

## Salisbury City Council - Strategic Plan 2021 – 2025

### Report against Action Plan - June 2023

Doc 91167

	Ongoing successfully or completed
	Ongoing with further actions needed
	Not yet started

A Green City		
<p><b>G1.</b> Deliver the Environmental Policy Action Plan (EPAP) 2022-2024 to act on the council's climate change declarations</p>	<p>The EPAP is being delivered and is reported to the Environment and Climate (E&amp;C) Committee at each of its meeting.</p> <p>Key achievement:</p> <p>Salisbury City Council's emissions per £M turnover have decreased from the baseline year by 15.2%; this is mainly due to the switch to renewable electricity tariffs at all but one of the council's sites, reducing market-based emissions from electricity generation by 97.5%. Our total emissions for the year ending 31st March 2022 is 427.98 tCO<sub>2</sub>e.</p> <p>SCC is working with partners on a range of activities to promote better environmental activity, for example the Green Business Awards, which support local business to adopt more sustainable practices</p>	

<b>G2.</b> 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	The Clerk chairs the Managing the City (MTC) Pillar of the Future Salisbury Place Partnership (FSPP), and the meeting is well attended by city partners. Details can be seen <a href="#">here</a>	
<b>G3.</b> Embed Environmental Policy Action Plan actions within our responses to planning applications and other policies	Planning responses routinely include consideration of biodiversity and environmental issues. This will be enhanced when the Salisbury Neighbour Development Plan is in place.	
<b>G4.</b> Work with Wiltshire Council to improve connectivity cycle routes across the city	Wiltshire Council's (WC) Local Cycle Infrastructure Plan (LCWIP) is still under review. No specific project currently under discussion.	
<b>G5.</b> Encourage and support car-free days in the city	No action being undertaken at present. This was previously discussed by WC's Air Quality Management Group, but this is not active project within this group at present	
<b>G6.</b> Support Wiltshire Council and the Environment Agency to manage flooding response, e.g. flood warden training	WC's Flood Coordinator (Cllr Hocking) has been supported to revise Flood Plan and work with Flood Wardens.	
<b>G7.</b> Continue to pursue funding support for a safer city centre	Safer Streets Funding Round 5 details have not yet published. SCC working with Salisbury Business Improvement District (BID), Office of the Police and Crime Commissioner (PCC) and other partners to develop bid when the fund details released.	
<b>G8.</b> Deliver the Council's Clean Streets Strategy and review its impact and future development	The Streetscene Manger has the current policy under review. This revision will be considered by E&C Committee in Oct 2023	
<b>G9.</b> Consider a Street Scene app to be rolled out for public reporting	Work has been completed on an app for internal use. SCC have invested in PSS Live for back-office assets, work plans etc. This allows officers to record inspections, analysis data and trends, leading to better management of our assets.	
<b>G10.</b> Work with agencies to decrease antisocial behaviour across the city	This is ongoing with BID, police, Alabare, Venture, PCC, WC and others. MTC Pillar is also active in this area of work.	

<b>G11.</b> Improve the council's GIS (Geographic Information System) capability and map accurately all its land holding	See also G9. PSS Live will assist with this as it is GIS based and SCC assets will be mapped on this app.	
<b>G12.</b> Conduct a review of our land holding and ensure all appropriately registered with the Land Registry	This work is resource intense and has not yet been commenced. It will be started in 2025.	
<b>G13.</b> Achieve Green Flag status for our principal parks	Victoria Park will be the first park for which Green Flag status is applied. Before the application can be submitted a management plan must be completed. The process of constructing management plans has been started. This first area for a management plan is Harnham Slope, then Victoria Park will be next. An access audit of Victoria Park has been completed and this will aid the development of its management plan.  See also G14	
<b>G14.</b> Write and deliver strategic management plans for all parks and open spaces, including consideration of wildlife and biodiversity management	Harnham Slope Management plan currently being written. This will be presented to E&C Committee in due course. If approved by the Committee, then will form basis of all other plans going forward.	
<b>G15.</b> Develop a play space strategy for all ages	This has not yet been commenced. However, the play areas are regularly inspected, and maintenance carried out. This links also to W8, W14, W16 and all aspects of play and activity will be considered when this strategy is developed.	
<b>G16.</b> Review Churchill Gardens play areas and develop a long-term plan for this principal park	A report will be presented to E&C Committee in July 2023.	
<b>G17.</b> Seek to maintain and enhance sporting provision in our parks and open spaces, especially for young people	Play areas and pitches have been maintained. Churchill Garden's skateboard half pipe has been replaced. Fisherton Rec play area being replaced as part of Riverpark work. This	

