

Marketing, Economic Development and Tourism
Salisbury District Council, 3 Rolleston Street
Salisbury, Wiltshire SP1 1DX

contact: Graham Gould
direct line: 01722 434495
fax: 01722 434440
email: ggould@salisbury.gov.uk
web: www.salisbury.gov.uk

Report

Subject: Salisbury Vision Area Development Framework: Consultants final report and consultation process
Report to: Northern Area Committee
Date: Thursday 28 June 2007
Author: Graham Gould and Pam Fox

1.0 Background and History:

- 1.1 In December 2004 Cabinet approved the development of a Vision of Salisbury as a key project for 2005. In July 2005 Cabinet agreed an outline timetable and gave authority to prepare a consultant's brief. In September 2005 Cabinet approved funding for the development of the Salisbury Vision and a team of consultants were appointed in February 2006. The South West Regional Development Agency (SWRDA) and Wiltshire County Council (WCC) provided additional funding for the project.
- 1.2 The principal objective of the Vision, as set out in the consultants' brief was to 'prepare Salisbury to meet future challenges whilst doing everything possible to protect its uniqueness and character'. Effectively the consultants were commissioned to produce a masterplan for the development of the city of Salisbury over the next 15-20 years. The area to be covered by the Vision project was defined as the business and retail core of the city. Within this area four sites were identified as specific priorities.
- Churchfields Industrial Estate
 - Southampton Road
 - Salisbury Guildhall, Guildhall Square and Market Place
 - The Maltings and central car park
- 1.3 Consultants were appointed in February 2006 and a steering group was established to manage and oversee their work. The steering group comprised officers and councillors (representing all of the political groups) from Salisbury District Council together with an officer and councillor from Wiltshire County Council and representatives from the SWRDA, the Learning and Skills Council and a number of local partner organisations. The Leader of Salisbury District Council led the group.



Awarded in:
Housing Services
Waste and Recycling Services



1.4 The development of the Vision was undertaken in three distinct stages:

- Baseline analysis and review
- Options development
- Development of the preferred options

1.5 Baseline analysis and review: This stage took place between March and June 2007 and it concentrated on identifying the key issues, significant constraints and potential opportunities. The key issues examined were urban design, landscape and visual issues, planning, socio-economic issues, a review of the retail, residential, office and industrial markets, transport, environmental conditions and the ecology of the Vision area. From this, a list of emerging themes was identified – the environment, the city as a place to live in, visit and work in, and the historic city. This led to the development of an overall theme of Salisbury as a sustainable city.

1.6 Options development: This stage set out a long list of options for change; for the city and for each of the four priority areas. Each option included a detailed description, a rationale and an identification of the key issues. A shortlist of options, based on their capacity to meet the Vision objectives and on a realistic assessment of their deliverability was produced. This shortlist was then set out within three different approaches or levels of intervention – consolidation, enhancement, step change. These were tested through a detailed consultation process, which resulted in there being a clear consensus in favour of the 'step change' option. The options development stage was completed by October 2006.

1.7 Development of the preferred options: A set of preferred options based on the step change scenario was considered by the steering group in December 2006. These were worked-up by the consultants and a draft Salisbury Vision Area Development Framework was presented in January 2007. This draft document summarised the work that had gone into the development of the Vision, it reiterated the Vision's objectives and it established a set of design principles, which underpinned the Vision proposals. Following a detailed response from the steering group to this document, the consultants delivered their final Salisbury Vision document in April 2007.

1.8 Throughout the development stage of the Vision the consultants carried out a full and varied programme of consultation. This is summarised below (all dates were in 2006). Further, more comprehensive details can be found in the Summary Report of Community Involvement, which can be accessed via the council's website.

- Public drop-in events and exhibitions: May and September
- Forum workshops: May, June and October
- St Edmunds community meeting: July
- Council officers: July and August
- Councillors: August
- Businesses: August, September, October and November
- Commuters and park and ride users: July

1.9 The completed Salisbury Vision Area Development Framework (ADF) will form part of a Salisbury and Wilton Area Action Plan (AAP), which feeds into the emerging Local Development Framework (LDF).

