



Core Strategy: Monitoring Framework

September 2014

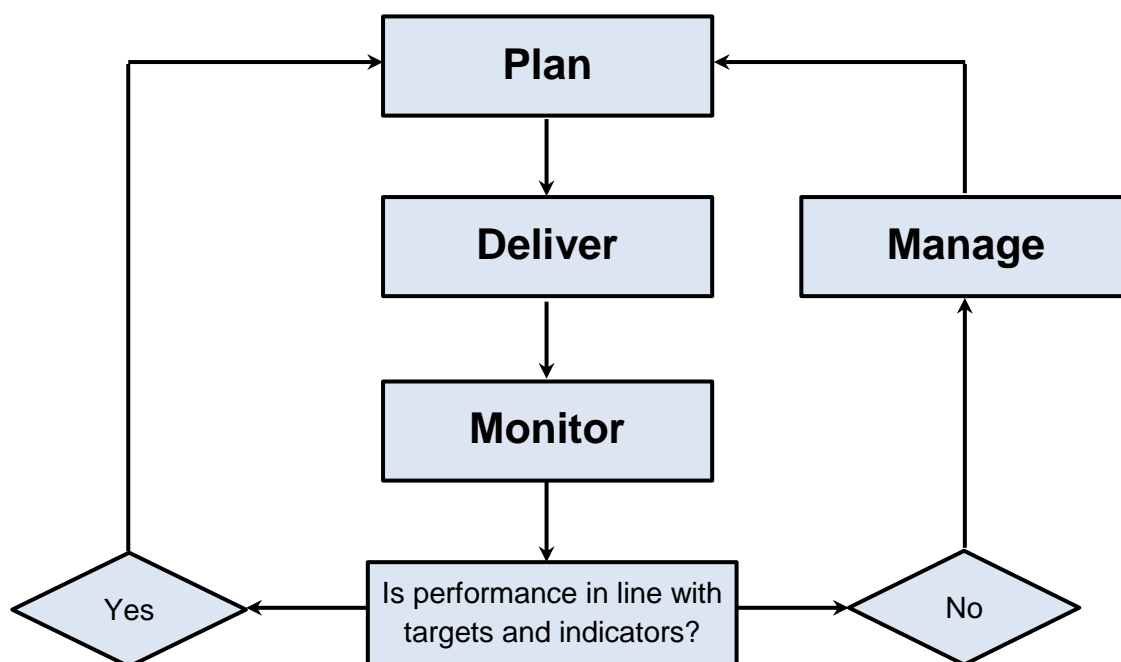
Monitoring Framework

The Core Strategy sets the overall spatial strategy for Reigate & Banstead for the next 15 years, to 2027. It sets out the overall scale and location of growth planned for the borough, and includes strategic policies to shape how this development takes place. The Core Strategy is the first part of the updated Reigate & Banstead Local Plan – the Development Management Policies document (DMP) will provide more detailed policies to guide decisions on development proposals.

An important feature of an effective plan is its ability to respond quickly to changing circumstances and underperformance through the plan, monitor and manage approach (see Figure 1). The Council will regularly assess the performance of individual policies and overall progress in delivering the strategic objectives of the Core Strategy. This will ensure that the Council is able to:

- Monitor progress against agreed targets
- Identify if policies or objectives are not being achieved, and implement remedial actions in cases of underperformance
- Use trigger mechanisms to manage growth effectively
- Identify and address any unanticipated consequences arising from the implementation of the plan.

Figure 1: Plan, Monitor, Manage Approach



This Monitoring Framework sets out a series of indicators which provide the basis for monitoring the strategic objectives and policies within the Core Strategy. Detailed policies will be set out in the DMP, and will be accompanied by more specific indicators.

The indicators set out in this Monitoring Framework fall within one of two categories:

- Significant effects/contextual indicators – these measure progress and performance in achieving the strategic objectives of the plan
- Delivery indicators – these assess the effectiveness and outputs of individual policies in delivering specific outputs

This document is split into 2 parts. The first section sets out the significant effect/contextual indicators to monitor achievement of strategic objectives. The second section sets out delivery indicators for each Core Strategy policy (which themselves will deliver the strategic objectives).

Performance against the indicators identified will be reported in a suite of subject-specific monitoring documents and summarised in an annual report. This annual report will also provide an assessment of the implementation of the overall Local Development Scheme (which sets out the timetable for production of Local Plan documents).

