

SALISBURY DISTRICT COUNCIL
PLANNING AND ECONOMIC DEVELOPMENT
PORTFOLIO PLAN 2005/2006

I INTRODUCTION AND CONTEXT

I.1 Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Appraisal (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

I.1.1 CPA Process

The CPA assessment recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

I.1.2 Other Challenges

- **E Government**
Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.
- **Partnership**
Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.
- **Community Planning**
The Council has completed a review of its Community Plans. New Area Community Plans will be approved by March 2005. These need to be reflected in our own corporate planning process and by those of our partners in the Strategic Alliance.
- **Grant Funding**
Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.
- **Potential Reorganisation of Local Government**
The Government has no current plans to introduce changes to the structure of Local Government. However, the Government is aware

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that there are increasing signs of interest in unitary local government being introduced more widely and reference is made to this in “The Future of Local Government: Developing a 10 Year Vision”.

- Impact of Governments’ Efficiency Review (Gershon)
As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be “cashable” (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever-constrained resources.

- I.1.3 Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

I.2 Introduction to the Portfolio

The Planning and Economic Development Portfolio is responsible for the Council’s Forward Planning function, including the operation of the Local Plan, conservation issues and the Council’s CCTV system; Development Services’ function including the oversight of the planning process and Building Control; Economic Development and Tourism function including marketing tourism to the District and promoting a thriving economy.

I.3 Strategic Objectives for the Portfolio

The maintenance of the Local Plan (and thereafter the Local Development Framework) in an up-to-date condition and the successful implementation of its policies.

To maintain an efficient and up-to-date planning service.

To maintain the unique and distinctive environment (built and natural) of South Wiltshire.

To ensure development is safe, secure and sustainable.

To secure financial contributions to community facilities through Section 106 agreements.

To implement the council's economic development objectives including the development of a sustainable future for Churchfields Industrial Estate, rural initiatives and the promotion of business incubation.

To encourage and manage sustainably the economic benefit of visitors to all parts of South Wiltshire.

To maintain a safe and secure environment through the operation of the CCTV system.

I.4 Statement of Portfolio

It is recognised that not all services are of equal importance. Thus we need different strategies and approaches for different services. The Cabinet has agreed to categorise services as follows:

- Essential

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- Very Important
- Important
- Desirable

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following grouping of services for this Portfolio is as follows, for 2005/6 Cabinet has agreed to move conservation from desirable to very important to reflect its impact on meeting planning performance indicators.

Essential

- Forward Planning
- Development Control and Enforcement

Very Important

- Building Control
- Tourism Development & Salisbury Tourism Partnership
- Conservation

Important

- CCTV
- Tourist Information Centres
- Economic Development

Desirable

- Historic Buildings
- Special Events

1.5 Supporting Community Outcomes

The Planning and Economic Development Portfolio has a role in meeting the priorities of the communities we serve. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the South Wiltshire Strategic Alliance are:

- Affordable Housing
Affordable Housing Supplementary Planning Guidance adopted.
- Access to Services
Support to Customer Services Unit for development of additional services at Amesbury and Mere Information Points
- Crime and Anti-Social Behaviour
Designing out crime
CCTV/Pubwatch schemes

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I.6 Supporting Individual Community Plans

Plans for the six community areas in the district have been developed and approved by March 2005. This portfolio has contributed to meeting or supporting the priorities of local areas in the following ways:

I.6.1 City

- Provision of high quality award-winning Tourist Information Centre.
- Working with the Churchfields Business Action Group and the police on the implementation of a Business Watch scheme.
- Provision of Christmas lights and the staging of the Salisbury Food & Drink Festival and the St George's Day Festival to promote the city as a lively and attractive place to shop.
- Provision of a monthly farmers' market and increased frequency of French Street Market to add to vitality and economy of the city.
- Improvement to street cleaning service.
- Maintaining a safe and secure environment through CCTV and City Watch.

I.6.2 Mere and District

- Support to Customer Services Unit for development of additional services at Mere Information Point.
- Supporting the redevelopment of redundant farm buildings for alternative use.
- Promoting local produce.

