

Salisbury Cathedral

"An Exceptional Place"

Revised Master Plan 2016



Salisbury
Cathedral





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“An Exceptional Place”: our Vision for the Future

Salisbury Cathedral is one of England’s great treasures, sitting in one of the most beautiful urban open spaces in the country, The Close. The Cathedral is a house of prayer, a witness to the majesty and mercy of God, a building of extraordinary beauty and the mother church of the Diocese of Salisbury. It is the spiritual heart of the City of Salisbury, providing a place of welcome for visitors from across the world. Supported in its mission across the centuries by the extraordinary range of complementary medieval buildings in the Close, the Cathedral offers a glorious venue for the arts and a centre for training in ancient skills and craftsmanship.

It is therefore an exceptional place which must be cared for and maintained, not only to preserve its ancient heritage but also to continue and nurture its role to inspire and console the whole of our community as well as future generations.

The heritage of the Cathedral building itself includes the long history of daily worship and choral traditions, as well as the skills and expertise involved in maintaining the fabric, stonework and glazing. This heritage is therefore an intricate mix of built fabric and human endeavour.

We are a place which welcomes and embraces many people, whether they are worshippers or visitors. Our partnerships within the Close and city are very important to us. We also have a responsibility for the wider environment and aim to operate sustainably in line with the clear values of our mission and ministry.

All of these are reasons why we consider it important to have a vision for the future and why we have developed our Master Plan. The 2015 consultation showed us that the technical nature of a Master Plan is not necessarily helpful to our many and varied stakeholders. We hope that by setting out more of our vision for the future, we will help explain our ambitions more clearly.

The Cathedral’s stated purpose is “Making a difference for God through exceptional worship and outreach” and how we do things is just as important to us as what we do. Our values of Integrity, Generosity and Compassion guide all of the projects we want to undertake, which are set out in this revised Master Plan.

We understand that a Master Plan is only successful if it has a clear vision, raises aspirations and provides a means of building consensus. We are committed to making sure that our Master Plan does this. We believe it has been developed from a genuinely participatory process so far and now welcome a further round of consultation in Wiltshire’s planning process.

We look forward to the collaborations this will bring as a means of strengthening the future community role we have in Salisbury as well as supporting our engagement with the wider world beyond. It is our hope that an exemplary Master Plan will help everyone share and participate in our vision for this exceptional place.



Our Aspirations and Intentions

It is important to us that the projects within the revised Master Plan help build our relationship with those within the Cathedral Close and also with the city as a whole. The Cathedral's foundation in 1220 was central to Salisbury growing and developing into the city it is today. The Cathedral and its community have always been at the heart of the city.

Whilst much has changed over the last 800 years, the Cathedral has always been called to make everyone welcome. It makes a difference to people's lives in many ways, not only through ministry and worship, but through outreach, hospitality and shared learning. The range of activities we saw throughout the Magna Carta celebrations in 2015 is a testament to that, as is the feedback in the 2015 consultation, which clearly demonstrated that many people want to see and learn more about their heritage through us.

The projects within the revised Master Plan are ones which we believe will enable us to continue to make a difference within the Close and the City and continue the story of this exceptional place into future centuries. We want to remove the barriers, whether intellectual, emotional or physical, so that our worshippers, visitors and the whole community of Salisbury can be more engaged with us. We want to continue to make a significant contribution to the economic well-being of the county.

There is a relatively simple portfolio of projects within this revised Master Plan that we believe need to be undertaken to preserve the specialness of this place, its heritage and craft skills.

We want to provide state of the art accommodation for the Archives and Magna Carta because we recognise the need not only to preserve them but also to make them more accessible to new audiences.

It is vital for us to sustain our Works Department. The Major Repair Programme of the Cathedral will come to an end in the foreseeable future but we will still need to ensure that the Cathedral is maintained for decades and centuries to come. We want to show, explain and further train and support the rare skills possessed by our craftsmen and women working on the buildings. The consultation process to date has shown clearly that many people would like to know more about the work our craftspeople do, and be more involved themselves.

The aim to provide our Choristers with a new Song School is an expression of our commitment to preserve and sustain our exceptional musical heritage, supporting the talent that plays such a central role in the Cathedral's life of worship and prayer.

We know that our current facilities are limiting our ability to do all that we want to in welcoming our visitors. The ability to enhance our hospitality is at the heart of our thinking about how to improve access and visitor welcome.

We intend to spend time considering how the individual projects will work together across the whole site. For instance, a new welcome point is likely to affect the flow of visitors around the Cathedral and potentially within the Close itself. As part of improving the visitor's welcome, we want to consider the Cathedral's North Porch, which is a significant point of entry into the Cathedral and deserves greater care and attention. It is important that we give time and consideration to such issues. We are committed to making decisions about our future development plans that are based on evidence and research and not simply on opinion or instinct.



We want to provide facilities for those who play an active part in the Cathedral community, as well as those who visit, with rich opportunities to exchange ideas and be challenged, to think about our shared and individual experiences in life, including most critically a sense of the spiritual and the sacred. We need to serve the individual visitor or pilgrim, our local partners and the wider community, including significant and sizeable groups from around the world coming to Salisbury.

We have a wealth of experience in engaging people of all ages and interests in our outreach activity, and the consultation process has emphasised that people want to be able to do more of this. We see the projects that relate to meeting rooms, function spaces and education facilities as creating flexible areas that will help us do more of this work and to do it more creatively.

Any new buildings, on the South Side or elsewhere, should be of the highest quality and take into account energy use and environmental factors. We want to be a Cathedral that recognises and responds to the modern day challenges of climate change and environmental sustainability. We know that the local, regional, national and global context can change rapidly and we will need to be ready to respond.

The revised Master Plan incorporates a number of projects which reflect this; sustainable staff housing is one example, as is our obligation to ensure that we make the best use of all our property. Our daily business needs to operate effectively and this aligns with our aspiration to establish one location for our professional support staff and numerous volunteers in a “Cathedral House”. This approach also underpins our wish to enhance traffic management within the Close and find ways to support all who come into it, whether on foot, on two wheels or on four.

At this stage we are not able to determine precise timetables for when the projects within the revised Master Plan would be carried out. This will depend on many things, including granting of necessary permissions and funding availability and the need to be thorough in our planning and design of any new buildings.

A Master Plan looks many years ahead and our consultation feedback document noted that “cathedrals plan, not in weeks or months, but in decades”. There is much work to be done and that will take time. However, we do have a preferred sequencing for the projects which has been informed by the consultation feedback we received and our subsequent deliberations.

If the revised Master Plan is endorsed we intend to proceed first with development of the South Side. It was clear from the consultation process that the proposed development of this site captured the imagination of many. The opportunity to provide a new Works Yard, education facilities and the potential to see and experience the work of our craftspeople was supported by the majority of respondents. So too the desire to see more of our Archives and Library treasures as well as finding a permanent home for Magna Carta. On the South Side a new Song School could also be located. Our intention, therefore, subject to obtaining statutory and regulatory approvals, is to focus firstly on these projects. It is expected that this work will take some years to complete.

In light of the decision not to change the Cathedral School’s occupancy of the Bishop’s Palace, the need to find alternative space for staff accommodation, meeting and function rooms has also increased. It is our intention, alongside development of the South Side space, to consider how we might develop our existing buildings in order to meet this need.



Executive Summary

- 1.1 For a number of years, Chapter, the governing body of the Cathedral, has been considering the future development and preservation of the Cathedral and the Close. The first report, *Faith in the Future* (2008) involved a detailed analysis of the Cathedral and its role and functions. It proposed a number of projects to address a wide range of issues faced by the Cathedral and how it is used by worshippers, visitors and staff. The 2015 Master Plan document was a new distillation of what the Cathedral has learned in the intervening period and provided the context for the projects that are now proposed to be taken forward.
- 1.2 The preparation of the new Master Plan has been discussed with officers at Wiltshire Council who are supportive of this approach to set out proposals that can form an agreed basis for decision making in future years. This Master Plan has also been the subject of widespread public scrutiny as a result of an extensive public consultation which took place between June and December 2015. A separate 'Master Plan Feedback Document' explains how this consultation was undertaken and summarises the responses received to the proposals within the first draft of the Master Plan. The consultation responses have been very informative and have resulted in several of the proposed projects being reviewed and, in some cases, omitted from the Master Plan proposals.
- 1.3 This second draft of the Cathedral's Master Plan has been prepared following a careful assessment of all the responses to the consultation. The following paragraphs summarise the proposals within this second draft and detail changes that have been made to the proposals and why.

Public Access to the South Side of the Cathedral

- 1.4 The completion of the Major Repair Programme (MRP) and the rationalisation of the Works Department site that will follow present a good opportunity to open up the grounds to the south of the Cathedral to public access. Aspects of the Cathedral, including the views painted by Constable, are currently inaccessible and could be opened up and enjoyed by the public.
- 1.5 The public response to the proposal to enable public access to more of the Cathedral's precinct on the south side of the Cathedral was fairly evenly mixed between those who supported the proposal and those who opposed it. Those in favour welcomed the increased access to more aspects of the Cathedral whilst those against were concerned about safeguarding children at the Cathedral School and about the potential loss of some of the school grounds.
- 1.6 The responses from institutions to this proposal showed strong support for providing better access to the grounds to South Side of the Cathedral. Of particular note, the Cathedral School accepted the idea of increased access in principle, subject to safeguarding concerns being addressed.
- 1.7 The Cathedral Close is one of the finest urban open spaces in the country and increasing access to it remains an important part of the plans for the coming years and closely relates to future proposals for the works yard. How this would be managed would need careful consideration to ensure a balance was found between extending public access and meeting the Cathedral School's requirements. Chapter is also committed to ensuring the safeguarding of children at the Cathedral School and will work with the School as it develops its own plans for improving School facilities.



