

PART

FOUR

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19 DELIVERY AND MONITORING

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DM1 Working with stakeholders to deliver the Local Plan

- A The Council will take a proactive and positive approach to working alongside local communities and community groups, key stakeholders, landowners, development industry partners and the wider public to realise the Vision for Lewisham, and to deliver the strategic objective for 'An Open Lewisham as part of an Open London'.
- B Progress towards the delivery of the Vision for Lewisham and the Local Plan objectives, along with performance in implementation of the planning policies, will be regularly assessed, in line with Policy DM5 (Monitoring and review). Where necessary, revisions to strategic policy approaches will be considered in order to ensure successful implementation of the spatial strategy for the Borough, along with beneficial social, economic and environmental outcomes.

Explanation

- 19.1 The Lewisham Local Plan sets out an ambitious long-term strategy for securing and coordinating new investment in the Borough, along with managing growth and new development in a socially, economically and environmentally sustainable way. It seeks to provide clarity around the main issues and opportunities facing the Borough and certainty about how these will be addressed for the wider public benefit. The Local Plan sets out a Vision for Lewisham and, to support the delivery of this vision, provides details about the character sub-areas within the Borough and how development within their neighbourhoods can contribute to delivering inclusive, healthy and liveable places.
- 19.2 The Local Plan is underpinned by a focus on delivery and implementation. It has been informed by a detailed assessment of the infrastructure required to support Lewisham's neighbourhoods now and in the future, taking into account the levels of growth planned over the long-term. The Local Plan is a shared document intended to be used by internal and external stakeholders alike, and has therefore been prepared through extensive public consultation. It should help to ensure that infrastructure providers and public sector agencies are sighted on the scale of growth to be delivered locally, so that they can appropriately plan for and allocate funding towards service and capacity upgrades.
- 19.3 We have prepared an Infrastructure Delivery Plan (IDP) as a companion document to the Local Plan, and which will support its successful implementation. This sets out details on the infrastructure required to support growth and new development across the Borough. The IDP will be subject to regular review and updating over the plan period, for example to take account of infrastructure that has been delivered and/or new infrastructure programmes and service priorities that come to light.
- 19.4 We will work positively and proactively with local communities and community groups, businesses, key stakeholders, landowners, developers and the wider public to ensure the successful delivery of the Local Plan. Effective cross-service working, securing the coordinated and timely delivery of social and physical infrastructure improvements, including green infrastructure, will be essential to support new development and ensure that growth in Lewisham is delivered as Good Growth.



Glass Mill Leisure Centre

DM2 Infrastructure funding and planning obligations

Community infrastructure levy

- A The Council will set a Lewisham Community Infrastructure Levy which is payable on all qualifying development. CIL funding will be used to secure the delivery of inclusive, healthy and liveable neighbourhoods across the Borough that are well supported by infrastructure. A CIL Charging Schedule will be published and this will be subject to periodic review over the plan period.
- B A portion of Lewisham CIL collected will be allocated towards neighbourhood priorities to help ensure that local areas are appropriately supported with infrastructure and benefit from investment generated by new development. The Council will work proactively with local communities to set priorities for the spending of neighbourhood CIL in Lewisham.
- C Neighbourhood forums are strongly encouraged to identify priorities for the use of neighbourhood CIL in neighbourhood plans.

Planning obligations

- D The Council will seek planning obligations on a case-by-case basis having regard to the relevant policy requirements of the statutory Development Plan, development specific impacts, appropriate mitigation (including additional facilities or requirements made necessary by the development), viability and the statutory tests for the use of planning obligations.
- E The following is a list of areas where planning obligations may be sought, recognising that other types of obligations may be necessary depending on the nature of a proposal and individual site circumstances:
 - a. Affordable housing
 - b. Transport and highways infrastructure and works
 - c. Sustainable transport and Healthy Streets
 - d. Public transport improvements
 - e. Parking controls and restrictions
 - f. Community and social infrastructure
 - g. Employment and skills training
 - h. Affordable workspace
 - i. Public realm
 - j. Public art
 - k. Community safety measures
 - l. Amenity space
 - m. Play space and recreational facilities
 - n. Open space
 - o. Green infrastructure
 - p. Biodiversity and wildlife habitats
 - q. Communications infrastructure
 - r. Management and maintenance arrangements
 - s. Low carbon and renewable energy
 - t. Flood risk management
 - u. Utilities

Explanation

19.5 A wide range of strategic infrastructure projects will be required to support the levels of planned growth within Lewisham over the long-term. As well, specific measures may be needed on a site-by-site basis to ensure that additional needs for infrastructure generated by new development are positively managed and that any impacts arising are appropriately mitigated. The following section describes the main funding tools that are available to the Council to support the successful delivery of the Local Plan.