I.6.3 Nadder Valley (Tisbury and Surrounding Area)

- Promoting use of local produce and investigating new locations for farmers' markets.
- Supporting the provision of Broadband.

I.6.4 Southern Area

- Promoting local produce and investigating new locations for farmers' markets.

I.6.5 Stonehenge (Amesbury and surrounding area)

- Support to Customer Services Unit for development of additional services at Amesbury Information Point.
- Supporting Solstice Park and Salisbury Research Triangle and future plans for the expansion of DSTL.
- Supporting the provision of Broadband.
- Promoting use of local produce and investigating new locations for farmers' markets.
- Maintaining the quality of the environment.
- Working with all consultees to progress the Stonehenge Visitor Centre planning application.
- Progression of a new supermarket solution for Amesbury and redevelopment of a one-stop shop for public services.
- Working closely with developers to establish and market Solstice Park, the first stages of which are now under construction and the major allocation of residential development.
- Working closely with developers on allocated sites to achieve high quality new housing, community facilities and to progress the Amesbury Link

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Road.

1.6.6 Four Rivers (Wilton and Surrounding Area)

- Support the redevelopment of redundant sites, e.g. RAF Chilmark
- Promoting use of local produce and investigating new locations for farmers' markets

2 REVIEW OF PORTFOLIO

2.1 Review Against Priorities of the Council

The Council has identified six political priorities. The following outlines how this portfolio has contributed to some of those priorities in 2004/05.

2.1.1 Improving Customer Services

What We Said	What We Have Done
<ul style="list-style-type: none">• Tourism Information Centres (TICs) at Amesbury and Mere transferred to new customer services unit.	Completed

2.1.2 Delivering More Affordable Housing

What We Said	What We Have Done
<ul style="list-style-type: none">• Preparation of Supplementary Planning Guidance on Affordable Housing.	Completed. Up to 40% of new residential development to be affordable housing.

2.1.3 Improving Waste Management

What We Said	What We Have Done
<ul style="list-style-type: none">• None	

2.1.4 Improving Transportation

What We Said	What We Have Done
<ul style="list-style-type: none">• None	

2.1.5 Improving Community Safety

What We Said	What We Have Done
<ul style="list-style-type: none">• Scrutiny Review of CCTV Service	Progress Report Feb 2005

2.1.6 Meeting the Financial Challenge

What We Said	What We Have Done
<ul style="list-style-type: none">• None	

2.1.7 Improving the Performance of the Council

What We Said	What We Have Done
<ul style="list-style-type: none">• Identify and Improve Under Performing Services	Development Services Improvement Plan Developed.

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2.1.8 Partnership and Community Engagement

What We Said	What We Have Done
<ul style="list-style-type: none"> None 	

2.1.9 Building the Capacity of the Organisation

What We Said	What We Have Done
<ul style="list-style-type: none"> None 	

2.2 **Review of the Portfolio Plan and Performance Targets**

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as “essential”, the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as “very important”, the ambition targets will be set at or above the median performance.
- For this Portfolio all indicators are essential.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the Performance Monitoring report and made available to Scrutiny panels.

Performance Indicator	Current Performance	Target for 2005/6	Target For Top 25%	Actions needed for Achievement
Number of affordable homes delivered through planning process	101	80	Local Indicator	1. In accordance with adopted supplementary planning guidance on affordable homes and preparation of development briefs for major sites allocated in the local plan.
% of major commercial and industrial planning applications determined in 13 weeks (Government target 60%)	65%	65%	65%	1. Review the need for Section 106 agreements, which substantially delay decisions. 2. Improve performance management. 3. Aim to ensure staff resources are in line with Government guidance. 4. Target achievement to be sustained
% of minor commercial and industrial planning applications determined in 8 weeks (Government target 65%)	51%	65%	65%	1. Review the need for Section 106 agreements, which substantially delay decisions. 2. Consider the use of conditions where appropriate. 3. Improved performance

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Performance Indicator	Current Performance	Target for 2005/6	Target For Top 25%	Actions needed for Achievement
				management. 4. Aim to increase staff resource in accordance with Government guidance. 5. Targets to be sustained.
% of all other planning applications determined in 8 weeks (Government target 80%)	80%	80%	80%	1. Monitor enhanced delegation and amend as required. 2. Continue with Fastrack 3. Improve performance monitoring 4. Targets to be met over 1 year

