

<b>Project Initiation Document</b>
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**Project:** **Salisbury Vision – Renaissance of the Market Place and development of a public realm strategy**

**Strategic Owner/  
Project Sponsor:** **Graham Gould**

**Project Manager/  
Project Owner:** **David Milton**

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## **1. Introduction**

At its meeting on 7<sup>th</sup> September 2005, Cabinet approved the development of a Vision for Salisbury, to be funded by Salisbury District Council, the South West Regional Development Agency (SWRDA) and Wiltshire County Council (WCC). In conjunction with the SWRDA, a lead consultant was appointed to manage this project in February 2006. The consultants' final report, *Vision for Salisbury: Area Development Framework*, was delivered in April 2007. The final Salisbury Vision document was produced following a comprehensive period of public consultation (26 July – 5 October 2007). It is anticipated that it will be approved by Full Council on 19 May 2008.

## **2. Project justification and benefits**

The Market Place is arguably the city's most important public space and its renaissance is seen as crucial to the success of the Salisbury Vision project. The Market Place was, therefore, identified as one of four priority areas. The Vision proposes that high quality improvements to the Market Place and to other areas of the city should form part of a detailed Public Realm strategy for the city centre core area.

The results of the public consultation exercise show that just under 80% of people support or strongly support the objectives of the Salisbury Vision. The results also show similar levels of support for the Vision's public realm proposals and in particular for the renaissance of the Market Place.

This project is about much more than simply improving the appearance of the Salisbury Market Place. Recent research shows that spending on public realm improvements can lead to a 'significant and measurable impact' on a local economy and the renaissance of the Market Place, as part of the overall Salisbury Vision regeneration programme, will undoubtedly improve the economic prospects of the city and thus Wiltshire as a whole. It will also deliver a high level of added value in terms of significant social and environmental benefits.

<b>Economic benefits</b>	
<ul style="list-style-type: none"> <li>• Attracting additional private sector investment and increasing business confidence, and hence generating new employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing public expenditure on crime prevention and putting right urban design mistakes</li> </ul>
<ul style="list-style-type: none"> <li>• Increasing visitor numbers and spend</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing the total number of market days per annum</li> </ul>

<b>Social benefits</b>	
<ul style="list-style-type: none"> <li>• Creating well-connected places, increasing pedestrian use and hence increasing opportunities for social exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Providing better opportunities for community involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Increasing access to places and making public spaces more inclusive</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a better external environment for conducting business</li> </ul>
<ul style="list-style-type: none"> <li>• Increasing natural surveillance and improving personal safety</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging more activity, particularly after-hours</li> </ul>
<ul style="list-style-type: none"> <li>• Reducing crime</li> </ul>	<ul style="list-style-type: none"> <li>• Boosting civic pride</li> </ul>

<b>Environmental benefits</b>	
<ul style="list-style-type: none"> <li>• Creating beauty and delight</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of local identity and distinctiveness</li> </ul>
<ul style="list-style-type: none"> <li>• Encouraging greater pedestrian and cycle use</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing pollution and improving air quality</li> </ul>
<ul style="list-style-type: none"> <li>• 'greening' the urban environment</li> </ul>	<ul style="list-style-type: none"> <li>• Improving the old and creating a new heritage</li> </ul>
<ul style="list-style-type: none"> <li>• Providing opportunities for art and culture</li> </ul>	

The overall aim of the Vision is to help the city prosper and grow so that it can compete with neighbouring towns and cities. The ultimate result is to create a city with an enhanced identity, image and economy and to improve the well-being of all of those who live in, work in or visit the city.

The development of the Salisbury Vision has required a large investment of time by the council's officers and councillors, and by its partners. It has also received a financial investment of around £280,000. Additionally Salisbury District Council has allocated additional funding of £300,000 to kick-start the delivery of the Salisbury Vision.

### 3. Desired Outcomes

There are two principal outcomes for this project:

- The enhancement of the Market Place as a high quality public space which acts as a focal point for the city
- The production of a Public Realm strategy for the core area of the city centre

#### 4. Project Specification

This is a three-stage project:

- Stage A: Development of a brief for a design competition for the renaissance of the Market Place      Sept 2007 – May 2008
- Stage B: Submission of competition entries, public consultation and selection of preferred design      June 2008 – Feb 2009
- Stage C: Working up of preferred design, development of a public realm strategy and the completion of the Market Place renaissance works.      Feb 2009 – June 2009

In producing a plan for the renaissance of the Market Place and for the development of a Public Realm strategy for the city centre core area the architects will need to ensure that they have consulted widely. The architects brief will, therefore, include specific detailed requirements on the consultation to be undertaken.

