

IMPLEMENTATION EXECUTIVE

22 MAY 2008

SALISBURY VISION UPDATE

Executive Summary

This information report provides the Implementation Executive with an update on the development and delivery of the Salisbury Vision.

The Salisbury Vision is designed to be largely self-financing and one of its fundamental principles is that income generated from development projects is reinvested to fund public sector and transport and movement projects within the city of Salisbury.

Proposals

It is proposed that the Implementation Executive:

- a) Note the report and endorse the Salisbury Vision:
- b) Receive further reports on issues relating to the delivery of the Salisbury Vision as appropriate;
- c) Request that a report be brought back to a future meeting giving details of anticipated major decisions and expenditure over the next three years;
- d) Request that a report be brought back to a future meeting on any proposals to establish an independent Local Delivery Vehicle (LDV); and
- e) Authorise the launch of the Market Place design competition.

Reasons for proposals

To ensure that the Salisbury Vision is included within the Implementation Executive's forward plan and to give members of the Implementation Executive advance notice that the delivery of the Salisbury Vision will require major decisions concerning expenditure and the possible disposal of assets.

To launch the Market Place renaissance project design competition.

Graham Gould
Salisbury Vision Project Director

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1 Introduction

- 1.1 The Salisbury Vision is an ambitious long-term programme of change and gradual development, the aim of which is to prepare Salisbury to meet future challenges whilst doing everything possible to protect its uniqueness and character. The Salisbury Vision will provide a framework for coordinating and achieving the sustainable regeneration of the city and in particular of five priority areas:
- The Maltings and central car park
 - Salisbury Guildhall
 - Salisbury Market Place
 - Churchfields Industrial Estate
 - Southampton Road
- 1.2 The Vision will make a significant contribution to improving the quality of life of everyone that lives in, works in or visits the city by providing much needed additional office space, retail, leisure and other employment space together with high quality gateways, an exemplar public transportation hub, and improved cultural facilities - all linked by a high quality public realm. The economic, social and environmental benefits of the Vision will go well beyond the boundaries of the city to the wider Wiltshire community.
- 1.3 The development of the Vision was managed by a public/private sector steering group which included officer and councillor representatives from Salisbury District Council and Wiltshire County Council. Funding for the development stage of the Vision was provided by Salisbury District Council, the South West Regional Development Agency and Wiltshire County Council. A summary of the key stages in the development of the Vision is given in appendix A.
- 1.4 The Salisbury Vision will form a part of the Salisbury and Wilton Action Area Plan which is a constituent part of the emerging Local Development Framework (LDF).

2 Salisbury Vision final document

- 2.1 The Salisbury Vision was approved by the Salisbury District Council Cabinet on 28 April 2008 following two years of development and comprehensive public consultation. It was endorsed by the Joint Implementation Team (JIT) on 6 May 2008. The document will be presented to Salisbury District Council for adoption as a key strategic document on 23 June 2008. The Vision contains 23 specific projects linked to three strategic objectives; development, traffic and movement, and public realm, which together are designed to achieve the overall Vision objective:

For Salisbury to be a clean, green, safe and friendly city; a place that is consistently acknowledged as being one of England's best places to live.

- 2.2 A copy of the adopted Vision document is given in appendix B. The final published document will include maps, photographs and diagrams as necessary to supplement the text. It is also proposed that the document includes a foreword from the Leaders of Salisbury District Council and Wiltshire County Council.