Community Infrastructure Levy

19.6 Both the Mayor of London and the Council have legal powers to introduce a Community Infrastructure Levy. This is a charge levied on certain types of new development and is non-negotiable. It is an important tool to help fund the delivery of strategic infrastructure that is essential to support growth across London, particularly transport infrastructure. CIL is also vital to helping the Council secure infrastructure required for inclusive, healthy and liveable neighbourhoods across the Borough.

19.7 Most new development which creates net additional floor space of 100 square metres or more, or creates a new dwelling, is potentially liable for the levy. Some developments may be eligible for relief or exemption from the levy. This includes social housing, residential annexes and extensions, and houses and flats which are built by 'self-builders'. There are strict criteria that must be met, and procedures that must be followed, to obtain the relief or exemption. Applicants are advised to refer to the Government's Planning Practice Guidance for general information on the setting, collection and use of the levy.

19.8 The London Mayor has introduced a CIL that is applicable to qualifying development across London. The Council assists in administering the collection of CIL funding generated in Lewisham on behalf of the Mayor. We will seek to advise applicants on the latest information on the Mayoral CIL.

19.9 In addition, the Council adopted a CIL Charging Schedule in February 2015 which sets out the local levy rates within the Borough. This will be subject to periodic review and potential updating over the plan period. Changes to the CIL Charging Schedule may be necessary to respond to significant changes in the level of infrastructure provision required to support the planned levels of growth, or to take into account new evidence on development viability. Further information is available on the Council's planning website.

19.10 A portion of the local CIL collected in Lewisham is set aside to be spent on neighbourhood priorities. The Council has formally agreed governance arrangements for the use of this neighbourhood Community Infrastructure Levy (NCIL). There are NCIL funds available to each ward within the Borough. Local residents and community groups are encouraged to assist in setting priorities for the use of these funds within the local area. Neighbourhood forums are strongly encouraged to set out priorities for the use of NCIL within neighbourhood plans. This will allow for an additional level of public engagement in the process of priority setting and help to ensure there are clear priorities in place to address neighbourhood plan objectives. Further information on the governance arrangements for NCIL, and opportunities to assist in priority setting, is available on the Council's planning webpage.

Planning obligations

- 19.11 As part of the process of determining planning applications, the Council may seek to enter into legal agreements with landowners and developers, and/or secure planning contributions. This is particularly where infrastructure is required to address the additional demand generated by new development proposals. The purpose of planning obligations is to make development acceptable in planning terms. Planning obligations will be sought to compensate and/or mitigate the impact of a development, which without that mitigation, would render the development unacceptable in planning terms. Legal agreements and/or contributions will be negotiated on a case-by-case basis, taking into account the individual site circumstances and the mitigation measures required for the development proposed. Planning applications will be refused where appropriate mitigation measures are not provided or cannot otherwise be secured.
- 19.12 We have published a Planning Obligations Supplementary Planning Document. This sets out guidance on the types and scale of planning obligations that are likely to be sought in accordance with Lewisham's statutory

Development Plan. The SPD sets out our expectations on the process for securing planning obligations. Reduced contributions, where necessary (for example due to the exceptional costs of redeveloping a particular site) will be negotiated on an 'open book' basis based on the financial viability of the scheme.

- 19.13 The draft London Plan sets out that planning contributions towards affordable housing and transport infrastructure share the equal highest priority, and this will be a key consideration where there is a need to prioritise contributions owing to reasons of financial viability of a development.