Improving access in the Close and Welcome Point at 32 - 33 The Close

- 1.8 The present pedestrian access to the Cathedral for worshippers and visitors is not ideal. From the High Street Gate in particular, the opening up of what should be a wonderful vista is affected by a conflict between traffic and pedestrians and ambiguity as to the best route to enter the Cathedral. Once in the Close the entrance to the Cathedral is not through one of the principal doors, but through a smaller, side entrance. Despite wayfinding signage visitors are not always clear about where to go.
- 1.9 As well as looking for ways to improve the movement of people and traffic entering and leaving the Close, the Cathedral wishes to explore creating a welcome point for visitors entering from the High Street and St Ann's Gate and to improve understanding for visitors about where to enter the Cathedral.
- 1.10 The idea of providing a visitor welcome point was generally well received by both the public and institutional respondents to the first draft of the Master Plan. For many of the respondents a welcome point was a facility that could be beneficial for the whole of the Close. Those who were not in favour of a welcome centre at 32 and 33 the Close suggested that, although in a good location, the building would not be suitable due to its size and would not work for visitors arriving by coach.
- 1.11 Since the first draft of the Master Plan, the Bell Tower Tea Room has opened and the Friends of Salisbury Cathedral have moved to offices within 32 and 33 the Close. It remains an aspiration of the Cathedral for a visitor welcome point, but not a visitor centre, to be provided in this location. This would most likely be achieved through the provision of a purpose built extension on the west side of the building.
- 1.12 At a more detailed level the consultation on the first draft of the Master Plan asked for views on which of the doors into the Cathedral should form the principal public access. In particular this question explored the use and appearance of the North Porch as the main public access to the Cathedral. The responses to the consultation were split between those people who felt that the North Porch was the natural and most legible way into the Cathedral and those who had experience of using this entrance during previous trials and were unconvinced of how practical this would be. The input from organisational respondents was generally supportive although it contained some concern about physical changes that might be needed were this change to the main entrance to be made. The exploration of alternative access arrangements remains within the Master Plan as a proposal that will need further thought should it proceed. Consideration will also be given to how the appearance of the North Porch might be improved.
- 1.13 Unsurprisingly, there was general consensus from the consultation that the Cathedral should work towards improving traffic management within the Close and thus the impact that traffic has on visitors and residents. A number of suggestions were made as to how this could be achieved which are explained more fully in the revised Master Plan.



Providing a permanent home for Magna Carta

- 1.14 Closely aligned to the aspiration to give better access to the Cathedral's treasures is the desire to provide a permanent home for Magna Carta. The display within the Chapter House has ensured a successful experience for visitors and pilgrims since 2015 but in the longer term the Cathedral wants to find a permanent place for it to be displayed. The Chapter House has its own historical and aesthetic attributes which could be more open to appreciation if Magna Carta was displayed elsewhere.
- 1.15 There was strong public support within the consultation for Magna Carta having a permanent home. Notably, a number of the respondents considered that its existing location was a suitable permanent home, although others felt that moving it elsewhere could allow better appreciation of this superb medieval space within the Cathedral.
- 1.16 The subject of most disagreement with the draft Master Plan proposals was the potential relocation of Magna Carta to a permanent display within the Bishop's Palace. This was generally perceived to be a poor idea as it was premised on the Cathedral School vacating or sharing the building and also because of the unsuitability of the Bishop's Palace as a controlled environment where Magna Carta could be safely displayed.
- 1.17 It is clear from the responses received to the Master Plan consultation that, while there is general support for Magna Carta having a permanent home, the Bishop's Palace is not considered to be a suitable location. The Cathedral School governors also made clear that they wish to continue to use the building that they consider to be at the heart of their facilities. The strength of feeling received during the consultation led to Chapter advising the School in April 2016, that there are no plans now to change the School's occupation of the Bishop's Palace.
- 1.18 Establishing the most suitable home for Magna Carta remains one of the Cathedral's priorities, but its thinking has changed as to where this might ideally be. The most likely options are now either within the Cathedral itself – including its present location or possibly within a redesigned Plumbery space (where the Refectory and shop are presently located) – or within a modern purpose-built structure on the site of the existing works yard.

Access to the Cathedral Archive and Library

- 1.19 The Cathedral Archive is stored within the Chapter Office and the Fabric record is held in the Parvis Room above the North Porch. The Library is located in the Chancellor's Seminar Room above the east side of the Cloister. The Cathedral wants to re-locate the Archive to somewhere where the correct conditions for the storage of important documents and greater public access can both be provided. The Master Plan consultation also sought responses to the suggestion that the Library could be moved so that all of the historic records would be in one location.
- 1.20 The consultation feedback was firmly in favour of improved storage and better access to the Archive and Library. It was the most popular proposal and comments noted that the current locations limit physical access to these treasures. There was also general consensus that the Bishop's Palace would not be a good location and that the Library should remain in the home within the Cathedral where it has been for many centuries.



- 1.21 The Cathedral remains keen to secure improved storage facilities for the Archive. Extending access to this and to the Cathedral Library is also an aim that remains within the Master Plan and may include improving virtual, intellectual and physical access. Given that the Cathedral School plans to remain in the Bishop's Palace, Chapter has also concluded that it would not be practical or desirable to move the Library from its historic location. However, there remains a need for the Chapter Office and Fabric Archive to be found a more suitable home.

Creating Education Facilities

- 1.22 While the guided tours of the Cathedral provide an excellent opportunity for visitors to discover more about the building and its history, there is a lack of facilities to allow visitors to explore in more detail the history of the site, particularly through the use of historic records and artefacts. The aspiration to explain more of the Cathedral's story and its integral relationship with the City of Salisbury is at the heart of this proposal.
- 1.23 The present educational facility within the Gate House and Gate House meeting room is too small and no longer considered suitable for purpose. The Cathedral would like to find a new site where improved educational facilities can be provided.
- 1.24 Within the context of opening up access to the area to the south on the existing works yard site there was strong support for providing improved facilities for education. This was seen in the widest sense, ranging from school children visiting the Cathedral to adults learning the Cathedral's heritage skills within a reconfigured Works Yard.
- 1.25 The Works Yard site remains the most suitable location for the provision of educational facilities. A well designed building or buildings here could accommodate a variety of uses including for educational facilities. There was strong support for the work of the masons and glaziers to be accessible to the public and for learning about these important skills to be part of the long-term plans for the site.

New facilities for Salisbury Cathedral School

- 1.26 The strongest response to the first draft of the Master Plan was to proposals for the Bishop's Palace. Among a number of alternatives, the first draft of the Master Plan suggested that the Cathedral School might vacate the Bishop's Palace and develop new facilities on land to the east of this listed building. This change would have allowed the Bishop's Palace to be used for other purposes – amongst which was suggested a home for Magna Carta, the Cathedral Archive and meeting or function room space.
- 1.27 In light of the concerns raised during the consultation process on this specific proposal, the Cathedral Chapter has already advised the School that it now has no plans to change their occupation of the Bishop's Palace. The Cathedral remains committed to working with the School to support development of its facilities and future flourishing.
- 1.28 The Master Plan consultation asked the specific question whether consultees supported land to the east and south east of the Bishop's Palace being used to provide better educational facilities for the Cathedral School. 60% of the survey respondents agreed with the principle of providing additional facilities for the School on this land and there was also strong support from institutional respondents as well. Support for the development of the school was on the basis that this was most effectively decided by the School itself.



Development of the Works Yard Site

- 1.29 The Cathedral Works Department has occupied a range of temporary buildings to the south of the Cloisters during the thirty years of the Cathedral's Major Repair Programme and has been within the footprint of the Cathedral for centuries. The Cathedral is committed to continuing to employ a specialist workforce who will be able to maintain and conserve the Cathedral in the future. More expansively, the Cathedral is also committed to playing its role in ensuring that the heritage craft skills of stonemasonry and glazing are sustained and developed for the future, through developing the skills of existing staff, offering apprenticeships and extending conservation skills to a wider audience. A permanent home for the Works Department to the south of the Cathedral both maintains continuity with its history within the Cathedral and supports developments in learning about the Cathedral and its ancient fabric.
- 1.30 This proposal was extremely well supported within the Master Plan consultation, with around 65% of respondents supporting the idea of a works yard being retained on the current site. There is keen interest in public access to the Works Yard and visitors being able to see the Cathedral 'behind the scenes' and learn more about the heritage skills that safeguard its fabric.
- 1.31 Opposition to this element of the proposals was generally more in the form of caution being expressed rather than disagreement to the principle of development. The impact of a redeveloped works yard on the setting of the Cathedral was raised as well as the challenges of developing an area of potential archaeological sensitivity that is within the floodplain of the River Avon.
- 1.32 Institutional feedback on this proposal was also generally supportive, highlighting the need for great care to be taken on a site of such great architectural and historic sensitivity. This feedback also cautioned against over-reliance on this site for providing space for buildings with new uses.
- 1.33 Following the Master Plan consultation, the provision of a permanent Works Department on the south side of the Cathedral remains a key priority. Careful consideration will need to be given to how best to utilise this important site, particularly in view of the number of potential uses that could be accommodated alongside a new works department building.

Building a new Auditorium

- 1.34 One of the aspirations for the Cathedral and the Cathedral School has been to provide an auditorium within the Close. This would be an auditorium shared between the Cathedral and the Salisbury Cathedral and Bishop Wordsworth Schools, with the capacity to seat around 200 people for concerts, lectures and gatherings associated with worship or education.
- 1.35 The public consultation resulted in a wide range of responses to this idea. Whilst there was some agreement for the need to provide larger meeting or performance spaces, this was tempered by the suggestion that it was Salisbury itself that needed this form of accommodation and that to try to build an auditorium of the scale required would almost inevitably have implications for the historic setting of the Cathedral. The Cathedral has therefore decided not to proceed any further with the idea of building an auditorium, but is committed to working with other organisations who might wish to develop their own.

Providing new Clergy Housing

- 1.36 At present, Cathedral clergy, principally the residentiary canons, live in properties around the Cathedral Close. Most of these houses are older and, in some cases, listed buildings that, because of their size and condition, are very expensive to maintain and run.
- 1.37 The Cathedral would like to explore providing more sustainable living accommodation, either through the conversion and re-use of existing property or through the provision of new, purpose built, housing.
- 1.38 The specific proposal to provide clergy housing at the rear of 20 the Close received a mixed response in the consultation feedback. Many respondents either had no opinion on the matter or tended to disagree with the proposal that new clergy housing be provided. Most of the recorded views were in opposition. The main reasons were the desire to maintain the tradition of having residents in the Close who were integral parts of the Cathedral's life and the unsuitability of the site for accommodating new housing.
- 1.39 This element of the Master Plan remains part of the Cathedral's proposals. It is acknowledged that there may be problems with the development of this site, but there is still a desire to explore the possibility of more sustainable accommodation in the future.

