

The Cabinet

02 March 2005

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REPORT

Councillor K. Wren : Leader of the Council

CITY CENTRE – CREATING A VISION FOR THE FUTURE OF SALISBURY

1. Matters for Consideration:

Cabinet is requested to note progress and approve an outline project plan for the City Centre Vision.

2. Introduction and Background:

At its meeting on 15th December 2004 the Cabinet agreed to include the City Centre Vision as a key project for 2005. At that meeting, the Cabinet requested that the Chief Executive investigate and report back progress to this meeting.

Since then the Council has been in discussions with a number of key partners with a view to developing the project scope and plan. On the 17th January the Council received a visit from the Regional Development Agency, who have expressed interest and support for the Vision project. Officers have also discussed the project with its 5 economic partners, Strategic Alliance partners and the Civic Society. There appears to be building a strong and enthusiastic support for the need to develop and deliver a refreshed vision for the City Centre.

3. Outline Project Plan and Timetable:

Attached in Appendix 1 is an initial outline project plan. Councillors should note that this is work in progress and needs considerable further development. It has become clear from our initial discussions that if a visioning exercise is to be successful it will require significant resources and substantial consultation and engagement with those bodies and people who have an interest. It is a complex and intensive exercise.

Further work now needs to be undertaken understanding the full scope of the project and working with partners and stakeholders to develop a more holistic project plan.

In broad terms it is considered the timetable will be as follows:-

Step 1 – to be completed by the end of May – agreement with key stakeholders on the project scope and detailed project plan including critical themes, issues and priorities for the City.

Step 2 - to be completed by October 2005 – detailed studies and investigations, community consultation and feedback, seeking views on priorities for change and improvement and views on future direction for the City.

Step 3 – to be completed by February 2006 – Published Vision for the City Centre following detailed appraisal of options and way ahead.

Step 4 – 2006 onwards – implementation plan for direct action and integration of vision into local policies and statutory documents.

4. Finance:

At this stage no detailed assessment of budget requirements has been completed. Indeed the actual budget required will be dependant on the final scope of the vision and the detailed studies required to support the final documentation and integration into the Council's statutory policies. Experience from other places that have completed this work would indicate that it is likely to run into six figures.

The Regional Development Agency has indicated in-principle support for the project and their willingness to discuss a financial contribution. The Council has also approached other partners to see whether they can channel any of their existing budgets towards the vision.

The Planning and Economic Portfolio Plan has identified that any surplus funds available from the Planning Delivery Grant will be returned to reserves. It is suggested that this sum is earmarked to cover the Council's contribution to the development of the vision.

5. Recommendations:

The Cabinet is requested to approve the following recommendations:-

- (i) Note the progress made to date in developing the vision for the city centre.
- (ii) Authorise the member/officer working group to develop a detailed project plan in consultation with partners and stakeholders.
- (iii) Authorise the member/officer working group to establish project management and governance arrangements for the project.
- (iv) Enter into discussions with the Regional Development Agency to seek agreement as to their involvement and contribution.
- (v) Authorise the member/officer working group to develop in consultation with interested bodies and people a draft consultation paper on themes and issues.
- (vi) Report back to a future Cabinet the detailed project plan, budgets and governance arrangements.

6. Background Papers:

Cabinet reports on Vision for Salisbury – December 2004.

7. Implications:

- **Financial** : Contained within report.
- **Legal** : None at this stage.
- **Human Rights** : None at this stage.
- **Personnel** : Commitment of staff identified within the outline project plan.
- **Community Safety** : None at this stage.
- **Environmental** : None at this stage.
- **Ward(s) Affected** : City Wards.
- **Consultation Undertaken:** Five Economic Partners meeting, SWEP Board, City Centre Management, Regional Development Agency.

SALISURY VISION

DRAFT PROJECT PLAN

PROGRAMME MANAGER: **DAVID NEUDEGG**

PROGRAMME SPONSOR: **RICHARD SHEARD**

DATE: **FEBRUARY 2005**

VERSION NUMBER: **1.3**

1. Introduction

In 2002 the Council's aims and objectives included for the first time an aspiration to develop what was called at the time a 2020 vision for Salisbury. The aim took a back seat for the next 2 years whilst the Council sought to reach agreement on the redevelopment of the Maltings and Central Car Park. In September 2004, the Council's cabinet terminated negotiations and decided that a fresh review was required taking a more strategic and objective view of the City Centre. This review would concentrate not only on how the City will look and work but also about how social, environmental and economic needs will be enhanced for the good of the whole district and sub-region served by the City. The vision will need to reflect and contribute to both the county-wide and district community plan priorities.

At its meeting on the 15th December 2004, The Council's Cabinet approved the development of a vision for Salisbury as a key project for 2005.