2.3 Improvement Targets

The Governments' Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement
- increasing productive time
- savings through customers using more efficient channels of delivery

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

EXTERNAL ACCREDITATION/VALIDATION PROGRAMME

Service	Award	Year
Salisbury Tourist Information Centre	CharterMark	2005
Building Control	ISO9002	2005
Development Control	Crystal Mark for Planning Application Form	2005

As general guidance to services the following focus is proposed for each category:

- **Essential Services** – Significant improvement in service quality and standards at current levels of expenditure. Priority focus for the service is to achieve government performance standards or upper quartile performance comparators before considering improved efficiency and cost savings measures.
- **Very Important Services** – Improvements in service quality and standards with minor efficiency savings. Services will concentrate on improving service standards towards upper quartile targets whilst maintaining current costs.
- **Important Services** – Minor improvements in service quality and standards with efficiency savings. Services will concentrate on improving efficiency indicators into upper quartile performance whilst maintaining service standards.
- **Desirable Services** – Maintain as far as possible current service quality and standards with significant efficiency savings. Priority focus for the service will be to achieve budget targets with the minimum impact on service standards.

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2.4 Summary of Completed Best Value and Scrutiny Reviews

During 2004/2005 the following Scrutiny Reviews were completed:

- Investigating the efficacy of the Council's R2 policy, principles for changes to be implemented with new planning system which replaces the local plan.

3 RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2005/2006

3.1 Changing Legislation

- The Planning and Compulsory Purchase Act received the Royal Assent in May 2004 and will bring about major changes in the way development plans are prepared. In addition changes in procedures within Development Control will have implications for Support Staff.

3.2 National/Regional Factors

- Third round of the planning delivery grant (PDG) system will be paid in April 2005 for qualifying authorities. PDG extended to 2007.
- Draft revised circular guidance on planning obligations will affect procedures.
- Continued and increasing pressure from Government to improve development control performance based on more comprehensive targets.
- Development of South West regional tourism strategy with marketing concentrated on major destinations.
- Lyons Review (relocation of government offices).

3.3 Local Factors

- Establishment of a single Destination Management Organisation for the marketing and promotion of tourism in Wiltshire and Swindon
- Planning application for the Stonehenge Visitor Centre
- Development of Solstice Park at Amesbury
- Corporate expansion of DSTL at Porton Down and planned development of Bio-Science Centre.
- Revised County Structure Plan to be adopted early 2005/6.
- Regional Spatial Strategy under preparation.
- Series of major projects envisaged including the expansion of DSTL, the continuation of Project Allenby, the Magna Carta Project and the housing allocations of the recently adopted Local Plan.
- Emerging strategy for future of Salisbury City Centre (including Churchfields Industrial Estate).
- To enhance Customer Service.
- Although unemployment in the area is low, house prices are generally high and wage levels low compared to local, regional and national figures. For example the average house price in Salisbury is 10.6%, 2.5% and 17% greater than in Wiltshire, the South East and South West respectively (June 2004). The average wage in Salisbury is 2%, 18%, 3% and 13% lower than in Wiltshire, the South East, the South West and England and Wales respectively (April 2003).

3.4 Growth or Changes to Customer Base

The number of Planning and Building Control applications continues to increase by approximately 7% each year.

3.5 Best Value Review Programme 2005/6

A Best Value Review programme will be developed for Cabinet consideration in

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March 2005.

3.6 Scrutiny Review Programme 2004/2005

The Scrutiny Panel has been invited to submit their Scrutiny Review Programme in May 2005.

3.7 Workforce Planning Matters

Problems of recruitment and high turnover in the Development Services Unit continue. Various innovative means to ease this problem are under development. Continuing impact of move to Customer Services Unit.