	will include MUGA and other new equipment.	
<b>G18.</b> Publish and implement a Tree Strategy for the city, working with partners	The final strategy to be presented to E&C Committee in July for adoption. Implementation will be over the 10 or more years Information in strategy is using to apply for funding from the Urban Tree Challenge Fund. SCC plans to apply for approx. £100,000 from this fund.	
<b>G19.</b> Increase wildflower areas across the city and promote public awareness of this	There continues to be further areas left uncut for wildflowers incrementally each year, in consultation with residents. In addition, the Wildlife Meadow at Fisherton Grazing Paddocks is being developed. Hedgerow whips from the Woodland Trust have been planted by volunteers and a pond constructed.	
<b>G20.</b> Work with communities to find opportunities for additional planting	Ideas for new planting ideas will be presented to E&C Committee in July 2023.  Community orchard are planned at two new sites – Bemerton Heath and The Greencroft. This will provide community food growing when mature.	
<b>G21.</b> Provide great public open spaces with varied opportunities for sport, leisure, health and wellbeing	Our Parks Team continues to maintain the city's parks and open spaces – all are well used. The AITG are considering improved access to our parks and our spaces following access audits completed for some spaces. Changes to the council's website to improve park and open spaces access information will be undertaken in 2023. Concessions for refreshments have been agreed for all the principal parks. This is an increase on previous years. Next year a similar concession will be offered in Fisherton Rec.	
<b>G22.</b> Work with local sports groups, clubs and residents' groups to seek the mix and quality of facilities wanted by existing communities and new	The City council is working closely with residents and ward councillors on the proposal for the open space on Rowbarrow. See also W15.	

residential developments		
<b>G23.</b> Review the CCTV services and consider any additional needs of the service – equipment and staffing and any potential income generation	A review of current CCTV arrangements will be presented to E&C Committee in Oct 2023. Reports on activity are given as part of the Environmental Services Team report at each E&C Committee meeting.	
<b>G24.</b> Consider the installation of a dog agility area in a council open space when funds allow	To be considered as part of 24/25 budget as required.	
<b>G25.</b> Continue to aim towards the creation of localised park & Folly Friends groups	SCC is working with WC on the creation of a Folly Friends group. A new group has also been created for Fisherton Wildlife Meadows. Friends of Harnham Rec has also just formed and the city council is supporting this group.	
<b>G26.</b> Continue to deliver the public toilet refurbishment programme	Fisherton Rec toilets will be completed soon. This will include a Changing Place toilet.  The next toilets to be considered are the Market Place facilities, and a report will be presented to E&C Committee in Oct 2023 to agree the details of this refurbishment.	
<b>G27.</b> 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	Planned Maintenance programme has been developed with support from Simpson Hilder, building surveyors. This programme will now be actioned, as funding allows, and in accordance with priorities as show in the programme.  This work will be extended in this year and the next to include walls, paths and monuments.	
<b>G28.</b> Conduct a review of all property owned by SCC and draft 10-year Estate Management Strategy (statutory compliance and planned maintenance), considering disposals where	This links to G27. This work can be started now the council understands more fully the condition of is properties. Work will begin in this year on the consideration of disposal of buildings not in use by SCC or those which are not economically favourable. This outcomes of this will be	