Targets to maintain, increase and reduce the strategic objective indicators are measured against the latest baseline information. These will be reviewed as and when the baseline information is updated with the latest figures.

Regular reporting against this Monitoring Framework will enable the Council to identify areas where individual policies are not delivering as envisaged, or where policies are not resulting in objectives being achieved. The Framework also identifies the potential management actions and contingencies which are available to the Council, and the instances of underperformance which are likely to trigger interventions. The indicators may also assist the Council in determining whether a partial or full review of any Local Development Document is required. In many cases, these will be supplemented by more specific management actions developed alongside detailed policies set out in the DMP.

Strategic Objectives – Significant Effects/Contextual Indicators

Ref	Strategic Objectives	Key Question/ Rationale	Key Indicator	Baseline	Target	Source
The Environment						
E1	SO4; SO5	Are measures to increase recreation opportunities delivering more active lifestyles?	Participation in sport/active recreation	26.1% (Apr 09-Apr 11)	Increase	Sport England Active People Survey
E2	SO1; SO6; SO8;	Is the quality and condition of SSSIs being protected or enhanced?	Percentage of SSSIs in favourable or recovering condition	98% (2011)	Maintain	Natural England
E3	SO1; SO6; SO8	Are positive steps being taken to enhance areas of biodiversity interest?	Number of SNClS under positive management	7 (2012)	Increase	Surrey County Council/ RBBC
E4	SO9	Is anti-social behaviour being effectively tackled?	Number of anti-social behaviour incidents	3,119 (April 2011-September 2012)	No Increase	Surrey Police
E5	SO9	Is crime being effectively tackled?	Total number of notifiable crime offences	4,026 (April 2011-September 2012)	No Increase	Surrey Police
E6	SO1; SO10	Are households and businesses in the borough effectively reducing emissions?	Local emissions from commercial and domestic sources (per capita)	775 kt CO2 (2010)	No Increase	DECC
E7	SO1; SO10	Are households and businesses reducing the amount of waste they produce?	Collected household waste per person	362kg (2009/10)	No Increase	Defra/ Surrey County Council
E8	SO1; SO10; SO14;	Is air quality being managed effectively?	Emissions recorded in AQMAs	µg/m3 NO2 at AQMA monitoring stations.	No Increase	RBBC Environmental Health
Housing						
H1	SO2; SO11	How strong is the housing market in the borough?	Average house prices	£360,465 (2011)	None	DCLG/Land Registry
H2	SO2; SO11	How much affordable housing is being delivered?	Affordability ratio	8.52 (2011)	No Increase	DCLG/ Housing Monitor

Ref	Strategic Objectives	Key Question/ Rationale	Key Indicator	Baseline	Target	Source
H3	SO11	Does the borough's stock provide a mix of housing options?	Stock breakdown by council tax band	% of properties within each council tax band	None	RBBC Council Tax
H4	SO11	Is the borough making the most effective use of existing housing stock?	Number of vacant dwellings	1,034	Reduction	RBBC Council Tax
Transport						
T1	SO1; SO13	Is road pollution being effectively tackled?	Local emissions from road transport per capita (Minor and A roads only)	192 kt CO2 (2009)	No Increase	DECC
T2	SO16	Is the impact of Gatwick Airport on environmental quality in Horley being effectively managed?	Emissions at Horley AQMA monitoring stations	32 µg m3 at RG2 37 µg m3 AT RB59 (April 2010- March 2011)	No Increase	RBBC Environmental Health/ AMR
T3	S013	Is public transport use increasing?	Patronage at borough rail stations Bus patronage on key bus routes	5,464,546 (2010/11)	Maintain Increase	Office of Rail Regulation/Surrey County Council
T4	SO13; SO20	Does Redhill continue to act as a major interchange?	Interchanges at Redhill station	1,081,763 (2010/11)	Maintain	Office of Rail Regulation
Local Economy & Regeneration						
R1	SO17; SO20	Is the vitality and viability of town centres being maintained /improved?	Vacancy rates in town centres (Units)	Banstead: 4.4% Reigate: 1.7% Redhill: 10.7% Horley: 7.7% (Sept 2012)	5% (long term average)	RBBC Town Centre Monitoring
R2	SO17	Is the vitality and viability of local centres being maintained/ improved?	Vacancy rates in local centres (Units)	8% (Dec 2011)	7% (long term average)	RBBC Town Centre and Local Centre Monitoring
R3	SO20	Is the role of Redhill being	Ranking of Redhill as a	253 (2008)	Improve	MHE UK Shopping