2.0 Salisbury Vision final report:

2.1 The consultants' final Salisbury Vision report is available on the council's website and on the CD ROM that has been given to all councillors. This section provides a very brief summary of the key proposals.

2.2 The report 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. It is a Vision for the city, which is based on the concept of sustainability; a Vision for a city in the future which is identified by the following qualities:

- Ecofriendly
- Sustainable
- Accessible
- Diverse
- Unique
- Safe and attractive
- Inclusive

2.3 To achieve this Vision for Salisbury the final report sets out five design principles that form the foundations upon which the Vision's proposals are built. These design principles are:

Improved connectivity

- Making it easier to move around, across and within the city by public transport, cycle, on foot and by car

Recognising gateways and arrival points

- Ensuring that people coming into the city are excited and impressed; that the key arrival points are attractive and that they fulfil their role as gateways to the city

High quality public realm

- Creating an attractive place with high quality public spaces as befits a city with Salisbury's unique setting and heritage

Revealing the natural assets

- Making the most of the city's rivers and bringing more green into the centre

Celebrating the built assets

- Ensuring that the city's historic character is respected and enhanced

2.4 The Vision's proposals are contained within 24 specific projects which themselves are grouped under three overall strategies.

Transport and movement strategy

- Traffic management
- Public transport
- Station interchange
- Southampton Road
- Parking management

Development strategy

- Central car park and Maltings
- Guildhall and Guildhall Square
- Salt Lane
- Brown Street
- Old Manor Hospital
- Bus station
- Churchfields Industrial Estate
- Eastern gateway (Southampton Road)
- The Friary
- Bus depot
- Chipper Lane/Scotts Lane

Public realm strategy

- The Market Place
- Fisherton Square
- Salisbury Chequers
- Harnham Eco Park
- The Green Necklace
- Confluence Park
- Park Art
- Churchill Gardens

2.5 A brief explanation of each of the projects is given in appendix A.

3.0 Salisbury Vision delivery stage – current and developing work:

- 3.1 During the development stage and in the transition to the delivery stage, much work has been done to increase the profile of the Salisbury Vision project and to raise the credibility of the council to deliver it. There is now a large degree of support for the Salisbury Vision particularly within the business community and a high expectation that the council will fulfil its leadership role in delivering the project's benefits.
- 3.2 The consultants' final report was accepted by the steering group on 26 April 2007. This marks the end of the development stage of the Salisbury Vision and the beginning of the delivery stage. To assist in the delivery of the Vision a new steering group has been established. Its principal role is to oversee the implementation and monitoring of the Salisbury Vision delivery plan. Details of their full remit, composition and of the Vision reporting structure are given in appendix B.
- 3.3 Small sub-groups are also being established, each with a responsibility to take forward specific projects or groups of projects. These will be officer led but their membership can include councillors and representatives from external organisations. To date six such groups have been set up and a further two are being scoped. The groups already established are:
- Churchfields Industrial Estate
 - The central car park and Maltings (to include the Fisherton Square and Confluence Park projects)
 - The Guildhall and Guildhall Square
 - Bus depot
 - Public transport
 - Parking management
- 3.4 Effective project management has played an important role in the development of the Salisbury Vision and it is now seen as key to the success of its delivery. In their final report the consultants consider that highly effective project management is essential if we are to keep the momentum going and if we are to successfully manage and coordinate the wide range of development management tasks that the project is made up of. This was acknowledged by Cabinet, when in March 2007 approval was given for the establishment of the post of Salisbury Vision project manager. The postholder's main responsibility is to manage and coordinate the work of the various sub-groups and to ensure that each particular element of the project, and the Vision overall, is delivered on time and on budget. Recruitment for this post is currently on hold pending further discussions.
- 3.5 The Salisbury Vision is one of the council's most complex and multi-faceted projects and it is anticipated that officers from all of the council's service units will be working on specific elements of it at one time or another. An officer working group has, therefore, been set up to aid communication and to make sure that any problems and interdependencies are identified early. This group will also help to further ensure that individual projects are moving in the same direction and that work on them is fully complementary.
- 3.6 In moving into the delivery stage of the Salisbury Vision a number of other key pieces of work have been completed or are in the process of being developed. These include a draft delivery plan, a draft communications plan, protocols for dealing with developers and an overall communications protocol. The completion of a Project Initiation Document (PID) and a full risk assessment of the project's delivery stage will be completed following the appointment of the project manager.

