

Salisbury City Council
Strategic Plan
2021 – 2025

Action Plan
June 2022

A Green City

- G1. Deliver the Environmental Policy Action Plan 2022-2024 to act on the council's climate change declarations
- G2. Lead the Managing the City Pillar of the Future Salisbury Place Board to make the city a safe and welcoming place to visit and work
- G3. Embed Environmental Policy Action Plan actions within our responses to planning applications and other policies
- G4. Work with Wiltshire Council to improve connectivity cycle routes across the city
- G5. Encourage and support car-free days in the city
- G6. Support Wiltshire Council and the Environment Agency to manage flooding response, e.g. flood warden training
- G7. Continue to pursue funding support for a safer city centre
- G8. Deliver the Council's Clean Streets Strategy and review its impact and future development
- G9. Consider a Street Scene app to be rolled out for public reporting
- G10. Work with agencies to decrease antisocial behaviour across the city
- G11. Improve the council's GIS (Geographic Information System) capability and map accurately all its land holding
- G12. Conduct a review of our land holding and ensure all appropriately registered with the Land Registry
- G13. Achieve Green Flag status for our principal parks
- G14. Write and deliver strategic management plans for all parks and open spaces, including consideration of wildlife and biodiversity management
- G15. Develop a play space strategy for all ages
- G16. Review Churchill Gardens play areas and develop a long term plan for this principal park
- G17. Seek to maintain and enhance sporting provision in our parks and open spaces, especially for young people
- G18. Publish and implement a Tree Strategy for the city, working with partners
- G19. Increase wild flower areas across the city and promote public awareness of this
- G20. Work with communities to find opportunities for additional planting
- G21. Provide great public open spaces with varied opportunities for sport, leisure, health and wellbeing

- G22. Work with local sports groups, clubs and residents' groups to seek the mix and quality of facilities wanted by existing communities and new residential developments
- G23. Review the CCTV services and consider any additional needs of the service – equipment and staffing and any potential income generation
- G24. Consider the installation of a dog agility area in a council open space when funds allow
- G25. Continue to aim towards the creation of localised park & Folly Friends groups
- G26. Continue to deliver the public toilet refurbishment programme
- G27. Create a plan for the management, maintenance and use of all buildings, including use of office space post CV19 and use of the Guildhall, to include sustainability
- G28. Conduct a review of all property owned by SCC and draft 10-year Estate Management Strategy (statutory compliance and planned maintenance), considering disposals where necessary
- G29. Consider options for restoration of historic features and monuments, where practicable and viable
- G30. Deliver the Crematorium management plan to maintain its excellent service and investigate resomation
- G31. Undertake comprehensive memorial safety testing programme in SCC owned and managed cemeteries
- G32. Consider digitising the historic cemetery records
- G33. Expand memorial services available at council-run cemeteries and crematorium

A Lively City

- L1. Deliver a yearly programme of community events, with partners and sponsors where possible, and review their impact and value for money, to promote resident engagement and footfall
- L2. Promote the city centre as a safe and vibrant place to visit in the evening, supporting the work of Safer Salisbury
- L3. Embed the City brand positioning in the communications of the council and promote with all partners
- L4. Identify, promote and celebrate the unique features and heritage of the Parish to both residents and visitors, working with our cultural partners where possible
- L5. Utilise the Guildhall Square and Market Place as a versatile area for residents and their families to relax and enjoy the city centre
- L6. Continue to manage, promote and develop the Charter Market
- L7. Develop the Street Sellers' Market as a driver for footfall to the city and cement Salisbury's reputation as a market town
- L8. Review the operations and strategy of the Guildhall to maximise income, including redecoration of Oak Court, marketing and storage

- L9. Develop the Event Team's capacity to support other people to hold events in the city
- L10. Contribute to Experience Pillar of the Future Salisbury Place Board to promote the vitality and viability of the city centre
- L11. Support the Mayor to carry out their role and revitalise Mayor Making in 2022
- L12. Re-entitle the Royal Wessex Yeomanry to the Freedom of the City
- L13. Increase the usage of and access to Shop Mobility equipment
- L14. Work with the Young Gallery to help ensure it reaches its full potential as a cultural asset within the city

Your Voice Heard

- V1. Develop a model of best practice in consulting with the community to establish its aspirations for the future, actively supporting good ideas and encouraging local initiatives
- V2. Develop a community 'subscribers list' to communicate with our residents
- V3. Regularly review how we communicate with our residents and seek to embrace new technologies where possible
- V4. Develop a customer service strategy to ensure seamless service for residents
- V5. Consider holding a citizens' jury

