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Report

Subject : Salisbury Vision: Update on current projects and key issues
Report to : The Cabinet
Date : Wednesday 05 November 2008
Author : Graham Gould
Cabinet Member for Economic Development & Tourism: Councillor Peter Edge

1.0 Background and 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 unique character and heritage. 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 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 was endorsed by the Implementation Executive on 17 June 2008 and adopted as a key strategic document by Salisbury District Council 23 June 2008. The Vision contains 24 specific projects linked to three strategic objectives; development, traffic and movement, and public realm, which together are designed to achieve the overall Vision objective:



INVESTOR IN PEOPLE



CUSTOMER SERVICE EXCELLENCE

Awarded in:
Housing Services
Waste and Recycling Services



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 Current projects and key issues

- 2.1 The Vision delivery team are currently involved in delivering two major projects. The team is also addressing three issues which are key to the successful delivery of the Vision. These projects and issues are listed below. A detailed update is provided in the relevant appendix.

Projects	Appendix
Development of the Maltings and central car park ¹	
Rejuvenation of the Market Place	A

Issues	Appendix
Future governance arrangements for the delivery of the Vision	B
Development of a detailed delivery plan for the Vision's 24 major projects	C
Funding for the delivery of the Vision	D

¹ The Head of Forward Planning and Transportation will bring a separate report to Cabinet on 3 December on the Maltings and central car park redevelopment. For reasons of commercial sensitivity and confidentiality this report will be heard under exempt business.

3.0 Budget

- 3.1 Cabinet approved an initial budget of £300,000 in September 2007. Details of the current budget situation are given below. Figures for 2008 – 2009 are actual expenditure up to 30 September 2008. Forecast expenditure is for period 1 September 2007 – 31 March 2008.

Item	Overall Budget	Expenditure 2007 – 2008	Expenditure 2008 – 2009	Total Expenditure	Forecast Expenditure
Maltings and central car park	£90,000	£17,548	£52,643	£70,191	£78,691
Salisbury Guildhall	£30,000	£7,579	£10,549	£18,128	£20,128
Market Place	£60,000	£0	£6,500	£6,500	£63,000
Marketing and communications	£29,530	£1,250	£9,191	£10,441	£35,019
Project Management	£91,720	£34,430	£28,964	£63,394	£91,720
Total	£300,000	£60,807	£107,847	£168,654	£288,558

4.0 Consultation undertaken

- 4.1 During the development stage of the Vision there were a number of comprehensive public consultation periods. Most notably the draft Vision document was consulted on as part of the LDF Core Strategy "Our Place in the Future" consultation programme, and received strong public support. Extensive public consultation will also be undertaken on each of the Vision projects as they are brought forward for delivery. In respect of this report consultation was undertaken with the Salisbury Vision steering group and with the following officers.

- Head of Forward Planning and Transportation (Lead officer for the Maltings and central car park project)
- Property Services Manager
- Economic Development Manager (Lead officer for the Market Place project)

5.0 Recommendations

5.1 Cabinet are recommended to note the update reports and:

- Request a report in February 2009 from the Economic Development Manager on the results of Market Place international design competition;
- Receive a report in December on the Terms of Reference, structure and governance arrangements for a Salisbury Vision LDV; and
- Confirm the principle that all monies which may be generated through Vision development projects (assuming that they receive planning permission) in the form of planning gain packages, capital receipts and other financial arrangements are ring-fenced and used to fund the planned investment in the city's public realm; request that this principle is endorsed by the Implementation Executive and subsequently by the Cabinet of the new Wiltshire Council.

6.0 Background papers

7.0 Implications

Financial	At present the project remains on-budget and there are no financial risks in this year of which we are aware. Future funding has been bid for from the new authority, but will not be confirmed until later in the year.
Legal	None
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	Economic Development; Empowered communities engaging in resolving problems and influencing decisions; Value for money and use of resources
Wards affected	All city wards

1 Project: The rejuvenation of the Market Place

1.1 Project description

Rejuvenate the Market Place (to include the Guildhall Square, Cheese Market and Poultry Cross) and create a public square of the highest quality in terms of design and construction

1.2 Project rationale

- To provide a high quality public space in the centre of the city which is designed for pedestrians and where people can congregate for social, leisure and community activities.
- To provide an enhanced space for the Charter and other markets.
- To act as a catalyst for other Vision projects, particularly commercial development, by creating confidence in the city.