4.0 Salisbury Vision delivery stage – governance arrangements:

- 4.1 Each project sub-group will provide progress reports on their specific areas of activity to the steering group. The project manager will also report to the steering group on the project's overall progress. All reports will be made in accordance with the council's corporate project management framework and as such will include updates on the project's risk register and performance against key milestones.
- 4.2 The steering group will report to the Cabinet as appropriate. Cabinet will be responsible for making major decisions relating to the delivery of the Salisbury Vision, where such decisions are in line with the council's overall policies and budget. Decisions that are outside the council's budget or policy framework will be referred to Full Council. Further details of the governance arrangements are given in appendix C.

5.0 Consultation:

- 5.1 As part of the delivery stage it is important that we further consult on the final Vision proposals. There is also a requirement for the council to consult on the Issues and Options of the Core Strategy of the Local Development Framework and a need to refresh the Community Strategy. Within each of these separate pieces of consultation there is a requirement to broadly ask people what they want for their future and in their own way each element is fundamental to the future of the communities of Salisbury and south Wiltshire. There are clearly a number of benefits that can be realised by co-ordinating the consultation process; the main ones being:
- It is a unique moment in time and a great opportunity to ask the community what they want to see in the future
 - It accords with best practice and Government Guidance - *Planning Together Local Strategic Partnerships (LSPs) and Spatial Planning: a practical guide*
 - It can ensure we pass the essential tests of soundness
 - We can ensure that consultation complies with the adopted Statement of Community Involvement (SCI) and all other adopted procedures including the Wiltshire Compact.
 - It is an opportunity to break down traditional barriers between service area, pool skills and ensure there is a consensual and consistent approach to consultation techniques
 - By bundling up consultation we can avoid a piecemeal approach and fatigue.
 - We can ensure best value and realise economies of scale.
- 5.2 It has, therefore been agreed to hold a single consultation exercise. This will take place in July and run through until September. The working title for this initiative is:

Salisbury and South Wiltshire - Our Place in the Future

- 5.3 Ahead of this public exercise it is important that the Salisbury Vision final report is subjected to the council's internal formal consultation and scrutiny processes; that councillors are given a further opportunity to influence and shape the final Vision document before it goes out for public consultation. Throughout June and early July the final report is, therefore, being presented to all of the council's Area Committees and Overview and Scrutiny Panels. The report will then be presented to Cabinet on 11 July together with all of the comments received through this process. Further, but still draft, details are given in appendix D.

6.0 The role of Salisbury District Council:

- 6.1 During the development stage of the Salisbury Vision the district council has been the lead client working with the group of consultants. The council has also been a major funder of the project. Our principal partners are the South West Regional Development Agency and

Wiltshire County Council. The consultants in their final report have described the district council's role during the delivery stage:

The role of the district council is critical to the delivery process and it will be essential for the authority to demonstrate leadership through the commitment of staff and funding to deliver.

While many of the development projects have potential for private sector led delivery, it will be essential for the district council to provide effective support to remove development barriers and create a positive engagement culture with the development industry.

