PART C

IMPLEMENTATION AND DELIVERY

Implementation and Delivery

Strategic objectives

- **To co-ordinate the delivery of new infrastructure with development**
- **To ensure that all development contributes appropriately to local and strategic infrastructure requirements**

27. Delivery

27.1 The delivery of the Council's planning strategy has, at its heart, the Borough vision and strategic objectives. The delivery of the strategic objectives is embedded throughout the Core Strategy. The relevant strategic objectives are listed at the start of each section: the mechanisms to achieve their delivery are listed within each section, usually following a group of policies.

27.2 The policies of the Core Strategy are critical for the delivery of the vision and strategic objectives. However, the Core Strategy does not work in isolation and its implementation is contingent upon a number of delivery mechanisms. These fall into 3 broad categories:

a)   policy development through DPDs and other, non-planning, Council policies;
b)   supplementary guidance and advice; and
c)   public and private investment and partnership working.

27.3 Appendix 3 shows the relationship between the strategic objectives, the policies and the delivery mechanisms in more detail.

27.4 The effectiveness of the policies will be kept under review in the Annual Monitoring Report (AMR). Section 29 provides further detail about this process.

Partnership Working

27.5 Partnership working with and between a range of public, private and voluntary sector bodies will be necessary. Partnership working should lead to a more efficient use of resources. It avoids duplication of effort and is likely to lead to a planning framework with aims that are compatible with the private sector and other public sector bodies, as well as many voluntary organisations. This way partnership working also reduces the reliance on public funding to start the implementation of some projects.

27.6 Two closely related examples of partnership working towards the delivery of the Core Strategy are Local Investment Plans (LIPs) and Local Area Agreements (LAAs). Local Investment Plans are agreements between local authorities and the Homes and Communities Agency (HCA) that set out the investment required to deliver the 'agreed vision and economic purpose of the place'. Local Area Agreements, which usually follow Local Investment Plans, set out the funding and resources that each partner organisation will invest in the area over time, and the outputs and outcomes expected from them. This type of partnership working is one of the key delivery mechanisms upon which the vision and strategic objectives are dependent.

27.7 In terms of infrastructure delivery the Council is, and will continue, working with infrastructure providers. This is being done through work for the Infrastructure Delivery Plan (IDP) and through the Local Strategic Partnership (LSP).

Key Projects

27.8   Most of the major projects which are critical to the delivery of the Core Strategy are located at Hemel Hempstead. Many of these projects have their roots in the Hemel 2020 Vision (now part of the Dacorum Development Programme), and are strengthened by the Core Strategy and other DPDs.

27.9   Delivery of the projects is crucial for the fulfilment of the Council's regeneration aims which are embedded in the borough and Hemel Hempstead visions. The Hemel Hempstead Place Strategy, the Sustainable Development Strategy and other policies in the Core Strategy form the basic framework for their delivery. This will be developed through other documents such as the Hemel Hempstead Town Centre Masterplan, the East Hemel Hempstead Area Action Plan and the Site Allocations DPD to ensure that the appropriate planning principles and requirements are in place to ensure successful delivery.

Flexibility and Contingency

27.10 Flexibility within planning policies is necessary to enable:

- adaptation to changing Government policy and advice;
- adaptation to changing circumstances, particularly in terms of economic cycles, upon which the timing of development is dependent;
- a degree of robustness to fluctuating levels of public funding availability to 'kick-start' development;
- adjustment to new technology and/or evidence, for example new energy production technology; and
- adaptation to evolving Council priorities with regard to the aims for development in terms of requirements which represent a cost to developers[1], and hence a potential constraint to development.

27.11 Flexibility has been built into the policies of the Core Strategy, whilst maintaining direction for development and guiding planning principles.

27.12 The key areas of flexibility within the Core Strategy are:

- **Meeting housing needs:**
    - Delivery of the housing supply is aimed at meeting the needs of the community in terms of location, quality, mix and affordability.
    - Policy CS3 (Managing Selected Development Sites) allows for residential development on selected sites if certain trigger points are reached and conditions satisfied.
    - Identification of local allocations on the edge of settlements, allows changing housing and community needs to be reflected in future detailed planning requirements.
- **Encouraging a healthy economy:**
    - An indicative jobs target allows businesses to adapt to changing market conditions.

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[1] For example, developer contributions, affordable housing and meeting sustainable design and construction policies.

- The B-Class employment land floorspace targets are long term and can be adjusted if there are significant changes in the structure of the economy.
- There is broad support for development that helps to achieve sustainable economic growth and assists the transition to a low carbon economy and green energy use at Maylands Business Park - the detailed planning requirements are left to later DPDs.

- **Encouraging sustainable developments:**
  - Policy CS29 (Sustainable Design and Construction) relates to national guidance, allowing for adaptation to future changes.
  - There is the option of paying into a Sustainability Offset Fund (Policy CS30) where development cannot meet requirements on site.

- **Development viability:**
  - The viability of development schemes will be tested on the basis of an open book financial appraisal and quantified using an agreed viability toolkit.   The information presented in the Planning Obligations SPD and the Infrastructure Delivery Plan (IDP) will be used to ensure a consistent approach.

- **Adopting a local approach:**
  - The evidence takes a spatial approach to assessing needs and capacities within the borough, and can be updated as appropriate.
  - The availability of infrastructure capacity will play a major role in determining the phasing and exact location of future development.

- **Holding sites in reserve:**
  - Housing sites (local allocations) are identified for use later in the plan period.
  - Education zones (Policy CS23) will provide a reserve to meet future requirements.

27.13 Although the Core Strategy, and other related documents, plan for the period up to 2031, it is impossible to take every eventuality into account when working to a long timescale. However, it is possible, through flexibility and contingency planning, to deal with uncertainties. Contingency planning is closely linked to monitoring and requires processes to be in place so that the Council and its partners can respond proactively, if certain things do not happen as and when expected.

27.14 There are a number of mechanisms in place to ensure key parts of the Core Strategy are delivered. These include:

- Policy CS17 (New Housing) includes a commitment from the Council to increase the supply of deliverable housing land if the rate of housing completions is particularly low and evidence shows that recovery of the situation is unlikely. In this instance the Council may release one of the local allocations.
- The development of key sites, such as the local allocations, will also be linked to infrastructure capacities. If the development of a local allocation and associated infrastructure would help to alleviate some pressure on the existing infrastructure network, then the allocation may be released for development in accordance with Policy CS3 (Managing Selected Development Sites). On the other hand, if the development of a site would cause insurmountable problems for existing infrastructure, its release will be delayed until the issues are resolved.

- The Site Allocations DPD will include reserve sites for two form entry primary schools at Hemel Hempstead, which will be released for development if and when required.
- The education zones designated at Berkhamsted define the areas of search for two new primary age schools to be built. Both sites will be capable of accommodating a two form entry school, but may operate as one form entry schools until more capacity is required.