2. Project Justification

There are a number of significant development opportunities and drivers for change within the City Centre, which have the potential for significant impact on Salisbury for many years to come. These include:-

- changes in parking demand anticipated when further Park and Ride sites come on stream in 2005.
- rejection of the Central Car Park re-development proposals from Sainsburys/T.C.S.
- the Cathedral's proposals with regard to The Close in a way that is sympathetic to the needs of the City.
- the future use of The Guildhall and Market Square when the Magistrates vacate the building (subject of a recent consultation exercise and report to Cabinet).
- the Council's Office Project with the potential release of sites for alternative uses.
- integrating health and social primary care.
- integration of children's services through the provision of a joint children's centre in the City.
- Salisbury College's desire to develop stronger links to the City Centre.
- South Wiltshire Economic Partner's vision for the future use of Churchfields Industrial Estate.
- the risk of economic stagnation and long-term sustainability issues of the City.

- City Centre Management's recent thinking on the strategic direction and branding of the City Centre.
- government plans for a transformation in child care and "extended schools".
- new rounds of local Transportation Plans.
- regional spatial strategy.
- changes in planning legislation with the advent of Local Development Frameworks effective from 2005 onwards.

Informal discussions with the Regional Development Agency, local interested groups, partner organisations and individuals have revealed a desire to consider a radical and forward thinking review of what Salisbury may look like not just in the short to medium term but beyond the anniversary celebrating 800 years of the City (2027) and into Salisbury's 9th Century.

Any new "vision" will need to be sufficiently robust and detailed to inform redevelopment opportunities, without being overly prescriptive which would risk stifling innovation or tying the hands of the District Council or other partners.

The development of a longer term vision needs to be balanced with the need to move forward relatively quickly to take the greatest advantage of the opportunities available to us now and outlined above.

Everyone who lives, learns, works, shops and visits Salisbury has an interest in the way that it develops in the future. If radical change is to be considered, then the collective support and agreement of the communities with an interest is essential to move forward. A vision for Salisbury will need to be developed in partnership with local people and organisations. Any process developed should ensure that community engagement and consultation is at the heart of any proposals.

3. Project Specification

3.1. Deliverables:

At the end of the project it is expected that the council will have a clear and understood plan supported by the local community. It is expected that the plan will link into and meet the needs of the Local Planning Authority to publish documents under the new Local Development Frameworks. The plan will also need to have agreement on the development priorities and clear delivery mechanisms to ensure the vision is converted to action.

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

Tasks	Lead	When
Update to Cabinet	DN	March
Agree options, issues and consultation approaches	DN	May
Community consultation on themes, issues and priorities	SA	October
Commission specialist studies and consultants	SA/ET	October
Review marketing and branding of City	GG	October
Approve and publish vision	GG	February
Implementation programme	DN	February
Integration with policies and strategies	ET	February Onwards

There are a number of choices on the approaches that can be taken within the above tasks, which will need to be considered and agreed at the outset of the project. These will have an influence on the budget and project timescales.

3.2. Project Limitations:

Although the future of the City of Salisbury is influenced by the surrounding towns and villages it serves, the vision document will be limited to the geographical area to be determined following consultation with local stakeholders. It is expected that it will include Churchfields and Southampton Road industrial estates.

This project plan only includes work to develop an agreed vision and outline implementation plan. The implementation of specific City Centre projects and integration into statutory documents will be subject to new or subsequent project plans.

3.3. Drivers

Set out below is a summary of drivers for the project linked to the District Councils improvement priorities. This will be expanded to incorporate the priorities of other organisations through consultation.

Internal	
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 a debate about the future of their City.
Corporate Risk Registers.	A successful vision is responding to community and economic risks associated with potential City stagnation.

External	
Affordable Housing.	It is important that the vision for the future of Salisbury has a sufficient availability of homes that are affordable not just to meet current demands but also to cater for future generations.
Improving Transportation.	It is likely that finding solutions to the City's transport problems will feature high on the list of priorities.
Community Safety.	Any new developments or improvements to the City's environment should seek to design out potential crime and anti-social behaviour.
Supporting the Local Economy.	The scheme demonstrates the Council's commitment to this core value.
Supporting the Disadvantaged.	The vision must be for all, and include the views and needs of hard to reach groups and disadvantaged citizens.

Communicating with the Public.	This will be a high profile project which should be seen as an opportunity to raise the profile of the Council. There are proven links between high profile public consultation and public satisfaction of Councils.
Providing excellent services.	The quality of provision particularly hard landscaping and street furniture will inevitably be critical to the success of the vision.
Link to any approved Service Strategies.	The outcomes may support the Cultural Strategy, Housing Strategy, Economic Development and Tourism Strategy. The vision will form a core part of the Local Development Framework documents. As a major land owner within the City the Council can lever developments which will need to be reflected within the Asset Management Plan.