7.0 Summary:

- 7.1 The Salisbury Vision takes a holistic approach to how the city should develop over the next 15-20 years. This is important if our objectives for the city are to be achieved. Many of the Vision's projects and proposals are interdependent. All are inter-related in that together they form the Vision. This does not mean that the proposals within the consultants' final Vision document cannot be changed or improved. But it does mean that achieving the Vision objectives and gaining all of the socio-economic, cultural and environmental benefits that the Vision promises will only be possible by a commitment to the delivery of the Vision in its entirety. The Salisbury Vision, as presented in the consultants' final report is aspirational and highly ambitious. It is not, however, beyond our reach or ability.
- 7.2 The Salisbury Vision project was predicated on the widely held view that Salisbury was 'being left behind'. It is readily acknowledged that Salisbury is an important centre in the south west of England. It is a tourism destination of international significance, a business centre of regional importance, and a sub-regional centre for retail, culture, housing and further education. Additionally it is the centre of the Salisbury Diocese which covers most of Wiltshire and Dorset.
- 7.3 It is also acknowledged, however, that retail competition is increasing with new developments in Southampton, Bournemouth, Andover and Winchester. A lack of employment land close to the city threatens to restrict the growth and expansion of our local businesses, and low-cost airlines and newly developing domestic markets are challenging our tourism industry. House prices are higher than the regional and national average whilst salaries are lower. People find it hard to get on the housing ladder and employers have difficulty in recruiting across a wide range of jobs and skills. Out of this was borne the Salisbury Vision.
- 7.4 Salisbury District Council have a critical role to play in ensuring that the benefits of the Salisbury Vision are achieved for the people of south Wiltshire.

8.0 Recommendations:

- 8.1 City Area (Community) Committee are asked to confirm their support for the Salisbury Vision.
- 8.2 City Area (Community) Committee are also asked to record their comments and suggestions to Cabinet on:
- a) The overall Salisbury Vision final report as presented by the consultants;
 - b) The aim of the Vision projects as outlined in appendix A
 - c) The detail of the Vision projects as detailed in the final report;
 - d) The proposed delivery process; and
 - e) The proposed consultation arrangements for the Vision.

9.0 Background information:

- Salisbury Vision Area Development Framework: Invitation to tender (2005) Salisbury District Council and the South West Regional Development Agency
- Salisbury Vision Draft Baseline Report (2006) Gillespies
- Salisbury Vision options Summary Report (2006) Gillespies
- Salisbury Vision Area Development Framework Draft Final Report (2006) Gillespies
- Summary Report of Community Involvement (2007) BDOR Limited
- Vision for Salisbury Area Development Framework Final Report (2007) Gillespies

All reports are available on the council's website: www.salisbury.gov.uk/vision

10.0 Implications:

Financial	All activities outlined in the report are financed from existing previously agreed budgets.
Legal	None
Communications	These have been discussed with the corporate communications team.
ICT	None
Human Rights	None
Personnel	None
Community Safety	Improving community safety will be built into the delivery stage of the Vision
Environmental	None
Equality and Diversity	This is one of the fundamental principles upon which the Vision is built. Additionally, as work progresses on the delivery of the Vision, the steering group and the sub-groups will be responsible for ensuring that each project is assessed with regard to its contribution to the council's equality and diversity policy. Ensuring equality and diversity is also identified as a responsibility in the project manager's job description.
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.
Political Priorities	Consult and involve local people A cleaner, greener Salisbury Improving the quality of life
Wards affected	All

**A summary of the strategies and projects contained in the Salisbury Vision Area
Development Framework consultants' final report**

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Transport and Movement Strategy

The aim of the transport and movement strategy is to develop a sustainable transport system that encourages modes of transport other than the private car, redresses the balance of core streets towards the pedestrian and encourages new linkages between key destinations.

Project 1: Traffic management

Rationale:

To minimise the traffic movements of circulating and through traffic within Salisbury city centre and re-order the road network to prioritise the use for pedestrians cyclists and public transport.

Project 2: Public transport

Rationale:

Improvements to public transport services will improve accessibility to the city centre and is a crucial element in discouraging car use to reduce congestion and improve air quality. A reduction in parking supply will further encourage increased use of sustainable transport modes.

