

Agenda Item 12

Marketing, Economic Development and Tourism
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Report

Subject : Recruitment of Head of the Salisbury Vision Project
Report to : The Cabinet
Date : Wednesday 28 March 2007
Author : Graham Gould and Pam Fox
Cabinet Member for Planning and Economic Development: Cllr Mrs Brown

1.0 Background:

- 1.1 In September 2005 Cabinet approved funding for the development of the Salisbury Vision. The aim of this partnership project with the South West Regional Development Agency (SWRDA) and Wiltshire County Council (WCC) is to produce a masterplan for the development of the city of Salisbury over the next 15-20 years. When completed the Salisbury Vision, or Area Development Framework (ADF) will feed into the emerging Local Development Framework (LDF) through a Salisbury and Wilton Area Action Plan (AAP). Consultants were appointed in February 2006.
- 1.2 A steering group was established to manage the development of the Vision and to oversee the work of the consultants. The steering group is comprised officers and councillors from Salisbury District and Wiltshire County Councils together with representatives from the SWRDA, the Learning and Skills Council and a number of local partner organisations. The group is led by the Leader of Salisbury District Council.
- 1.3 In January 2007 the consultants presented their draft Salisbury Vision ADF to the Vision steering group. The group's comments are currently being fed back to the consultants and a revised final Vision document is being prepared.

2.0 Next steps and Proposals:

- 2.1 The final Salisbury Vision document will be considered by the steering group in April. A summary version will be produced by the Forward Planning and Transportation and Marketing, Economic Development and Tourism service units. Both documents will then be progressed through the council's internal consultation and decision making process, ie through each of the Area Committees and each of the Overview and Scrutiny Panels, during May and June. Cabinet will be asked to approve the document for formal public consultation at its meeting on 11 July.



Awarded in:
Housing Services
Waste and Recycling Services



- 2.2 The steering group have identified four projects that need to be progressed as a matter of priority. The first of these is the possible relocation of the Salisbury College, where the development schedule and funding programme are such that a decision needs to be made within the next few months. The second project concerns that of finding a suitable alternative use for the Guildhall by the time that the Magistrates Court is relocated. The third project is the redevelopment of the Maltings and central car park. Many of the other Vision projects, and in particular the work around the public realm, are dependent for funding on the early completion of this project. The final priority project concerns the Churchfields Industrial Estate and the importance of this area to the south Wiltshire economy. The steering group have, therefore, agreed that these four projects should be progressed in parallel with the formal approval process of the Vision document.
- 2.3 A delivery plan has been developed which includes the creation of sub-groups for each of the key projects. These groups will report to a newly established implementation steering group, which again is chaired by the Leader of the district council. This group is accountable to cabinet.

Sub Group	Led by
Salisbury College	Sarah Hughes (FPT)
Salisbury Guildhall	Robin Townsend (CIU)
Maltings and central car park	Eric Teagle (FPT)
Churchfields Industrial Estate	David Milton (FPT)

- 2.4 Although the development of the Salisbury Vision has primarily been undertaken by a team of consultants it has also required a considerable amount of district council officer time. Over the 10 month development period it is estimated that this has averaged out at 1.0 FTE. This has been achieved at the expense of other work and it is not sustainable.
- 2.5 The implementation stage of the Salisbury Vision will require a substantial amount of officer time. Much of this will be carried out by officers as part of their ongoing service delivery work or will be taken on as additional projects. It is not possible, however, to absorb all of the additional work in this way. Most specifically the important role of overall project manager cannot be provided from within existing resources. It is considered essential that a dedicated officer is required in a full time role to manage, coordinate and drive the project forward. This approach has been taken elsewhere and without this resource it is inevitable that the project will lose momentum, and possibly falter.
- 2.6 It is, therefore, proposed that a Salisbury Vision project manager type post is created. The qualities, skills, experience and level of authority required for this post are such that it will only be found at a senior level, such as service unit head. It is proposed that the post is recruited on an initial one year fixed term contract. A draft job description and person specification for the post are shown in appendices A and B. The post holder will report to the steering group on all aspects of the Vision project. Line management will be provided by a policy director.

3.0 Funding:

- 3.1 Discussions have been held with the South West Regional Development Agency (SWRDA) and Wiltshire County Council (WCC) on funding this post. Both organisations support the establishment of the post but they are currently unable to provide a financial contribution. It is, therefore, proposed that the district council fund this post as follows:

	2007 – 2008
Salary¹	£62,000
Operational budget²	£10,000
Overall total	£72,000

Notes:

1. Includes on-costs
 2. Includes £5,000 from existing economic development budget
- 3.2 The additional funding required is £67,000.
- 3.3 The Council has just been notified by Government that it will receive £172,120 from the Local Authority Business Growth Incentive Scheme (LABGI). This scheme pays grants to District (2/3) and County Councils (1/3) a formula grant based on increases in Non Domestic Rates (NNDR) yields year on year over and above a given target. The Vision project as it develops has the potential to increase NNDR values in Salisbury and therefore to attract further grant in future.
- 3.4 The council will continue trying to obtain funding from other external sources, including WCC and the SWRDA.

4.0 Recommendations:

- 4.1 Cabinet are recommended to:
- a) Approve the establishment of the post of Head of the Salisbury Vision Project, as outlined in paragraph 2.6;
 - b) Approve the additional funding of £67,000 from the LABGI grant as outlined in 3.3; and
 - c) Subject to a) and b) above being approved, receive a report back at a future Cabinet meeting reviewing the success of, and future requirement for, the post.