Improving office accommodation for staff

- 1.40 As is the case for clergy housing, the accommodation for the Cathedral staff has, over the years, become spread over a number of locations around the Close. This has been temporarily addressed through a move of some office staff into Wyndham House, but there is still an aspiration that all office functions are co-located.
- 1.41 The provision of office accommodation did not specifically form part of the Master Plan consultation. Finding long-term office space for staff remains an intention of the Cathedral and this is most likely to be achieved through changes to existing Cathedral property. In particular, given the Cathedral's decision not to change the School's occupation of the Bishop's Palace, greater consideration is being given to providing office accommodation within the Cathedral's property at 20 the Close.

Development of choir facilities

- 1.42 The Cathedral Choir is an intrinsic part of the life of the Cathedral and the Close and the development of facilities for it is a high priority. At present, rehearsal and changing facilities are on an ad-hoc basis within the Cathedral and this is not considered a suitable arrangement for the long term. A new Song School would require two rehearsal rooms so that boys' and girls' choirs could rehearse simultaneously as well as storage and changing facilities.
- 1.43 The consultation on the Master Plan proposed that part of the Works Yard site could be used to accommodate a Song School. This met with a range of comments with many respondents referring to the importance of maintaining a choral tradition and the need for the Song School to be within or close to the Cathedral. Some respondents raised a concern about whether a Song School could be located in close proximity to a permanent Works Department.



- 1.44 The provision of a Song School remains a key part of the Master Plan and the intention would be to locate it on land to the South Side of the Cathedral

Sustainability

- 1.45 Key to much of the work of the Cathedral is the necessity of making judicious use of its resources and generating enough income to continue to support its mission and care for the Cathedral fabric and the Close environment. This means looking closely at the buildings the Cathedral owns and ensuring that they are used effectively.
- 1.46 This matter did not specifically form part of the Master Plan consultation, as it does not directly relate to the need for built development and is a proposal that relates more to the ongoing use of buildings that the Cathedral owns around the Close. This aspiration remains within the Master Plan and has gained greater priority, given the decision not to progress with ideas which would involve using the Bishop's Palace.
- 1.47 In the next section of the revised Master Plan, greater detail is provided on the rationale for the projects the Cathedral is suggesting and the issues that they are endeavouring to address.



Public Access to the Cathedral's South Side and the wider Cathedral grounds

- 2.1 It is part of the Cathedral's vision to ensure that, as a place of welcome and hospitality, it has the facilities to serve the individual visitor, partners and the wider community. There is an aspiration to make the Cathedral, its space, heritage and treasures as accessible as possible to those who wish to visit or engage in its daily life.

The South Side of the Cathedral

- 2.2 For many years the South Side of the Cathedral has been closed to the general public, with much of the land used for the space required by the Works Department and also as playing fields for the Cathedral School. This has meant that visitors have not been able to enjoy a significant part of the Cathedral precinct, including access to the south of the Cathedral and aspects such as that painted by Constable in 1825.
- 2.3 Key to the Cathedral's plans following the completion of the Major Repair Programme (MRP) is the provision of wider public access to this area and its careful reinstatement following the rationalisation of the existing works yard. This will be guided by a detailed historic landscape assessment and long-term planting strategy to ensure the appropriate setting for the Cathedral is maintained as this and other developments come to fruition.



Image 1: John Constable c1825 'Salisbury Cathedral from the Bishop's Grounds'

Pedestrian access to the Cathedral

- 2.4 The Faith in the Future report provided a detailed examination of visitor movement around the Cathedral. It described the existing pedestrian access into the Close as ‘confusing’ and suggested that the main routes that visitors follow fail to provide the best possible experience.
- 2.5 There are persistent issues between people and cars, especially for pedestrians entering through the High Street Gate. People have to contend with cars and vans moving through this narrow pinch point at just the moment when the vista of the Close should be opening before them. Inside the entrance, as the Cathedral starts to come into view, the area currently contains unsightly flower planters and signage, which have become established over the years as a method of regulating traffic that the High Street Gate was obviously not designed to cater for.



Image 2: The existing approach to the Cathedral

- 2.6 On moving past the traffic warden’s hut the view of the Cathedral opens up, with its magnificent architecture initially being seen through a foreground of trees and with 32-33 The Close (Ladywell) to one side. At this point the natural ‘desire line’ is toward the North Porch of the Cathedral and a path runs along this route. Visually, this entrance is the one that a visitor to the Cathedral would naturally head for: but it is normally closed, except for services. Signage shows visitors how to find the actual main entrance on the West Front. This ambiguity has the potential to distract the visitor from enjoying the approach to the north side of the Cathedral.



- 2.7 The same challenges exist for visitors using St Ann’s Gate. Entry at this point is generally from the coach drop-off point on Exeter Street, which can be a busy and noisy experience. Inside the gate, however, there are fewer traffic conflicts. From this eastern approach to the Cathedral the pedestrian entrance is further away and most visitors are likely to follow the diagonal path towards the North Porch with the same potential for confusion. Overall, the routes into the Cathedral do not present the sense of welcome, generosity and accessibility that the Cathedral would wish.
- 2.8 The problems with access around the Close and to the Cathedral are partly the result of there being no welcome point that can direct visitors as they enter the Close. The use of signage seeks to give clarity and there is excellent service provided by volunteers and staff, but this is once the visitor has reached the Cathedral itself. A visitor welcome point that was visible and easily accessible from, in particular, the High Street Gate, would greatly assist in helping visitors understand how they could best enjoy the Cathedral and the Close. The provision of a visitor welcome point is considered in greater detail in Section 3.

Options available to improve public access

- 2.9 The Faith in the Future report considered the ways visitors could access the Cathedral and enjoy its grounds. At the time of that report there was an assumption that entry to the Cathedral should be through the North Porch and the exit should remain through the existing Cloister door on the West Front. From here, visitors would then walk to the south side of the Cathedral and enjoy the wider grounds.
- 2.10 In 2009 there was a trial of the North Porch as the main public entrance. This highlighted a number of practical difficulties. As alternatives, providing an entrance through one of the main doors on the West Front, together with a proposal for partial glazing to allow views along the length of the Cathedral, was mooted, and a further option remains that the visitor welcome could be improved at the existing entrance.
- 2.11 The consultation on the first draft of the Master Plan provided a varied response to the specific question of whether the North Porch would be a better entry point than the present arrangement. There was a positive response to the principle of using this door as the main entrance, but those respondents who had experience of the previous trials of using the North Porch in this way cautioned against it because of the problems with wind and chill that had ensued. Concern was also expressed over whether there would be a need for physical changes to the North Porch in order to create a comfortable environment for visitors, staff and volunteers.
- 2.12 The Cathedral recognizes the feedback received from the consultation process and the challenges that use of the North Porch as a main entrance to the building presents. However, it is still committed to examining options for using the North Porch to add to the welcome given to visitors and ensuring it is effectively preserved.



Image 3: Existing pathways lead visitors to the North Porch

- 2.13 The provision of public access to the South Side of the Cathedral remains a key element of this Master Plan following the public consultation. What the consultation highlighted was the need to find a way of providing greater public access that also protects the setting of the Cathedral, while ensuring that the Cathedral School retains appropriate land and that children are effectively safeguarded. Clearly this element of the Cathedral’s proposals is not one that can be considered in isolation, as the restoration and re-use of the works yard and a landscape strategy for the South Side of the Cathedral as a whole have implications for the Cathedral School. The Cathedral has advised the School that it is committed to working together on development plans to support the future flourishing of the School.

Planning Considerations

- 2.14 In relation to the use of a different access point to the Cathedral there would be no requirement for planning permission for this kind of alteration, although consent would be needed for any associated physical changes.
- 2.15 Opening up access to the south of the Cathedral, would be unlikely to require any form of formal consent, although there may be landscape or access requirements relating to proposals for the existing works department or changes to the Cathedral School provision.

Improving Access in the Close and Welcome Point at 32-33 The Close

- 3.1 One of the options explored within the first draft of the Master Plan was the possibility of providing a welcome point where visitors could be greeted as they enter the Close and orientate themselves. This proposal forms part of the wider strategy of improving access for visitors and the way in which they are welcomed to the Cathedral precinct. The listed building at 32-33 The Close (Ladywell) was proposed as being a suitable location for a visitor welcome centre within the first draft of the Master Plan and remains part of the Cathedral's plans.



Image 4: 32- 33 the Close – between the High Street Gate and the Cathedral

- 3.2 The consultation provided interesting responses to this idea. There was general support for the proposal, in particular for a welcome point for the Close as a whole, rather than just the Cathedral. Several of the institutions located in the Close considered that this would be a helpful addition and could have the benefit of highlighting the range of activities available to those spending time in the Close.
- 3.3 32-33 The Close, was generally considered to be a suitable location for a visitor welcome facility but the adequacy of the existing building for this use was questioned, in particular whether it was big enough.

Preferred options for a Welcome Point

- 3.4 As noted in section two above, improvements are needed to the entry of visitors into the Close, although how this can be achieved is dependent on how pedestrian movements and traffic are regulated.
- 3.5 32-33 The Close remains the preferred option for providing a visitor welcome point and improved facilities as people enter the Close. From the High Street Gate, it is in a position that is both accessible and logically situated on the desire line between the entrance to the Close and the entrance to the Cathedral. Using 32-33 The Close would also allow visitors to experience the vista as they come through the High Street Gate, and to be welcomed and then enter the Cathedral without confusion about which path to take and which door to use.
- 3.6 Since the first draft of the Master Plan was written, the Bell Tower Tea Room has opened in 32 The Close and the Friends of Salisbury Cathedral have moved into refurbished offices in part of 32-33 The Close. Planning permission and listed building consent have also been granted for a flat above the tea rooms and for a house within another part of the properties. The flat is now in use as a holiday rental. The tea rooms have brought new life to the building, allowing many more people to enjoy these attractive listed buildings on the edge of the greensward of the Churchyard and to appreciate the beauty of the Cathedral.



