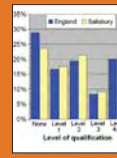


**Managing and monitoring  
the delivery of the strategy**





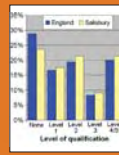
## 13. Managing and monitoring the delivery of the strategy

This Strategy has been developed to be deliverable and is underpinned by the use, wherever possible, of strategic housing and employment allocations to realise the Strategic Objectives without recourse to further policy work. This will ensure that a rolling supply of housing can be delivered from the outset of the plan. However the process does need to be carefully managed to ensure that it is effective and that if unforeseen outcomes arise, then they can be addressed. The plan is designed to be flexible and contain appropriate levels of contingency, so that it can effectively respond to events if necessary. There are a number of areas where there is less certainty over delivery or specific issues, which do need further policy work to help delivery. While these have been kept to a minimum they are unavoidable and how these areas will be progressed needs to be explained.

### 13.1 Managing Delivery of the Strategic Site Allocations

A key element of this Strategy is its deliverability. Significant steps have already been taken to work with landowners, agents, developers and infrastructure providers to commence the detailed planning of the strategic sites identified in this Strategy. Discussions have included seeking agreement from developers that they are willing for their site to form part of the frontloading strategy. Significant steps have also been towards submission of a planning application through master planning, carrying out assessments and identifying and overcoming barriers to delivery. The table below summarises the progress that has already been made in managing the delivery of the strategy.

Site	Development Management Progress
Fugglestone Red	<ul style="list-style-type: none"> <li>• Consultants and national house builder signed up</li> <li>• Draft Environmental Appraisal, incorporating landscape and visual appraisal, ecological assessment and archaeology and cultural heritage</li> <li>• Draft indicative masterplan</li> <li>• Scoping meetings with infrastructure providers</li> </ul>
Hampton Park	<ul style="list-style-type: none"> <li>• Consultants and national house builder signed up</li> <li>• Indicative masterplan</li> <li>• Design code</li> <li>• EIA Screening opinion</li> <li>• public exhibition</li> <li>• Partnership working with parish council</li> <li>• Landscape assessment</li> <li>• Ecology assessments.</li> <li>• Draft indicative masterplan</li> </ul>
Longhedge (Old Sarum)	<ul style="list-style-type: none"> <li>• Appointment of consultants</li> <li>• Draft indicative masterplan received</li> <li>• More detailed masterplanning underway.</li> </ul>
Churchfields & Engine Sheds	<ul style="list-style-type: none"> <li>• SFRA level 2 undertaken</li> <li>• Draft development brief for engine shed site</li> </ul>



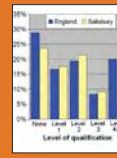
Site	Development Management Progress
	<ul style="list-style-type: none"> <li>Public / Private partnership to appoint consultants for land assembly work and master planning underway</li> <li>Churchfields conference held in January 2009</li> <li>Decant strategy facilitated by this Core Strategy</li> <li>Vision steering group to oversee process in place.</li> </ul>
UKLF	<ul style="list-style-type: none"> <li>MoD committed to vacating the site by Jan 2011.</li> <li>Confirmation that site is to be sold with the grant of outline planning permission in order to meet 'Treasury Rules'</li> <li>Defence estates have commissioned Entec to undertake baseline studies to inform application and project level EIA</li> <li>Draft indicative masterplan</li> <li>Wilton Taskforce (working party with stakeholders and the community) to oversee project</li> </ul>
South of Netherhampton Rd	<ul style="list-style-type: none"> <li>Planning consultants appointment,</li> <li>Archaeological investigations, landscape appraisal and transport assessment in progress</li> </ul>
Central Car Park	<ul style="list-style-type: none"> <li>Development Feasibility Study completed (confidential)</li> <li>SFRA level 2 undertaken</li> <li>Salisbury vision steering group in place</li> </ul>
Kings Gate, Amesbury	<ul style="list-style-type: none"> <li>Consultants and house builder signed up</li> <li>Continuation and extension of current Local Plan allocation</li> <li>Much infrastructure already in place (e.g access road)</li> <li>Indicative masterplan received</li> </ul>
Former Imerys Quarry	<ul style="list-style-type: none"> <li>Studies to be completed in September 2009:</li> <li>Work on possible future employment uses</li> <li>Transport and access study</li> <li>Partnership working with owners and Council's Minerals Planning Team.</li> </ul>

## 13.2 The Integrated Delivery Plan

Chapter 5 highlights some of the measures of how the Strategy will be implemented and the vehicle for ensuring it is effectively monitored. The Integrated Delivery Plan in Appendix E sets out how each strategic outcome sought by this Strategy will be delivered, by whom and when. Important elements to note are as follows:

### (a) Annual Monitoring Report

This will be the principal tool to check progress against national, regional and local targets and will comply with the policy set out in paragraph 4.47 of PPS12. This Strategy includes review milestones, which will trigger the contingency measures detailed if delivery does not come forward as planned. Chapter 5 explains how the Core Strategy has been designed to have the flexibility to adapt to unexpected events without the need to review the process.



*(b) Housing Trajectory*

This is the key tool for managing delivery of this Strategy. It presents a timeline against which housing delivery can be monitored and contingency measures brought into play if necessary. Furthermore, as this spatial strategy is based on the delivery of mixed-use sites, supported by essential infrastructure, the trajectory is indicative of the timeline and effectiveness of the whole plan.