5.0 Implications:

Financial	If the recommendation is followed the council will be investing up to £67,000 from its share of LABGI grant.
Legal	None
ICT	None
Human Rights	None
Personnel	The council's Establishment List will increase by one FTE. The post requirement is, however, fully evidenced and is in line with the council's aim of building appropriate capacity in order to deliver its objectives. Without this post the project will encounter difficulties in terms of leadership and direction setting. This is likely to affect staff morale and staff required to deliver the project are likely to experience increased levels of stress.
Community Safety	None
Environmental	None
Council's Core Values	A thriving local economy; Working together with other public, private and voluntary sector organisations to develop a better, more sustainable district.
Wards affected	All

DRAFT 1 - JOB DESCRIPTION (FEB. 07)

This job description is intended as a working document only, giving a guideline to the major tasks to be performed. It is anticipated that the post will develop and working practices change in order to meet the demands of the service, new legislation or policies of the Council. It is expected that the post holder will contribute to and assist with the development of such changes.

SERVICE UNIT: Management Team	EFFECTIVE DATE: Tbc
POST TITLE: Salisbury Vision Project Manager	GRADE: O / P POST NO: Tbc
<p>SPECIAL CONDITIONS ATTACHED TO POST:</p> <ul style="list-style-type: none"> • Not Exempt Under Rehabilitation of Offenders Act (to be confirmed) • Car Allowance Category: Casual (to be confirmed) <p>PREFERRED QUALIFICATION:</p> <p>Degree equivalency + validated project management experience + proven computer literacy.</p>	
<p>1. JOB PURPOSE:</p> <p>Overall co-ordination of the implementation of the Salisbury Vision and providing high level support for the Salisbury Vision Implementation Steering Group.</p> <p>Reporting to: Policy Director</p>	
<p>2. JOB ACTIVITIES:</p> <ul style="list-style-type: none"> a) Overall project planning and critical path analysis for the implementation process. b) Co-ordinating and ensuring the integration of the various Vision projects c) Supporting and ensuring the effective operation of the Vision Sub Groups and other teams working on Vision projects. d) Ensuring that the work of individuals with responsibility for delivering Vision objectives is locked into the Vision project management processes. e) Establishing and maintaining effective project management, performance management and reporting processes. f) Identifying and helping to mitigate implementation risks. g) Identifying where the recruitment of a private sector partner, for example to provide specialist skills in project viability and land assembly, would be relevant and make sound "business sense". 	

- h) Working alongside the Council's corporate communications team to put in place a strategy for ensuring effective communication with and co-ordinating the involvement of a range of stakeholders and partners.
- i) Working with the Council's corporate communications team to maximise the opportunities for promoting Salisbury and any Salisbury Vision developments within the local and national media.
- j) Liaising with the Council's Monitoring Officer to ensuring that proper processes are followed and that protocols relating to the conduct of those involved in the Vision process are adhered to.
- k) Making recommendations to the Steering Group on where priorities for resourcing lie, identifying opportunities for the Council and other public agencies to capitalise on their assets and identifying and securing external funding where necessary.
- l) Promoting collaborative working between all those involved in Vision implementation.
- m) Working with the corporate Consultation Officer to ensuring that the local community is fully involved with the implementation of the Vision.
- n) Ensuring that, throughout the implementation process, due attention is given to equal opportunity considerations and the Vision is delivered in such a way as to achieve wider social objective such as social cohesion, community safety, health and well being.
- o) Ensuring the effective conduct of Implementation Steering Group meetings by overseeing the timely production and circulation of agendas, papers and minutes.
- p) Using appropriate computer technology and software packages.
- q) Other duties commensurate with the nature and grade of the post.

DRAFT Person Specification

Head of Salisbury Vision Project

	Essential	Desirable
Experience	<p>Minimum of 3 years in senior management position in either the local public, voluntary, or private sector</p> <p>Management of complex projects that cross organisational and service boundaries and of formulating, leading and implementing successful major programmes of change</p> <p>A track record of developing effective relationships with external partners in a variety of sectors to deliver successful outcomes for the community</p> <p>Managing resources, including the development, management and effective control of budgets</p> <p>Working effectively within a political environment, providing clear, balanced advice and guidance on a wide variety of issues</p> <p>Working with local communities and of promoting community involvement in major projects.</p> <p>Managing external consultants providing a range of expertise</p>	<p>Understanding of local government and issues affecting it</p> <p>Management of diverse groups of staff</p> <p>Achievement of high performance standards including effective performance management and performance review</p> <p>Working with a multi agency steering group</p>
Skills	<p>Excellent communication and presentational skills and ability to relate to a wide range of audiences</p> <p>Networking skills to represent and promote the Vision among the wider community of south Wiltshire</p> <p>Advocacy, negotiating, persuading & influencing</p> <p>Motivating and developing real cross disciplinary and virtual teams</p> <p>Partnership working and team building</p> <p>IT/keyboard skills</p>	<p>Appreciation of working in a political environment; able to display awareness and sensitivity in such context</p>

Qualifications	Degree or equivalent Extensive knowledge and / or experience in a relevant professional discipline Full UK driving license	Postgraduate qualification or evidence of continuous professional development
Knowledge	Project management techniques and critical path analysis Demonstrable understanding of equality of opportunity, diversity, social cohesion and social inclusion issues. Sound understanding of planning and other relevant processes. Understanding of community involvement and community development processes	
Personal Competencies	High standard of literacy and creativity Ability to cope with pressure and to deliver to demanding deadlines Flexible attitude and ability to adapt to new situations quickly and easily Ability to work independently, plan ahead and prioritise work to meet demands Capable of working in a team on corporate and cross-agency projects	