Wellbeing

- W1. Review, and create a strategy to improve, our engagement with local communities
- W2. Improve our capacity and the skills of volunteers by offering a range of opportunities and pathways for development
- W3. Increase participation of residents in community projects, building community spirit and resilience
- W4. Continue to deliver social and cultural events across the city that bring people together in celebration
- W5. Actively support the engagement of people who experience barriers to participation in our events
- W6. Support improved and strategic networking of youth provision across the city
- W7. Include the voices of young people in our processes to identify needs
- W8. Create and support personal development, leisure and social activities for young people in response to need
- W9. Deliver the Friary Wiltshire Community Foundation Stronger Families project
- W10. Connect with marginalised communities and identify opportunities for consultation and partnership
- W11. Support and invest in Your Salisbury Pantry
- W12. Continue to offer a programme of community activity that is financially accessible and targeted at the needs of people on low incomes.

- W13. Include the voices of people on low incomes in the planning of this programme
- W14. Encourage more people to adopt an active lifestyle
- W15. Support further development of the Sports Forum
- W16. Work to improve the range, location and accessibility of physical activity opportunities across the city
- W17. Consider imaginative uses of Community Grants budget for the benefit of our community
- W18. Review the Annual Parish Meeting to enable community engagement and participation
- W19. Work with Wessex Community Action to deliver infrastructure support to local Community and voluntary groups

Looking to the Future

- F1. Establish a consistent and meaningful relationship with Wiltshire Council at all levels
- F2. Show authority, leadership and engagement at the Future Salisbury Place Board
- F3. Lobby Wiltshire to ensure that the infrastructure needed to support development within the city and on its boundaries is provided
- F4. Continue to defend the character of the city and oppose inappropriate development through our Planning Committee responses
- F5. Support the Neighbourhood Development Plan Steering Group in making the NDP, and thereafter promote/adopt the policies within it
- F6. Consider any requirement to ask Wiltshire for a boundary review
- F7. Response to surveys and consultations issued by Wiltshire and other partners
- F8. Work with Wiltshire to ensure CIL/s106 monies are appropriately allocated to the city council, and to develop a developer contribution allocations and spending plan
- F9. Work with Wiltshire to deliver the High Street Fund Bid projects
- F10. Support installation and development of community public art
- F11. Work with Wiltshire, the Environment Agency and other to deliver the River Park
- F12. Consider taking on additional services, where practicable and beneficial to the city
- F13. Consider providing services to others, where practicable, affordable and beneficial to the council
- F14. Build strong relationships with other parish councils to ensure close working and communications for the benefit of South Wiltshire

A Well Run Council

- R1. Ensure appropriate conditions exist to facilitate continuous improvement in service delivery for staff and councillors through clearly defined policies, guidance and appropriate interventions.
- R2. Maintain an ongoing dialogue in the workplace to provide feedback and listen to the views of staff, with the aim of improving employee wellbeing.
- R3. Policies and practise will promote equality of opportunity, mental and physical well-being, inclusivity and diversity in the workplace to achieve an inclusive staff council
- R4. Review our induction process to ensure the best possible start for new staff.
- R5. Performance Management Reviews (PMR) will ensure all aspects of employment including training, in consultation with staff, are reviewed at regular intervals
- R6. Engage with External organisations where appropriate (e.g. training and development) specifically including National Association of Local Councils (NALC) and Local Government Association (LGA)
- R7. Employees' terms and conditions of employment are informed by Transfer of Undertakings of Employment Regulations 2006 (TUPE), where appropriate
- R8. Review working groups and committees to ensure they meet the needs of councillors and allow for open and transparent governance
- R9. Consider online committee management system and the provision of IT support to councillors
- R10. Review and refresh the council's risk management strategy
- R11. Improve the management of Health and Safety and its reporting to council
- R12. Consider the council's performance management framework and reporting against this plan
- R13. Review our management accounting processes to develop and enhance financial analysis and reporting
- R14. Draft a 4-year medium term financial plan
- R15. Maintain payment procedures to maximise online payment where possible
- R16. Prepare financial systems to meet changes in audit requirements in the event that the council's turnover is in excess of £6.5M
- R17. Review our procurement policies and procedure to ensure they reflect the council's constitution and climate change aims, and then embed with managers

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