necessary	reported to Full Council in due course but this is not expected before Jun 2024.	
<b>G29.</b> Consider options for restoration of historic features and monuments, where practicable and viable	This is described in G27.	
<b>G30.</b> Deliver the Crematorium management plan to maintain its excellent service and investigate resomation	Resomation has been investigated as part of the initial work to bring forward a management plan. The management plan is not yet drafted.	
<b>G31.</b> Undertake comprehensive memorial safety testing programme in SCC owned and managed cemeteries	Testing of memorials is fully in place. PSS Live app will allow better management of this process. See also G9.	
<b>G32.</b> Consider digitising the historic cemetery records	Not yet commenced. A report will be provided to E&C Committee in Oct 2023 giving the costs of taking this action.	
<b>G33.</b> Expand memorial services available at council-run cemeteries and crematorium	The Council continues to offer a wide range of memorial options at the Crematorium. The marketing of the Crematorium's services has been revamped with new brochures, photographs and web paged to promote the services available at Crem	
<b>A Lively City</b>		
<b>L1.</b> 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	A full year of events is planned. The Business Manager provides updates at every Community Services Committee Meeting or Events, Grants and Markets Sub Committee where costs and footfall are reported. St George's Day was held Apr 2023, Coronation Weekend celebrated May 2023, Street Sellers commenced May 2023.	
<b>L2.</b> Promote the city centre as a safe and vibrant place to visit in the evening, supporting the work of	SCC is a founding partner of Experience Salisbury. SCC is a member of MTC Pillar and works closely with Safer and Support Salisbury. SCC will	

Safer Salisbury	consider signing up to the PCC's Safety at Night Charter at Full Council in June 2023.	
<b>L3.</b> Embed the City brand positioning in the communications of the council and promote with all partners	<p>SCC's new website demonstrates and exemplifies the city brand, the Neighbourhood Development Plan documents were also delivered in city branding.</p> <p>There is ongoing promotion and development of the branch with City Partners, e.g. at Christmas, via Taste Food Festival and so on.</p> <p>The Street Scene's new vehicles and the uniforms of the operatives display the city branding, as does the Customer Services Officer in the Information Centre and Shop Mobility.</p> <p>A flyer produced by Experience Salisbury and circulated to households in South Wiltshire also displayed the city branding.</p>	
<b>L4.</b> Identify, promote and celebrate the unique features and heritage of the Parish to both residents and visitors, working with our cultural partners where possible	<p>Distinctive Travel Trade itineraries have been developed and promoted with Travel Trade city partners.</p> <p>City Council is working with the Cultural Pillar of the Future Salisbury Place Partnership on the emerging revision of the Cultural Strategy for the city.</p>	
<b>L5.</b> Utilise the Guildhall Square and Market Place as a versatile area for residents and their families to relax and enjoy the city centre	<p>There is now a strong offering of events and activities on the Market Place and Guildhall Square.</p> <p>Many Sundays are now booked in addition to the bi-weekly Charter Market.</p> <p>The space is clean and tidy with festoon lighting and floral displays.</p>	
<b>L6.</b> Continue to manage, promote and develop the Charter Market	The Charter Market fees have been reset on square footage basis. The attendance of traders at the Market is good and income targets on course.	
<b>L7.</b> Develop the Street Sellers' Market as a driver for footfall to the city and cement Salisbury's reputation as a market town	A season of Streets Sellers Markets have been put in place, as reported by the Business Manager to EMG Sub Committee.	

	The recent Dog Show and Dinosaur themed markets have been very well attended by both visitors and traders.	
<b>L8.</b> Review the operations and strategy of the Guildhall to maximise income, including redecoration of Oak Court, marketing and storage	The Guildhall exceeded its income targets in 22/23. Some work has been conducted towards a review of operation and strategy, but this is ongoing, New types of events (live music, comedy) are being developed and further details will be provided later in the year.	
<b>L9.</b> Develop the Event Team's capacity to support other people to hold events in the city	This is not yet commenced. The Team has focussed on Council's events programme plus Jubilee, the death of the late HM The Queen and the Coronation weekend in 2022 and 2023.	
<b>L10.</b> Contribute to Experience Pillar of the Future Salisbury Place Board to promote the vitality and viability of the city centre	The Business Manager has been an active member of the Experience Pillar of the FSPP. This pillar is continuing to develop its collaboration, and the Taste Salisbury Festival in September will be good evidence of the success of this.	
<b>L11.</b> Support the Mayor to carry out their role and revitalise Mayor Making in 2022	A Mayoral Working Party has meet supported by officers. This is ongoing.  The Corporate Team is supporting the Mayor to develop a Mayoral award scheme for his year, the details of this are not yet confirmed.	
<b>L12.</b> Re-entitle the Royal Wessex Yeomanry to the Freedom of the City	No action has been taken to date. For consideration in Autumn 2023 and 2024 onwards.	
<b>L13.</b> Increase the usage of and access to Shop Mobility equipment	Shop mobility membership numbers continues to rise. A Customer Services Officer attended DIGS inclusion event to promote the service. Shop mobility worked in partnership with Wiltshire Creative to provide equipment so that audience members with reduced mobility could enjoy this event.	
<b>L14.</b> Work with the Young Gallery to help ensure it reaches its full potential as a cultural asset within	The Leaders of the Council were in contact with the Young Gallery in 2022, but there is no change in the current situation given the lack of	