Ref	Strategic Objectives	Key Question/ Rationale	Key Indicator	Baseline	Target	Source
		strengthened?	retail destination			Index
R4	SO1; SO19	Is economic and business growth being promoted?	Number of business units and annual business start ups	6,600 (Mar 2010) business units 1,277 (2011) annual start ups	Increase	ONS Bank Search – monthly start up
R5	SO1; SO19	Does the borough continue to have a prosperous and competitive economy?	Competitiveness Ranking	37 th (2010)	Maintain	UKCI
R6	SO19; SO20	Does the borough remain an attractive business location? Is employment accommodation suitable to business needs?	Vacant office and industrial floorspace Vacancies on industrial estates	Office: 44,000sqm Industrial/Warehouse: 26,915sqm (March 2012) 15% (long term average)	Reduction	RBBC Internal monitoring
R7	SO1; SO18	Is quality of life in the borough being maintained or improved?	Overall borough IMD score	9.65 (2010)	Improve	English Indices of Deprivation DCLG
R8	SO1; SO18; SO20	Is regeneration delivering improvements to quality of life?	IMD scores for LSOAs within regeneration areas	National ranking of individual LSOAs	Improve	English Indices of Deprivation DCLG
R9	SO1; SO18	Are employment opportunities being enhanced?	Percentage of working age population claiming JSA	1,720 (1.9%) (Feb 2012)	Reduction	ONS NOMIS Surreyi

Policy – Delivery Indicators

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
CS1 Presumption in Favour of Sustainable Development	Is the Council working pro-actively with applicants?	1. Number of pre-application requests 2. Number of proposals where pre-application advice is given which are subsequently refused	Increase instances of pre-application engagement	Further promote pre-application engagement Improve effectiveness of pre-application advice (e.g. involvement of wider Council services)
	Is the Council taking decision in a timely manner?	3. Percentage of applications determined within statutory timescales	60% major planning applications determined in 13 weeks. 65% minor planning applications determined in 8 weeks. 80% other planning applications determined in 8 weeks.	Improve efficiency of decision-taking Further promote pre-application engagement and front loading of applications
CS2 Valued Landscapes and the Natural Environment	Is the natural environment and biodiversity being afforded sufficient protection in decision-taking?	4. Number of permissions granted contrary to Natural England (NE) Advice	No permissions granted contrary to NE advice	Work with NE to strengthen development management approach (policy/guidance in relation to natural environment)
	Is the AONB being protected and enhanced?	5. Permissions for major development within and around the AONB	No applications granted for major development proposals within the AONB	Work with AONB Management Board and NE to strengthen development management approach (policy/guidance in relation to AONB/AGLV) to improve the landscape.
	Is the SAC being afforded adequate protection from recreational and other pressures?	6. Major residential or commercial developments in proximity to the SAC	No major commercial or residential schemes permitted within 800m of the SAC without appropriate mitigation/avoidance measures in place.	Work with NE to strengthen development management approach (policy/guidance in relation to SAC) Accelerate work with partners to deliver SAC

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
		7. Delivery of measures to mitigate and avoid pressure on the SAC	Provide a GI plan listing specific GI projects to be delivered in line with the timescales set out in the emerging GI action plan and/or delivery partners	mitigation measures Consider diversion of planning contributions to support funding of measures
CS2 Valued Landscapes and the Natural Environment	Are areas of biodiversity value being effectively protected and enhanced?	8. Extent of SSSI, SNCI, LNR and Ancient Woodland (hectares)	At least maintain current extent	Strengthen development management approach (policy/guidance in relation to biodiversity) Review GI action plan (when adopted) to support protection and enhancement of such areas Work with partners and landowners to deliver enhancements to designated areas.
	Is a coherent GI network being planned and delivered?	9. Implementation of GI Strategy and Action Plan	Provide GI - prepare GI Strategy in line with agreed programme Implement GI Action Plan in line with agreed programme	Consider diversion of planning contributions to support funding of measures Work with partners and landowners to deliver GI interventions Review GI Action Plan
CS3 Green Belt	Is a robust and defensible Green Belt being maintained and is the GB being protected from inappropriate development?	10. Amount of additional homes and non-residential floorspace granted on greenfield sites in the Green Belt (excluding allocated sites) 11. Amount of additional homes and non-residential floorspace granted on brownfield sites in the Green Belt (excluding allocated sites)	None None	Strengthen development management approach (policy/guidance in relation to Green Belt) Review land supply evidence
	Is (or has) the Council progressing (or progressed) a	12. Progress in undertaking Green Belt Review	Review completed to inform Development Management	Reassess need to undertake detailed GB review and progress as necessary

