

Matter 10 – Infrastructure, development management, uncertainties and risks and monitoring

10.1 *Are there any infrastructure needs over the plan period that are not addressed in the Plan? Can any of the Plan's infrastructure needs be described as 'showstoppers'?*

The Plan covers the full range of physical, social and green infrastructure needs as required by the NPPF. This is supported by the assessment in the Infrastructure Delivery Plan ([EB99](#)). This assessment includes both regional/sub-regional and local infrastructure.

Section 3 of the Plan clearly identifies the key elements of borough-level infrastructure that are required to support growth in housing and jobs over the plan period (see paragraphs 3.6). The projects to deliver this infrastructure over the first five years of the plan period are listed in the schedule in Section 4 of the IDP ([EB99](#)). This includes projects relating to climate change response and air quality; cemeteries and crematoria; education; emergency service and justice; health and social care; community facilities and libraries; parks and green infrastructure; sports and leisure; transport/public realm; and utilities.

For each project in the schedule, information is provided about the lead delivery agency and supporting strategy, the land requirements of the scheme in Lambeth (if any), location in the borough, estimated cost, identified funding, funding gap, and how the funding gap could be met.

This information has been collated through extensive engagement with the agencies responsible for planning and delivery of infrastructure in the borough, both within and outside of the council, listed in annex 1 of the IDP ([EB99](#)). The Local Plan reflects and supports the strategies of these agencies through its policies. Delivery will also be enabled by the Community Infrastructure Levy.

Where necessary to help delivery essential infrastructure, site allocations are included in the Plan (sites 1, 4 and 11 in particular).

The over-arching strategy for the three key growth areas of Waterloo, Vauxhall and Brixton is dependent in each case on the delivery of key infrastructure. As well as being identified in the IDP, the key, area-specific infrastructure requirements are identified in the relevant Places and Neighbourhoods policies. For example, the Waterloo policy refers to improvements in public realm and green infrastructure, reducing traffic and supporting conditions for walking and cycling including the Health Route Network, reducing the impact of freight traffic, supporting the reconfiguration of Waterloo roundabout, and supporting development of a MedTech cluster and a new primary care centre. The Vauxhall policy identifies new pedestrian links to the river, connecting and improving existing green spaces including the linear park, reducing the dominance of road traffic and increasing public transport capacity, the removal of one-way systems, and implementation of the Healthy Route Network. For Brixton, the priorities identified include traffic reduction and improved facilities for pedestrians and cyclists, improving the quality of public transport provision and interchange, a

cycle parking hub, a replacement mainline rail station building, recycling facilities and a town centre waste compactor, and public realm improvements.

However, the delivery of individual sites is not dependent on the provision of new infrastructure in these areas. For example, there are no 'big ticket' new public transport infrastructure projects planned in the borough that must be delivered before growth can come forward. In some cases, development on key sites will itself contribute to the delivery of key infrastructure through CIL contributions or on-site provision. As a result, none of the Plan's infrastructure can be described as a 'showstopper'.

The partnership arrangements in place are well established and are pro-active in managing the phasing of development in relation to the delivery of infrastructure. These partnerships (such as the Nine Elms Vauxhall delivery board) are also the mechanisms that manage the risk and contingency planning associated with delays in delivery of infrastructure. The Council also has a close working relationship with Transport for London, who are closely involved in the delivery of most of the highways and modal shift projects, and with the projects to increase access to or capacity on existing public transport facilities. This helps manage and mitigate risks to delivery.

10.2 *Should the Plan provide sufficient guidance to cover aspects of development management which are not explicitly covered in the Plan?*

The Plan includes both strategic and local policies and covers the full range of development management topics. The Council intends to bring forward supplementary planning documents (SPDs) as set out in its Local Development Scheme ([SD06](#)), which will provide additional guidance on policy implementation to support the development management process. This is in addition to the existing and emerging Supplementary Planning Guidance produced by the Mayor. If it becomes necessary following adoption of the plan, the Council will consider producing additional SPDs to provide further guidance for development management.

10.3 *Overall, does the Plan take sufficient account of uncertainties and risks?*

Forward planning is by nature uncertain. Like all local planning authorities, the Council is not able to guarantee outcomes. However, it can articulate the vision for the future development of its area and can use its planning powers alongside other powers and mechanisms to promote growth and influence the future shape of the borough. It can also monitor progress and adjust its approach as required to accommodate changing circumstances.

The Lambeth Local Plan articulates the over-arching vision for the spatial development of, and growth in, the borough over a 15 year period and provides policy tools to manage the location, type, scale and quality of development coming forward. It is intended to be a clear statement of the council's support for development and growth, whilst providing as much guidance and certainty as

possible to developers about what will and will not be acceptable. As section 4 of the Plan explains, the council is pro-active in partnership working, regeneration activity and support for the aspirations of local communities and businesses, alongside the day-to-day process of managing applications for development.

A number of risks affect delivery of the Local Plan's vision and objectives, including:

- cycles of economic activity that affect the viability of development and developers' ability to secure development finance and implement planning permissions;
- infrastructure projects that are subject to their own risks, sometimes beyond the control of the Council;
- population projections upon which the Plan is based that may not be borne out in actual population trends;
- future changes in technology and economic behaviour that may affect the demand for and supply of development in ways that the Plan did not envisage;
- future changes in national or regional planning legislation or policy that may affect the implementation of Lambeth's policies.

The Plan's strategy for managing these risks is as follows:

- Flexibility is built into the policies wherever possible, particularly in relation to development viability.
- The necessary buffer is built into the housing trajectory along with an additional degree of 'headroom' to enable delivery (see Topic Paper 10a [TP10a](#))
- Partnership working on infrastructure as described in the response to question 10.1 above
- The Council takes a 'Plan, Monitor, Manage' approach: it will monitor delivery against key performance indicators defined in the Plan, as well as changes in other circumstances (including at national and regional level), and it will manage the situation accordingly. This includes scope to undertake a full or partial review of the Plan in order to bring forward changes to policies as required. A review is in any event required every five years. This is a well-recognised approach to managing uncertainty in plan-making.

10.4 *Are the monitoring arrangements soundly based?*

Annex 8 of the Plan sets out the framework of performance indicators to be used in monitoring the Plan, and includes targets or benchmarks where relevant.

There are 28 indicators covering the full range of policy topics, plus a commitment to report annually on developer contributions and air quality.

The council considers that this set of indicators is appropriate and proportionate to monitor progress in implementing the Plan, within the context of the staff resources available to undertake this work and the data available. This monitoring is supplemented by that undertaken by the Mayor in relation to the London Plan.

The Regulations require the Authority's Monitoring Report to be produced annually. Therefore, the council is required to report on progress with each of these indicators each year.

As stated in the response to Matter 2.1(ii), the Council proposes to add the homes and jobs targets for the two Opportunity Areas to the monitoring framework in Annex 8 of the Plan.