3.8 Major Procurement

Procurement Project	Timetable
Possible relocation of CCTV	2005/6

3.9 Marketing of Services

Marketing Activity	Target Date - Qtr.
Visitor Guide to Salisbury & South Wiltshire	First - 2006
National Tourism advertising campaign	Second - 2005
Christmas Lights switch-on	Third - 2005
St George's Day event	First - 2005
Salisbury Food and Drink Festival	Second - 2005

3.10 Consultation Requirements

Consultation	Target Date - Qtr.
Magna Carta Project and DSTL*	Ongoing
Preparation of the new Local Development Framework	Ongoing
Tourism Strategy	Third - 2005

**The Cabinet anticipates that the DSTL proposals and the relocation of up to 850 staff will have a significant impact on the workloads of Forward Planning and Development Control sections.*

3.11 Summary of Key Issues

- Radical changes to the planning process and in particular the policy framework will flow from the Planning and Compulsory Purchase Act.
- The need to improve the skills base, economic environment and earnings opportunities for individuals and communities.
- Development of a new regional tourism strategy requiring major changes in the management and marketing of tourism in Wiltshire and Swindon.
- Sustainability of target achievement against BVPI 109 will need to be managed over the next twelve months so that maximum qualification for Planning Delivery Grant 2006/07 can be realised.

4 RISK ASSESSMENT

Set out in Appendix I is a full assessment of strategic risks against the corporate criteria used for Risk Assessment. The first element covers areas of corporate risk, which may impact upon all Portfolios and the subsequent list of risks are specific to this Portfolio. The development of corporate risks has been developed following a review of services by both Councillors on the Cabinet and by senior officers in the Council. A detailed response to the risks identified as being a concern is currently being prepared by the responsible officers and will be included in the approved plan.

5 RESOURCES

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5.1 Fees and Charges

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the require level or where commercial damage might result.

The effect on this portfolio is set out below.

Service	Proposed % Increase/(Reduction)
Salisbury TIC	5%

5.2 New Fees and Charges

As part of the Medium Term Financial Strategy the Council has agreed, in order to retain its record of keeping its Council Tax amongst the lowest in the country, to explore the implementation of new fees and charges. The impact on this portfolio is set out below:

Proposed Change	Impact
Increase fee for Decision Notice on Planning Applications from £15 to £25	Increase of £5,500
Introduce a charge of <ol style="list-style-type: none">£60 for changes to house names£60 for post code enquiries£120 for street naming and numbering up to 5 houses.£250 for street naming and numbering over 5 houses.	£14,000
Residue of Planning Delivery Grant to reserves after deduction of costs at 5.3	TBA

5.3 Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into the Medium Term Financial Strategy.
- Give highest priority for funding unavoidable service costs for essential services.
- Give serious consideration for funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.
- Give lowest priority for unavoidable service costs for desirable services.

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In addition to this the Council has undertaken a base/budget review of services and agreed to consider any implications arising from the review using the above criteria. A summary of unavoidable costs is outlined below:

Unavoidable Costs	Revenue	Revenue Non Recurring	Capital
Essential Services			
Staff authorised over complement	£65k (PDG)		
Preparation of Local Development Framework	£50k (est) PDG		
Development of Tourism Strategy		£5k	
Increased contribution to Salisbury Tourism Partnership	£6.7k		

5.4 Budget Investment for the Medium Term Financial Strategy

Theme	New Investment 2005/6 Onwards		
	Revenue Recurring	Revenue Non Recurring	Capital
None			

5.4.1 It should be emphasised that the budgetary implications of the items contained within the above table have not been determined but an allocation has been provisionally made for overall consultation purposes. The investments in priorities can be made next year or phased over several years to support the overall policy objectives of the Medium Term Financial Strategy.

5.5 Service Reductions

5.5.1 As part of its Medium Term Financial Strategy, the Council has decided to examine the impact of imposing a freeze on its two sets of lower priority services ie “Important” and “Desirable” in order to fund its ambitions for improvements to services considered to be political priorities.

5.5.2 The “freeze” would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5-year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio is set out below.

