

# 4 | Delivering the Vision

# Strategic objectives and Vision projects

Our three Vision strategies contain 24 broad objectives. These have all come out of the work that went into developing the Salisbury Vision and they will all contribute to its delivery. To help us achieve each of these objectives we have identified a number of specific projects. These are specific pieces of work, some small and some large, each of which will bring about improvement in one or more of the three areas of Development, Transport and Movement and Public Realm.

This is an ambitious programme. Some of these projects are relatively easy to achieve, others less so, and a few will be very difficult. We can deliver some of these projects on our own but for the majority we will need to work in partnership with others. We have developed good working relationships with a range of external organisations and agencies and they, like the district and county councils, are committed to the aim of the Salisbury Vision. We will, therefore, work

with them to ensure that our plans become reality. Some projects are aspirational in that the degree to which we can directly affect their implementation is limited. Where this is the case, our role will be to create an environment that will influence and encourage others to deliver the projects shown.

If we are successful in delivering the 24 strategic objectives we will achieve our Vision for Salisbury. We will have a city that is widely acknowledged as one of the best places to live in the UK. We will have a thriving economy, a strong tourism industry and a rich cultural base. Salisbury will be a safe, welcoming, inclusive city and a truly sustainable community.

## Funding

The overall Vision programme has been designed so that there will be little need for funding from the local authority. The programme will be 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 fund the planned huge investment in the city's public realm. The development projects will also, to a certain extent, provide funding for some elements of the traffic and movement projects. The delivery of the Vision's development projects, particularly those that relate to local authority owned land, and the re-investment of income generated is, therefore, crucial to the success of the overall Vision project.

There is also an interdependency between the need to resolve the city's transportation and parking issues, through the development of parking and transport strategies, and certain development projects.



# Partners

**Many organisations have actively worked with us on the development of the Vision. The majority are members of the steering group that oversees the implementation of the Vision and we will work with them and others to deliver the Vision.**

## South Wiltshire Economic Partnership

The South Wiltshire Economic Partnership (SWEP) is a partnership between the district and county councils, local businesses and business organisations. The South Wiltshire Economic Partnership is committed to the development of a strong and sustainable economy in south Wiltshire for the benefit of local businesses. SWEP works in partnership with others to drive forward the growth of the south Wiltshire economy by supporting existing businesses and other organisations and by attracting inward investment. By providing the local business community with a single voice on economic development issues, SWEP also works to influence all levels of government and to provide a focus for the delivery of strategic change.

## Salisbury City Centre Management Limited

Salisbury City Centre Management (CCM) was established to enhance the vibrancy and vitality of Salisbury city centre. Every year the Partnership strives to achieve this by working with Salisbury District Council and local businesses and organisations to ensure that the city is clean, attractive and successful. CCM's members include Salisbury District Council, retailers, local media, estate agents, hotels and public houses together with the Salisbury & District Chamber of Commerce and Industry, and the Federation of Small Businesses. Salisbury City Centre Management works closely with other partnerships, including the South Wiltshire Community Safety Partnership, the South Wiltshire Economic Partnership and the Salisbury & Stonehenge Tourism Partnership, to realise its work programme.



## Salisbury & District Chamber of Commerce and Industry

The Salisbury & District Chamber of Commerce and Industry is an independent, non-political and non-profit making organisation, funded mainly by subscriptions. The aims of the Chamber are to originate and promote all activities and plans that benefit or improve the commercial, industrial and professional life of the city and district of Salisbury. This includes supporting or opposing legislation or other measures which could affect its members. On behalf of its members the Chamber also works with local authorities, national government and with other organisations at various levels, such as Business Link, the South Wiltshire Economic Partnership and Salisbury City Centre Management Limited.

## Salisbury Civic Society

The Salisbury Civic Society is a registered charity and it is affiliated to the Civic Trust (patron HRH the Prince of Wales). The objectives of the Society are to promote high standards of planning and architecture, to educate in the architecture, history and geography of the area and to secure the preservation, development and improvement of features of public interest within the Salisbury district.

## Salisbury Cathedral

Salisbury Cathedral is a beautiful and historic building, an international symbol of Christianity and a world class heritage attraction. The Cathedral together with its Close is also a major part of the Wiltshire tourism industry and together they attract over 600,000 visitors a year from all over the world.



## Salisbury & Stonehenge Tourism Partnership

The Salisbury & Stonehenge Tourism Partnership is a public/private sector organisation. Its principal aim is to market and promote Salisbury and south Wiltshire as a tourist destination to both domestic and overseas visitors. In doing so it promotes and contributes to the development of the local tourism industry and tourism related businesses. The Salisbury & Stonehenge Tourism Partnership also acts as a voice for the local tourism industry and is represented at South West Tourism and on the Visit Wiltshire Destination Management Partnership.

## South West Regional Development Agency

The South West of England Regional Development Agency was established in 1999. Its most important role is to ensure the long-term economic success of the region. As such the Agency is responsible for providing regional economic leadership and its activities are focused on gathering and sharing the best intelligence for the benefit of everyone in the region, and promoting the South West both in the UK and abroad. The SWRDA was a partner with Salisbury District Council and Wiltshire County Council in developing the Salisbury Vision.

In delivering this Vision we also need to be aware of the work of local businesses and other organisations, and of any plans that they have for development within Salisbury. Where it is for the overall benefit of the residents and businesses of Salisbury and south Wiltshire we will, therefore, wherever possible support:

- Salisbury Cathedral in the development and implementation of its Masterplan;
- the owners of the Old George Mall in their plans to broaden and enhance its shopping opportunities;
- Wiltshire College in any plans it may have to establish Salisbury as a centre of excellence for the provision of Higher Education in Wiltshire.

# What will success look like?

Ultimately we will have been successful if we achieve our Vision for Salisbury - for it 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. Success also means keeping our promise to make sure that Salisbury becomes a truly sustainable community.

If we are successful there will be a number of significant economic, social and environmental benefits for the city, its people, and for the wider Wiltshire community. Success means an improved quality of life for residents, an improved experience for visitors and an improved economic environment for businesses. Success will bring:

- more office and employment space;
- a bigger range of shops;
- more housing and particularly affordable housing;
- additional high quality hotels;
- higher wages for employees;
- improved cultural facilities;
- an improved public transport system;
- a much more attractive and 'green' city;
- a more pedestrian (and car driver) friendly city

Each of us as individuals, whether we live in, work in or simply visit the city, will also have our own idea of what success looks like – for the Vision overall and for the issues that most affect us personally. And each of the Vision projects will also have their own measures of success.

One of our first jobs, now that the Vision has been published, is to examine what these many success factors may be. By doing this we will be able to critically monitor our progress and, therefore, ensure that we really do bring about the changes needed to deliver the Salisbury Vision.



# Monitoring and review

The Salisbury Vision is a long-term plan for the period 2008 – 2020. We will continuously monitor activity against the delivery initiatives and review progress annually. Where appropriate each annual review will also look at the strategic objectives and amend or adjust them if this is thought necessary for the achievement of the overall Vision for Salisbury. These reviews will also examine the local, regional, national and international environments to make sure that the Vision and strategic objectives are still valid.