DM3 Masterplans and comprehensive development

- A Development proposals must be accompanied by a site masterplan where they form all or part of a site allocation, or in other circumstances specified by the Local Plan. The site masterplan will be expected to set out how development will contribute to delivery of the spatial strategy for the Borough. It must also suitably demonstrate that the proposal will not prejudice the future development of other parts of the site and adjoining land, or otherwise compromise the delivery of the site allocation and outcomes sought for the wider area.
- B The site masterplan must be submitted at the outline or full planning application stage. Where an outline application is submitted, it should be accompanied by a full planning application for the first phase of the development. The masterplan will be required to comprise of:
 - a. An assessment of the site and its context to inform the overall development strategy;
 - b. A detailed site-wide masterplan that responds positively to the spatial strategy for the Borough, site specific development principles and guidelines, and other relevant planning policies; and
 - c. A delivery strategy that identifies how the development will be implemented and managed over its lifetime. This strategy must address any relevant matters to be resolved such as land assembly and preparation, infrastructure requirements, development phasing and likely need for planning obligations and/or planning conditions, where appropriate.
- C Proposals must address how the development site relates to neighbouring properties and the surrounding area, particularly in contributing to the delivery of the spatial strategy for the Borough. Where appropriate, applications will be required to be supported by a masterplan covering multiple sites in order to demonstrate the acceptability of the scheme both in terms of its immediate and wider context. This is additional to the site masterplan required by (A) and (B) above.
- D Applicants must demonstrate that they have appropriately consulted the public through the masterplan process, including active engagement with the landowners and occupiers of the subject site along with those in other parts of the allocated site.

Explanation

- 19.14 In order to achieve the Local Plan's vision and strategic objectives it will be important that all development proposals positively engage with and seek to deliver the spatial strategy for the Borough. This is particularly vital for those sites that have been allocated for their strategic role and potential to deliver new and improved housing, business space, public realm, facilities and other infrastructure to support our communities. The site allocations are comparatively large brownfield sites and can therefore add complexity in terms of their redevelopment. This may include a situation of multiple land ownership, fragmentation of existing uses and space, land remediation and need for new or upgraded infrastructure. The Council considers that these constraints are more likely to be overcome, and the optimal use of sites realised, where development is brought forward comprehensively and in line with a site-wide masterplan.
- 19.15 To help ensure certainty of outcomes, the Council will seek that masterplans are submitted at the outline or full planning application stage. The masterplan should be informed by a baseline assessment of the site and its surrounds, drawing on the latest available evidence. This may include demographic data, economic and social indicators and/or information on the historical, natural and built environment. The site-wide masterplan itself should establish the overall approach to the function and form of development. The level of detail included in the masterplan should be commensurate with nature and scale of development proposed, along with site specific requirements. Depending on individual circumstances, matters to be addressed may

include: historical and cultural context; land uses, quantum and distribution of development; layout and design; access, circulation and parking; open space and landscaping; and infrastructure (including transport, community and green infrastructure).

- 19.16 The delivery strategy is important to ensuring certainty on outcomes sought both for the individual scheme and the site allocation. One of the key aims of the masterplan process is to ensure that landowners and/or developers are liaising with each other and made aware of the planning objectives for the site and wider area. Coordination between landowners and other stakeholders, including infrastructure providers, will help to ensure that proposals do not prejudice each other, or the wider development aspirations for the Borough. Sites that are designed and brought forward comprehensively through the master plan process will help to alleviate issues that may arise through piecemeal development, are more likely to maximise wider public benefits.



DM4 Land assembly

- A To help realise the shared Vision for Lewisham and to achieve the strategic objective of “An Open Lewisham as Part of an Open London”, the Council will support land assembly to achieve comprehensive development, and will use compulsory purchase powers, only where necessary, to assemble land for development within the Borough where:
- a. Landowners and/or developers, as appropriate, can demonstrate that:
 - i. There is a viable and deliverable development proposal that appropriately satisfies the Local Plan requirements; and
 - ii. They have made all reasonable efforts to acquire, or secure an option over, the land and/or building(s) needed, through negotiation.
 - b. Comprehensive redevelopment of the assembled site is necessary to deliver a strategic site allocation contained in the Local Plan (including the requirements of a masterplan where required); and
 - c. The development proposal for the assembled site will contribute to the delivery of the spatial strategy for the Borough, having particular regard to the Vision and place principle policies for the area within which the development is located.
- B Where compulsory purchase is necessary, and determined to be an appropriate option for securing development that supports the delivery of the spatial strategy, applicants will be required to demonstrate how the associated costs will impact upon development viability.