Marketing Economic Development and Tourism	£8k
Forward Planning and Transport	£16k
Total	£24k

(the cumulative effect by year 5 would equate to £120k pa)

5.6 Proposals

5.6.1 The proposals to deal with a potential freeze and their impact on services is set out below:

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Service and Ranking	Proposal	Impact
CCTV (Important)	Assess methods of reducing costs by 2007/08	£12k pa
Tourist Information Centres (Important)	Transfer of Mere and Amesbury TICs to Customer Services should generate significant savings	Nil (Resources Portfolio)
Economic Development (Important)	Cease funding "Sustain the Plain"	£10k pa for 3 years.
Conservation (Desirable)	A freeze would equate to the loss of half a job. However, given the importance of this function in achieving Planning Delivery Grant it is suggested it should be re-categorised as "very important".	Nil
Historic Buildings (Desirable)	Review policy to reduce grants by £11k.	£11k pa

6 PORTFOLIO ACTION PLAN 2005/2006

Actions and tasks relating to this portfolio have been prioritised according to their importance and ease of implementation. The categories are as follows:

- Target – high importance and relatively straightforward to achieve.
- Pursue – high importance but relatively difficult to achieve.
- Permit – lower importance and relatively straightforward to achieve.
- Defer – lower importance and relatively difficult to achieve.

It is expected that for those actions identified as a target, they will be completed in accordance with agreed timescales.

Actions categorised within the Pursue Category will present the Council with the greatest challenge insofar as they are important, but may require additional resources not readily available or rely on many people and other organisations to achieve. It has therefore been considered that a further sub-categorisation is identified highlighting the priorities of the Council. These are:

- Essential – the Council's collective resources will be targeted to complete the actions.
- Very Important – the Council will make every effort to achieve the actions although some delays may be experienced.
- Important – timescales on these actions may not be achieved.
- Desirable – these actions will only be achieved if opportunities present themselves, however they may need to be reconsidered in future years.

The actions for this portfolio for 2005/6 will be determined from existing actions and tasks already approved by the Council from the following strategies and plans:

- Development Control Best Value Review 2001, the Audit Commission Report (Risk Assessment) on Performance 2003, the CPA report 2004, the scoping report of SERCO (BPR) and the Lynda Addison report on behalf of the ODPM 2004.

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- Local Plan/Local Development Framework and adopted Supplementary Planning Guidance.
- Stonehenge Masterplan and Management Plan.
- South Wiltshire Economic Partnership Vision.
- Salisbury Tourism Partnership Strategy.
- Salisbury District Council Economic Development Strategy.

In addition to the existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes as follows:

6.1 Improving Customer Service

Transfer of staff and functions to new Customer Services Unit.

6.2 Improving Our Housing Stock

None.

6.3 Affordable Housing

Use the planning process to serve the Council's ambition for the provision of affordable housing in accordance with adopted policies.

6.4 Improving Waste Management

None.

6.5 Improving Community Safety

Review of CCTV function.

6.6 Financial Challenge

PDG funding for Development Services will expire in 2007/8.

6.7 Improving Performance

Co-location of CCTV and Care Connect Services
Establish working group to coordinate S106 ambitions from Planning Permissions.

6.8 Building Capacity

None.

6.9 Supporting Individual Community Plans

6.9.1 City

Need for new community centres identified in Stratford and East Harnham, get interested groups together to help with funding and support. Salisbury District Council, Community Initiatives and Planning to support.

Salisbury District Council will seek to negotiate up to 40% affordable housing provision on development sites coming through the Local Plan. This will include a mix of homes for rent and shared ownership. For the City of Salisbury and the immediate surrounding areas this aim is to provide 429 new affordable homes by 2011.

6.9.2 Amesbury

Developer contributions are being sought to enable the building of a new community centre on the new estate south of Boscombe Road in Amesbury. Village Design Statements and Parish Plans will be promoted to encourage appropriate development in the community.

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Salisbury District Council's Local Plan Policy and Supplementary Planning Guidance aims to achieve up to 40% affordable housing requirements on housing developments. Sites identified in the current plan should yield up to 138 more affordable homes in the area by 2011.

Salisbury District Council is about to consult on a draft District Wide Design Guide which seeks to greatly improve the quality of new buildings built across the district

Salisbury District Council to offer help and advice to those businesses looking to diversify into tourism.

Salisbury District Council will promote farmers markets in Salisbury and other areas.