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
	detailed Green Belt review?		Policies DPD	
CS4 Valued Townscapes and the Historic Environment	Are the borough's heritage and conservation assets being adequately protected?	13. Planning permissions granted contrary to English Heritage (EH) Advice	No permissions granted contrary to EH advice	Strengthen development management approach (policy/guidance in relation to heritage)
		14. Loss of statutory and locally listed buildings	No loss of listed buildings	
	Is the borough working to enhance and secure the future of heritage assets?	15. Number of heritage assets on the 'at risk register'	Reduction in number of assets on the 'at risk register'	Work with landowners and statutory bodies to secure heritage assets Consider diversion of planning contributions to support enhancements
CS5 Valued People and Economic Development	Is regeneration progressing as envisaged?	16. Progress sites within regeneration areas	Major schemes to progressing in line with anticipated timescales contained in Corporate Plan, and/or housing trajectory.	See specific management actions and contingencies below – delivery of regeneration
	Is adequate floorspace being located within town centres, employment area and sustainable locations (total amount of development within/ outside these areas)	17. Percentage of additional employment development (B1-B8) located within town centres and industrial estates	At least 90%	See specific management actions and contingencies below – employment land and economic development
	Is an appropriate quantum of employment land being provided/ maintained?	18. Outstanding permissions for B1-B8 floorspace	Maintain a flexible pipeline equivalent to two years worth of residual floorspace requirements	
	Is there a range of employment land in terms of types and size being provided/ maintained?	19. Completions and extant commitments (permissions and land allocations) for B1-B8 floorspace	Once DMP in place, sufficient to deliver: At least 10,000sqm of additional B1(a) floorspace by 2027 At least 33,000sqm of additional B8 floorspace by 2027	
	Is the current supply of suitable and viable employment land and premises being maintained to support economic development?	20. Loss of B1-B8 floorspace to non-employment (including residential) uses in designated employment	No schemes permitted which result in a net loss of B1-B8 floorspace in designated employment areas	

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
		areas		
		21. Large scale losses of B1-B8 floorspace to non-employment uses outside designated employment areas	No schemes permitted which result in large scale losses of B1-B8 floorspace on sites outside of designated employment areas	
	What progress is being made in relation to the promotion of education/skills provision?	22. Number of additional school places/new schools provided new further education provision	In line with requirements in IDP	Closer working and engagement with SCC including through Public Sector Board and partnership working with further education providers
	What progress is being made in relation to community/neighbourhood planning?	23. Number of neighbourhood/community plans being progressed	Progress in preparing neighbourhood plans to be in line with agreed timescale where relevant	Closer working and engagement with local community groups/neighbourhood forums
CS6 Allocation of Land for Development	Is regeneration progressing as envisaged?	24. Progress of Horley sectors and sites within regeneration areas against anticipated timescales	All major schemes progressing in line with anticipated timescales contained in Corporate Plan and or/DMP.	See specific management actions and contingencies below – delivery of regeneration
	Is development and allocations being directed in line with the hierarchy?	25. Percentage of allocations and housing completions in priority locations for growth and regeneration	More than 50% between 2012 and 2022	Review land supply evidence and consider whether additional sites need to be allocated Work with partners to accelerate development of land within priority locations for growth
	Is land within the urban area being effectively prioritised?	26. Percentage of residential and non-residential development on unallocated sites outside the urban area	None	Strengthen development management resistance to proposals outside of the urban area Consider release of other sources of urban land to support delivery
	Does land supply information indicate that release of greenfield sites is required?	27. Housing trajectory	Five year land supply plus buffer	Lack of five year land supply plus buffer may indicate the need for the phased release of sites adjoining the urban area in line with the management actions and contingencies for housing delivery set out below
	Is retail growth being directed to	28. Percentage of new retail development located within	At least 95%	Review retail needs with particular reference to regeneration of Redhill to assess whether