Project 3: The station interchange

Rationale:

To create a sustainable and integrated public transport system and further encourage the use of public transport. A sustainable transport station interchange would encourage and boost tourism opportunities by improving the arrival experience and ease of access.

Project 4: Southampton Road

Rationale:

To improve the gateway into Salisbury from the east and encourage people to use Southampton Road by way of alternative modes of transport other than the private car. In addition, to complement the physical regeneration of the Eastern Gateway area.

Project 5: Parking management

Rationale:

Discouraging the circulation of traffic within the city centre by permanently closing one or more car parks and making the city centre more pedestrian and cycle friendly.

Development strategy

The aim of the development strategy is to set within a number of new and reinforced character areas a series of development projects. These will provide new destinations within the city centre, a mix of uses where people are able to live, work and play out their leisure time, contemporary development respecting the history of the city centre and create attractions that will raise the profile of Salisbury to equal neighbouring towns and cities. The development strategy reinforces the importance of the policy on building heights (the 40ft rule) but suggests that a blanket approach is not the best way to achieve the aspirations behind the policy in terms of protecting views to the Cathedral. Advancing the Vision is the opportunity to review and sharpen the policy within the Local Development Framework as part of a Building Height Policy. The projects below, identified as a key part of delivering the development strategy, are set out in

order of those projects coming forward over time starting with the central car park and Maltings which will begin to unlock the start of the Vision process.

Project 6: Central car park and The Maltings

Rationale (Strategic):

To enhance Salisbury as a sub regional shopping centre by the provision of additional large floorplate retail for multiple retailers.

Rationale (Local):

To make better use of this strategic site by the overall reduction in city centre car parking and an increase in development floorspace. This is the only site that can provide adequate retail space within the city centre. To increase local economic development potential and improve retail.

To release capital receipt to deliver other projects within the Vision and maintain a significant parking revenue stream.

To facilitate a better link through to the Market Place.

Project 7: Salisbury Guildhall

Rationale (Strategic):

To enhance Salisbury city centre by the re-use of, perhaps, one of the most significant of its many Listed (Grade II*) buildings and to safeguard its future.

Rationale (Local):

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

Project 8/9: Salt Lane and Brown Street

Rationale:

Reduction in city centre car parking to encourage the use of the Park & Ride to provide a more pedestrian oriented city centre. Increase in city centre living in order to provide more vibrancy and vitality at different times of the day.

Project 10: Bus Station

Rationale:

To support the traffic management and transport projects in creating a more pedestrian focused centre. Releasing land for redevelopment that will make way for a quality residential/commercial scheme in the centre of Salisbury.

Project 11: Bus Depot

Rationale (Strategic):

Allow Salisbury College to develop and expand its role as a first class learning and skills centre.

Rationale (Local):

To provide a solution to the existing campus configuration at Southampton Road that has virtually outlived its useful life. To bring a vibrant educational use within the city centre core. To contribute to a diverse economy and provide the skills necessary for the emerging economic sector.

Project 12: Old Manor Hospital

Rationale:

To make use of an underused brownfield site located close to the station and provide healthcare facilities and supporting/complementary uses.

Project 13: Chipper Lane / Scots Lane

Rationale:

To provide quality development at the heart of the city, utilising sites and buildings which have poor visual quality, and create largely dead frontages facing the street.

Project 14: Churchfields

Rationale (Strategic):

Relocation of inappropriately sited businesses and associated HGV traffic to provide for a new quarter that meets housing demand and provides the opportunity to meet the requirements of office employers and other growing economic sectors.

Rationale (Local):

To make better use of this site linking the station with new living, working and leisure opportunities capitalising on the outlook and view to Salisbury Cathedral. To encourage the consequential effect of new residential development replacing some employment uses in uplifting the area, making it a more desirable place to live, improving connections to the station and better integration with the Watermeadows.