Explanation

- 19.17 A comprehensive approach to development of sites will often be in the public interest, particularly to secure the successful delivery of the spatial strategy for the Borough. On larger sites, including site allocations, the piecemeal development or incremental building out of schemes might be more easily delivered in certain circumstances. However the constraints posed by site boundaries, neighbouring developments or land uses, along with infrastructure and utilities (whether at or below the surface), all have potentially limiting consequences for the design, scale, land use mix and viability of schemes. Across Lewisham and particularly in key strategic locations – such as Opportunity Areas, Areas for Regeneration and town centres – such consequences could depress the optimal use of land or impose limitations on coordinated planning and development of a site or an area. A comprehensive approach to development is advocated in order to ensure the achievement of wider regeneration and strategic growth objectives.
- 19.18 The necessity to use compulsory purchase powers is more likely on complicated strategic sites, particularly where there are multiple landowners and leaseholders. The Council will always assess the most appropriate options for securing the successful delivery of the Local Plan. It will carefully consider the use of powers available to it in order to ensure new development is brought forward in a coordinated way, and delivered in the wider public interest.

DM5 Monitoring and review

- A The implementation of the Lewisham Local Plan will be kept under review throughout the plan period, taking into account the Local Performance Indicators set out in **Table 19.1** . Progress and performance outcomes towards the delivery of the Vision for Lewisham and the spatial strategy will be published annually in the statutory Authority Monitoring Report (AMR).
- B Development viability in the Lewisham will be regularly reviewed over the plan period. Where evidence suggests that changes in land values are likely to significantly impact on the viability of different types of development, whether in particular areas of across the Borough, the Council will consider the need for a review of strategic approaches or policies.

Explanation

- 19.19 Monitoring is necessary to assess progress towards the implementation of the Local Plan over the plan period. The section sets out the monitoring framework against which the successful delivery of the Local Plan will be measured. The monitors will help to assess yearly performance. However, it is recognised that that spatial strategy is underpinned by the need for sensitively managed change and transformational investment (for example, in public transport infrastructure), which in some local areas or specific circumstances may take several years to begin to materialise.
- 19.20 Performance against Lewisham's Local Performance Indicators (LPIs) will be published in the statutory Authority Monitoring Report (AMR). Performance metrics and figures will be accompanied by commentary to make reports more legible and user-friendly, and may be supported by additional monitoring information. The LPIs will help to supplement, and should be read alongside, the Key Performance Indicators (KPIs) used for monitoring of the London Plan.
- 19.21 The LPIs are considered to be the key indicators for assessing policy performance and overall implementation of the Local Plan. The AMR will include a more comprehensive and detailed set of data, which will help to complement and put into context the LPIs. This may include data that is not made available on an annual basis, such as the Indices of Multiple Deprivation and Census data, information within research reports and other technical evidence, and Council strategies. The AMR is therefore expected to evolve over time, however continuity will be ensured through a focus on the LPIs.
- 19.22 Where monitoring clearly indicates that a strategic objective, elements of the Local Plan spatial strategy or specific plan targets are not being delivered, we will assess the reasons for this and may consider, as appropriate, contingency measures or other actions. This may include single issue reviews and corresponding updates to the Local Plan.
- 19.23 We will regularly monitor development viability as part of the Local Plan monitoring. Where evidence suggests that changes in land values are likely to significantly impact on the viability of different types of development, whether in particular areas or across the Borough, the Council will consider the need for a review of strategic approaches or policies. This is particularly in respect of requirements for affordable housing. For example, where land values increase as a result of investment in strategic infrastructure (such as the Bakerloo line extension), we will seek to ensure that the maximum viable amount of genuinely affordable housing is secured on a site by site basis.

