

Delivery and Monitoring



Chapter 15: Delivery and Monitoring

- 15.1** 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.
- 15.2** A key mechanism for delivering the Local Plan will be the Council's decisions on planning applications. The policies and site allocations in the Local Plan, Area Action Plans, the 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 DM 1 - Delivery and monitoring

- A.** The Council will deliver the vision, objectives and policies of the Local Plan by:
- i. working with a range of partners to ensure that opportunities for delivering healthy and sustainable development that maximise community benefit are fully explored;
 - ii. working with relevant providers to ensure that necessary infrastructure is secured to support Camden's development and provide the facilities needed for the borough's communities. Information on key infrastructure programmes and projects in the borough up to 2041 are set out in Appendix 1;
 - iii. working proactively in its actions as a landowner and by facilitating land assembly where considered appropriate;
 - iv. using CIL, planning contributions and legal agreements where appropriate to:
 - a. support healthy and sustainable development;
 - b. secure the infrastructure, facilities and services to meet the needs generated by development;
 - c. mitigate the impact of development;
 - v. working with neighbouring boroughs to coordinate delivery across boundaries;
 - vi. securing appropriate scheme implementation (including multi-site developments) and controlling phasing where necessary;
 - vii. requiring applications that amend a consent to comply with all development plan policies, and, where appropriate, secure the delivery of additional requirements using planning obligations; and
 - viii. monitoring the implementation of the Local Plan policies and infrastructure provision on a regular basis.

Ensuring necessary infrastructure is provided

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

- 15.4** To support development 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

- 15.5** The Council updated the borough's Infrastructure Study in 2019. 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, a successful economy and the creation of sustainable, healthy communities in the borough 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

- 15.6** Appendix 1 sets out the anticipated timing or phasing of infrastructure provision where this is known. This will depend on many factors, including when development takes place, the availability of funding, the timing of major investment, undertaking detailed feasibility studies, and in some cases planning consent for the infrastructure project itself.
- 15.7** Some of the items listed in Appendix 1 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 have been considered and the broad locations of development are well understood.
- 15.8** 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

- 15.9** 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, wastewater, digital or utilities infrastructure need to be in place ahead of development.
- 15.10** Where necessary, development will be phased to ensure it comes forward at the same time as, or following the provision of, infrastructure. Development which is poorly programmed can lead to infrastructure problems and can negatively impact the local population.

Council's role in delivery

- 15.11** 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.
- 15.12** The Site Allocation policies in the Plan also contain information about expected development and the specific infrastructure requirements of the sites and areas in the borough that are expected to experience significant development.

Council as landowner

- 15.13** The Council as a landowner can promote and encourage specific development on its land, for example through the Community Investment Programme (CIP).
- 15.14** The Community Investment Programme (CIP) is the Council's plan to invest in schools, homes and community facilities in Camden, in response to Central government spending cuts. In September 2022 the Council committed to expanding the Programme and making an additional £1.3 billion investment. This additional investment will mean building a total of 4,850 new homes, including 1,800 council homes; and 350 Camden Living Rent homes for nurses, teachers, keyworkers and other middle-earners. The Council has also invested in 48 schools and children's centres and creating 9,000m² of improved community facilities. CIP will also help renovate thousands of existing council homes, as part of the Council's Better Homes Programme. CIP achieve this by building homes for sale which pay for these investments. More information about CIP can be found [here](#).
- 15.15** The Council may also look to promote or encourage uses on land adjacent to Council land by entering into partnership agreements.

Land assembly

- 15.16** The Council can play a positive role in the 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

- 15.17** New development proposals should be sufficiently supported by infrastructure. Both Camden and the Mayor of London make use of the Community Infrastructure Levy (CIL) to help fund infrastructure. The Council will also use planning obligations, in appropriate circumstances and in accordance with the National

Planning Policy Framework, to mitigate or compensate for the effects of new development.

