

Report

Subject : Salisbury Vision – approval of sub-group PID's
Report to : The Cabinet
Date : Wednesday 05 September 2007
Authors : Graham Gould, Eric Teagle, Robin Townsend and Pam Fox
Cabinet Member for Economic Development: Councillor Peter Edge

1.0 Background and Introduction

- 1.1 In September 2005 Cabinet approved the Project Initiation Document (PID) and 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) was to produce a framework for the development of the city of Salisbury over the next 15-20 years.
- 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 comprised officers and councillors from Salisbury District and Wiltshire County Council together with representatives from the SWRDA, the Learning and Skills Council and a number of local partner organisations. In April 2007 the consultants presented their final Salisbury Vision ADF to the Vision steering group.
- 1.3 On 11 July 2007 Cabinet approved the PID for the delivery stage of the Salisbury Vision project. This allowed for the creation of sub-groups to deliver specific Vision projects or groups of projects. Through the Vision steering group approval has been given for four initial sub-groups to be established: The Maltings and central car park; Salisbury Guildhall and Guildhall Square; Churchfields Industrial Estate; the potential relocation of the Salisbury College to the bus depot site in Castle Street; an enhanced Market Place and a city centre public realm strategy.
- 1.4 PID's have been developed for three of these four sub-group projects and are now presented to cabinet for approval. They are included in appendices A – C.



Awarded in:
Housing Services
Waste and Recycling Services



2.0 The Maltings and central car park (*Appendix A*)

2.1 The redevelopment of the Maltings and central car park sites is identified as one of the four main priorities of the Salisbury Vision. In many ways this project will act as a catalyst for the overall Vision project and it is key to the regeneration of the city centre. The objective of this project is to provide Salisbury with a mixed use, retail-led scheme which enable the city to compete more effectively with its neighbouring towns and cities. Cabinet have previously approved a budget of £90,000 for engaging the specialist resources needed to deliver this project.

3.0 Salisbury Guildhall and Guildhall Square (*Appendix B*)

3.1 One of the council's priorities within the Salisbury Vision project is to identify and have in place appropriate alternative uses for the Salisbury Guildhall following the departure of the Magistrates Courts sometime during the 2009/10 financial year. In February 2007 Cabinet authorised the Head of Community Initiatives to undertake some exploratory work and go out to the open market and seek expressions of interest for the building's future use. Following the elections in May 2007 discussions were held with both the new Leader of the Council and the Portfolio Holder for Community Initiatives with the result that this piece of work has been put on hold pending further consideration by the Cabinet.

3.2 In terms of determining a suitable use for the building, it would be useful to have an indication from Cabinet as to the types of use that would be considered appropriate for a building of such high civic and community importance. In February 2004 an Outline Consultation Brief was approved and a consultation exercise was undertaken on possible future uses. There was a good deal of commonality in the results of this exercise which were as follows.

<p>Public Amenities Meeting Rooms, Education and Leisure Uses, Museum / Art Gallery/Exhibitions/Theatre, Salisbury Festival, Police Office, Charitable Organisations, Multi-purpose venue</p>	<p>Civic and Democratic Facilities Mayors Office/Charter Trustees/Civic Functions, Display the Charters/Silver, Heritage Centre, Council Chamber, CAB Offices, Relocation of the War Memorial to a more dignified setting</p>
<p>Tourism Promotion Focal point for visitors to Salisbury, Expand/relocate TIC, Showcase for local produce/trades/attractions, left luggage, Guided tours/Mock Trials, Tea Rooms/Bistro/Catering, "Discover Salisbury" relocated from the Medieval Hall, Coach drop off point in the Guildhall Square</p>	<p>Conferences and Weddings Medium size conference, Civil weddings, Receptions in the Banqueting Hall</p>

3.3 The future use of the Guildhall can not be considered in isolation and needs to be seen in the wider context of the Salisbury Vision and more specifically in relation to the proposals being brought forward regarding the enhancement of the Market Place and the development of an overall public realm strategy. Members may also wish to consider the use of the building in the context of any future proposals to parish Salisbury.