A list of the initial key tasks and milestones are included within the table below:

	Key Tasks / Milestones:	Target Date	Actual date	% complete
<b>Market Place:</b>				
1	Preparation of design competition brief for the Market Place and confirmation of funding for the works	30 Sept 2007	23 Oct 2007	90
2	Cabinet recommend Full Council to approve allocation of additional capital funding	07 Nov 0007	07 Nov 2007	100
3	Full Council approve allocation of additional capital funding	10 Dec 2007	10 Dec 2007	100
4	WCC confirm their contribution of £1.5 million capital funding	March 2008	March 2008	100
5	Advertise Market Place design competition in relevant professional journals	1 June 2008		
6	Receipt of Stage 1 Market Place competition entries	1 August 2008		
7	Shortlisting of entries	1 September 2008		
8	Receipt of Stage 2 submissions	1 December 2008		
9	Public consultation on shortlisted Market Place competition entries	January 2009		
10	Steering Group consider Market Place competition entries and make recommendations to judging panel	January 2009		
11	Selection of winning entry by judging panel	February 2009		
12	Public announcement of winning design	February 2009		
13	Planning application submitted (if required)	May 2009		

14	Receipt of planning permission	July 2009		
15	Start on site	TBC		

<b>Public Realm Strategy:</b>				
1	Public realm sub-group to identify criteria for brief for public realm strategy	April - July 2008		
2	Public realm sub-group finalise brief for public realm strategy	August 2008		
3	Public realm strategy brief approved by Steering Group	September 2008		
3	Draft public realm strategy considered by sub-group	March 2009		
4	Steering Group consider final public realm strategy and make recommendations to Salisbury District Council and WCC	April 2009		
5	Approval of public realm strategy by Wiltshire Council	June 2009		

## 5. Project Limitations

The Public Realm strategy will cover the city's core area. The area included in the Market Place renaissance will cover everything east-west from Queen Street to the Cheesemarket and everything north to Blue Boar Row. The Public Realm strategy core area and the Market Place renaissance area will both be clearly defined in the consultants' brief.

## 6. Project Analysis

This project supports the council's priority to 'Sustain a cleaner, greener, safer and attractive place to live and work now and for the future'. Additionally the following links to other council projects and policies have been identified. This section will be updated as the new unitary authority develops its values and priorities.

Partnership working and community engagement	The project should act as an exemplar to the way the council works in partnership with local groups and organisations and engages the community in delivering a major project which will have a lasting impact on the future of their city.
Improving transportation	This is a major part of the Vision and it is key to the overall success of the project
Community safety	All development carried out as part of the Vision project will take the issues of security and community safety fully into account in both the layout and design.
Improving the quality of life	One of the Vision's main objectives is to improve the vitality of the city centre and to make it a more attractive place to live in, work in and visit. The public realm and Market Place project is a key part of this.

Supporting disadvantaged people	Inclusivity is an integral part of the Vision; ensuring that Salisbury is an accessible city which meets the needs of every member of the community.
Communicating with the public	This is a high profile project which should be seen as an opportunity to raise the profile of the council.
Consult and involve local people	Comprehensive consultation will be built into each of the development stages of this project.
Link to any approved major service strategies	The project is an integral part of the Salisbury Vision Area Development Framework which will form a part of the Salisbury and Wilton Action Area Plan within the Local Development Framework (LDF).

## 7. Budgets and Resources

Significant levels of external funding will be required to deliver the Vision projects. The consultants have suggested that there will be no need for public sector intervention in the development projects. Indeed these projects will bring significant financial benefits to the district council through planning gain packages, capital receipts and other financial arrangements. The overall Salisbury Vision project PID approved by Cabinet in July 2007 provided for any such income to the council to be ring-fenced for the Vision's public realm projects.