4. Project Dependencies

The following represents possible dependencies on other Salisbury District Council project areas. This is being extended to cover project inter-dependencies for other partner organisations.

Project Area	Comment
Produce a Community Strategy for the district.	The vision will need to reflect and address the priorities of the Community Strategy.
Salisbury City Centre Management Limited is calling together councillors and officers to look at what can be done to smarten up the City Centre.	This objective needs to be a measured outcome for the vision.
Salisbury City Centre Management Limited plans to brand the City.	A branding review for the City will be dependant upon the findings of detail studies and research.
Review of Churchfields.	The findings from this review together with the aspirations identified by SWEP will need to be considered as part of the vision.
SWEP vision for Salisbury.	The economic vision for the City will be a core building block for future success.
WSEP tourism and economic development strategies.	The vision is likely to link to sub-regional strategies.
Construct the London Road parking facility.	The vision is likely to reconsider traffic issues for the longer term which may lead to a review of some of the current programmes.
Open the Wilton and Britford Park and Ride Services.	The operation of Park and Ride may impact on future proposals for vehicular access to the City
Renewal of Local Transport Plan.	The vision should help set the context for the renewed Local Transport Plan.

Reduce the absolute level of traffic entering the City Centre by 3.9% in 2005 and 11% in 2011 compared with the 1999 baseline.	This objective needs to be a measured outcome for the vision.
Introduce a Residents Parking scheme to the St Paul's area of the City, review Residents Parking Zone A & Zone B. All to be done by March 2005.	The vision is likely to reconsider traffic issues for the longer term which may lead to a review of some of the current programmes.
Review Residents Parking Zone C, extend East Harnham Residents Parking Zone and St Mark's Residents Parking Extension in 2005/6.	The vision is likely to reconsider traffic issues for the longer term which may call into question some current programmes.
Provide Disabled Access Improvements (such as dropped kerbs) at key locations in the City.	The vision for the City should comprehensively address disabled access issues.
To have secured a suitable site for a crisis assessment centre for homeless people.	A review of City Centre sites may help identify a suitable site.
Undertake a housing needs survey and market assessment to inform a whole market approach to the strategic housing function.	The housing needs survey will identify longer term requirements for affordable housing within the City.
Use the planning process to serve the Council's ambition for the provision of affordable housing in accordance with adopted policies.	The vision will need to link up with statutory documents supporting this objective.
Review of Section 106 Agreements.	The identification of future need will inform a revised LDF relating to developer obligations.
Salisbury College development proposals.	Identify ways to improve the accessibility of the College and the connections to the City.
Development of Children's Centre.	Review asset disposal strategy to maximise opportunity to deliver agreed vision.
Development of health services centre.	Review asset disposal strategy to maximise opportunity to deliver agreed vision.
Strategic Area Review of Learning and Skills Council.	Revised local needs may need to be accommodated within the vision.
Agree arrangements for the disposal of surplus assets following centralisation of offices.	The Council's asset disposal strategy should be used to maximise the opportunity to deliver the agreed vision.

5. Resources:

5.1. Funding

No detailed assessment of budget requirements has yet been completed. However, it is expected that financial resources will be required to pay for consultation costs both at the development of issues and priorities stage and in the securing support for the vision document. Further funds will be required for detailed studies, the creation of visuals and potential branding development.

All funding is non-recurring and can be met from reserves. Additional financial support will be sought from local partners and the Regional Development Agency.

5.2. Human Resources

This project will require a significant commitment from the following SDC staff:

Chief Executive – 10 days

Policy Director – 25 days

DSU – 36 days

MED&T – 20 days

FP&T/DS – 40 days

The Council may seek to arrange for other agencies and organisations to commit staff to the project

6. Project Completion

This phase of the project will be deemed completed when the Council approves a vision statement for the City.

7. Governance

At this stage it has not been possible to determine the most appropriate structure and governance arrangements for the project. This should be discussed and developed as the detailed project plan emerges. In the meantime the following officers and Councillors will form a working group to co-ordinate and monitor the development of the detailed project plan:

Officers: Richard Sheard David Neudegg Stewart Agland Graham Gould Eric Teagle Steve Thorne	Councillors: Cllr Kevin Wren (Leader) Cllr John Collier (Deputy Leader) Cllr Margaret Peach (P&ED) Cllr Richard Britton (C&H) Cllr Donald Culver (Resources) Cllr Sara Willan (T&E)
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The group will meet on a regular basis to monitor progress.

It is recognised that the engagement of representatives from the community is essential to develop the detailed project plan and act as a sounding board. However, a balance will need to be struck between involvement and tight project management.

8. Communication/Risks

It is considered that the project will require a communications and PR plan, which should be developed by the Council's Corporate Communications Manager. An initial risk register is attached. This will be monitored and updated at each meeting.

Salisbury District Council Risk Register

Date Last Updated: February 2005

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