3.4 On the basis that Cabinet will be in a position to set clear strategic vision for the future use of the Guildhall and indicate the types of use that would be appropriate, it is proposed that funding be allocated to enable a suitably qualified and experienced architect or consultant to be appointed to develop plans with costings, based on the mix of options put forward. This

work will be supported by a detailed condition survey which has already been commissioned and by scoping work undertaken by the council's Conservation Officer.

- 3.5 Officers from Wiltshire County Council have indicated that they are interested in working with the district council to determine the future use of the Guildhall and believe that this can be undertaken through their representation on the Salisbury Vision steering group.

4.0 Public Realm strategy and the Market Place (*Appendix C*)

4.1 The Market Place is the city's most important public space. As such the Vision proposes that it should be improved and enhanced as a high quality space which is a vibrant, welcoming place that is a showpiece for contemporary public design. The Vision also proposes that the Market Place should form part of a more detailed public realm strategy for the city centre core area.

4.2 An enhanced Market Place is seen as crucial to the success of the Vision project. It will add credibility to, and provide confidence in; the project and it will help to engender a greater sense of pride in the city amongst residents and businesses. In recognition of this Wiltshire County Council have indicated that funding could be forthcoming for this project from the Local Transport Plan budget. It is, therefore, proposed that this project is progressed as a priority, with March 2009 set as the completion date. This is very tight timescale. To achieve this it will be necessary to reduce the time taken in the formal decision making processes within Salisbury District Council and Wiltshire County Council, by introducing special management and approval arrangements.

5.0 Recommendations

5.1 Maltings and central car park: Cabinet are recommended to:

- a) Approve the Salisbury Vision PID for the Maltings and central car park (phase 1)
- b) Authorise the Head of Forward Planning and Transportation to proceed with the project in line with the approval given by Cabinet on 28 March 2007, i.e. to confirm:
 - the appointment of a specialist consultant to carry out a feasibility study of the proposed redevelopment of the Maltings and central car park and possible associated projects, and make recommendations about the appointment of a developer partner.
 - that officers should carry out preliminary work on the identification of any constraints affecting the site.
 - that an immediate review of the council's car parking strategy should be carried out with a view to achieving the sustainable distribution of an appropriate number of car parking spaces to serve Salisbury in the future, and the maintenance of the council's revenue position.

5.2 Salisbury Guildhall: Cabinet are recommended to:

- a) Set a clear strategic vision for the future use of the Guildhall, indicating which types of use are considered appropriate and inappropriate.
- b) Advise officers whether consultants should be appointed to explore the market demand for the Salisbury Guildhall
- c) Allocate £30,000 from the overall Salisbury Vision programme to carry out a feasibility study in order to develop a plan or series of plans and financial projections based on the mix of appropriate uses identified in recommendation 5.2 a) above

- d) Request a report back at a future meeting of the Cabinet with details of a business case for each identified use option, together with a project plan, associated timelines and milestones.
- e) Approve the Salisbury Vision PID for the Salisbury Guildhall and Guildhall Square.

5.3 Market Place and public realm strategy: Cabinet are recommended to:

- a) Approve the Salisbury Vision PID for the enhancement of the Market Place and the development of a public realm strategy.
- b) Allocate £60,000 from within the Salisbury Vision programme to cover the cost of managing a design competition.
- c) Request that the Head of Forward Planning and Transportation contact Wiltshire County Council to seek confirmation of the funding for the enhancement works.
- d) Request that the Policy Director examines ways in which special approval arrangements can be established, such as the delegation of authority to a sub committee or to the Policy Director in consultation with named Members.

5.4 Allocate £300,000 in the council's capital programme to cover all currently planned activities, including expenditure in respect of 5.2 c) and 5.3 b) above (subject to Full Council approval).