*(c) Partnership working*

Working with key partners such as developers, infrastructure and service providers to ensure that the Strategy can be delivered in a timely coherent manner.

*(d) Infrastructure Delivery Planning*

Agreeing with essential infrastructure providers the measures needed to ensure that the Strategy can be successfully implemented, identifying when they are needed, who will implement them, and how they will be funded. This information is detailed in the Integrated Delivery Plan at Appendix E<sup>136</sup>. This group, comprising statutory consultees and other key stakeholders has overseen the production of this Strategy and will continue to meet to oversee its progress and implementation<sup>137</sup>.

*(e) Development Management*

A multi-disciplinary and multi-agency 'development team' approach is already in place and has involved working with landowners and their agents to facilitate the delivery of the deliverable strategic sites.

*(f) Community and stakeholder engagement*

The local community, especially through the Parish Councils, has been involved in discussions over implementation of key parts of this Strategy, including inputting into place shaping and community gain on strategic sites<sup>138</sup>. This will continue and will be a key part of managing the delivery. Community engagement will also be expanded to include the forthcoming Area Boards for Wiltshire.

*(g) Further guidance*

Production of this Strategy has highlighted areas where subsequent work will be required and a table showing further work required is included at Chapter 13.

*(h) Environmental audits*

Annual review (tour of inspection) of outcomes, with Members, to appraise the quality and effectiveness of the development delivered and appraise the success with regards to place shaping and to identify if additional guidance may be required.

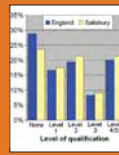
*(i) Corporate governance*

An LDF Management Board comprising senior officers and elected members will oversee the implementation of the plan, monitor progress, identify corporate priorities and allocate resources accordingly, placing the Strategy at the heart of local government service delivery.

<sup>136</sup>Topic Paper 17: Infrastructure

<sup>137</sup>South Wiltshire Core Strategy Methodology Report

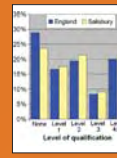
<sup>138</sup>South Wiltshire Core Strategy Methodology Report



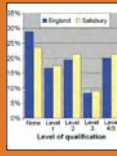
### 13.3 Next Steps and further Local Development Framework Documents

Throughout this strategy, wherever subsequent guidance or LDF documents are required it has been clearly signposted. This Strategy has been designed to be as far as possible self-contained. The following table forms a helpful guide to forthcoming work that has been flagged up by production of this document.

Action	Further Work	Delivery Vehicle
Delivery of housing on strategic sites detailed in this strategy	Joint working with developers and community towards a master plan and assessments required to accompany a planning application	Master Plans Environmental assessments Planning applications Planning Brief for Churchfields Review existing planning Brief for Malting/Central Car Park.
Identification of further sites	Partnership working to establish 'deliverability' with land owners, essential infrastructure providers and communities	Site Specific Allocation DPD Development Templates Master Plans Environmental assessments Planning applications
Planning obligations	To establish a common approach across Wiltshire and translate the implications of the Community Infrastructure Levy into local actions.	Development Plan Document
Affordable Housing	To establish a common, effective approach across Wiltshire.	Supplementary Planning Document
Green Infrastructure Plan	To establish a common, effective approach across Wiltshire.	Supplementary Planning Document
Water Quality Management Plan	To set up a steering group to oversee and implement the creation of a plan to identify and mitigate phosphate levels within the watercourses	Working group 106 Contributions from developers



Action	Further Work	Delivery Vehicle
Air Quality Management Area	To set up a steering group to oversee and implement the creation of a plan to identify and mitigate air quality pollution within Salisbury	Working group
Protection of rural pubs	To establish a clear framework for protecting the unjustified loss of public houses from local communities, including setting clear marketing requirements and systematic approach to viability testing	Supplementary Planning Document
Longer-term Salisbury Vision Projects including Southampton Road and public realm strategy	<p>Work with infrastructure providers to identify and quantify essential infrastructure needed to allow delivery.</p> <p>Partnership with landowners, not only to demonstrate their commitment to delivery immediately after adoption of the Core Strategy. Identify and justify those environmental improvements, which are required to ensure we are delivering high quality outcomes on Churchfields.</p> <p>Feasibility and viability work</p>	Either dedicated briefs for key sites or an Action Area Plan for Salisbury
Porton Down	<p>Revisit scope of intended works and production of Wildlife Management Plan which mitigates potential impacts</p> <p>Input into Programme Chrysalis Master Plan</p>	<p>Addenda to existing adopted Porton Down Master Plan.</p> <p>Wildlife Management Plan</p> <p>Adopt Programme Chrysalis as SPD.</p>
Salisbury Super Garrison	Input into project work to scope land use implications of the project and to identify facilitation and mitigation required.	Project working. Potential planning briefs to address land use implications.



Action	Further Work	Delivery Vehicle
Gypsies and Travellers	To establish a common, effective approach across Wiltshire that meets RSS requirements and identifies pitches	Development Plan Document as per LDS
Heritage	Policy guidance that will introduce a comprehensive approach	Heritage Management SPD
Open Space	Review and update of existing SPG standards.	Review SPG.