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
CS7 Town and Local Centres	appropriate locations?	town centres and local centres		overall growth forecasts and distribution remain appropriate
	Is the role and growth of Redhill as the primary town centre being supported?	29. Percentage of additional comparison retail, convenience retail and leisure floorspace delivered in Redhill town centre	At least 60%	Review site allocations (and phasing) to ensure sufficient suitable and viable land to enable delivery Consider need for CPO to facilitate key schemes in Redhill town centre
	Is a flexible pipeline of development being maintained to enable the borough to deliver growth across the plan period?	30. Outstanding permissions for comparison and convenience floorspace	Maintain a pipeline equivalent to two years worth of floorspace requirements	Strengthen development management resistance to retail proposals outside of town and local centres
CS7 Town and Local Centres	Is retail growth being supported by new development and land supply?	31. Completions and extant commitments (permissions and allocations) for comparison and convenience floorspace	Once DMP in place, sufficient to deliver: At least 25,800 sqm of additional comparison floorspace by 2027 At least 11,700 sqm of additional convenience floorspace by 2027	As above
	Is the retail function of the borough's main town centres being preserved?	32. Loss of retail (A1-A5) floorspace within town centres	No schemes permitted which result in a net loss of retail (A1-A5) floorspace	Strengthen development management resistance to proposals for loss of retail Consider use of LDOs as a potential mechanism for enhancing the vitality and viability of retail uses
	Are accessible local services being maintained?	33. Loss of retail (A1-A5) and community services (D1/D2) floorspace in local centres	No schemes permitted which result in a net loss of retail (A1-A5) or community (D1/D2) floorspace	
	Is the borough providing sufficient guest accommodation?	34. Number of additional hotel/guest house bedrooms	In line with hotel needs assessment	Review hotel needs Consider the need to specifically allocate sites for hotels within the areas identified in the study Consider the potential to allocate sites outside of preferred locations

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
CS8 Area by Area	Is growth being directed to and delivered in the right locations?	35. Delivery of residential, employment and retail growth and infrastructure by borough area	See targets for CS3; CS5; CS10 and CS11	See management actions under each relevant policy
CS9 Gatwick Airport	Is the Council supporting and engaging in the future of Gatwick Airport?	36. Number and outcome of specific consultations regarding long term and detailed operational proposals to which the Council has responded	No target	Strengthen partnership working with neighbouring local authorities, Gatwick Diamond and Gatwick Airport Ltd
CS10 Sustainable Development	Are policies effectively prioritising the use of PDL?	37. Percentage of new residential dwellings built on previously developed land	At least 50%	Fully review SHLAA with a view to identifying additional PDL sites with housing potential Review land allocations to ensure sufficient land is identified to meet targets Resist development of non-PDL sites where sufficient PDL sites are identified
CS10 Sustainable Development	Are policies effectively prioritising the use of PDL?	38. Percentage of additional non-residential floorspace built on previously developed land	At least 90% across plan period	Review land allocations to ensure sufficient land is identified to meet targets
	Is development being suitably located and designed to avoid the risk of flooding and water quality?	39. Number of additional dwellings permitted in areas of flood risk	Outside of Redhill town centre - no new residential dwellings (excluding replacements) in Flood Zones 2, 3a and 3b.	Strengthen development management approach Revisit sequential test to establish alternative locations for development
	Is development being suitably located and designed in relation to flood risk and water quality?	40. Number of planning permissions granted contrary to EA advice regarding flood risk or water quality	No permissions granted contrary to EA advice	Strengthen development management approach
	Are new developments contributing to a reduction in non renewable energy demand and carbon emissions?	41. Percentage of new developments which include measures for renewable energy generation.	Increase	Strengthen development management approach