Image 5: The Bell Tower Tea Room within 32 The Close

- 3.7 It remains an aspiration of the Cathedral to provide a visitor welcome point through using 32-33 The Close, to enhance hospitality and accessibility. This would be most likely through the provision of an appropriately designed extension to the western end of the building; works which would also have the benefit of replacing the former ice cream kiosk which has more recently temporarily been converted into toilets.

Planning Considerations

- 3.8 Planning permission and listed building consent are in place for alterations to 32-33 The Close for the provision of the tea rooms as well as the change of use to provide 2 residential units. The Friends of Salisbury Cathedral are within offices that were already in this use.
- 3.9 Planning proposals to improve the appearance of the western elevation of 32-33 The Close would enable the Cathedral to provide an improved welcome for visitors whilst they pause and get their bearings and a better understanding about how the Cathedral and Close can be accessed and enjoyed. Such a welcome point would link with the tea rooms and be close to the Friends of Salisbury Cathedral office. In terms of planning considerations, it is clearly important that any development to the western side of 32-33 The Close is of the highest architectural quality, being attached to a Grade II* building and within the historic setting of the Cathedral. The site is also close to an important plane tree and on the edge of the floodplain.

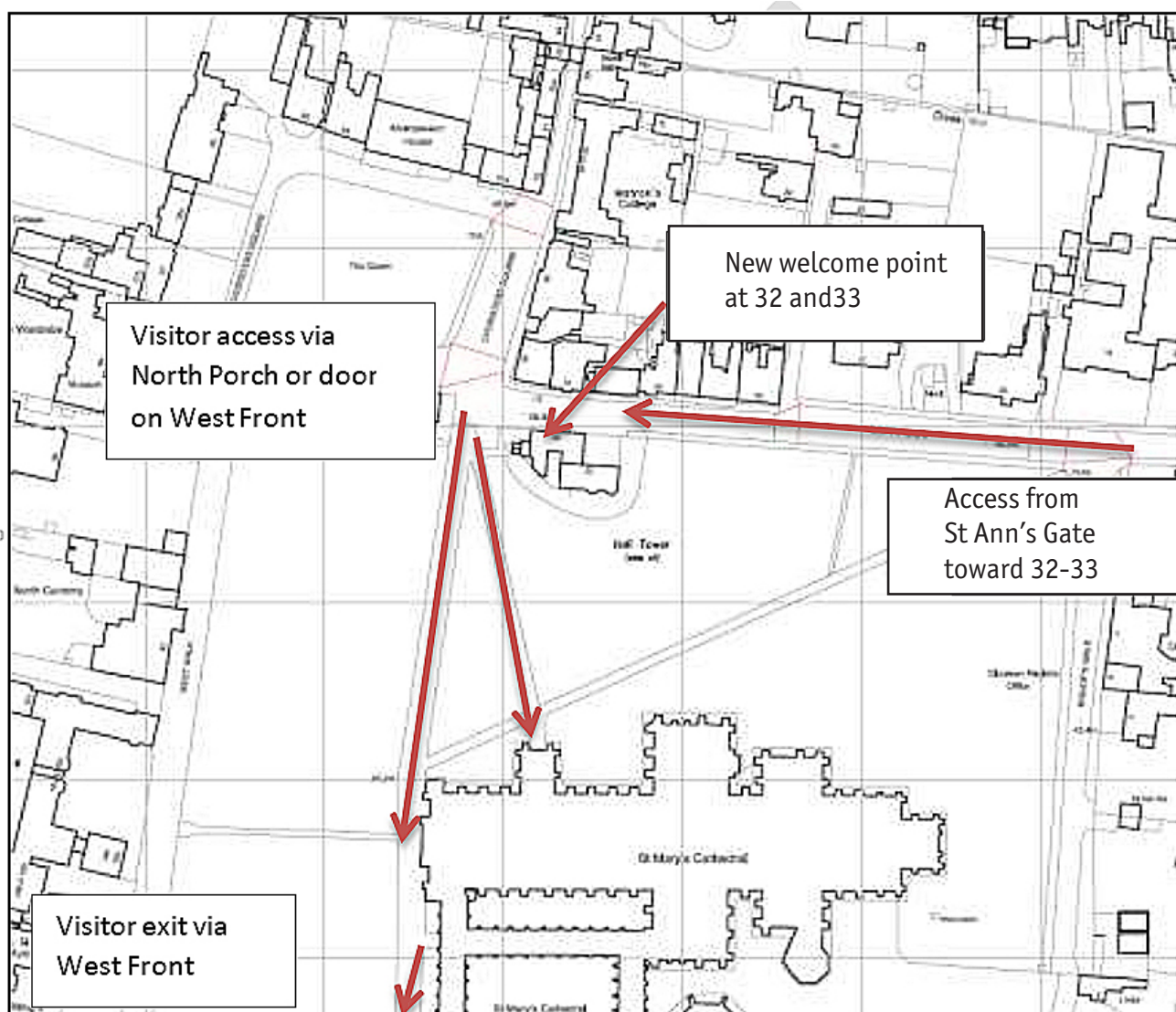


Figure 1: A welcome facility as part of access improvements to the Cathedral



Magna Carta and the Cathedral Library and Archive

- 4.1 The Cathedral has many precious treasures and artefacts. The Faith in the Future Report considered how these might best be opened up to visitors to help them interpret and understand the Cathedral.
- 4.2 It was considered that there is a need for a wider variety of interpretation tools that are more independently accessible and include more interactive technologies and facilities. These aspirations remain and in the current Master Plan enabling greater access to Magna Carta, the Archive and Library continues to be a key priority.
- 4.3 In considering how visitors will wish to enjoy the Cathedral and its treasures, it is important to recognise that not everyone will have the same aspirations for their visit. Many worshippers at the Cathedral will have a close knowledge of the building and may not wish to pass displays or interpretation boards that may detract from their visit. Other visitors will have only a brief time to visit the Cathedral and may wish to have some guidance about its history, but only to assist in the enjoyment of its architecture and context. Where visitors have longer to enjoy the Cathedral and the Close it is important that there is provision for them to explore and appreciate the historic material that is available.
- 4.4 The Master Plan proposed a number of projects which the Cathedral considered could enable it not only to preserve Magna Carta, the Library and Archive but also make it possible for others to understand their significance and give greater access to the heritage of both the Cathedral and the city.
- 4.5 The options for providing a 'visitor interpretation facility' considered within the Faith in the Future report were:
 1. Continue to use the current locations
 2. Use an alternative location within the Cathedral
 3. The Cloister
 4. The Chapter House
 5. The Plumbery
- 4.6 In looking at the options available for displaying the Cathedral's history and treasures it is worthwhile giving some thought as to what is going to be made available and who will wish to access this material. Aside from Magna Carta, the Library and Archive of the Cathedral consists of three separate collections. Each is currently housed in different locations within the Cathedral and Close and are all at, or near, capacity.

The Library

- 4.7 The existing Library is housed in the Chancellor's Seminar Room above the east side of the Cloister, a space that it has occupied since the mid-fifteenth century. The Library is stored on purpose-made shelves and is generally in good condition. While access to the Library is via a narrow staircase, this, and its historic setting, are also part of its historic interest. Public awareness of the Library collection is limited, however books can be readily accessed on request and the Library is open twice a week when appointments can be made.

The Chapter Archive

- 4.8 This Archive contains the documents and other records created by the Cathedral during the course of its history, thus spanning 900 years. Types of archives include: minute books, correspondence, photographs and illustrations, financial records, property deeds, audio recordings and, more recently, electronic records. This archive is held within a strong room and an archive office within the Chapter Office at 6 The Close. Environmental conditions in this room are not ideal for storing materials and there is very limited space for cataloguing and examining documents.

The Fabric Records

- 4.9 Drawings, photographs, documents and artefacts relating to works carried out to the Cathedral are currently stored in the Parvis Room above the North Porch. As with the Chapter Archive, the Parvis Room is not ideally suited for the storage of historic documents.


Options available for Magna Carta, the Archive and Library

Magna Carta

- 4.10 Within the first draft of the Master Plan, the preferred option for rehousing Magna Carta and the Cathedral Archive was within the Bishop's Palace. During the consultation process the strength of feeling from the Cathedral School about remaining within the Bishop's Palace led the Cathedral to confirm it now has no plans to change the School's occupation of the building.
- 4.11 The Cathedral has reconsidered the possible location of Magna Carta, taking into account not only the wishes of the School but also the comprehensive feedback provided during the consultation. Magna Carta could remain in its current location within the Chapter House or be located elsewhere within the Cathedral. The Chapter House provided a good location for Magna Carta during the anniversary year of 2015, but it may not offer the ideal conditions for the document in the long term.
- 4.12 Respondents to the Master Plan consultation also suggested that it would be preferable for the Chapter House to be enjoyed as an open space as it was originally designed. Elsewhere within the Cathedral, the Plumbery is the only other suitable space. This, however, would require the relocation of the existing Refectory and Shop.
- 4.13 Another option is that Magna Carta and the Archive could be housed in a new building to the south of the Cloisters as part of a wider heritage, education and learning centre. The Cathedral's view is that Magna Carta should remain within the footprint of the Cathedral or its immediate environment, while the Archive could be housed separately. As considered elsewhere in this report, the Cathedral would like to re-model the area to the south of the Cloisters with a smaller, permanent, Works Department together with a provision of education facilities and a song school. The sensitive redevelopment of this area may also provide for the possibility of creating a purpose-built home for Magna Carta if this is considered to be the most suitable long-term option.