3 Delivering the Vision

- 3.1 A steering group was established in June 2007 to oversee the delivery of the Vision. This group's remit covers the coordination of any resources and skills required for the project. They are also responsible for setting up and approving the work of the project's sub-groups and for monitoring and tracking the progress of the overall project and any interdependencies within it. The steering group is a public/private/voluntary sector partnership. It has no legal entity. Details of the steering group's membership is given in appendix C. All major decisions, particularly concerning the commitment of budget and resources are currently referred to the Salisbury District Council Cabinet.
- 3.2 A Salisbury Vision Project Director was appointed in September 2007. This appointment has been made on a secondment basis until 31 August 2008. His responsibilities include the operational and strategic management of the project and its implementation, ensuring that it is delivered on time and within budget. The Project Director is an employee of the district council but is responsible to the steering group.
- 3.3 PID's have been approved and sub-groups set up for four of the priority projects; the Maltings and central car park, the Market Place and public realm strategy, the Salisbury Guildhall and the Churchfields Industrial Estate. A brief summary of the work to date and key future milestones is included in appendix D.
- 3.4 The steering group have proposed that the long-term delivery of the Salisbury Vision is best achieved via an independent Local Delivery Vehicle (LDV) rather than through the existing local authority led structure. This is also a Salisbury District Council priority.
- 3.5 The use of LDV to help deliver large scale social, environmental and economic improvement projects is fairly commonplace in England. LDV's are defined by the Local Government Association (LGA) as "statutory and non-statutory multi-agency partnerships that seek to drive growth and bring forward new developments to deliver sustainable communities". They are widely supported by Regional Development Agencies and by English Partnerships, the government's national regeneration agency. A list of the commonly acknowledged advantages that an LDV has is shown below.
- Independence and credibility
 - Transparency and accountability
 - Pooling of resources, expertise and commitment from its members
 - Facilitates easier engagement with the business community and the public
 - Plan making with sufficient long-term vision, joined up across relevant local authority boundaries
- 3.6 The feasibility of setting up a Salisbury Vision LDV, established as a Company Limited by Guarantee, is being investigated.
- 3.7 The Salisbury Vision is a long-term programme of work which will be delivered after April 2009. Major decisions relating to the project are currently taken by Salisbury District Council but increasingly this responsibility will transfer to the Implementation Executive, particularly where the commitment of expenditure is required. A schedule of anticipated work including expenditure over the next three years is currently being developed. Discussions are also taking place concerning the delivery of the Salisbury Vision by the proposed Wiltshire Council economic development & regeneration service.

4 Funding

- 4.1 The development of the Salisbury Vision has required a large investment of time by officers and councillors from Salisbury District Council and Wiltshire County Council, and by their partners. It has also required a financial investment of around £290,000.

- 4.2 The Salisbury Vision has been designed to be a self-financing project. With one exception it should not require any major local authority funding. It will, however, require significant levels of external funding and to a large extent the Vision relies on a particular sequence of project delivery where early projects finance others which may have no commercial value of their own. An example of this would be the re-investment of some of the capital receipts raised through the redevelopment of the Maltings and central car park into the delivery of public realm and transport improvement projects. Initial pump-priming of £300,000 has been provided by Salisbury District Council. This is funding initial work on the priority projects and general project management. Additionally WCC have allocated £350,000 for the commissioning of a Salisbury Transport Model. This key piece of work will be able to represent existing and future transport conditions within and in the immediate vicinity of the city and provide the means of testing the impact of various growth and Vision redevelopment scenarios.
- 4.3 Overall, the Vision's 11 development projects will bring significant financial benefits through planning gain packages, capital receipts from the disposal of local authority assets, and from other financial arrangements. It is a fundamental principle of the Vision that all such income is ring-fenced for the Vision's public realm and transport and movement projects.

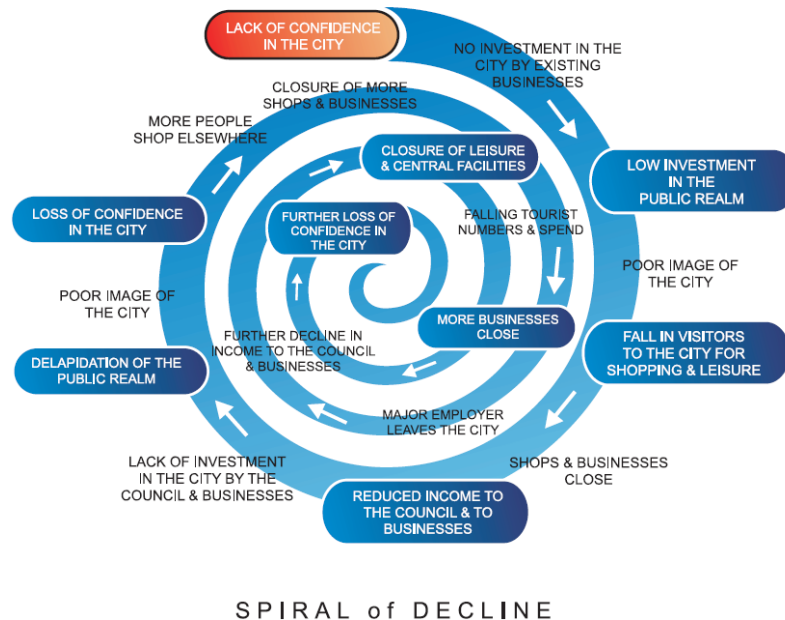
5 Salisbury Market Place (project 18)

- 5.1 The one area where local authority funding is being provided is for the renaissance of the Salisbury Market Place. This is a priority project which is about much more than simply improving the appearance of the Market Place. 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. The renaissance of the Market Place will, in effect, act as a catalyst for the other Vision projects. It will be the first Vision project delivered and it will act as an outward and highly visible sign of what the Vision is designed to achieve. Its early delivery is crucial to the success of the Salisbury Vision. The PID for this project is attached as appendix E.
- 5.2 Funding for this project is being provided by Salisbury District Council and Wiltshire County Council. The Salisbury District Council contribution of £1.5 million is allocated within the council's capital programme. It is likely, however, that the contract for the works element of this project will not be enacted until after the vesting day for the new council. This project, therefore, requires authorisation from the Implementation Executive.