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
CS11 Sustainable Construction	Are new developments seeking to achieve more sustainable design and construction methods?	42. Percentage of new homes meeting or exceeding Code for Sustainable Homes Level 4	100%	Strengthen development management approach (policies/ guidance's in relation to sustainable development) Review requirements against statutory standards and viability Consider the need for additional guidance to aid decision-taking
		43. Percentage of non-residential developments achieving or exceeding BREEAM 'very good'	100%	
CS11 Sustainable Construction		44. Development of decentralised networks and percentage of development connected	No target	
CS12 Infrastructure Delivery	Is the borough effectively securing adequate contributions to support growth?	45. Value of financial and in-kind contributions secured and collected	No target	Management actions to be explored through the development and implementation of CIL
CS12 Infrastructure Delivery	Are funds supporting the objectives of this strategy?	46. Spending of financial contributions	Contributions spent in line with agreed priorities	Closer working with strategic infrastructure providers including Surrey CC
	Is GI potential of the borough's green fabric being realised?	47. Delivery of projects identified in the Green Infrastructure Strategy (GI) and action plan	All projects to be delivered in line with the timescales set out in the GI action plan	See CS1 for potential GI management actions
	Are priority infrastructure projects being delivered to support growth?	48. Delivery of infrastructure projects identified in the IDP	All priority infrastructure to be delivered in line with anticipated timescales and triggers contained the Core Strategy and IDP	See specific management actions and contingencies below – infrastructure
	Are sufficient facilities being provided to support the health and wellbeing of local people?	49. Provision of community and leisure facilities	No net loss of leisure or community facilities	Strengthen development management approach (policy/guidance on protection of community facilities) Consider working with residents and neighbourhoods to identify assets of

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
				community value and mechanisms to support their on-going use
CS13 Housing Delivery	Is sufficient new housing being delivered?	50. Number of additional homes delivered and additional facilities provided in new housing developments.	Residual annual figure based on total of 6,900 over the plan period	See specific management actions and contingencies below – housing land supply
	Are levels of pipeline supply being maintained to allow the borough to effectively meet targets?	51. 5 year housing land supply	Five year land supply (+5% buffer) maintained in line with NPPF	
	Are levels of pipeline supply being maintained to allow the borough to effectively meet targets?	52. Potential net additional dwellings from extant planning permissions	Maintain a pipeline equivalent to two years residual supply	
CS14 Housing Needs of the Community	Does new housing meet the identified needs of the community?	53. Type and size of market dwellings completed across the borough	Size of new dwellings to be in line with SHMA recommendations	Strengthen development management approach Consider the need for additional guidance to support application of policy
		54. Type and size of affordable dwellings completed across the borough	Size of new dwellings to be in line with SHMA recommendations	
CS14 Housing Needs of the Community	Does new housing meet the identified needs of the community?	55. Number of additional retirement and extra care housing units delivered	Increase year on year	Consider the need for specific land allocations to support the delivery of specialist housing Work with local providers to identify opportunities for the expansion of existing facilities
CS15 Affordable Housing	Is the need for affordable housing in the borough being addressed?	56. Number of additional affordable homes delivered	At least 100 per annum	Review site allocations Review viability implications of affordable housing provision
	Are the affordable housing requirements of current and	57. Tenure mix of affordable homes delivered	Affordable housing tenure mix to be in line with SHMA	Consider opportunities for prioritising Council owned sites for affordable housing

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
	future residents being met?		recommendations	
	Are mechanisms for delivering affordable housing through the planning system effective?	58. Percentage of schemes over 15 units providing at least 30% of affordable housing on site	100%	
		59. Percentage of schemes of less than 15 units providing a financial contribution towards affordable housing in line with policy requirements	100%	
	Are mechanisms for delivering affordable housing through the planning system effective?	60. Spending of affordable housing financial contributions/commuted sums	100% to be spent on new provision/enhancement	
	Is the borough effectively protecting the existing stock of quality affordable homes?	61. Developments resulting in a net loss of affordable housing	None outside of regeneration areas	
CS16 Gypsies, Travellers & Travelling Show People	Are the needs of gypsies and travellers being met?	62. 5 year supply of sites	Maintain a five year supply	Review land supply and criteria for site allocations set out in the policy.
		63. Site allocations for additional plots and pitches	Sufficient allocations in the DMP to meet identified need	
CS17 Travel Options and Accessibility	Is new development being delivered in a way which reduces private travel demand?	64. Percentage of completed non-residential floorspace located within 15 minutes of a public transport stop or walking distance to a town centre	At least 80%	
CS17 Travel Options	Is new development being delivered in a way which reduces private travel demand?	65. Percentage of completed residential dwellings located within 15 minutes	At least 80%	