Table 19.1: Monitoring framework

REF	MEASURE	INDICATOR
HIGH QUALITY DESIGN AND HERITAGE		
LPI 1	Historic environment	Adoption of Area Appraisals and Management Plans for all conservation areas
HOUSING		
LPI 2	Housing supply	Increase in supply in new homes over the plan period, measured by housing completions and net pipeline of approved housing units
LPI 3	Housing delivery	Increase in supply in new homes, measured against housing completions towards the borough's strategic housing target to-date
LPI 4	Small housing sites	Housing completions on small sites, measured against draft London Plan small sites target of 379 units annually, and as a proportion of overall housing completions
LPI 5	Affordable housing	Positive trend in percentage of housing completions that are for affordable housing, on schemes of 10 units or more, measured against the borough's strategic affordable housing target of 50 percent
LPI 6	Genuinely affordable housing delivery	Positive trend in percentage of housing completions that are for genuinely affordable housing
LPI 7	Affordable housing planning contributions	Planning contributions secured towards affordable housing on schemes of less than 10 units, measured annually
ECONOMY AND CULTURE		
LPI 8	Industrial land availability	No overall loss of industrial floorspace in Strategic Industrial Locations and Locally Significant Industrial Sites
LPI 9	Mixed-use employment locations	Industrial floorspace re-provided through comprehensive redevelopment of MEL sites, measured as the proportion of industrial floorspace of the overall floorspace delivered
LPI 10	Non-designated employment sites	Industrial floorspace re-provided through the redevelopment of non-designated sites, measured as the proportion of industrial and other employment generating floorspace of the overall floorspace delivered
LPI 11	New workspace	Positive trend in supply of towards a target of 21,800 sqm B1 floorspace by 2040
LPI 12	Affordable workspace	Positive trend in affordable B1 workspace as a share of total B1 floorspace in planning approvals, along with planning contributions secured towards affordable workspace

REF	MEASURE	INDICATOR
LPI 13	Retail floorspace	Increase in supply of retail floorspace, measured against the target of 5,300 net additional sqm over the ten year period 2020-2030 (comprising -500 sqm comparison and +5,800 sqm convenience goods)
LPI 14	Town centre vitality and viability	Reduction and stabilisation of town centre vacancy rates in major and district town centres, towards a target of 5% vacancy rates for each centre
LPI 15	Cultural infrastructure	No net loss of cultural venues and facilities
LPI 16	Public houses	No net loss of public houses
COMMUNITY INFRASTRUCTURE		
LPI 17	Community infrastructure	No net loss of community infrastructure
GREEN INFRASTRUCTURE		
LPI 18	Open space	No net loss of designated open space
SUSTAINABLE DESIGN AND INFRASTRUCTURE		
LPI 19	Carbon neutral Lewisham	Reduction in borough-wide carbon emissions towards a local target of net zero carbon by 2030, contributing toward the London Mayor' strategic target for London to become a zero carbon by 2050
LPI 20	Carbon emissions on new development	Average on-site carbon emission reductions of at least 35% compared to Building Regulations 2013 for approved major development applications.
LPI 21	Air quality	Positive trend in approved major development applications demonstrating that they meet at least air quality neutral standard for emissions
TRANSPORT AND CONNECTIVITY		
LPI 22	Modal share	Increasing mode share for walking, cycling and public transport (excluding taxis) towards the London Mayor's target of 80% by 2041.
NEIGHBOURHOODS AND PLACES		
LPI 23	Allocated sites committed	Number and proportion of total allocated sites committed by way of planning consent towards target of 100% by 2040
LPI 24	Allocated sites delivered	Number and proportion of total allocated sites delivered by way of completion, towards target of 100% by 2040
LPI 25	Housing supply by character area	Increase in supply in new homes in the character area over the plan period, measured by housing completions and net pipeline of approved housing units
LPI 26	Housing delivery by character area	Increase in supply in new homes in the character area, measured against housing completions to-date
LPI 27	Workspace delivery by character area	Positive trend in amount of workspace completed in the character area
LPI 28	Retail floorspace delivery by character area	Net change in Class A1 retail floorspace by character area
LPI 29	Lewisham links	Delivery of Lewisham links routes by character area
LPI 30	Open Lewisham	Positive reduction in multiple deprivation over the plan period, measured against the baseline 2019 Indices of Multiple Deprivation

