

## 20 Implementation and Delivery

**20.1** This section outlines how the Core Strategy will be delivered over the lifetime of the plan. It is recognised that the strategy is only as beneficial as it is achievable. The Council is committed to a successful and continued plan for implementation and delivery.

**20.2** The Council recognises the important role of the public sector in the delivery of the Core Strategy. Rationalisation of public sector assets to maximise their effective and efficient use is expected to continue over the coming years. This will include the disposal of assets for alternative uses or co-location for efficient use of land. The role of the private and voluntary sectors will be important through direct investment in land and buildings and developer contributions towards infrastructure delivery.

**20.3** Delivery agencies and key partners also have a role to play in the delivery of the Core Strategy. There are a large number of programmes which are ongoing in their delivery and are expected to operate over the plan period, particularly in the provision of housing, infrastructure and services in the Borough.

**20.4** The Core Strategy has sought to identify where existing programmes can be incorporated with future plans. The implementation section under each policy describes how each of the individual policies will be implemented. Other key plans and strategies complementing the implementation of the Core Strategy include the following:

- Borough Investment Plan
- Housing Strategy
- Climate Change Strategy
- Sustainable Community Strategy
- Supplementary Planning Documents
- Site Allocations Development Plan Document
- Development Management Development Plan Document
- Proposals Map
- Area Action Plans for the key growth areas and
- Any other plans and strategies that the Council may consider necessary to be prepared to enable the Core Strategy to be delivered.

### Working with Partners

**20.5** The strategic objectives and policies of this Core Strategy will be delivered through coordinated working with a wide range of the Council's partnership organisations, including the public, private and third sector. Such organisations include Government agencies, Greater London Authority/Delivery Arms, Olympic Delivery Agency, the public transport providers, the NHS Primary Care Trust, the water, electricity, gas and telecommunications industries and the development industry. It is also envisaged that significant investment would come from the private sector, through house-building companies, developers, retailers and business companies. By strengthening existing partnerships and developing new partnerships, the strategic objectives of the Core Strategy will be delivered through a joined-up approach.

## Infrastructure Delivery Plan

**20.6** A major element of the Delivery Programme is the Infrastructure Plan. To help to ensure that infrastructure is provided to support the Borough's growth, the Council commissioned the Waltham Forest Strategic Infrastructure Plan to provide information on infrastructure needs and provision in the borough. The study had three main objectives:

- identifying the infrastructure needs of Waltham Forest over the lifespan of the Core Strategy (to 2026);
- establishing the relative importance and priorities of infrastructure needs;
- producing a strategic infrastructure plan, which sets out how infrastructure should be provided, by whom and with indicative costs.

**20.7** The Study's findings have helped to identify the transport, social and physical infrastructure required to enable delivery of the Core Strategy's vision and objectives. These are set out in the Infrastructure Delivery Plan matrix in Appendix 1. It should be noted that while this list is detailed, it is not exhaustive of all infrastructure likely to be needed in the Borough in the period covered by this Core Strategy. Other items may be required, as appropriate, in response to new development in the borough or windfall sites.

**20.8** Appendix 1 sets out the anticipated timing and phasing of infrastructure provision. Timing and phasing will depend on a variety of factors, including when the development envisaged by this Core Strategy takes place, the availability of funding and the timing of major investment.

**20.9** In some cases, confirmation of funding for infrastructure is limited to the first five years, as during this period the Council is able to be more certain about the levels of development coming forward and necessary infrastructure. Nevertheless, it is important to identify medium to long term infrastructure priorities even where funding has not yet been confirmed as the Core Strategy will guide future decision making of the Council and its partners in relation to infrastructure provision. The Council has worked with key partners to inform the Infrastructure Delivery Plan, as a means of ensuring that the plan will be delivered in a joined-up way.

**20.10** The Site Allocations Development Plan Document will provide further information about the sites required for infrastructure provision.

**20.11** Where a development generates the need for new or upgraded infrastructure, on- or off- site, either to support the development or mitigate its effects, the Council will expect contributions towards provision to meet this need. Necessary infrastructure may include facilities for walking, cycling and public transport, and community facilities, such as schools and other educational establishments, health facilities, places of worship and open spaces.

**20.12** The Council has developed an interactive infrastructure assessment model, which will be used to regularly review the housing growth and resulting infrastructure requirements in the Borough. Outputs from this model will help to update the Infrastructure Delivery Plan, and ensure that the Core Strategy and its objectives are part of an iterative process for positive change in the Borough. By ensuring constant review of the Delivery Programme, the Council will be ensuring sustainable development in the Borough.

**20.13** The Council will continue to engage with infrastructure providers, delivery partners and other relevant organisations to ensure that necessary infrastructure is planned and delivered to support growth.

### **Planning Regulatory Framework**

**20.14** The Local Development Framework provides a clear framework for making development decisions using regulatory mechanisms. Subsidiary plan documents will support the implementation of the Core Strategy. These include the Development Management Policies DPD, Area Action Plans, Proposals Map DPD and Supplementary Planning Documents.