Project 15: Eastern Gateway

Rationale (Strategic):

To regenerate the Eastern Gateway area in association with major improvements to the highway infrastructure. There is a total dependency between this project and a major visual and highway improvement to Southampton Road.

Rationale (Local):

The consolidation of the out-of-town centre retail park for bulk goods will provide a distinct identity to complement the city centre retail offer.

The creation of a new office campus overlooking the river will capitalise on the magnificent views southwards.

The relocation of Salisbury College to a city centre site would release further land for residential development including significant affordable housing and allow for a reconfiguration of the Southampton Road as a high quality corridor into Salisbury city centre.

In addition, the extent of changes at Eastern Gateway will enable redevelopment for higher value alternative uses which could cross-subsidise the implementation of other vision proposals across the city centre.

To improve the visual and economic impacts of having a large amount of existing development reaching the end of its useful life.

Project 16: The Friary

Rationale (Strategic):

To help to deliver a more tenure-balanced housing stock in the light of regional policy aspirations.

Rationale (Local):

To address the issue of a large, mainly single tenure, isolated and soon to be outdated housing development in an important part of the city centre.

To be an integral part of improving the Eastern Gateway and the approaches to Salisbury.

To make provision for a better visual and physical link through to the city centre for those in the Friary and for those who might wish to pass through it.

To contribute to other projects in terms of financing the Vision as a whole.

Public Realm strategy

The aim of the public realm strategy is to improve the quality of existing spaces, provide new urban squares and parks and focus on the provision of high quality public realm treatment on connections between key activity nodes. It also sets the basis for a more detailed public realm strategy.

Project 17: The Market Place

Rationale:

The city needs a central space that is aimed at pedestrians and a place where people can congregate for social and community interaction as well as a place for a successful market.

Project 18: Fisherton Square

Rationale:

To improve the relationship with the rest of the city by bringing the cultural heart of Salisbury into a more prominent position and giving it a higher profile and greater presence.

To provide a second significant space complementing and directly connected to the Market Place as part of a cultural avenue presenting the opportunity for spill-out space from the Playhouse , City Hall and new library.

Project 19: Salisbury Chequers

Rationale:

A high quality pedestrian oriented public realm treatment will make the city centre more attractive for residents, tourists and other visitors. It will provide a more appropriate setting for the historic buildings within the Chequers, revealing its assets further for people to enjoy providing an environment that will define Salisbury as place to visit, live and invest in.

Project 20: Harnham Eco Park

Rationale:

In strategic terms, for Salisbury to further fulfil its tourism potential it would benefit from a new green tourist attraction within the city centre that will encourage people to stay longer as part of a wider visitor experience.

For the Vision, the reason for the inclusion of the eco-park is to provide the opportunity for learning more about bio-diversity, wildlife and ecology. It would also provide a new green resource at the centre of the city and provide the possibility of supporting a Sustainable Urban Drainage System for Churchfields.

Project 21: The Green Necklace

Rationale:

To improve the visual appearance of the ring road and other major strategic routes. In addition to develop a green corridor defining the city centre that acts to support bio-diversity and carbon neutrality by seeking to offset emissions produced by cars and energy inefficient development.

Project 22: Confluence Park

Rationale:

The park will act as a significant green element within the city centre providing both a sensitive setting for the SSSI and river system which previously had development on it and a green refuge for people close to the main commercial, shopping and leisure areas of the city. Potentially, the park could also function as an area for floodplain attenuation.

Project 23: Park Art

Rationale:

The Arts Centre plays an important role in supporting the artistic and cultural offer of the city. An arts based park will complement this and give it an outside resource that could allow a more diverse collection or exhibition base. Park Art will also provide an additional element in forwarding the cultural depth of the city, which is currently understated.

Project 24: Churchill Gardens

Rationale:

This is both an important greenspace for the city and a local resource for residents and users around it. It is also located at a key gateway. Consequently it has an important function as a green resource that people are able to access easily and use. Improvement will draw people to it and integrate it better with the series of other green spaces across the city which have different roles to play. The role of Churchill Gardens is focused more on sport and recreation as well as more traditional park use.

