 25% of the funding in the relevant local ward, with ward Councillors having a lead role in establishing priorities for and applying to use local CIL monies, in consultation with local communities and neighbourhood forums where these exist. Neighbourhood forums should establish infrastructure priorities (providing detailed projects where possible) in their neighbourhood plan. Where a Neighbourhood Plan has been approved at referendum the priorities contained in the plan that are applicable to the ward should be carried across into the local priorities unless there is a clear reason for doing otherwise agreed by the Cabinet Member.
- 11.27 Additional detail on the Council's approach to CIL is set out in our supplementary planning document Camden Planning Guidance on planning obligations.

Mayor's CIL

- 11.28 The Mayor of London introduced a CIL in April 2012 with the aim of raising £300m of funding to contribute towards Crossrail, due to open by the end of

2018/19. The Mayor's CIL is charged at £50 per square metre in Camden on all uses except schools/colleges and medical/health services and is collected by Camden.

Planning obligations

- 11.29 The Council will use planning obligations, in appropriate circumstances and in accordance with paragraphs 203-205 of the National Planning Policy Framework to mitigate or compensate for the potential effects of developments. This will be where existing and planned infrastructure provisions are not adequate to meet the needs generated by a development proposal.
- 11.30 Planning obligations (sometimes called Section 106 agreements) can help to contribute to the success of a development and achieving the Council's aims for a site, its local area and the borough as a whole. They can enhance the quality of a development and ensure it does not give rise to unacceptable planning impacts. Planning obligations will only be sought where it is not possible to deal with the matter through the imposition of a condition on a planning permission. It is not possible to use planning obligations for items that are to be funded by the Community Infrastructure Levy (CIL).
- 11.31 The measures sought through a planning obligation will vary depending on the nature and scale of a development scheme, its location and impacts. The main matters that the Council considers are likely to be addressed through such agreements are:
- on-site provision of:
 - infrastructure to mitigate the direct impacts of development, such as landscaping, servicing and direct access (these may also be addressed through S278 agreements), particularly for major developments (where not CIL funded);
 - affordable housing;
 - open space and its maintenance (particularly in larger schemes)
 - tackling climate change and environmental impacts;
 - training, skills and regeneration;
 - phasing of development; and
 - other obligations necessary to making a development acceptable.
- 11.32 This list is not exhaustive and development schemes can individually or cumulatively introduce a range of issues, requirements and impacts that may justify the use of planning obligations alongside the Camden Community Infrastructure Levy.
- 11.33 Planning obligations that reduce some negative impacts of a development or otherwise contribute to the Local Plan objectives will not in themselves justify accepting development that conflicts with planning policy

Viability

- 11.34 Planning obligations can take different forms and can involve the provision of certain requirements 'in kind' or financial contributions. In considering planning obligations, the Council will take into account economic viability, the full range of benefits provided by a development, the extent to which it contributes towards delivering the objectives of this Local Plan and other planning policies and whether a development is publicly funded.

- 11.35 Where during the negotiation of a proposed scheme, it is argued that the Council's request for contributions would render development unviable, we will expect developers to provide information on viability through an open-book approach. The Council supports transparency in decision making and will seek the maximum reasonable disclosure of information in viability appraisals having regard to any elements that are commercially sensitive. However, because the provision of certain infrastructure is necessary to make development acceptable in planning terms, there will be instances where reducing contributions on viability grounds would make development unacceptable, either because development cannot come forward without it in physical or safety terms or because it is necessary to mitigate the impacts of growth.

Pooled contributions

- 11.36 Pooled contributions will be used when the combined impact of up to five schemes create the need for related infrastructure or works that will not be funded by CIL. Additional detail on the Council's approach to planning obligations is set out in the supplementary planning document Camden Planning Guidance on planning obligations.

Co-ordinating with neighbouring boroughs

- 11.37 Under the Localism Act 2011 and the tests of soundness in the National Planning Policy Framework local authorities have a duty to co-operate on planning issues that cross administrative boundaries, particularly those which relate to strategic priorities
- 11.38 The Council has worked with neighbouring boroughs, the wider North London sub-region and other Central London local authorities to ensure that Camden's Local Plan takes account of their plans and programmes, as well as the spending and delivery plans of regional bodies such as Transport for London.
- 11.39 The Council has worked closely with neighbouring boroughs to ensure that a consistent approach is taken in relation to growth areas and town centres which straddle borough boundaries. To this end, discussions with Westminster, in relation to the Tottenham Court Road area, and with Brent, in relation to Kilburn High Road town centre, have informed and shaped the direction taken on these locations in the Local Plan. In addition, we have prepared our housing market evidence for this Local Plan in conjunction with the London Borough of Islington.
- 11.40 We are also preparing a joint Waste Plan with the six other North London Boroughs (Barnet, Enfield, Hackney, Haringey, Islington and Waltham Forest). This will show how the authorities will meet their apportionment of waste in the London Plan. It will also contain a suite of development management policies. See "Policy CC5 Waste" for further details.
- 11.41 Working closely with our partners in the delivery of the Local Plan will help in the identification, as early as possible, of matters and situations that may affect delivery.

Flexible implementation of the Local Plan

- 11.42 The Local Plan needs to be flexible enough to ensure that the Council's vision and objectives for Camden can be delivered in future years despite changing

circumstances. This is particularly important with regards to delivering our approach to Camden's growth and meeting the borough's needs for homes, jobs, services and infrastructure.

- 11.43 There is a need for sensitive and flexible implementation. However, while our plans must be suitably flexible, it is vital that the level of flexibility does not create uncertainty or harm the overall delivery of the Local Plan. This Local Plan has therefore been prepared to be flexible enough to cope with a changing world, while ensuring our vision and objectives for the borough are delivered.
- 11.44 Sometimes the Local Plan's implementation will rely upon appropriate alternative or amended approaches to deal with emerging issues and changing circumstances.
- 11.45 Individual policies in this Local Plan include an element of flexibility where appropriate, in particular in relation to the consideration of the viability of development schemes, the feasibility of particular measures and site specific issues. Given the plan's priority for housing provision it will be important to closely monitor the supply of housing and make adjustments to the way we implement our Local Plan policies to ensure that targets are met. There are a number of areas of flexibility in the council's policy approach to ensure that our targets for additional homes are met. See the Housing policies for more detail.
- 11.46 Within the Plan period, efficiency savings in the public and voluntary sector will require the need to find more effective ways of delivering services. This may entail the greater consolidation of sites in order to cluster and maximise the impact of local services. The Local Plan takes account of changing forms of delivery in its policies relating to the retention and reprovision of services. It is also anticipated that the demand for some physical assets will continue to decline as more services become accessible online.

Monitoring

- 11.47 The Council will monitor the effectiveness of the Local Plan in delivering its objectives by regularly assessing its performance against a series of indicators. We will publish authority monitoring reports annually, which will:
- assess the performance of the Local Plan policies;
 - set out the Council's updated housing trajectory;
 - identify the need to reassess or review any policies or approaches;
 - make sure the context and assumptions behind our strategy and policies are still relevant; and
 - identify trends in the wider social, economic and environmental issues facing Camden.
- 11.48 Regular monitoring will be a key tool in providing flexibility. This will measure progress in delivering the Local Plan, and identify any aspects that are not being achieved as planned and any changing circumstances that may affect implementation. This will allow us to adjust the application of policies where appropriate and, if necessary, bring forward alternative approaches or policies.

12. Appendices