Preferred options for Magna Carta

- 4.14 Realistically there are two options for the long term display of Magna Carta, both of which would be likely to have implications for the Works Yard site. The first option is that the Plumbery, the present site of the Cathedral Refectory and Shop, could be used for a permanent display for Magna Carta. The



space is well designed and of a scale to allow all or part of it to be altered for this use: this was an idea proposed in the Faith in the Future document. However, this would require the Shop and Refectory to be relocated. If it was decided to do this to accommodate Magna Carta, then the Works Yard site would be the only alternative place for them to be sited. Aside from issues of design, the suitability of the Works Yard site to accommodate a new Refectory will be a matter requiring early discussion with Wiltshire Council. The Cathedral understands that the Refectory and Shop are both important elements of visitor welcome. For the convenience of visitors and to generate most income, they need to be located together and in a logical position on the visitor route.

- 4.15 The second option would be for a new building to be provided to house Magna Carta together with interpretation material. This would ideally be in a location close to the Cathedral, with the Works Yard site being the obvious choice. This building could also potentially accommodate the Cathedral Archive as well as space to study this important record.

The Library

- 4.16 In light of the decision regarding the Bishop's Palace, the Cathedral has also reflected on the location on the Library. Given the long history of the Library being located in the Chancellor's Seminar Room it is now proposed that this arrangement should continue. However, the consultation feedback demonstrated strong interest in improved access to the Cathedral's Library. The Cathedral remains committed to making the Library available to the public, and for the foreseeable future this will be through arrangements for better access to the existing facility. If education facilities are provided on the South Side Works Yard site this could bring other opportunities to increase access.

The Archive

- 4.17 The first draft of the Master Plan suggested a number of options for the storage of and improved access to the Cathedral Archive, including in the Bishop's Palace. The consultation feedback expressed significant concern about this possibility as it was not considered to be a suitable location for creating the appropriate conditions for storing such historic artefacts.
- 4.18 It is possible that the archives could be moved to a new building to the south of the Cathedral, potentially with the Magna Carta which also needs appropriate atmospheric controls. This would also allow for better access and cataloguing. Alternatively, the archive could be stored in another building owned by the Cathedral. A further suggestion which came from the consultation was that a shared archive could be created for use by the Cathedral, Salisbury Museum and Sarum College.



Planning Considerations

- 4.19 The option of a new provision for Magna Carta on the Works Yard site raises a number of planning considerations. Firstly, this site will have limited capacity to accommodate new buildings without detriment to the historic setting of the Cathedral or compromising the landscape of the former Bishop's grounds. Careful consideration would have to be given to whether there would be room for a building to house Magna Carta as well as a new building for the Works Department and potentially a Song School and educational facilities. In respect of Magna Carta in particular, Wiltshire Council are likely to wish to see that there is demonstrably no other location where it could be accommodated.
- 4.20 Using the Works Yard site also raises the question of whether it is appropriate to house one of the country's most important historic documents within the floodplain of the River Avon. It is notable that Magna Carta is presently housed within the Cathedral which is itself within the floodplain and that a new building to house it could be built with far greater flood resilience – for example, providing a location above ground level. Such provision, however, even with flood resilience, would also increase visitor numbers to an area at risk of flooding which in itself could also have planning implications.
- 4.21 Probably the key issue will be being able to show why a new building is required for this purpose. This will be a requirement for any new building built in such close proximity to the Cathedral and also within the floodplain. Arguably, buildings for the Works Department and, for example, the Song School, have a more immediately obvious need to be in such a location.
- 4.22 The Works Yard site is within the floodplain for the River Avon and any proposal for a new building for Magna Carta, (or a refectory and shop to allow Magna Carta to be located into the Plumbery) would need to be the subject of a detailed flood risk assessment. This would have to demonstrate that the site could be developed in a way that secured public safety and also that it would not increase the risk of flooding elsewhere.
- 4.23 Archaeology would also be an important consideration. Any proposal for a new building would need to demonstrate that development would not have an impact on any archaeology within this part of the Close.
- 4.24 In view of the recent use of the site as a works yard it is also likely that a contamination report would be required to accompany any planning submission. This would need to demonstrate that any contamination had been identified and measures put in place for it to be cleared so that it would have no long-term impact on the use of the site.
- 4.25 Subject to the above, it would be essential for the design of any new proposed building to sit comfortably on the site and complement the Cathedral. This would need to be achieved in a way that would be of a suitably high quality given the setting of the Cathedral whilst not being a building that would seek to make an architectural statement in its own right. The Cathedral is committed to acting responsibly and ensuring that any new buildings take these factors into account whilst at the same time create the capacity to grow and provide for future generations.



Meeting Rooms and Function Spaces

- 5.1 The Faith in the Future document identified a need to provide space for the Cathedral to hold meetings and functions. At present there are spaces where small meetings can take place in various buildings around the Close, but opportunities should also be considered for new spaces to be provided. Throughout its history the Cathedral has been a place that people gather; its presence and community have always made a difference to the lives of worshippers and visitors. Being able to provide spaces where this can continue is important and will help to reduce barriers by bringing people together into space where they can debate, question and consider.

Options available for meeting rooms and function spaces

- 5.2 It is likely that the options available to provide meeting rooms and function space will develop as uses of buildings around the Close evolve as a result of changes described within this document. For example, 20 The Close is being considered as a building where a “Cathedral House” could be provided, co-locating staff and providing meeting and function rooms. It may also be the case that a number of spaces that could be used for meetings and events are created around the Close – either within existing buildings or there may also be scope for spaces that have a joint use to be provided within a new building to the south of the Cathedral. Were rooms to be provided as part of an education facility within a building adjoining the Cloisters, these could be free in the evenings and weekends for other uses such as lectures.
- 5.3 The first draft of the Master Plan proposed that rooms for meetings or functions could become available were the Bishop’s Palace to be vacated by the school. This option is no longer one that is considered within the Cathedral’s proposals given its confirmation that there are no plans to change the School’s occupation of the building.

Preferred option for meeting rooms and function spaces

- 5.4 Without the Bishop’s Palace, the scope for the provision of new meeting rooms and function spaces is more restricted. New-build development is likely to be limited to the Works Yard site where there are potentially already existing functions that would need to be accommodated. The Cathedral’s view is that ancillary spaces such as this would not necessarily have to be located on the South Side. The Cathedral is committed to exploring the potential of existing Cathedral property and in particular the opportunities that might be presented by 20 The Close.

Planning Considerations

- 5.5 The planning implications of development to the south of the Cathedral are explored elsewhere within this report.

Development of the South Side and Works Yard Site

- 6.1 Once the Major Repair Programme is completed, the size of the retained on-site Works Department will be reduced. The Cathedral needs to retain the works department close to the Cathedral given the ongoing maintenance needs of the Cathedral and properties within the Close, but will require less space for this.

Options available for the Works Department space

- 6.2 The reconfiguration of the existing Works Department remains a clear aspiration for the Cathedral. At the moment it is unsightly and obstructs views of and access to the south side of the Cloisters. Rather than moving a reduced Works Department off-site, the Cathedral's preference is to retain the department within purpose-built accommodation close to the South Side of the Cathedral.



Image 6: The existing Works Department

- 6.3 Maintaining an on-site Works Department has several advantages. Firstly, it continues the centuries-old tradition of skilled craftspeople working within the Cathedral precinct. Secondly, it provides a site from which to work that has practical advantages over one outside of the Close. Furthermore, a workshop in this location would also provide opportunities for the work of, for example, masons and glaziers to be part of a wider experience for visitors to the Cathedral, possibly as part of a learning centre in this location. The Faith in the Future report also suggested the development of a building or buildings in this location on the site of the existing works yard, for the purposes of an education and heritage facility.
- 6.4 The unique skills base required by the Cathedral Works Department could also provide opportunities for apprenticeships and training through to workshops for school parties. The Cathedral would maintain the expertise needed to look after the building's fabric in the future whilst also providing apprenticeships and meeting the growing demand for artisan-focused workshops and seminars.
- 6.5 Within the consultation undertaken on the first draft of the Master Plan the retention of the Works Department to the South Side of the Cathedral was a proposal that gained strong support. In particular, the ability for the public to appreciate the work that is undertaken by the craftspeople who maintain the Cathedral, and the opportunity for access to training in these skills, was seen as being critical in making decisions as to how this site should be used.

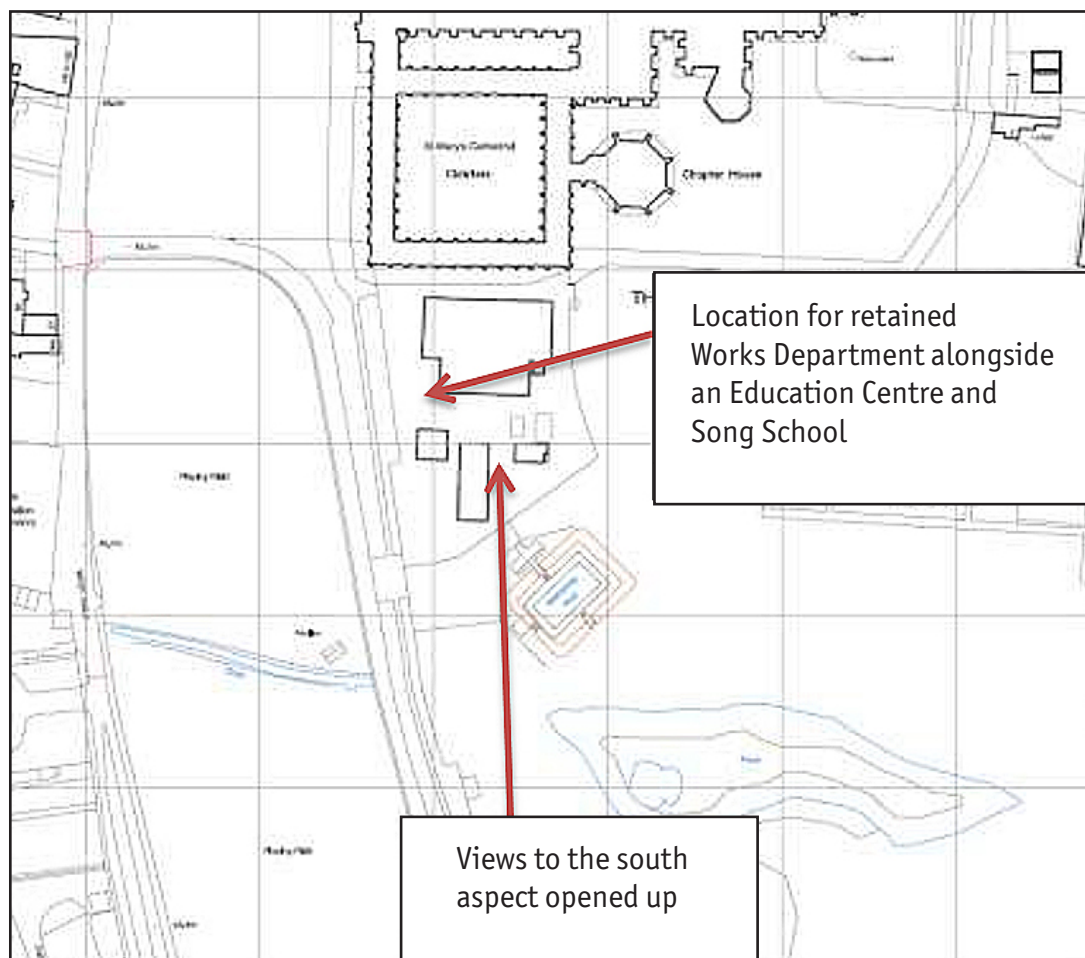


Figure 2: Location of retained works department (and heritage/education centre and Song School)