#### Planning Application Process

**20.15** The Council has a primary role for enabling and determining the suitability of development proposals. It will exercise this responsibility proactively to ensure the delivery of the Core Strategy. It will seek to ensure that schemes that come forward are legally, technically and practically feasible in the short, medium and long term before they are approved. Through pre-application discussions, the Council will ensure that developers are fully aware of the objectives and expectations. The Council will ensure that planning applications are submitted with adequate and appropriate information to make informed decisions before the application is accepted. Furthermore, it will ensure strict compliance of all necessary standards when planning applications are determined.

**20.16** The Council will resist any proposed development that will prejudice the future development of a neighbouring site and/or prohibit the comprehensive development of a larger site.

#### Compulsory Purchase Powers

**20.17** The Council has Compulsory Purchase Powers, which it is willing to use to assemble land to enable the implementation of the Core Strategy. This power will be used as a last resort, because the Council's preferred approach to any land assembly will be through negotiation.

### **Planning Obligations**

**20.18** Planning obligations will be agreed between the Local Planning Authority and developers in the context of granting planning permission, to mitigate, compensate and prescribe matters relating to the development. The Council may pool contributions relating to significant infrastructure i.e. transport, education and health. Pooling of financial contributions may occur in order to meet the identified infrastructure needs of the borough, set out in the Infrastructure Delivery Plan.

**20.19** The Government is proposing to scale back planning obligations under Section 106 to allow them only to be used for mitigation of impacts which arise directly from the proposed development. The Government envisages that this scaling back will occur regardless of whether a local authority has adopted the Community Infrastructure Levy (CIL). Accordingly, there will be an incentive for Waltham Forest to adopt CIL, otherwise the Council will not be able to recover contributions from developers for indirect or

incremental impacts. The Government proposes a two-year transitional period from 6 April 2010 to allow LPAs to prepare for this change. It is proposed that affordable housing obligations will still be covered by Section 106.

**20.20** CIL is a proposed new tariff which the London Borough of Waltham Forest may use to charge on most forms of development. The Government believes there is a need for developers to contribute further to the provision of infrastructure and that the current means of doing so through planning obligations (under Section 106 of the Town & Country Planning Act) provides only a partial means of claiming the necessary contributions required for infrastructure growth. The Government will allow Waltham Forest to introduce its own rates. In setting these rates, Waltham Forest will be required to consider various factors, including the potential effect of CIL upon the economic viability of development as a whole across Waltham Forest.

### **Risk and Contingencies**

**20.21** The Council will work towards the comprehensive delivery of the policies and proposals contained in this strategy. Presently, the Council has no reason to believe that they will not be implemented in full. However, it accepts that there could be circumstances where development fails to come forward for a number of reasons, some of which can be beyond its control. Where the Council is able to use its influence and power to enable the delivery of the Core Strategy, it will do so.

**20.22** The Core Strategy has in-built mechanism to monitor performance through an Annual Monitoring Report. Generally, the outcome of the monitoring process will inform whether or not the Core Strategy and/or other complimentary plans and strategies should be reviewed. At this stage, one potential area of risk and the contingency measures to deal with it in the event that it materialises is identified below.

- Failure of sites coming forward for housing and/or employment development due to difficulties of land assembly and housing and employment delivery falling behind the projected trajectory.

**20.23** At the end of 5 years after the adoption of the Core Strategy, the Council will undertake a comprehensive monitoring of the performance of housing and employment floorspace delivery. This monitoring will look at the cumulative delivery of housing and employment floorspace. If delivery is significantly behind the projected cumulative target over this period as set out in the housing trajectory, the Council will review its implementation mechanisms to create a conducive environment for key sites to come forward.

## 21 Monitoring

**21.1** Monitoring is a key aspect of the Government's 'plan, monitor and manage' approach to the planning system (PPS12). The preparation of a plan is not a 'one-off' activity but part of a process that involves keeping a check on how successful the plan is in delivering what it sets out to do, and making adjustments to that plan if the checking process reveals that changes are needed.

**21.2** The purposes of monitoring are:

- to assess the extent to which policies in the Core Strategy are being implemented,
- to identify policies that may need to be amended or replaced,
- to measure the performance of the Core Strategy against the vision and strategic objectives,
- to establish whether policies have had unintended consequences,
- to establish whether assumptions and objectives behind policies are still relevant,
- to establish whether targets are being achieved.

**21.3** The Council has used the Core Strategy objectives and policies to identify a series of monitoring indicators and targets. Statutorily, under Section 35 of the Planning and Compulsory Purchase Act 2004, each year the Council must produce an Annual Monitoring Report to assess the implementation of the Local Development Framework and the extent to which policies in Local Development Documents are being achieved. The Annual Monitoring Report will be the main mechanism for assessing the performance and effect of the policies contained in this document. If, as a result of monitoring, areas are identified where a policy is not working, or key policy targets are not being met, this may give rise to a review of the Core Strategy or other subsidiary documents.

**21.4** Although the Annual Monitoring Report will be the principal tool for monitoring, other management/monitoring tools will be used. These include the borough's performance systems, National Indicators, Local Area Agreement and Multi-Area Agreement indicators, various studies and surveys.

**21.5** Monitoring will generally take the form of annually reviewing the policies and their effectiveness through the chosen indicators and targets. Appendix 2 sets out the performance indicators and targets to be applied. In monitoring outcomes, a proactive approach will be used. Where necessary, new indicators will be created and obsolete ones will be deleted to meet changing circumstances.