6.0 Implications

Financial	Revenue funding has previously been allocated to fund a one-off consultancy study of the Maltings and central car park development (£90,000) and project management (£60,000). As the Vision is now shaping up as an asset rationalisation programme it meets the criteria of capital expenditure.
Legal	Work on the Salisbury Vision and associated sub-groups will be controlled by the new Wiltshire authority on vesting. As and when the Local Government and Public Involvement in Health Bill becomes law it will be open to the Secretary of State to issue a direction that the council may not enter into revenue contracts nor dispose of land for more than £100,000 and not enter into capital contracts for more than £1 million in aggregate backdated to 01.01.2007 without the consent of a designated person. Any non consensual transaction will not be enforceable against the new Wiltshire authority. It will be in everyone's interests that consensus is reached with Wiltshire County Council before entering into any financial commitments. Appointments will need to be made in accordance with contract standing orders.
ICT	None
Human Rights	None
Personnel	None
Community Safety	None
Environmental	None
Communications	This report has been discussed with the corporate communications team
Council priorities	Consult and involve local people; A cleaner, greener Salisbury; Improving the quality of life; Improve local housing
Wards affected	All

Project Initiation Document

Author- Eric Teagle

Project: Maltings and Central Car Park (Phase 1)

Programme Board/Strategic Owner: Pam Fox

Project Manager/Project Owner: Eric Teagle

Project Team Members: David Milton, Caroline Law, Helen Cowlard, Stuart Baker, Graham Creasey, John Vaughan, Jane Ferguson/Gianina Newell, WCC representative, Business Community representative

Date: 9 August 2007

1. Introduction

Cabinet at its meeting of 28 March 07 agreed to authorise:

- The appointment of a specialist consultant to carry out a feasibility study of the proposed redevelopment of the Maltings and Central Car Park, and possible associated projects and make recommendations about the appointment of a developer partner.
- Officers to carry out preliminary work on the identification of any constraints affecting the site;
- An immediate review of the council's car parking strategy, with a view to achieving (i) the sustainable distribution of an appropriate number of car parking spaces to service Salisbury in the future and (ii) the maintenance of the Council's revenue position
- The establishment of a budget of £90,000 to cover the cost of engaging appropriate specialist resources.

2. Project Justification/the strategic purpose of the project

This project is the lynchpin to the implementation of the Salisbury Vision Project and is key to the regeneration of Salisbury City Centre. This project phase will appoint a developer partner to carry out further phases of the required works.

3. Desired Outcomes

To regenerate the site with a mixed use retail scheme in order that the city can compete more effectively with other towns and cities across the region. The Council to achieve a significant capital receipt for re-investment elsewhere in the city centre and an on-going revenue income.

4. Project Approach/Specification

Tasks	Lead	Budget Allocation	Budget Source	When
Appointment of consultants <ul style="list-style-type: none"> ▪ Finalise consultants' brief ▪ Invite expressions of interest ▪ Select preferred consultants ▪ Consultants' draft report ▪ Consultants' final report ▪ Formal approval by Councils 	ET	£90,000	Agreed by Cabinet 28.3.07	TBA
Completion of physical and legal constraints analysis	ET	N/A	N/A	TBA

Completion of parking strategy review	SB	N/A	N/A	TBA
Completion of revised planning brief	DM	N/A	N/A	TBA
Appointment of developer partner <ul style="list-style-type: none"> ▪ Actions following consultants' advice ▪ Appointment of developer partner ▪ Formal approval of scheme details ▪ Agreement on SDC land deal ▪ Agreement on third party land deals ▪ Development commenced ▪ Development completed. 	ET	TBA	TBA	TBA

5. Project Limitations

This phase of the project will be limited to the appointment of a developer partner.

6. Project Analysis

Impact on and interdependency with the Salisbury Vision project.

7. Budgets and Resources

Funding for this phase has already been agreed by Cabinet at its meeting of 28 March 2007 as listed at 1 above.

8. Project Timescale

This project phase will be complete when the appointment of a developer partner has been achieved.

9. Monitoring

The Project Manager will produce monthly update reports to the Vision Implementation Steering Group, which will also feed through to Cabinet on a regular basis. Exception reports will also be raised to the Vision Implementation Steering Group and Cabinet

10. Communication

At this stage in the project phase, consultation will be carried out as part of the LDF process. However, it is recognised that further communication will be required once the developer partner has been appointed.

11. Risks

A risk register is attached as Appendix A.