Salisbury Vision Implementation Steering Group

Remit of group

- To draw up and oversee the implementation and monitoring of a Salisbury Vision Delivery Plan
- To engage will 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

Steering Group members

Salisbury District Council	
Cllr. Peter Edge (Portfolio Holder for Planning and Economic Development) – Chairman	Eric Teagle – Forward Planning and Transportation
Cllr. Paul Clegg (Deputy Portfolio Holder for Planning and Economic Development) – Vice Chairman	Graham Creasey – Property
Cllr. Bobbie Chettleburgh – Chairman Salisbury District Council	Andrew Reynolds – Housing
Pam Fox – Policy Director	Graham Gould – Corporate Communications, Economic Development & Tourism
Cllrs. Fred Westmoreland and Josie Green (Representative from the Conservative and Independent groups)	David Milton - LDF
Claire Mawson – Economic Development	SDC Senior Project Officer - TBC
Robin Townsend – Community Initiatives	Salisbury Vision Project Manager - TBC

Partners	
Wiltshire County Council - Alan Feist	South West RDA – Simone Wilding
Wiltshire County Council – councillor Mary Douglas	South Wiltshire Strategic Alliance – Ariane Crampton
Salisbury City Centre Management – Ian Newman	South Wiltshire Economic Partnership – Peter Le Count
Salisbury Civic Society – Alastair Clark	Salisbury Cathedral – Alun Williams
Wessex Community Action – Trevor Hazlegrove	

Lead Officers

Pam Fox and Salisbury Vision Project Manager assisted by Senior Project Officer

Working Groups

The Steering Group will establish separate sub groups for specific projects (such as housing, parking, transport) and/or for the four key Vision areas (Churchfields Industrial Estate, Maltings and central car park, Southampton Road, Market Place and Guildhall). This will be determined after adoption of the final Vision document by the Salisbury District Council Cabinet.

Representatives on these groups would be drawn from a variety of areas such as:

- Wiltshire Wildlife Trust
- Harnham Watermeadows Trust
- Salisbury District Council – parking
- Salisbury District Council – Transport
- Salisbury District Council – heritage conservation
- Salisbury District Council - Guildhall
- Learning and Skills Council
- Salisbury College
- WCC property

Authority and decision-making

The Steering Group will report to the Salisbury District Council Cabinet as appropriate. The Cabinet will be responsible for making major decisions relating to the delivery of the Salisbury Vision, where such decisions are in line with the council's overall policies and budget. Decisions that are outside the council's budget or policy framework will be referred to Full Council.

Report to Northern Area Committee 28 June 2007

Salisbury Vision – project responsibilities and governance arrangements

Implementation Steering Group

This group is responsible for the strategic management of the Salisbury Vision project. 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. The Steering Group will report to the council's Cabinet as appropriate.

Policy Director

The policy director is the council's lead officer and project sponsor. As such they have overall responsibility for preparing the project plan with particular emphasis on the justification for the project, the drivers, impact, monitoring arrangements, communications and risks. This responsibility includes ensuring that project is on schedule and identifying any corrective action that may be needed in the event of any significant uncontrolled variations from the plan. The policy director is jointly responsible for review and learning. The policy director will report to the council's Management Team and Cabinet as appropriate.

Project Manager

The project manager is jointly responsible for preparing the project plan with particular emphasis on the specification, limitations, impact, resources, timescales, project team and risks. The project manager is responsible for the day-to-day management of the project and its implementation ensuring delivery of the project within time and to budget. The project manager is jointly responsible for review and learning. The project manager will complete progress monitoring reports and advise on variations to each meeting of the Steering Group. Reports to the steering group will be made in accordance with the council's corporate project management framework and as such will include updates on the project's risk register and performance against key milestones.