the city	progress of moving the library and associated movements.	
<b>Your Voice Heard</b>		
<b>V1.</b> 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	This is an active topic for the Council Leaders, especially with regard to budget setting. All group leaders have committed to work together on improved consultation.	
<b>V2.</b> Develop a community 'subscribers list' to communicate with our residents	New website complete. No work undertaken on subscriber's platform as yet. It may be brought forward as part of the actions agreed for V1.	
<b>V3.</b> Regularly review how we communicate with our residents and seek to embrace new technologies where possible	Streaming or recording of council meeting is under active review with several types of equipment trialled. This links to action to be agreed for V1.	
<b>V4.</b> Develop a customer service strategy to ensure seamless service for residents	A formal strategy document has yet been drafted. The development of this document be considered more fully in 2024	
<b>V5.</b> Consider holding a citizens' jury	The Leaders of the Council were represented at a recent open meeting organised by Salisbury Democracy Alliance to explore possibilities for a citizen's jury.	
<b>Wellbeing</b>		
W1. Review, and create a strategy to improve, our engagement with local communities	A review of engagement is ongoing. The Communities Team is embedding Asset Based Community Development, and the development of a written strategy will form a later part of this work.	
W2. Improve our capacity and the skills of volunteers by offering a range of opportunities and pathways for development	Volunteer opportunities have been created in a range of setting across the council's activity, and the Council is very appreciative of all its volunteers.  Improved induction is in place including a universal volunteer application	

	<p>form, reference uptake &amp; universal induction document for Communities. This will be rolled out across the whole council in due course.</p> <p>A Sports volunteer development pathway has been created including funding for Level 2 qualifications from Wiltshire and Swindon Sports Partnership (WASP).</p> <p>At the Pantry, a member led volunteer scheme is being developed. New roles have been identified by members and volunteers to support the volunteer upskilling.</p>	
<p>W3. Increase participation of residents in community projects, building community spirit and resilience</p>	<p>“We love where we live” events are planned for Summer 2023 and Community Development Officers leading on increased local involvement in planning - May - July 2023.</p> <p>At the Friary Hangout a youth led committee is in place, planning activity in 6 week blocks including estate wide events.</p> <p>See also W2 for member lead improvements at the Pantry</p>	
<p>W4. Continue to deliver social and cultural events across the city that bring people together in celebration</p>	<p>This has been delivered in a range of events for example, Big Help Out, Vintage Tea Party, Fun Days, Holocaust Memorial Day.</p>	
<p>W5. Actively support the engagement of people who experience barriers to participation in our events</p>	<p>This is embedded in the Communities Team’s (CT) working practice. In the last year, relationships have been reaffirmed with expert providers and partners to ensure we able to offer meaningful access to all our Communities Services</p> <p>The formation of the AITG has also contributed to raising the profile of inclusion and access across the work of the council.</p>	

<p>W6. Support improved and strategic networking of youth provision across the city</p>	<p>The Communities Manager has been working with a range of partners (e.g. local churches, Laverstock and Ford Parish Council, Rise 61) to bring people together to facilitate the creation of new opportunities for young people.</p> <p>Youth Provision Networking Meetings have been chaired by the Communities Team. This has led to the creation of Youth Services pages on Experience Salisbury to improve access to information for parents and young people.</p>	
<p>W7. Include the voices of young people in our processes to identify needs</p>	<p>Youth Forum Panel was not sustained by the Steering Group, which meet to develop it. A new approach to youth voice via member organisations has been written but not implemented as yet.</p> <p>This is in addition to individual engagement with young people by the CT, for example assessing Area Board Youth Grants and contributing to the planning of activity in the CT's services</p>	
<p>W8. Create and support personal development, leisure and social activities for young people in response to need</p>	<p>One member of the Communities Team is focussed on youth provision. Work in this area is being expanded as a priority across the city</p>	
<p>W9. Deliver the Friary Wiltshire Community Foundation Stronger Families project</p>	<p>The project has been concluded at the end of its 5-year programme. Final reporting is due in Sep 2023, this will be presented to the Community Services Committee.</p>	
<p>W10. Connect with marginalised communities and identify opportunities for consultation and partnership</p>	<p>This is integral in the work of the CT. The team works closely with DIGS, Exeter House, Spurgeons, and many other organisations and groups.</p> <p>The Community Café in Brown Street provides an easy to access, face to face venue and opportunity for the CT to engage with a wide range of</p>	