In 2005/06, the District Council will investigate means to strengthen its planning policy to address the continuing decline of shops and services in rural areas and in local centres such as Durrington.

District, Town and Parish Councillors to work with English Heritage to encourage the inclusion of a Tourist Information Centre at the Stonehenge visitor's centre.

6.9.3 Wilton

In 2005/06 Salisbury District Council will investigate means to strengthen its planning policy to address the continuing decline of rural shops and services. Depending upon the outcome of the Market and Coastal Towns project further work may be required to put in place a positive action plan for Wilton Town Centre.

Promote local goods by introducing Farmer's markets in areas where they are not established.

Salisbury District Council's Local Plan Policy and Supplementary Planning Guidance aims to achieve up to 40% affordable housing requirements on housing developments.

Salisbury District Council encourages communities to promote Rural Exception Housing reserved for local people.

6.9.4 Tisbury

Local Plan allows for the conversion of rural buildings to community uses, employment and, subject to certain criteria, residential use.

In 2005/06, the District Council will investigate means to strengthen its policy to address the continuing decline of shops and services in rural areas and local centres such as Tisbury.

Salisbury Food and Drink Festival promoting local produce.

Strategic Sites Register is taking forward consultation on redundant sites for redevelopment, which includes RAF Chilmark.

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6.9.5 Mere

Use planning gain to improve local facilities in consultation with Parish Councils.

Mere has an allocation of 25% affordable homes on new larger developments.

Local plan policies allow for conversion of rural buildings for other uses within specified sustainability criteria.

Use planning gain from new developments to expand healthcare facilities.

6.10 City Centre Vision

Although this is not currently a political priority, the development of a strategy for the future of Salisbury city centre is an important project which in due course is likely to have a significant impact on several of the council's priorities.

7 Monitoring Arrangements

7.1 A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to the Cabinet and made available to scrutiny panel.

Planning and Economic Development Risk Register

Date Last Updated: November 04

Title of Risk	Impact	Probab.	Category	Risk Source	Owner	Risk Action	Action	Status	Updated
Stonehenge visitors centre - Legal Challenge / Public Inquiry	High	High	Financial	Portfolio Plan	DS	Treat	Use reserves to meet needs if arise	OK	07.11.04
Failure to secure PDG funding	High	Low	Financial	Portfolio Plan	DS	Tolerate	Review approach if 2004/5 funding is not approved	OK	07.11.04
Planning and CP Act	Medium	High	Financial	Portfolio Plan	DS/FP&T	Tolerate	Review through budgetary control reports	OK	07.11.04
Maintaining Planning Website	Low	Medium	Financial	Portfolio Plan	DS	Tolerate	Transfer plan being formulated	OK	07.11.04
Recruitment/retention costs	High	High	Financial	Portfolio Plan	DS/FP&T	Treat	Offset by prudent use of PDG	OK	07.11.04
Planning and CP Act	Medium	High	Reputation	Portfolio Plan	FP&T	Tolerate	Watching brief adapt as necessary	OK	07.11.04
Not meeting government targets	High	Low	Reputation	Portfolio Plan	DS & FPT	Treat	Monitor and review	OK	07.11.04
Not Meeting Affordable Housing Targets	High	Medium	Reputation	Portfolio Plan	FP&T/DS	Tolerate	Monitor and review	OK	07.11.04
Tourism downturn	High	Low	Economic	Portfolio Plan	MED&T	Treat	Investigate new markets and switch marketing tactics if possible	OK	07.11.04
Inability to recruit / retain staff	High	High	Capacity	Portfolio Plan	DS/FP&T	Treat	Monitor and review	Concerned	07.11.04
Inability to recruit / retain staff	High	High	Reputation	Portfolio Plan	DS/FP&T	Treat	Monitor and review	Concerned	07.11.04
Pressure on staff to cover high turnover	Medium	High	People	Portfolio Plan	DS/FP&T	Treat	Monitor and review	Concerned	07.11.04
Loss of major employer	Medium	Low	Economic	Portfolio Plan	MEDT	Tolerate	Monitor situation including demand and supply of employment land and premises	OK	07.11.04