Appendix A (2)

Salisbury District Council Risk Register Project: Salisbury Vision – Maltings and Central car park

Updated by: Eric Teagle
Date last updated: 13.08.2007

No	Title of Risk	Impact	Likelihood	Category	Owner	Risk Action	Action	Residual status		
								Impact	Likelihood	Updated
1	Lack of people resources to take project forward	4	4	R,F	ET	Treat	Monitor and review and seek additional resources from new unitary authority as necessary	3	3	13.8.07
2	Lack of financial resources to take project forward	5	3	P, R, E, En, I	PF	Treat	Clearly identify financial resources needed and confirm funding	2	2	13.8.07
3	Proposals have a negative impact on car parking capacity	5	5	R, P, E, En	ET	Treat	Bring forward new car parking strategy to mitigate risk,	3	3	13.8.07
4	Proposals have a negative impact on car parking revenue	5	5	P, F, En	ET	Treat	Bring forward new car parking strategy to mitigate risk	4	4	13.8.07
5	Delay and uncertainty associated with third party land acquisition	4	4	P, E, En, I	ET	Treat	Use compulsory purchase powers or modify scheme to avoid third party land as far as possible	3	3	13.8.07
6	High cost of third party land	4	4	F	ET	Treat	Review financial objectives or modify scheme to avoid third party land as far as possible.	3	3	13.8.07
7	High capital and/or revenue cost of schemes on third party land	4	4	F, R, En	ET	Treat	Review financial objectives or modify scheme to avoid third party land as far as possible.	3	3	13.8.07
8	Lack of political support for proposed redevelopment	5	3	P, R	ET	Treat	Maintain dialogue with key politicians and stakeholders	3	2	13/8/07
9	Physical or other constraints to development	4	3	F, P, En, E, I	ET	Treat	Undertake constraints analysis and maintain dialogue with key stakeholders	3	2	13/8/07
10	Poor quality advice from consultants	4	3	R, F, P, E, En	ET	Treat	Utilise rigorous selection and monitoring procedures	3	2	13/8/07
11	Technical error	4	3	R, F, P, E, En	ET	Treat	Undertake routine monitoring of key evidence and decisions	3	2	13/8/07
12	Disagreement between sponsoring partners	4	3	R, F, P, E, En	ET	Treat	Maintain dialogue between partners and other key stakeholders	3	2	13/8/07

13	Failure to attract suitable developer partner	4	3	R, F, P, E, En, I	ET	Treat	Rely on support and advice of consultants	3	2	13/8/07
14	Failure on the part of developer partner	5	3	R, F, P, E, En, I	ET	Treat	Rely on consultants' advice and ensure rigorous vetting of potential developer partners	3	2	13/8/07
15	Lack of willingness on the part of successor local authority to invest proceeds in Salisbury	4	3	R, P, E, En, I	PF	Treat	Seek assurances from WCC	3	2	13/8/07
16	Refusal of planning permission	4	3	R, F, P, E, En, I	ET	Treat	Ensure adequate pre-application discussions	3	2	13/8/07
17	Failure to agree SDC land deal	4	3	R, F, P, E, En, I	ET	Treat	Establish clear objectives and rely on consultants' assessment of feasibility	3	2	13/8/07

Key:

Rank	Impact	Likelihood
5	Critical	Almost certain
4	Major	Highly likely
3	Significant	Likely
2	Moderate	Possible
1	Minor	Rare

Risk category	
R	Reputational
P	Political
E	Economic
F	Financial
En	Environmental
I	Impact on people

Risk actions: Treat, Tolerate, Transfer, Terminate

Project Initiation Document

Author-Robin Townsend

Project: Guildhall Vision

Programme Board/Strategic Owner: Robin Townsend – Head of Community Initiatives

Project Manager/Project Owner: Phill Smith, General Manager Civic & Entertainment Venues

Project Team members:

TBC following elections, Member form C&H Scrutiny Panel
Cllr I Evans – Charter Trustees
Alistair Clarke – Civic Society
Mary Webb – Salisbury & Stonehenge Tourism Partnership
Lindsey Brown – City Centre Manager
Pam Fox – Interim Policy Director, SDC
Graham Gould – Head of Economic Development and Tourism Unit, SDC
Bryn Jones – Tourism Manager, ED&T Unit, SDC
David Milton – Team Leader, Forward Planning, SDC
Elaine Milton – Conservation Officer, SDC
Graham Creasey – Property Manager, Legal and Property Services, SDC
Hannah Barker - Senior Project Manager, SDC
Robin Townsend – Head of Community Initiatives Unit, SDC
Phill Smith – General Manager, Civic Entertainment Venues, SDC
Anita Goddard – Guildhall Manager,

Date: 16.03.07

In February 2004 the Cabinet approved an Outline Consultation Brief, (appendix 1) for the future use and development of the Guildhall. The brief defined the legal, property and financial criteria upon which the Council would assess potential future uses put forward as part of the consultation exercise.

It was considered important that the Council should encourage a full and wide consultation with stakeholders and community interests on the future use of the Guildhall and needed to seek ideas and outline proposals from individuals, community groups, civic societies, other public bodies and the private sector. The Council's strong preference at the time was to retain the ownership of the building. It did state, however, that it would consider proposals for licensing all or parts of the building for suitable purposes or entering into a short-term lease with an operator for a maximum of 25 years. It would also consider a longer-term lease or sale if this were to another appropriate public or charitable body.

The intention was that the Council could consider these proposals and ideas in the autumn of 2004, with a view to setting a clear path and direction for the future of the building once the Magistrates move out.

In November 2004, the Cabinet considered the options put forward as part of the public consultation exercise. It was at this meeting that Cabinet agreed that any long term proposals for the future use of the Guildhall be deferred and considered as part of the Vision for the future of Salisbury.

Salisbury Vision Area Development Framework is nearing completion and in terms of a development strategy for the Guildhall the consultant is recommending that the critical path should be as follows:

- The Council needs to review the future use of the building
- Appoint a Building Consultant to prepare a 10 year building maintenance property programme and an annual budget for future repairs and maintenance
- Appoint a Heritage Architect to procure planning permission and listed Building Consent for the improvement works
- Appoint Agents to act for Salisbury District council to explore demand for the building in the market place.

The Vision Project Board has taken steps to establish a sub-group that will take the lead on developing a robust and fully resourced project plan for the Guildhall.

1. Project Justification/the strategic purpose of the project

To ensure that a suitable and sustainable alternative use is identified for the Guildhall, following the departure of the Magistrates Courts Service.

2. Rationale

To enhance the Salisbury City Centre by the re-use of perhaps one of the most significant of its many listed buildings

Re-use of an historic landmark building in the heart of the city centre following its part redundancy by existing occupiers releasing part of the accommodation

3. Desired Outcomes

To identify a suitable alternative use for the Guildhall following the departure of the Magistrates Courts Service to include appropriate market testing.

To enhance the Salisbury City Centre by the re-use of one of the most significant listed buildings, to include the Guildhall Square.

To provide Members with sufficient information regarding all potential uses to enable them to make an informed decision. To include a detailed costs analysis of each option

To determine a timeline that will enable any works associated with the new use to be undertaken immediately following the notified date departure of the Magistrates Courts subject to the terms of the new lease agreement.

4. Project Approach/Specification

List the tasks to be undertaken along with their milestones. The timetable should clearly identify owning officers and when decisions are due to be taken at which point consultation and discussions stop. It is expected that an evaluation of the tasks within the project, their interdependency and an estimate of the time and resources needed will be completed be incorporated into the Corporate Gantt chart and be monitored through it.