	<p>support services and organisation. This has led to the contact with more marginalised residents, for example the travelling community use the café and pantry, similarly refugees access services via the café, and also those suffering financial difficulties can be put in touch with the appropriate support organisation.</p>	
W11. Support and invest in Your Salisbury Pantry	<p>The Pantry is now open on Tue and Wed PM. This initiative is funded by the Council, plus the member's contribution to their shopping and grants.</p> <p>The Communities Manager is working with Safer and Support Salisbury to increase the use of the building as a wider community resource as previously reported to the Community Services Committee.</p>	
W12. Continue to offer a programme of community activity that is financially accessible and targeted at the needs of people on low incomes.	<p>The CT continues to offer a programme of free or low-cost activity targeted at people who would otherwise not be able to afford this.</p> <p>For example,</p> <ul style="list-style-type: none"> <li>• Free After School provision at Friary and Bemerton free Holiday activity for families</li> <li>• Community Café activities and advice,</li> <li>• Low-cost Lunch Clubs</li> </ul>	
W13. Include the voices of people on low incomes in the planning of this programme	<p>All regular SCC groups now have participant led planning. The CT is actively involved in resident lead projects and supporting them to develop sustainable action plan, for example Residents Associations and panels.</p>	
W14. Encourage more people to adopt an active lifestyle	<p>The CT Activity Leaders continue to offer a range of opportunities to get moving</p> <p>For example:</p> <p>Road shows, Sports day, Ability Counts football, FUEL support, Dodgeball, Senior Games, Support of Ramblers Wellbeing Walks and</p>	

	<p>development of new walks, ports within all regular after school and youth sessions, coaching cover for schools, coaching for Harnham Crocodiles cricket.</p> <p>In 2022/23 there were 77 sessions and 4793 Participant Hours.</p>	
W15. Support further development of the Sports Forum	The Sports Forum is now well established and participation increased in year. An Action plan is in development. An Over 60's brochure has been completed for the 2023/24 season	
W16. Work to improve the range, location and accessibility of physical activity opportunities across the city	This work has been taken on by the AITG. The audit of the council's parks and open spaces is a first step.	
W17. Consider imaginative uses of Community Grants budget for the benefit of our community	<p>The Grants Policy has been revised to no longer include multi year grants. The Communities Manager continues to work with community groups and organisations to ensure the grants fund is fully taken up with projects that match the Council's Community Priorities.</p> <p>In 22/23 a new Youth Bursary Grant scheme was developed to focus on this area of need. This will be reviewed by Events, Market and Grants Sub Committee in due course.</p>	
W18. Review the Annual Parish Meeting to enable community engagement and participation	The Annual Parish Meeting was held on Mon 17 Apr 2023. The agenda included the involvement of community representatives and grant recipients. It was a positive opportunity to communicate and share the successes of the Communities Team, and impact of the grants programme, plus provide other updates on the Council's activities.	
W19. Work with Wessex Community Action to deliver infrastructure support to local Community and voluntary groups	This is achieved and ongoing, for example, the Big Help Out. However, this work is not progressing quickly, but the CT remain in contact with WCA regarding shared areas of priority.	