1.3 Project actions and comments

- a) This space is intended as a lively and active urban space for people to interact in and 'people watch' which should include a high quality, coordinated set of elements (street furniture, planting, lighting, signage, public art) which complement the city's historic character.
- b) Consideration should be given to the requirements of the Charter Market and other markets and their role within the Market Place to ensure their future viability and success. Every effort should be made to facilitate and promote Salisbury Charter and other markets.
- c) Remove all car parking from the Market Place and Guildhall Square.
- d) Make the space more pedestrian oriented through changes in surface treatment and highway design in favour of people, cyclists and buses.
- e) Maintain active frontages and spill out from land uses around the periphery of the space.
- f) Maintain simple, direct and obvious pedestrian links to Fisherton Square located outside the Playhouse/City Hall.
- g) The war memorial may benefit from an enhanced and more respectful setting. Consideration needs to be given as to whether this is within a rejuvenated Market Place and Guildhall Square or elsewhere in the city.
- h) Any existing high quality trees should be respected within any future detailed design because of their importance to the character of the square.
- i) Introduce planting and other soft landscaping to bring more 'green' into the city centre.
- j) Vibrant and creative accent lighting should be provided around the Guildhall, in particular, and in other parts of the square to accentuate the historic buildings around the edges.
- k) A rejuvenated Market Place should include the necessary infrastructure for events such as the Christmas Lights and the Charter Market.
- l) Public art should be provided within the Market Place and where feasible it should be sourced and designed locally.
- m) It is important that the residents of Salisbury and all users of the Market Place are given the opportunity to be involved in the Market Place design and development process.

1.4 Progress report

1.4.1 In late 2007 Wiltshire County Council and Salisbury District Council approved capital funding of £1.5 million each for this project. The district council also provided an additional £60,000 to take the project forward.

1.4.2 An international design competition was launched in association with the Royal Institute of British Architects (RIBA) in August 2008. By the deadline of 16 September 46 Expressions of Interest had been formally received. These were considered by the Judging Panel and six teams shortlisted for the second stage of the competition. This requires the shortlisted teams to produce concept drawings and designs together with more detailed supporting information. There will be a period of public consultation between 5th – 30th January 2009, which will include a public exhibition in the Guildhall between 8th – 10th. The shortlisted designs will also be considered by a Technical Panel with their comments together with the results of the public consultation being reported to the Judging Panel. The Judging Panel will interview the shortlisted team and consider their proposals on 9 February before announcing the winner. The winning design will be reported to the Cabinet for ratification on 25 February 2009.

1.4.2 The Judging Panel is comprised:

- Cllr Peter Edge, Portfolio Holder for Economic Development, SDC (Chairman)
- Justine Leach (RIBA advisor), Landscape Architect and Urban Designer and member of CABE South West Enabling Panel
- Professor Adrian Gale (RIBA advisor), Chartered Architect and Member of the SW Design Review Panel
- Alastair Clark, Chairman, Salisbury Civic Society
- Ian Newman, Chairman, Salisbury City Centre Management Limited
- Cllr Paul Clegg, SDC
- Cllr Fred Westmoreland, SDC
- Cllr Josie Green, SDC
- Cllr Mary Douglas, WCC

Officer advisors:

- Graham Gould, Salisbury Vision Project Director
- Claire Smith, Economic Development Manager, SDC (Project lead)
- Allan Creedy, Local Transport and Development Manager, WCC
- Eric Teagle, Head of Forward Planning and Transportation, SDC