Preferred option for the Works Department space

- 6.6 It was apparent from the consultation feedback that there is strong appetite to see the Works Yard site developed, with the Works Department remaining integral it. Respondents reflected great interest in being able to appreciate more of the heritage skills of the masons and glaziers. It is evident that there is increasing interest in ‘behind the scenes’ access, in the stories of the people who have lived and worked in and around the Cathedral over the centuries and in the skills needed to preserve it for future generations. Retaining a Works Department adjoining the Cathedral allows close links between the craftsmen and women who will continue to maintain it and could also provide an opportunity for visitors to see their work in action. This could either be through organised workshops or training courses, or through something as simple as a glazed wall to a masons’ workshop.

Education and Interpretative Facilities

- 6.7 In addition to a smaller Works Department on the South Side, there is also an aspiration to use the space to provide educational and interpretative facilities. There is clear synergy between illustrating the history and fabric of the Cathedral alongside practical skills that are, in some cases, hardly changed over hundreds of years. Furthermore, the Cathedral has a rich history and message that it shares through its education and outreach activity, which is hampered by the facilities currently available.
- 6.8 The design of any building would be the key to its success. Changes to the way the land to the south of the Cathedral is used may present opportunities to open up new views from the south, including the ‘Constable’ view that is presently only enjoyed from within the grounds of the Cathedral School. Any new building would need to assimilate into this view.



Image 7: Heritage Centre in Lincoln

- 6.9 An example of a similar project is shown on Image 9, where a new heritage centre has been built against the wall of Lincoln Castle. This building is within the setting of the castle and the cathedral at Lincoln and has been designed in a contemporary form that does not conflict with the historic architecture around it.
- 6.10 The Master Plan consultation found strong support for improved educational and interpretative space. There was significant support for space that is flexible, whilst also giving greater opportunity to make the Cathedral's heritage skills more accessible to the public. Any new building would need to be sensitive to its environment and be in keeping with the Cathedral itself.

A Song School

- 6.11 The area to the south of the Cathedral also presents an opportunity to provide a purpose-built Song School for the Cathedral choristers. Within a new building there could be space for two choirs to rehearse where there is easy access to the Cathedral and also allow for storage space and changing areas. An excellent example of a new Song School being provided in similar circumstances is at Norwich, where this provision forms part of a building within the setting of the cathedral. The Norwich Song School is shown on Image 8 and is part of a building that is also a refectory and visitor centre – as shown on Images 9 and 10.



Image 8: New Song School at Norwich Cathedral



Image 9: New accommodation alongside historic buildings at Norwich Cathedral

*Image 10:
Separation between
old and new at
Norwich Cathedral*



- 6.12 The feedback received from the consultation process on a Song School was limited but there was a shared view that the choral traditions at the Cathedral are important and their exceptionally long history adds to the need to preserve them. This is an aspiration for the Cathedral: the Song School is an expression of the desire to sustain the exceptional musical heritage and support the talent that plays such a central role in the Cathedral’s life of worship.

Planning considerations for Development of the Works Yard Site

- 6.13 Although higher than the land around it, the site of the existing Works Yard is also within the floodplain as currently shown by the Environment Agency (see Figure 3). A proposal for a new building would be accompanied by a flood risk assessment that would need to demonstrate both that the site was not itself at risk of flooding and that it would not increase risk of flooding elsewhere.

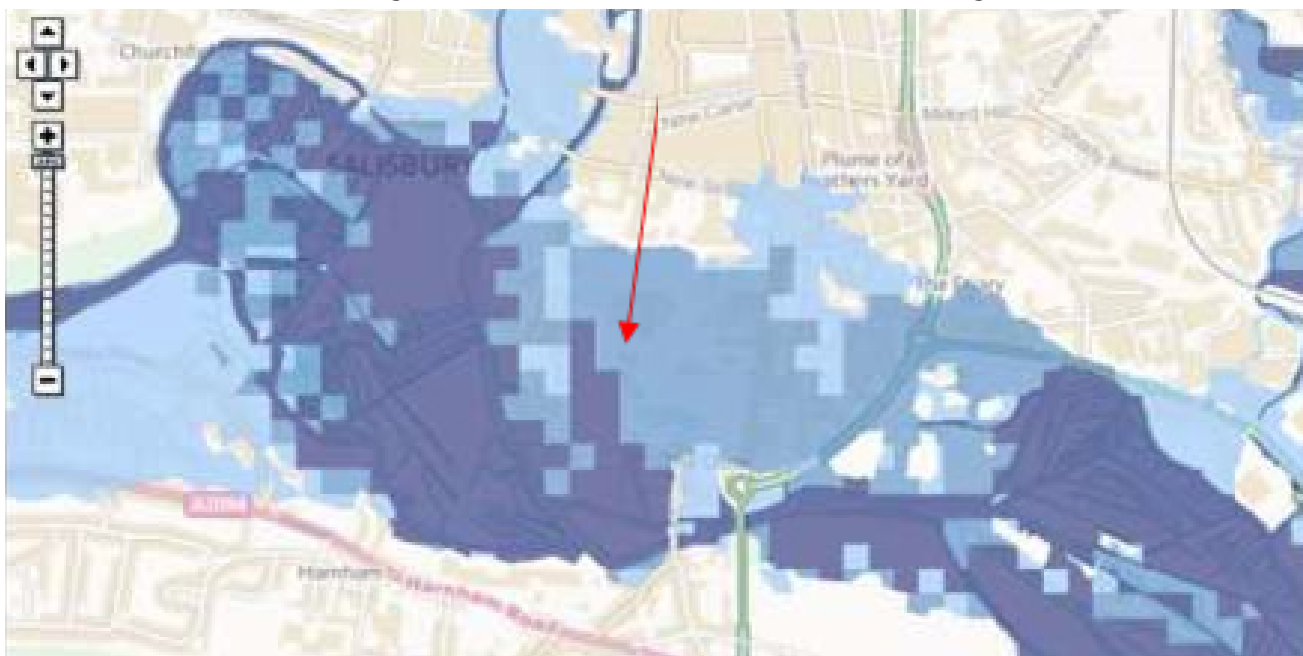


Figure 3: Extract from Environment Agency website showing flood zones (Cathedral arrowed)

- 6.14 The site adjoining the Cloisters is the setting of the Cathedral from views from the south – a view painted by John Constable in c1825 (“Salisbury Cathedral from the Bishop’s Grounds”). Any new building would need to be both subtle and yet of the highest architectural quality in order to sit within the foreground to the South Side of the Cathedral.
- 6.15 In view of the close proximity of the existing Works Yard to the Cathedral there may also be a requirement for an archaeological evaluation prior to any new development being given consent. Its existing use may also require contamination assessment.
- 6.16 It is also essential that a building in this location be guided by a landscape report that addresses how the southern aspect of the Cathedral could be opened up and the ways views could be framed from this direction.
- 6.17 The Cathedral recognizes these requirements and intends that any new buildings on the Works Yard site are of the highest quality and take into account energy use and environmental factors.



The Cathedral School – New School Facilities

- 7.1 The *Faith in the Future* report emphasised the Cathedral’s support of and commitment to a flourishing Cathedral School. In 2008 it was considered that this was best achieved by the Cathedral School vacating the Bishop’s Palace into new buildings to the east and the draft Master Plan considered alternative uses for the Bishop’s Palace. However, as explained elsewhere within this report, as a result of the feedback received during the consultation process the School’s long-term plans now include remaining within the Bishop’s Palace. The School will also be considering its own proposals for new facilities on land to the east and southeast of this building, in discussion with the Cathedral.



Building a New Auditorium

- 8.1 There is no auditorium for the Cathedral School or Cathedral to use, either within the Bishop's Palace or elsewhere in the Close. Concerts or meetings can be held within the Cathedral or in one of the larger rooms at the School such as the Bishop's Sitting Room. The Faith in the Future report considered where a function space could be provided for the Cathedral for up to 200 people and it was suggested that a new space with this capacity could be provided as part of a wider development on land to the south of the Cathedral.
- 8.2 The first draft of the Master Plan included a proposal for an auditorium on land to the north of the Bishop's Palace. Wiltshire Council advised that this was not a proposal that they would be likely to support because of the potential for impact on the setting of the adjoining listed buildings and the Close at large. The advice provided was that alternative locations should be sought, including as part of a school relocation proposal. Given the scale of building that would be needed it is unlikely that this would form part of the proposals for the school redevelopment.
- 8.3 It was clear from the range of feedback received from the consultation process that there is interest in having a large auditorium and function space. However, it was suggested that this needed to be able to accommodate many more people and potentially be located in the city itself rather than the Close, given the impact it would have on the latter. It was also noted that both Sarum College and the Salisbury Museum are considering plans for large spaces of this sort. In light of this feedback and having reflected further, the Cathedral is not now proposing a new auditorium as part of its Master Plan proposals.