Policy	Key Question/ Rationale	Performance Indicator	Target	Potential Management Actions
and Accessibility		of a public transport stop or walking distance to a town centre		
	Are new developments seeking to promote more sustainable travel patterns?	66. Percentage of major residential and commercial developments committing to a travel plan	100%	
	Are measures to support cycling being delivered?	67. Percentage of proposals for new homes and non-residential floorspace providing cycle parking spaces	100%	
	Are developments seeking to minimise parking provision to promote alternative travel options?	68. Parking levels achieved on residential and non-residential developments and in the most sustainable locations	All developments to be in line with standards adopted within subsequent guidance	Strengthen development management approach Review guidance and standards for car parking

Contingency Planning & Management Actions

During the course of the plan period, regular monitoring against the indicators identified in this framework may highlight areas where performance against the objectives of the plan are not being met as anticipated. Given the strategic nature of the policies in the plan, potential management actions are limited and largely relate to strengthening the approach taken in subsequent local planning policy or guidance documents.

However, the Council considers that there are a number of strategic areas where underperformance may trigger the need for management actions or contingency measures to ensure that fundamental objectives of the plan are not undermined. These are:

- Delivery of regeneration projects
- Retail, employment land and economic development
- Housing land supply and delivery
- Infrastructure delivery

Delivery of regeneration projects

The delivery of regeneration projects is an integral part of the Core Strategy. The monitoring framework predominantly assesses performance in respect of whether development schemes within regeneration areas are being delivered and progressed in line with anticipated timescales.

In the event that regeneration projects do not come forward for development as anticipated and there is insufficient evidence to confirm that development is likely to come forward in the immediate term, the Council will work closely with partners and landowners and may jointly implement the following management actions and contingency measures:

- *Investment Interest*: Consider the potential for the Council to use its own land interests to catalyse the development of other sites by bringing forward any developments which are initially programmed for later in the plan period.
- *Viability*: Ensure that the local planning policy documents that will address the development aspirations/allocations for individual sites contain sufficient flexibility for landowners to bring forward a viable scheme. Considering options to address economic viability.
- *Availability*: Use other planning powers, including compulsory purchase should this be necessary, to ensure identified sites come forward.
- *Funding mechanisms*: Explore other funding/forward funding mechanisms that may be available to kick-start development.

Employment land supply and economic development

Delivering additional employment land and floorspace is an essential part of ensuring that future economic growth is supported. The monitoring framework includes a number of indicators to measure whether supply is maintained, growth is directed to the right locations and whether land supply is responsive to future need. Where performance is considered to meet targets, the Council will continue to monitor performance and work with the local business community to support on-going attractiveness of the borough as a business location. However, the following instances of underperformance may necessitate the exploration and enactment of management actions and contingencies:

- Completions, allocations and extant commitments fall significantly below the plan period requirement for additional floorspace for two consecutive years
- Extant planning permissions are significantly below two years supply for two consecutive years.

Likely management actions and contingencies could include:

- Review employment land forecasts to ensure that the future floorspace requirements being pursued by the Council are up-to-date
- Review allocations to ensure that allocated employment land remains suitable and viable for that purpose and consider, through both allocations and decision-taking, the acceptability of mixing higher value uses as a means of enabling employment development on allocated sites
- Consider measures to liberate and promote the re-use, redevelopment and expansion of existing employment land and buildings, for example through Local Development Orders
- Exceptionally, consider opportunities for employment development on Greenfield land, either as part of mixed use urban extensions or strategic standalone parks, and the potential to release unsuitable/unviable employment land in the urban area to help deliver other priorities within the Core Strategy. This would likely to necessitate preparation of an Area Action Plan or development brief.

In addition, the loss of a major employer from designated employment land or freestanding sites outside the urban area may require the preparation of an Area Action Plan or development brief in order to manage the future use and development of the vacated site effectively.

Retail development

Effective planning and delivery of additional retail floorspace in the borough, particularly within Redhill town centre, is an important part of the overall strategy. The monitoring framework includes a number of indicators to measure whether supply is maintained, growth is directed to the right locations and whether land supply is responsive to future need. Where performance is considered to meet targets, the Council will continue to implement established policies and monitor performance. However, the following instances of underperformance may necessitate the exploration and enactment of management actions and contingencies:

- Completions, allocations and extant commitments are significantly below the plan period requirement for additional floorspace for two consecutive years
- Extant planning permissions are significantly below two years supply for two consecutive years.