6 Risks

- 6.1 As with any major project there are a number of risks associated with the delivery of the Salisbury Vision. These have been identified using the district council's risk procedure and are recorded in a risk register. The risk register is maintained by the Project Director and is monitored by the steering group at their monthly meetings. A total of 21 potential risks have currently been identified. Of these there are just three which, after remedial action, have a residual risk level which is currently outside of the council's risk threshold. Details of these risks are given in appendix F. Further action will be taken in an attempt to reduce any residual risk. Each project within the Vision has its own particular set of risks and these are now also being monitored and reported to the steering group. Where appropriate any necessary action will be taken to reduce specific risks to acceptable levels.
- 6.2 There are, of course, some significant risks associated with failing to progress the Vision. Indeed one of the drivers in developing the Vision was the potential economic risk (and the associated social and environmental costs) to Salisbury of doing nothing. These risks are identified in the Vision document. In retail Salisbury is losing customers to Southampton, Bournemouth and Basingstoke, all of which have seen considerable investment over the past 5 -10 years. This situation will be made worse when the planned developments in Winchester, Bath and Andover are completed. These areas are also providing improved leisure and cultural opportunities. There is a lack of employment land close to the city which is having a severe impact on the ability of existing businesses to grow. This is also a major inhibitor to inward investment. Salisbury's position as

major tourism destination is also similarly threatened by increasing competition from 'new' destinations and by low-cost airlines making European city-breaks more accessible and affordable. The Vision document suggests that if these issues are not tackled there is a very real risk that Salisbury will go into a spiral of decline that will be very hard to reverse.



7 Benefits

- 7.1 The benefits to be gained from the Salisbury Vision are huge. Effectively they can be divided into two categories; direct benefits such as more shops, a new hotel and new businesses (leading to more employment opportunities), an improved library and an increased number of affordable homes; and indirect, sometimes more intangible, benefits such as a greater sense of self esteem and civic pride, an increased sense of safety and greater social inclusion.
- 7.2 One of the key priorities of the Salisbury Vision is to significantly improve the quality of the city's existing public spaces, to provide new city squares and green areas, and to focus on the provision of a high quality public realm. The South West Regional Development Agency suggest that public regeneration initiatives such as these can provide a range of economic, social and environmental benefits – both direct and indirect. These are shown below and to a greater or lesser extent the Salisbury Vision has the potential to deliver all of these benefits for the residents of Salisbury and Wiltshire.

Economic benefits

- Adding to property values in the form of enhanced capital values and higher rental returns
- Increasing lettable floor space
- Placing developments above the competition and adding prestige
- Improving efficiency and reducing energy costs
- Attracting additional private sector investment and increasing business confidence – and hence generating further employment opportunities
- Increasing occupancy of commercial premises
- Contributing to a more contented and productive workforce
- Attracting more mixed use development and hence better local facilities

- Reducing public expenditure on crime prevention and putting right urban design mistakes
- Increasing visitor numbers and visitor spend

Social benefits

- Creating well-connected places, increasing pedestrian use and hence increasing opportunities for social exchange
- Encouraging community-led projects
- Creating a better external environment for conducting business
- Encouraging more activity, particularly after-hours
- Supporting partnerships and bringing local communities together
- Providing better opportunities for community involvement
- Increasing access to places and making public places more inclusive
- Increasing natural surveillance and improving personal safety
- Reducing crime
- Boosting civic pride

Environmental benefits

- Creating beauty and delight
- Encouraging greater pedestrian and cycle use
- Improving air quality and microclimate
- Improving the old and creating a new heritage
- Strengthening of local identity and distinctiveness
- Reducing pollution and energy consumption
- 'greening' the urban environment
- Providing opportunities for art and culture

8 Proposals

8.1 It is proposed that the Implementation Executive:

- Note the report and endorse the Salisbury Vision;
- Request that further reports on issues relating to the delivery of the Salisbury Vision be brought back to the Implementation Executive as appropriate;
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