1.4.3 The Technical Panel is comprised

- Cllr Paul Clegg, Portfolio Holder for Planning, SDC (Chairman)
- Claire Smith, Economic Development Manager, SDC (Project lead)
- Dave Milton, Team Leader, Forward Planning, SDC
- Lindsey Brown, Salisbury City Centre Manager
- Graham Creasey, Property Manager, SDC
- Brian Murdoch, Forward Planning and Transportation, SDC
- Reg Williams, Parks Manager, SDC
- Matti Raudsepp, Head of Environmental Services, SDC
- Elaine Milton, Principal Conservation Officer, SDC
- Allan Creedy, Local Transport and Development Manager, WCC
- David Stuart, English Heritage
- Maggie Bolt, Director Public Art South West, Arts Council for England South West

1.4.3 The project timetable, showing key milestones, from November 2008 on is shown below. Numbers 11 to 16 are estimates.

1	Receipt of stage 2 submissions	9 December 2008
2	Technical Panel assess submissions	26 January 2009
4	Technical Panel discuss their assessment with the Judging Panel	26 January 2009
5	Judging Panel interview shortlisted teams and assess designs and select winning team	9 February 2009
6	Public Consultation	5 – 30 January 2009
7	Public exhibition in the Guildhall	8 – 10 January 2009
8	Cabinet ratify Judging Panel decision	25 February 2009
9	IE confirm Judging Panel decision	April 2009
10	Agree detailed design process including community engagement	May 2009
11	Detailed design and comprehensive community engagement	June – October 2009
12	Planning application and English Heritage consent (if required)	October – December 2009
13	Tender and contract process	November 2009 – March 2010
14	Procurement	April – June
15	Construction	July – November 2010
16	Completion date	1 December 2010

2 Issue: Future governance arrangements for the delivery of the Vision

2.1 In July 2006 the district council established a public/private sector steering group to oversee the development of the Salisbury Vision. In June 2007 the composition of this group was revised and this new implementation steering group was given the responsibility for overseeing the delivery of the Vision. This group has no legal entity. Its remit is:

- To draw up and oversee the implementation and monitoring of a Salisbury Vision Delivery Plan
- To engage with all key stakeholders and maximise participation in the delivery of the Vision and build up ownership around delivery
- To engage with the local community and different interest groups within it to ensure that their views are taken into account throughout the implementation of the Vision
- To ensure that links are made with other relevant strategies and plans including the Sustainable Communities Strategy and the Local Development Framework (LDF)
- To oversee and ensure the integration of the work of any sub groups established to take forward particular aspects of delivery
- To ensure that all those involved in delivery are clear on their roles and contribution and are able to account for what they do
- To ensure that the Vision meets cross-cutting policy agendas such as achieving social cohesion and equality objectives
- To ensure that the activities of the steering group are linked to relevant decision making processes and that reporting arrangements are clear
- To ensure that delivery is appropriately resourced and funded
- To carry out periodic reviews to evaluate the outcomes of the Vision

2.2 The membership of the implementation steering group is:

Salisbury District Council:

- Portfolio Holder for Economic Development and Tourism, Cllr. Peter Edge (Chairman)
- Portfolio Holder for Planning, Cllr. Paul Clegg (Vice Chairman)
- City Councillor, Cllr. Bobbie Chettleburgh
- Leader of the Conservative group, Cllr Fred Westmoreland
- Representative of the Independent Group, Cllr Josie Green
- Representative of the Liberal Democrat Group, Cllr. John English
- Economic Development Manager, Claire Smith
- 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
- Senior Planning Officer, Sarah Hughes

Wiltshire County Council

- Mary Douglas, Cllr for Salisbury East
- Alan Feist, Assistant Director for Planning and Development
- Alistair Cunningham, Head of Economy, Regeneration and Intelligence

South West Regional Development Agency

- Pete Manley, Acting Enterprise Manager – Wiltshire and Swindon

Local business and community partners:

- Salisbury Cathedral, Peter Edds
- Salisbury City Centre Management, Ian Newman
- Salisbury & District Chamber of Commerce & Industry, Ian Hudson
- Salisbury Civic Society, Brigadier Alastair Clark
- South Wiltshire Strategic Alliance, Tim Skelton, Chairman
- South Wiltshire Economic Partnership, Peter Le Count
- Wessex Community Action

2.3 Following the announcement that a new Wiltshire unitary authority was to be created, the steering group identified a need to look at the governance arrangements for the delivery of the Salisbury Vision. In October 2007 the steering group used two pieces of guidance published by the Local Government Association to determine whether the delivery of the Vision would be better achieved via a more formal Local Delivery Vehicle (LDV) and if so which type of LDV was most appropriate. The conclusion from this was that the Vision would benefit from the establishment of a private sector led LDV and that an incorporated organisation such as a Company Limited by Guarantee was probably the most appropriate.

2.4 At further meetings in July and August 2008 the steering group considered the options in more detail. They agreed a new LDV needs to be established to deliver the Vision and they were of the view that such an LDV should:

- Be seen to be independent from the local authority;
- Have an independent private sector chairman
- Be structured such that it facilitates engagement with the business community and residents;
- Be established quickly;
- Have the support of all of the local authorities involved;
- Have the support of the SWRDA; and
- Be flexible so that possible future changes can be accommodated.

The steering group also recommended that the Terms of Reference for any such LDV need to be agreed before it is established.

2.5 At a meeting on 3 September 2008 Cabinet considered a report from the Chief Executive on this issue. The following was resolved:

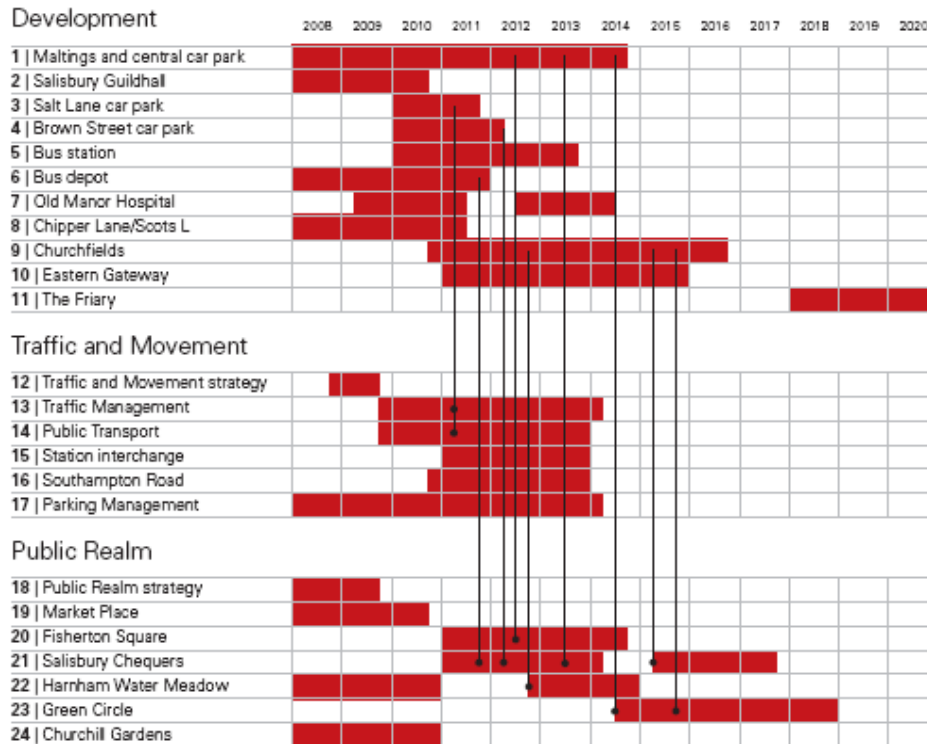
- a) To approve the development of Terms of Reference and then the most suitable structure to meet the Terms of Reference;
- b) The development of the role of the Chair and members of any future structure, including the skills required to deliver the Vision be approved;
- c) The development of the officer structure and arrangements required, including the skills and resources required by approved; and
- d) A report to Cabinet and Implementation Executive by October 2008 be requested, outlining decisions required and future plans for delivering the Vision for Salisbury.