Providing new Clergy Housing

9.1 At present, residential accommodation for Cathedral staff is within a number of properties throughout the Close, including numbers 23, 24 and 54 The Close, presently used for the residentiary canons. Each of these buildings is listed at Grade II* and is costly to run and maintain for its present purpose. These buildings will also be a significant ongoing cost to the Cathedral if it is to continue to look after them in a way that will safeguard their historic integrity. The first draft of the Master Plan included a proposal to provide new clergy housing that was also more sustainable and could make a positive contribution to the environment.

Options available for New Clergy Housing

9.2 The difficulty with retaining the existing accommodation for Cathedral staff is that the houses around the Close will continue to require a significant investment in both their fabric and their day to day running costs. The Cathedral has a duty of care for these historic houses and this expense is not presently balanced by the income that they could potentially provide.

9.3 The aspiration is that new, more economic accommodation could be provided for staff who need to live close to the Cathedral. It is a requirement for any new accommodation that it is close to the Cathedral and, ideally, situated within the Close.

9.4 An assessment of existing property has been undertaken and there is no existing accommodation that could ideally suit this purpose. An option that the Cathedral wishes to consider is the provision of new, purpose-built, accommodation to the rear of 20 The Close.

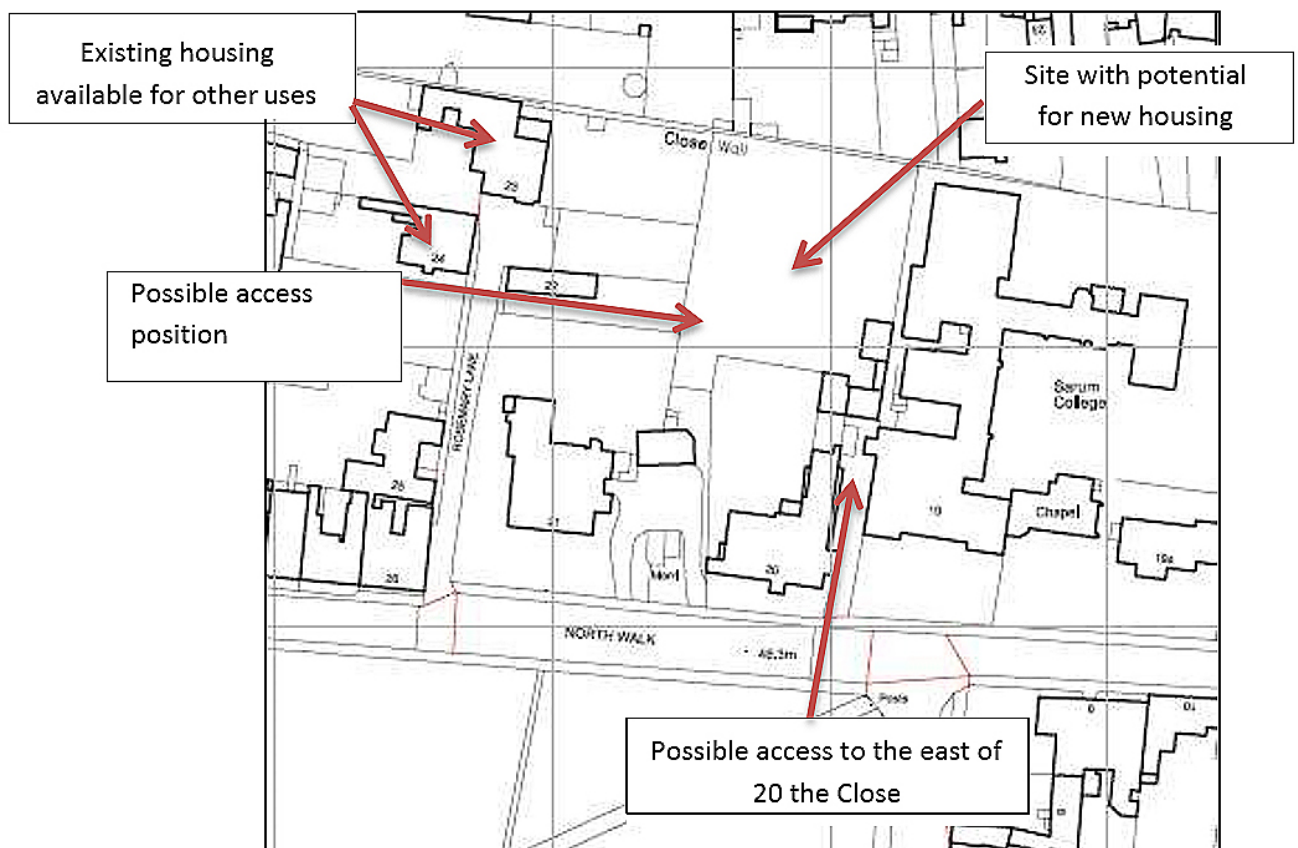


Figure 4: Potential site for residential accommodation

- 9.5 There was a mixed response to this proposal within the responses to the Master Plan consultation. Some people felt that this was not a suitable site for development, whilst a notable response was that such a proposal would result in the loss of the tradition of having residents in the Close who were integral parts of the Cathedral's life.

Preferred option for new Clergy Housing

- 9.6 Land to the rear of 20 The Close is large enough to provide new residential accommodation for several Cathedral staff. The land is currently beyond the domestic curtilage of No. 20 and has been used as an orchard and informal garden area for many years. Whilst the site would be suitable for general housing, a new building in this location could be designed to provide living accommodation for the residentiary canons in a position that would be close to the Cathedral.
- 9.7 Providing accommodation in a new building creates scope for the existing housing to be used to provide an income for the Cathedral through being privately rented, although the Cathedral is aware of the need to consider carefully the social consequences of this change.
- 9.8 However, in light of the decision not to change the Cathedral School's occupation of the Bishop's Palace, the land to the rear of No. 20 the Close and the building itself provide the Cathedral with a space that it could use to meet other aspirations. As noted elsewhere in this report, in addition to the desire to consider alternative housing for the residentiary canons, the Cathedral would also like to accommodate all of its professional staff in one location. Furthermore, there remains the aspiration to provide meeting room space. It remains the intention within this revised Master Plan to use 20 The Close and the land to its rear more effectively and the Cathedral will assess how best the space is used to meet the identified needs.



Image 11: Land to the rear of 20 the Close

Planning Considerations

- 9.9 Constructing any new building within the Close presents a range of planning challenges. This open space is surrounded by several listed buildings, both within the Close and on New Street to the north. A number of these buildings do, however, create a precedent for development to the rear of North Walk, with Sarum College (listed at Grade I, formerly known as the Theological College) covering a large area to the east of the land concerned. Indeed, this open area of land to the rear of the North Walk frontage is quite unusual.
- 9.10 It would therefore be important that any new building was of a scale, form and design that would respect the setting of the site and not adversely affect the grain and fabric of the area. The site is clearly separated from the garden of No. 20 and other surrounding properties. Other than Sarum College, all adjoining properties are in residential use.
- 9.11 Depending on how the land to the rear of 20 The Close is used, access could be an important factor to consider. This would need to be the subject of detailed assessment, but it is likely that this would either be from North Walk and to the east of 20 The Close, where there is an access – see Image 12 – or via Rosemary Lane. In terms of potential planning constraints, the land to the rear of 20 The Close is outside the area of flood risk. Archaeology and the loss of an open space are issues that would be relevant.



Image 12: Possible access to the rear of 20 The Close



Movement around the Cathedral and Close

- 10.1 Traffic and parking has long been an issue within the Close, with a desire to find a balance between the need to safeguard the environment and beauty of the Close and its function as a living and working environment. To some extent, decisions about how traffic moves within the Close are dependent on external arrangements made by Wiltshire Council.
- 10.2 The Faith in the Future report made a number of recommendations about how traffic movement around the Close could be altered and parking reduced as well as looking at options for minimising the impact of school traffic.
- 10.3 Movement around the Cathedral must also consider how pedestrians and cyclists use the access routes and the potential conflicts that occur at the High Street and St Ann's Gate entrances in particular.
- 10.4 In the summer of 2014 a traffic management pilot was implemented. This included closing the High Street gate to traffic for certain times during the day and implementing a one way system. In 2015 a further one-way pilot was undertaken to help manage the additional visitors to the Cathedral close in the Magna Carta anniversary year. The results of these pilots are being used to guide future proposals to improve safety and minimise traffic conflicts within the Close. In 2016 the one-way system through the High Street Gate is being repeated at peak times during the busy summer months.
- 10.5 As anticipated, almost all of the consultation responses to the draft Master Plan supported the need to improve traffic management within the Close. However, there were a variety of opinions about how this could best be achieved. This illustrates the need to undertake more work on this issue in a way that involves all of the interested parties in and around the Close.

Options available

- 10.6 School traffic specifically did not form part of the pilot study and requires further assessment, especially following the merger of the Cathedral School and Leaden Hall School. In particular, how school traffic accesses the Close will require further work with the Cathedral School and Wiltshire Council.
- 10.7 For non-school traffic there remain a number of options available to reduce it. These include:
 - A. Reducing access to the Close for non-essential vehicles at certain times of day
 - B. Reducing the amount of parking within the Close
 - C. Better enforcement of the parking permit system
 - D. Access routes reconfigured to give pedestrians priority (shared surfaces, reduction in width)
 - E. Improved signage – including directing cars away from the Cathedral to nearby car parks
 - F. The implementation of travel initiatives for people working within the Close (shared car journeys, cycle to work, use of Park and Ride)
- 10.8 Feedback about improving the management of traffic and pedestrians in the Close was complex and disparate. It ranged from concerns over parking to cyclists' needs and seasonal traffic demands. Particular emphasis was placed by institutions on the importance of ample parking. Some people felt, however, that the Close copes well with the demands of traffic and pedestrians. The Cathedral recognizes the challenges these many and varied expectations present alongside its own aspiration to enhance our welcome and hospitality.