Sub-Groups

Sub-groups have a responsibility to deliver specific Vision projects or groups of projects. They may also be established to work on other particular pieces of Vision related work such as additional research. Sub-groups will report their work to each meeting of the Steering Group. All reports to the steering group will be made in accordance with the council's corporate project management framework and as such will include updates on the project's risk register and performance against key milestones. They will also report to the policy director and project manager as required.

Officer working group

An officer working group has been established. Membership of this group is open to all officers. Progress reports and details of planned action will be reported back to this group by officers leading on specific projects and by the project manager. Effectively this group will be used as an ideas and discussion forum under the Chairmanship of the policy director.

Protocols

A set of protocols has been issued by the Head of Legal Services for councillors, officers and members of the steering group. These protocols have been developed to help each group understand the role that they play in the development and implementation of the Salisbury

Vision. The issues covered include contact with the public, lobbying, confidentiality and conflicts of interest.

Salisbury District Council Cabinet

Cabinet will be responsible for making major decisions relating to the delivery of the Salisbury Vision, where such decisions are in line with the council's overall policies and budget. Decisions that are outside the council's budget or policy framework will be referred to Full Council.

Graham Gould
1 June 2007

Report to Northern Area Committee 28 June 2007

Salisbury and South Wiltshire – Our Place in the Future

Consultation techniques to be used

Direct Consultation

The 'Consultation pack' which will include a covering letter, CD ROM of documents, self addressed envelopes, response form, summary leaflet. These will be of A4 size. 1000 will be produced initially. This will be sent to all consultees on the LDF database, all councillors, all parish council's and statutory consultees. This has been costed. All stationery has been ordered. The print unit has been notified of requirements.

Technical consultative group

This will include representatives from bodies such as the Environment Agency, English Heritage, Natural England, utility companies etc. An invitation has been drafted and will be sent out soon. The first panel will take place during the consultation period.

Public Exhibitions

Public exhibitions have been arranged in the following locations and dates:

Guildhall, Salisbury	9 th August 2007
Antrobus House, Amesbury	13 th August 2007
Jubilee Hall, Downton	20 th August 2007
Lecture Theatre, Mere	28 th August 2007

These will take place from 8am to 8pm.

We are still trying to contact keyholders etc at Elizabeth Hall, Tisbury and Wilton.

The exhibition will use display boards. There will also be an opportunity for the public to look through the consultation documents. Tea, coffee and biscuits will also be available.

Drop in sessions will also be held with DC and district council colleagues, the date will be arranged once all other dates have been confirmed.

Area Committees

We will be going to all the area committees on the following dates;

CAC	2 nd August
SAC	9 th August 2007
WAC	16 th August 2007
NAC	23 rd August 2007

Parish Council

We are soon to write to all of the Parish Council's to ask them if they would like us to attend a parish council meeting. We will go to every parish who wants us to visit them.

Indirect notification

An advert will be placed in the Journal / Blackmore Vale / Avon Advertiser, towards the front to inform people of the consultation. To support this the Leader / Portfolio holder have also been asked to undertake a press launch to raise the profile.

Posters will be placed on parish notice boards as well as in strategic locations around Salisbury and Amesbury.

Leaflet

A summary leaflet will be produced, this will be left in places around the district, for example pubs, railway stations, polish deli etc.

Citizen Panel

The citizen panel will be used, discussions have been undertaken as to the form that this will take

Focus groups

Focus groups are currently being organised. These will be held on a thematic basis and will take place throughout the consultation period.

Hard to Reach Groups

We will discuss with Amber the techniques best to use to contact these groups.

Schools / young people

Yet to be organised. However we will try and consult through summer holiday clubs as well as the schools during September.

Web pages

Dave Windsor is discussing with Liz. Discussions have commenced with SM with respect to using SNAP survey software for the web consultation.

FAQ's

These will be put together once the issues and options paper has been drafted.

Data collection

We have commenced the construction of an Access database in order to assimilate the response when received, this will be progressed further once the Issues and Options paper is finalised and needs to co-ordinate with the SNAP survey.