2.6 The Vision steering group considered the possible role and responsibilities of a Vision LDV and other issues relating to the future governance of the Vision in October. This will be reported to Cabinet in December.

2.7 The structure for the Wiltshire Council's Economy and Enterprise service is being finalised. It is recognised that the new service will be required to provide leadership to the Vision at a senior level.

3 Issue: Development of a detailed delivery plan

3.1 The final Vision document includes an overall Vision delivery schedule. This broadly sets out when each of the 24 major projects could be started and when they may be completed. As work progresses on the early projects and as we identify more of the issues and problems affecting them it is inevitable that this will have an impact on the timing and delivery of later projects. The overall Vision delivery schedule, which is shown below, should, therefore, only be taken as an *indication* of when work could start and be completed.



3.2 Within the overall Vision programme there is a requirement for two interrelated strategies to be developed, a Transport and Movement strategy and a Parking strategy. Without these two key pieces of work it will be impossible to move forward on the delivery of the Vision's six Traffic and Movement projects. These are crucial to delivering many of the Vision's benefits. The Parking strategy is also needed to provide the justification for the Vision's proposed reductions and redistribution of city centre car parking. WCC have commissioned a Salisbury and Wilton Transport Model which is the first step in the development of the Transport and Movement strategy. WCC are also completing the Parking strategy in partnership with the district council.

3.3 Work is progressing on delivering the first two development projects, the redevelopment of the Maltings and central car park and the transformation of the Guildhall into the civic base for the new city council. Work is also on schedule to deliver the first public realm project, the rejuvenation of the Market Place. Work on delivering the remaining projects is not scheduled to start until sometime in 2009 at the earliest. This work will be the responsibility of the new Wiltshire Council. It is important that the Vision programme continues to be taken forward as a priority and that the transition to a unitary authority does not slow the momentum. It is, therefore, essential that the 24 Vision projects are integrated into the service and project delivery plans of the new council. To that end discussions need to be held with the relevant Service and Corporate Directors designate. An initial meeting has been set up in November between the district council's Chief Executive and Vision Project Director and Service Directors for Economy and Enterprise, and for Sustainable Transport.

4 Issue: Funding the delivery of the Vision

- 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 To help *deliver* the Vision initial pump-priming of £300,000 has been provided by Salisbury District Council. This is funding initial work on the priority projects, as detailed in section 3 of the report, and general project management. Additionally WCC have allocated approximately £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. It will also provide the basis for the development of a traffic and movement strategy.
- 4.3 The overall Vision programme has been designed to minimise the need for funding from the public sector. The intention is for the programme to be largely self-financing with all of the income generated through Vision development projects, in the form of planning gain packages, capital receipts and other financial arrangements, being ring-fenced and used to finance the planned huge investment in the city's public realm. The development projects will also, to a certain extent, provide funding for elements of the traffic and movement projects, particularly those that relate to local authority owned land. The re-investment of income generated is, therefore, a fundamental principle of the Vision programme and crucial to its success. It is essential that this principle is endorsed by the Implementation Executive and subsequently by the Cabinet of the new Wiltshire Council.
- 4.4 The Market Place project was identified early-on as a key public realm project. In many ways it is seen as a symbol for the overall Vision programme and it will act as a catalyst for private sector inward investment and development. For these reasons Salisbury District Council and Wiltshire County Council have each provided £1.5 million to ensure the early completion of this project.
- 4.5 Following the establishment of a detailed delivery plan, as outlined on appendix D, and as projects are progressed it will be necessary for the new Wiltshire Council to approve additional pump-priming funds. The redevelopment of the Market Place and central car park will, for example, require further funding to take the project to the next stage. It is estimated that this could cost between £100,000 and £150,000. This funding can be recouped from subsequent capital receipts.