Tasks	Lead	Budget Allocation	Budget Source	When
Project Team set up and membership agreed	RT	£None	None?	March 07
Project Team ToR agreed	RT	£None	None?	March 07
Complete timeline for first phase – determination of future use				
Gain Cabinet approval to seek interest from the private / commercial sector.	RT/PS	£	?	March 07
Develop a planning options report highlighting possible planning issues, prior to market testing to include conservation and heritage issues	DM	£None	N/A	April/May
Council Agent to produce draft specification for approval by Board and Management Team prior to public advertisement.	GC	£?	Within existing budgets (advice from Financial Services)	May/July
Council Election's New administrations				3 May
Property Services to commission a costed condition Survey (Rodney, Melville and Partners – Conservation Architects appointed)	GC	£8k	£R&M Budget	April/Aug
New Council Administration review progress and determine future strategic direction that the board should be following and highlight potential uses that are deemed suitable	RT/PS	£None	N/A	September
Consider impact of LGR and approach WCC for advice / involvement in project	GC	£none	N/A	September / October
Council Agent to be instructed to negotiate best deal for SDC in respect of Magistrates Courts departure –	GC	£?	£?	March
To evaluate the potential use for the council (see 2004 Cabinet paper). What/Priority How/Cost/Feasibility When – following steer from Cabinet on 5 September	Project Board			September / March

Get approval to appoint consultant / architect to provide options etc including costs	Cabinet	£TBC		
To develop a robust timeline to ensure that any work can be undertaken immediately following the departure of the Magistrates Courts.	RT/PS			April
Produce Update report for Vision Board / Cabinet	RT/PS			September

Project Timeline – First Phase to identify suitable alternative use for the Guildhall

Work Stream No.	Year Month	Lead Officer	2007									
			February	March	April	May	June	July	August	September	October	
1	Project Team set up and membership agreed	RT	Green	Green								
2	Project Team ToR agreed	RT		Green								
3	Develop a robust timeline for first phase - submission of report to determine future use of the Guildhall		Green	Green								
4	Gain cabinet approval to seek interest from the private / commercial sector	RT / PS	Green	Green								
5	Develop a planning options report highlighting possible planning issues prior to market testing to include conservation and heritage issue	DM			Green	Green						
6	Council Agent to produce draft specification for approval by Board and Management Team prior to open advert	RT				Red	Red	Red				
7	Council Agent undertakes Market Testing exercise					Red	Red	Red				
8	Property Services / Housing Repairs to undertake 10 year Conditional Survey of the Building and Guildhall Square	GC			Blue	Blue	Blue	Blue	Blue	Blue		
9	Council Agent to be instructed to negotiate bet deal for SDC in respect of Magistrates Undertake detailed architectural appraisal	GC			Blue	Blue	Blue	Blue	Blue			
10	Cabinet to determine strategic direction – 5 September and consider budgetary implications									Blue		
11	Consider impact of LGR and seek advice / involvement of WCC									Blue	Blue	
12	Evaluation of the potential uses for the Guildhall as defined in the 2004 Cabinet report	RT / PS				Red	Red	Red	Red			
13	To develop a robust time line to ensure that any work can be undertaken immediately following the departure of the Magistrates Courts	RT / PS						Green	Green			
14	Produce report for Vision Board etc on all the options	RT / PS							Red	Red	Red	

**Index – RT Robin Townsend; PS Phill Smith; GC Graham Creasey; DM David Milton
Green – Completed; Blue – Actions Underway; Red – Actions on hold pending advice from Cabinet**

5. Project Limitations

Market Square not included. Only an options appraisal at this stage for the Guildhall and Guildhall Square.

6. Project Analysis

Impact on and interdependency with the Vision.

7. Budgets and Resources

Dependant on final decision but some costs possible to produce feasibility study with regard to potential building works.

8. Project Timescale

The Magistrates Courts Service has confirmed their intention to re-locate to a new combined Courthouse in Wilton Road. The Timescales associated with this move continue to shift, however the most recent advice received from the council's agent is that the Magistrates Courts Service has requested that the lease to use the Guildhall be extended until 2010, exercisable at anytime with six months notice.

Full Options appraisal to be submitted to the Vision Board Date to be determined following Cabinet discussion September 2007.

9. Monitoring

The Vision Board on a regular basis will monitor project.

10. Communication

Communicated through the Vision communication plan.

11. Risks

Programme risk register covers it

Project Initiation Document

Project: Salisbury Vision – Market Place enhancements and public realm strategy

**Strategic Owner/
Project Sponsor:** Pam Fox

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

Date: 5 September 2007

Version No: DRAFT 1.1

1. Introduction

At its meeting on 7th 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 and it describes a picture of Salisbury in the future and how people will live, work and spend their leisure time in an attractive and historic setting. The central theme of the Vision is focused on sustainability and how this relates to every facet of the social, economic and environmental agenda. The Vision for the city is based on the concept of sustainability and it has three broad strategies.