Preferred Option

- 10.9 It is expected that reducing the conflict between vehicles and pedestrians will come through a mix of measures that include non-essential car movements being discouraged, a change in real and perceived priorities between drivers and pedestrians and potentially the introduction of a restriction on non-essential car movements at certain times of the day and year and over certain routes.
- 10.10 The form that any changes take will need to be determined in consultation with residents and businesses around the Close as well as with Wiltshire Council.

Planning considerations

- 10.11 Changes to the flow and movement of traffic around the Close may not have any direct planning implications in terms of the need for any formal consent to be granted. There may be a requirement for permission to be granted for any physical works within the Close to change surfaces or create traffic calming measures.

Investing in and making the best use of buildings within the Close

- 11.1 A priority that the Cathedral has identified is the need to assess the best and most productive use of its property around the Close. Until recently, many of the Cathedral's offices were spread around different buildings, and, as noted previously, much of the residential accommodation used by staff is in older houses that are costly to maintain. The Cathedral believes it has a responsibility to manage its property efficiently, providing for current and future generations. It also wishes to ensure that its daily business is able to operate effectively, which is a key factor in its desire to co-locate all administrative staff in one location.
- 11.2 Much of the Cathedral's accommodation could be used to generate income if it were to be rented on a commercial basis. The Close is an attractive location to work, provide retail services or to live – either on a permanent basis or for a holiday period. In addition, the Cathedral is mindful of the desire to ensure that the Close remains a living community, connected to the life of the Cathedral and to the city. A holiday flat has been developed at No. 32 the Close and is already proving very popular.
- 11.3 Previous Master Plan work did not examine the re-use of existing property in detail and, to some extent, the freeing up of property would come as a result of other projects that the Cathedral plans to do in the future.



Image 13: 50 to 52 The Close could be used as residential rental property



Options available

- 11.4 Work has started to identify and release buildings around the Close that are no longer required by the Cathedral on a day-to-day basis and which could be commercially rented. This has included Wren Hall and part of the property at 32 - 33 The Close, which has been converted in part to tea rooms, a holiday flat and offices for the Friends of Salisbury Cathedral.
- 11.5 Property along the western side of the High Street Gate entrance to the Close at Nos. 50 - 52 has also been identified as being suitable for converting to commercially-rented accommodation.

Preferred option

- 11.6 A feasibility report should be undertaken to examine what property the Cathedral has that could be used more productively and what the optimum use of these buildings might be. This should be undertaken with advice from a commercial surveyor who can provide guidance as to which uses the buildings could best be put to optimise their rental income. It would be advantageous for the Cathedral to develop and implement a property portfolio strategy as part of this work.

Planning considerations

- 11.7 The planning implications of using buildings on a commercial basis would need to be examined on a case-by-case basis. In some cases a change of use may be required and in others planning permission or listed building consent may be needed for works to facilitate a new use or to improve a property.



Phasing of projects beyond 2017

- 12.1 The timing for projects beyond 2016 is dependent on a number of factors. The availability of the building or land concerned, the finance being in place, and the appropriate consents being granted, all have a role to play in determining the Cathedral's choices. The purpose of this Master Plan document is to set out the Cathedral's long-term vision, intentions and aspirations. Currently, the timeframe for these aspirations is:

2017–2022

Access to the Cathedral

- 12.2 The increase in visitors during 2015 provided an opportunity to pilot alternative entry arrangements to the Cathedral. This work will guide future decisions about how access and welcome will be provided in the longer term.

The Works Department Site – a replacement Works Department, education facilities and a song school

- 12.3 During this time preparatory work will take place on a rationalised and re-developed workshop facility to the south of the Cloisters as well as examination of the scope for providing related educational facilities and a new Song School. The Works Yard site will remain fully active until the completion of the Major Repair Programme (MRP). Once major work to the Cathedral has finished, there will be no restriction on development of the site in terms of existing use or occupation. Indeed, there will be an ongoing need for the Works Department to maintain a presence at the Cathedral. Given the complexity of work required to secure approval for the development of this site, and securing the funding, the completion of the MRP provides a window of time for the appropriate consents to be put in place and proposals developed. It is likely that the commencement of any development on the Works Yard site will be toward the end of the 2017-2022 period or beyond.

Access to the wider Cathedral Precinct

- 12.4 Providing for improved access to the South Side of the Cathedral will be dependent on decisions made about the Works Yard site and on discussions with the Cathedral School. These discussions will continue during this period with any permanent widening of the access to the Cathedral grounds likely to be after 2020 following the redevelopment of the works yard site.

32 - 33 The Close

- 12.5 During this period, further consideration will be given to the benefits of providing a visitor welcome point and whether this is a proposal that works with the recent changes to 32 - 33 The Close. Decisions on this project are connected to ongoing work relating to entry to the Cathedral and the way in which the North Porch is used.



Cathedral Owned Property

- 12.6 The Cathedral expects to commission a report by a commercial surveyor to help evaluate the existing uses of the Cathedral's property and establish whether there are changes that would be more productive and enable properties to be put to their optimum use. This advice may bring with it a requirement to change the use of buildings through the planning system.

Traffic Management

- 12.7 It is expected that further pilot projects may provide insight as to how longer-term changes can improve the way residents, visitors and other users access and travel through the Close.

Beyond 2022

- 12.8 The projects set out within this Master Plan will necessarily evolve beyond the end of the MRP as they are considered by consultees and stakeholders in more detail. Inevitably, predictions beyond 2022 are more aspirational but nevertheless set out where the Cathedral would like to be by this stage.

The Works Department Site

- 12.9 Once the MRP is completed, the Cathedral expects that work can start on developing new workshop facilities to the south of the Cloisters. A new building in this location would house a smaller Works Department with linked educational facilities. A Song School would also be provided within this building or elsewhere in this area to the south of the Cathedral. This may start pre-2022 depending on funding and the appropriate consents being in place.

Access to the Cathedral Precinct

- 12.10 Linked to the development of the Works Yard site will be opportunities to create visitor access to the South Side of the Cathedral. This will require co-operation with the Cathedral School to ensure that a balance is found between providing improved access and safeguarding pupils. In view of the likely need to redevelop the works site before the area south of the Cathedral can be landscaped and opened up for access, this aspiration is likely to be fulfilled after 2022.

Landscape Works

- 12.11 Key to the success of these changes around the setting of the Cathedral will be how the landscape is treated – particularly in respect of the southern side of the building. A detailed programme of landscape works will be in place and this will have the scope to link all of the different buildings around the Cathedral as well as restore the historic landscape and provide appropriate planting for future years. It is likely that landscaping will be phased over several years but based on a long-term planting schedule.



32 - 33 The Close

- 12.12 After 2022 decisions will have been made about whether a visitor welcome point forms part of the Cathedral's plans for greeting people as they access the Close and whether 32 - 33 The Close is the most appropriate location for this facility. If it is decided that this is the way forward then proposals for the provision of this facility would subsequently be developed.

Cathedral Owned Property

- 12.13 Prior to 2022 it is anticipated that an assessment of the buildings owned by the Cathedral in the Close will have taken place and decisions taken about their optimum productive use. In some cases, works requiring planning permission or listed building consent will have been needed as well as works to the buildings' fabric. This is likely to be an ongoing programme of works.

Traffic Management

- 12.14 Traffic management pilots in the Close will have provided useful information about how all of the users of the area can best be accommodated. The Cathedral expects that a traffic management plan will be in place that better balances the needs of pedestrians and car users within the Close.

Conclusion

- 13.1 The previous reports that the Cathedral has commissioned have informed the direction of travel and helped make decisions about which projects should be developed further. The Little Paradise project (which provided public toilet facilities and space for storage and other services) was conceived and completed within this context, as was the creation of the Bell Tower Tea Room and the holiday flat at 33 The Close. This revised Master Plan sets out the projects that the Cathedral wishes to develop over the next 5 years and beyond and details the planning considerations that will need to be addressed in doing so.
- 13.2 The first draft of this document helped to identify the issues that related to each of the proposals and allowed initial consultation to take place with Wiltshire Council, other statutory bodies, local people and businesses. The consultation has been extremely useful in highlighting proposals where there is general support, such as for improving access to the Cathedral precinct and a sensitive development of the Works Yard – and also those where there are objections – such as to proposals for the Bishop’s Palace and the provision of an auditorium.
- 13.3 This final version of the Cathedral’s Master Plan will go to Wiltshire Council for further consultation and agreement as being a ‘material consideration’ in any planning proposals that are developed. Support for the Master Plan from Wiltshire Council would also allow decisions to be taken about commissioning the reports the Cathedral will need to support future planning applications. For example, a significant area of the Close is considered by the Environment Agency as being at risk of flooding, so it makes sense to commission one flood risk assessment that can guide development, rather than a new one each time a different development is proposed. The same would be the case for landscape assessments or archaeological evaluations.
- 13.4 This report, therefore, aims to set out more precisely the current aspirations and intentions for new works. In essence, these can be summarised as follows:
 1. Reconfiguration of the South Side of the Cathedral, including the existing Works Yard, providing for:
 - a. rationalised Works Department with new masons’ and glaziers’ workshops, allowing public appreciation and engagement in the work taking place
 - b. education and interpretative facilities linked to the heritage of the Cathedral
 - c. potential for a purpose-built home for Magna Carta and possibly the Cathedral Archive
 - d. Song School
 2. The opening up of the area to the south of the Cathedral to public access, recognising the need to meet safeguarding requirements for the Cathedral School.
 3. The evaluation of existing buildings owned by the Cathedral so that they are put to best productive use.
 4. Work to improve access to the Cathedral and reduce conflicts between traffic movements and pedestrians.
 5. The provision of a permanent home for the Cathedral Archive and Magna Carta.



6. A visitor welcome point at 32 - 33 The Close.
 7. An improved welcome into the Cathedral, which could include better use of the North Porch.
 8. The provision of new accommodation for Cathedral staff at 20 The Close and on land to the rear of the property.
- 13.5 The Cathedral and its Close form a unique group of buildings and a treasured space that is highly valued by worshippers, residents and visitors alike. Any changes to this area can only be brought to fruition through close co-operation between the people who live, visit and work within the Close and those charged with safeguarding its heritage and ensuring that the way in which it functions is properly considered.