- 15.18** The Council will use planning obligations, in appropriate circumstances and in accordance with 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.
- 15.19** 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. A planning obligation 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 considered necessary to make a development acceptable, and it is related to the development. In general terms, planning obligations will be used to fund more site-specific infrastructure than CIL.
- 15.20** 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; and
 - 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.
- 15.21** 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.
- 15.22** 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.

Pooled contributions

- 15.23** Pooled contributions will be used when the combined impact of development in an area creates 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 Council's Camden Planning Guidance on developer contributions.

Community Infrastructure Levy (CIL)

- 15.24** 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 that exceed 100sqm or create additional dwellings are implemented. Negotiated planning obligations will still be possible for site specific issues and to allow for affordable housing to be delivered.
- 15.25** The Community Infrastructure Levy (CIL) enables local authorities to raise funds for infrastructure to meet the needs arising from new developments which exceed 100sqm or add a dwelling. 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.
- 15.26** There are CIL rates for different uses and different parts of Camden which are set out in our Community Infrastructure Levy Charging Schedule. The funds raised can be spent on infrastructure such as community facilities, schools, open spaces, health projects and transport infrastructure. Spending is set out in an annual Section 106 and CIL report. What is to be funded may change over time and is set out in the Camden Infrastructure Funding Statement (IFS), which is also updated annually.

Local element of CIL

- 15.27** 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. Funds are spent to support the development of the local area by funding:
- a.** the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b.** anything else that is concerned with addressing the demands that development places on an area.
- 15.28** 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.
- 15.29** Additional detail on the Council's approach to CIL is set out in our Camden Planning Guidance on developer contributions and the Infrastructure Funding Statement (IFS).

Mayor's CIL

- 15.30** The Mayor of London also charges a community infrastructure levy, which is used to fund strategic transport projects. The Mayoral CIL is collected by Camden and

other boroughs and passed to Transport for London. It is charged across the whole of the borough with higher rates applying to the development of offices, retail and hotels in the Central Activities Zone.

Working with partners

- 15.31** Central to the delivery of the Local Plan will be working with our partners and developing new solutions to deliver the Council's Corporate Strategy. During the preparation of this Local Plan the Council has worked with key delivery partners to ensure the strategy and policies also reflect their aspirations, plans and spending programmes where appropriate.
- 15.32** Camden has a range of distinctive neighbourhoods that are integral to its character which the Local Plan seeks to protect and enhance. 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.
- 15.33** Partners we will work with include:
- Neighbourhood forums, whom the Council will support and advise on developing neighbourhood plans to provide additional locally specific policy. Once neighbourhood plans are approved, they form part of the statutory Development Plan and are 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, such as Central London boroughs and Central London Forward, for matters concerning London's Central Activity Zone (CAZ).
 - Business partners
 - Local community groups, residents and businesses. 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.
 - Neighbouring boroughs.

Viability

- 15.34** 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 consider 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.
- 15.35** 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.

Flexible implementation of the Local Plan

- 15.36** 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.
- 15.37** 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.
- 15.38** Sometimes the Local Plan's implementation will rely upon appropriate alternative or amended approaches to deal with emerging issues and changing circumstances. 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.

Amendments to existing consents

- 15.39** Where an application to vary an existing planning consent is submitted, the Council will consider all development plan policies and any requirements arising from the scheme overall (as amended). Where these requirements are greater than those from the original permission, the Council will seek a planning obligation to secure the delivery of the additional requirements. Where requirements have increased since the original permission, the Council will apply the increased requirements to any additional floorspace arising from the s73 application only.

Monitoring

- 15.40** The Council will monitor the effectiveness of the Local Plan in delivering its objectives by regularly assessing its performance against a series of indicators. This will be reported annually in the Council's Authority Monitoring Report, which is available to view online Planning Policy - Monitoring, Data and Evidence - Camden Council
- 15.41** Regular monitoring 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.