

## CHAPTER 15: IMPLEMENTATION

- 15.1 Each policy in the preceding chapters of the Plan is accompanied by a general indication of the agencies involved in, and the means available for, its implementation. This chapter explains in more detail how this is expected to take place.
- 15.2 It is generally the case that the resources available to public authorities, especially local councils, are likely to remain highly constrained by efforts to limit public expenditure. Consequently, it is recognised that the role of the Borough Council in implementing the Plan will increasingly be twofold:
- (i) as an enabler or initiator of proposals, e.g. by allocating sites, by making available its own land, by bringing together and co-ordinating different interests or by providing an initial pump priming input;
  - (ii) as the local planning authority determining the direction of change in the area through adoption of the Local Plan and use of its development control powers.
- 15.3 It is highly likely that the role of the Borough Council and of most other public agencies as the actual provider of new or improved facilities will be considerably less than has hitherto been the case. As a result, firm proposals for implementation by public agencies are, in the main, made only where they are contained in existing expenditure proposals or where it can reasonably be expected that sufficient resources will become available within the plan period.
- 15.4 Consequently, it is recognised that implementation of many of the proposals in the Plan will be achieved by one or more of the following means:-
- (i) many proposals will be put into effect through private sector funding as part of the general market for that development or use. This will apply to the majority of housing, to almost all the proposals for commercial and business development including retail, and to provision of many of the other services and facilities;
  - (ii) where there is a need to improve infrastructure, services or facilities as a direct result of a new development, the cost of these improvements will normally fall upon the developer;
  - (iii) proposals for improving or altering elements of the local infrastructure and services may be undertaken by public agencies using, in part at least, commuted payments from the private sector. This will apply where the full cost of accommodating a proposal or its impact would be unacceptable, for example with the use of commuted parking payments to improve public parking provision or public transport facilities;
  - (iv) certain proposals are likely to require partnerships between public authorities and the private sector. These could range from simple pump-priming works undertaken by public authorities to the provision of land at an agreed reduced rate, or by participation by the authorities as full business partners in sharing the costs and benefits of a scheme;
  - (v) some proposals will depend for implementation on the successful commercial achievement of other development. Certain improvement proposals around the town centre, for example, will be funded from the gains from commercial development on adjacent sites. Other proposals, for example, for the development of new facilities by the health authorities, will depend on capital receipts from the successful disposal of other sites.