Originally it was intended that the renaissance of the Market Place would be funded through planning gain or from a capital receipt linked to the redevelopment of the Maltings and central car park area. The timescale for the Maltings project, however, is such that this funding will not be realised until at least 2011/2012. The renaissance of the Market Place is a key project and the Salisbury Vision steering group, Salisbury District Council and Wiltshire County Council consider its early completion to be crucial to the success of the Salisbury Vision. WCC and Salisbury District Council have, therefore, agreed to provide total funding of just over £3 million for this project, from 2008/09.

	<b>SDC £</b>	<b>WCC £</b>	<b>Total £</b>
Design competition	60,000	0	60,000
Miscellaneous costs	5,000	0	5,000
Capital contract including fees and development of public realm strategy	1,500,000	1,500,000	3,000,000
<b>Total</b>	<b>1,565,000</b>	<b>1,500,000</b>	<b>3,065,000</b>

This project may be subject to OJEU procurement procedures and regulations.

Officer time is estimated as follows:

Graham Gould	10 days
Claire Mawson	10 days
Eric Teagle	10 days
Allan Creedy	10 days
David Milton and Forward Planning/Conservation	20 days
Alan Feist	5 days
Reg Williams	5 days
Transportation team	5 days
Development Services	5 days
Communications Team	5 days

It should be noted that the above relates to the development stage only. The delivery stage will require significant additional resource from certain services (particularly Development Services and Conservation).

## **8. Project Timescale**

It is estimated that the development stages of this project will take approximately 10 months as shown in section 4. Work on site could commence in July 2009 subject to any necessary planning consents and material lead times. The phasing of the work and thus the overall construction time will be determined at a later date.

## **9. Training and Development**

Any new skills that are needed will be identified through the council's progressive employee programme and any gaps in the skills base will be filled thorough an appropriate training and development programme.

## **10. Management and monitoring**

A small public/private sector sub-group, led by the Project Manager, has been set up to manage this project. This group reports to the Salisbury Vision Project Director and to the Salisbury Vision steering group. The steering group is chaired by Councillor Peter Edge. It has overall responsibility for implementing the Vision proposals and their remit covers the co-ordination of resources and skills required for the project. They are also responsible for setting up and approving the work of project sub-groups and for monitoring and tracking the progress of the overall project and any interdependencies within it. As such they will, therefore, be responsible for monitoring the progress of this project.

The Steering Group will report to the council's Cabinet as appropriate. The members of the Steering Group are:

### **Salisbury District Council:**

- Portfolio Holder for Economic Development and Tourism, Cllr. Peter Edge
- Portfolio Holder for Planning, Cllr. Paul Clegg
- Chairman of the Council, Cllr. Bobbie Chettleburgh
- Leader of the Conservative group, Cllr Fred Westmoreland
- Representative of the Independent Group, Cllr Josie Green
- Economic Development Manager, Claire Mawson
- General Manager Civic and Entertainment Facilities, Phillip Smith
- Head of Forward Planning and Transportation, Eric Teagle

- Property Manager, Graham Creasey
- Head of Strategic Housing, Andrew Reynolds
- Salisbury Vision Project Director, Graham Gould
- Team Leader, Forward Planning and Conservation, David Milton
- Parks Manager, Reg Williams

#### **Wiltshire County Council**

- Mary Douglas, Cllr for Salisbury East
- Alan Feist, Assistant Director for Planning and Development

#### **South West Regional Development Agency**

- Pete Manley

#### **Local business and community partners:**

- Salisbury Cathedral, Peter Edds
- Salisbury City Centre Management, Ian Newman
- Salisbury & District Chamber of Commerce & Industry, Ian Hudson
- Wessex Community Action, Trevor Hazlegrove
- Salisbury Civic Society, Brigadier Alastair Clark
- South Wiltshire Strategic Alliance, Ariane Crampton
- South Wiltshire Economic Partnership, Peter Le Count
- South West Regional Development Agency, Pete Manley

### **11. Communication**

A detailed Salisbury Vision communications plan has been produced and agreed. The district council's corporate communications team is responsible for coordinating communications on the delivery of the Salisbury Vision project. The specific communications requirements of the Market Place and Public Realm project will be incorporated into the overall Salisbury Vision plan.

### **12. Risks**

A risk register for this project will be produced by the Project Manager. It will be monitored and updated at the Steering Group meetings.

### **13. Equalities and Diversity**

The council is currently revising the process by which it carries out equalities impact assessments. As soon as the new process is in place a full equalities and diversity assessment will be carried out.