Likely management actions and contingencies could include:

- Review retail need forecasts to ensure that the future floorspace requirements being pursued by the Council are up-to-date. Reconsider the timing of provision and whether it is appropriate to backload development.
- Review allocations to ensure that allocated retail sites remain suitable and that there is reasonable prospect that they will come forward for that use. Consider, through allocations

and decision-taking, the acceptability of mixing higher value uses as a means of enabling retail development on allocated sites.

- Consider measures to liberate and promote the re-use, redevelopment and expansion of existing retail units, for example through Local Development Orders.

In addition, the location and distribution of retail development is important to the health and viability of the borough's town and local centres. In the event that the percentage of retail development outside of appropriate locations rises to an unacceptable level (for example a major retail development is allowed outside of the main town centres), this may signal the need to review the overall retail strategy and explore options to expand town centres to ensure they remain competitive.

Housing land supply and delivery

The monitoring framework above establishes three key indicators against which the performance of CS11 will be assessed. Where performance is considered to meet targets, the Council will continue to monitor performance and progress any work deemed necessary to ensure that delivery can be maintained in latter stages of the plan period.

The following instances of underperformance may necessitate the exploration and enactment of management actions and contingencies:

- Annual supply falls significantly below the residual annual requirement to deliver the housing target in CS11 for two consecutive years
- The Council is unable to demonstrate a five year land supply (plus 5% buffer)

Management actions and contingencies will be prioritised in line with the hierarchy for allocation of development set out in Policy CS4. In the first instance, measures will be implemented to increase the supply of land within the existing urban area. Specific actions may include:

- Fully review the Strategic Housing Land Availability Assessment to ensure the most up-to-date evidence base for housing land supply
- Review (fully or partially) the DPDs that will address the management of housing land and allocation of sites with a view to unlocking residential development on other land sources in the urban area.
- Accelerate the use of the Council's land interests firstly in regeneration areas and then elsewhere in the urban area and prioritise residential development on these sites.
- Review employment land requirements with the aim of:
 - identifying opportunities for both the release of surplus and less suitable sites; and
 - identifying potential for rationalisation and intensification in order to both maintain the capacity of the employment area but also release land for residential development.
- Exceptionally, consider opportunities for the release of Greenfield sites within the urban area. In relation to publically accessible open space this may necessitate securing alternative or upgraded provision elsewhere in the locality.
- Use planning powers, including compulsory purchase should this be necessary, to ensure identified sites come forward.

Following these measures should the Council still be unable to identify a five year land supply (based on the residual annual requirement) or if annual supply continues to fall significantly below the requirement in CS11 for a further two years, the phased release of allocated sites adjoining the urban area will be considered in line with the hierarchy set out in Policy CS4.

Infrastructure delivery

The Core Strategy, through the IDP, identifies a series of priority infrastructure projects to support the growth planned for the borough. In the event that priority projects are progressed in line with the timescales and triggers set out in the Core Strategy, the Council will continue to monitor infrastructure provision and will work with providers to ensure that requirements and priorities are up-to-date.

However, in the event that priority elements of infrastructure do not come forward for development as anticipated and there is insufficient evidence to confirm that development is likely to come forward in the immediate term, the Council will work closely with partners and landowners and may jointly implement the following management actions and contingency measures:

- Fully review the IDP to establish up-to-date evidence on requirements and priorities
- Consider the need for the prioritisation and diversion of financial contributions (e.g. s106 and CIL) to aid delivery
- Where relevant, review the DPDs that deal with land allocation to allocate sites in the urban area for strategic infrastructure to ensure that land availability does not hamper delivery. Exceptionally where need cannot be accommodated in the urban area, consider the release of land outside the urban area for the delivery of infrastructure.
- Work with partners to explore external funding opportunities, including through the Gatwick Diamond and Coast to Capital LEP, to support delivery of projects
- Exceptionally, consider the need to defer proposed development and growth in particular locations (both in and adjoining the urban area) until commitment to deliver infrastructure can be secured or re-prioritise locations where infrastructure is available.