- Transport and Movement
- Development
- Public Realm

On 11 July 2007 Cabinet approved the PID for the delivery of the Salisbury Vision. This included provision for the establishment of delivery sub-groups to take forward specific projects or groups of projects.

2. Project Justification

The Salisbury Vision contains eight proposals for improving the city's public realm. Additionally many of the proposals contained in the Transport and Movement, and Development strategies also contain significant public realm elements.

The Market Place was identified as one of the four priority areas in the Salisbury Vision. Arguably it is the city's most important public space and its enhancement is seen as crucial to the success of the Salisbury Vision project. 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.

Recent research shows that spending on public realm improvements can lead to a 'significant and measurable impact' on a local economy.

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 members, and by its partners. It has also required a financial investment of around £250,000.

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 enhancement of the Market Place	Sept – Oct 2007
Stage B:	Submission of competition entries, public consultation and selection of preferred design	Jan – April 2008
Stage C:	Working up of preferred design, development of a public realm strategy and the completion of the Market Place enhancement works.	June 2008 – March 2009

In producing an enhancement plan for the Market Place and 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:

PID approved by Cabinet	September 2007
Preparation of competition brief and confirmation of funding for works	September – mid October 2007
Cabinet approval of brief and authority to proceed	October 2007
Advertise competition in relevant professional journals	Beginning November 2007
Receipt of competition entries	End January 2008
Public consultation on competition entries	February – April 2008
Selection of winning entry (preferred design) by Salisbury District Council and Wiltshire County Council	April 2008
Completion of fully worked up plans for enhancement project	End June 2008
Start of works on site	July 2008

Production of public realm strategy for city centre core area	August 2009
Works completed and enhanced Market Place officially 'opened'	March 2009

5. Project Limitations:

The Public Realm strategy will cover the city's core area. The Market Place enhancement area will include 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 enhancement area will both be clearly defined in the consultants' brief.

6. Project Analysis

This section will be updated as the council's new priorities are developed. Currently the following links to other council projects and policies have been identified.

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).

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.

A set of Frequently Asked Questions (FAQ's) relating to the Salisbury Vision project will be made available on the council's website. These FAQ's will be monitored and updated as necessary.

7. **Budgets and Resources**

It is estimated that additional funding of £60,000 will be required in 2008/09 for this project, as detailed below.

Item	£
Management and operation of the design competition and 'prizes'	60,000
Associated costs (from economic development budgets)	5,000
Total	65,000

Officer time is estimated as follows:

Pam Fox	2 days
Graham Gould	10 days
Helen Cowlard / Haylea Fryer	10 days
David Milton and Forward Planning/Conservation	20 days
Transportation team	5 days
Development Services	5 days
Communications Team	5 days
Economic Development team	10 days

It should be noted that the above relates to the development stages only. The delivery stages 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 the Market Place enhancements would start in June 2008 and be complete by March 2009.

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 through an appropriate training and development programme.

10. **Monitoring**

A Steering Group has been set up under the Chairmanship of Cllr Peter Edge. The Steering Group 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 the Salisbury Vision Public Realm 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
- Policy Director, Pam Fox
- Economic Development Manager, Claire Mawson
- Head of Community Initiatives, Robin Townsend
- Head of Forward Planning and Transportation, Eric Teagle
- Property Manager, Graham Creasey
- Head of Strategic Housing, Andrew Reynolds
- Head of Marketing, Economic Development and Tourism, Graham Gould
- Team Leader, Forward Planning and Conservation, David Milton
- Senior Project Officer, Debbie Cameron

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, Alun Williams
- 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, Simone Wilding

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 Salisbury Vision Public Realm project will be incorporated into the overall Salisbury Vision plan.

12. Risks

A risk register is currently being produced. This will be maintained by the Policy Director. The risk register 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. This is expected to be complete by October 2007. As soon as the new process is in place a full equalities and diversity assessment will be carried out.