Looking to the Future		
F1. Establish a consistent and meaningful relationship with Wiltshire Council at all levels	The Leaders of the Council have meet with the Leaders of WC regularly. The Clerk meets with the CEO of WC quarterly. The Leaders of the Council actively participate in the Future Salisbury Place Partnership	
F2. Show authority, leadership and engagement at the Future Salisbury Place Board ( <i>now Partnership not Board</i> )	Cllr Riddle and Cllr V Charleston attend the Future Salisbury Place Partnership supported by the Clerk and Business Manager. Details of these meeting can be seen <a href="#">here</a>	
F3. Lobby Wiltshire to ensure that the infrastructure needed to support development within the city and on its boundaries is provided	The Council's Planning Committee included comments in its response with regard to this.  The Planning Committee recently considered the provision of a southern Policing Hub	
F4. Continue to defend the character of the city and oppose inappropriate development through our Planning Committee responses	The Planning Committee considers all planning application within the city boundary.	
F5. Support the Neighbourhood Development Plan Steering Group in making the NDP, and thereafter promote/adopt the policies within it	The Neighbourhood Development Plan is nearing Regulation 15 consultation. Further details can be seen <a href="#">here</a>	
F6. Consider any requirement to ask Wiltshire for a boundary review	This is an ongoing review, where any requirement would be discussed and agreed by Full Council.	
F7. Response to surveys and consultations issued by Wiltshire Council and other partners	Consultations and surveys responded to include: <ul style="list-style-type: none"> <li>• Environment and Climate Monday 24 October 2022 - Responded to the Net Zero consultation</li> <li>• Planning Committee Tuesday 19 April 2022 responded to the Salisbury Station Forecourt and Fisherton Gateway Consultation –</li> <li>• Planning and Development Committee Monday 26 September</li> </ul>	

	<p>2022 responded to the Salisbury Shared Mobility Consultation – F</p> <ul style="list-style-type: none"> <li>• Planning and Development Committee Monday 23 January 2023 considered then agreed response the Reform to the National Planning Policy Consultation</li> <li>• Cllr Riddle took part in WC’s Planning Peer Review</li> </ul>	
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	This is an ongoing task as new developments occur. A report will be presented to F&G in July	
F9. Work with Wiltshire to deliver the High Street Fund (HSF) Bid projects	<p>SCC is an active part of the HSF projects in the city, working closely with WC.</p> <p>Work is due to commence on Fisherton Street and the Station Forecourt later this year.</p> <p>Final details of the development of 47 Blue Boar Row are still under consideration, with SCC seeking action as soon as possible.</p>	
F10. Support installation and development of community public art	The Turning Point public art project was conducted Oct 2022 to Mar 2023. Regular updates have been provided to Community Services Committee. A full and final report will be provided to Services Committee in Sep 2023.	
F11. Work with Wiltshire, the Environment Agency and other to deliver the River Park	Officers have been part of the regular WC/Environment Agency (EA) meetings for this project. The EA have provided regular updates for councillors and the public.	
F12. Consider taking on additional services, where practicable and beneficial to the city	No services are currently under consideration.	
F13. Consider providing services to others, where practicable, affordable and beneficial to the council	Providing grounds maintenance or street scene services to other bodies will be considered in full in 2024. However, if opportunities arise before then these will be considered as they arise.	

<p>F14. Build strong relationships with other parish councils to ensure close working and communications for the benefit of South Wiltshire</p>	<p>Regular quarterly meetings are held between the Leaders of the Council and local parish chairman discussing a range of issues which effect all local parish councils. The Clerks meets regularly with the Clerk of Laverstock and Ford Parish Council, and other Wiltshire clerks.</p>	
<b>A Well Run Council</b>		
<p>R1. Ensure appropriate conditions exist to facilitate continuous improvement in service delivery for staff and councillors through clearly defined policies, guidance and appropriate interventions.</p>	<p>Policies covering the main HR areas are available to all staff on the Council's Electronic Data Management System. New to SCC managers receive an induction covering the main aspects of HR Policies and are then supported through any actions taken.</p> <p>The HR Manager works with individual managers on any specific case work required considering employment law, best practice and inclusive approaches.</p>	
<p>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.</p>	<p>A yearly survey is completed each December, this is followed up with a stress survey in April. Both surveys are considered by line managers, including Senior Management Team, and an action plan developed.</p> <p>There are also opportunities to feedback through HR facilitated line manager workshops and yearly inclusion training.</p> <p>A quarterly staff H&amp;S meeting takes place to consider H&amp;S concerns.</p> <p>Informal cake and coffee sessions are held periodically to enhance cross council working and relationships.</p>	
<p>R3. Policies and practise will promote equality of opportunity, mental and physical well-being, inclusivity and diversity in the workplace to</p>	<p>Each year all staff attend a yearly inclusion workshop, during the workshop there are opportunities to give feedback on areas that could benefit from some focus to promote and be an inclusive workplace.</p>	



achieve an inclusive staff council	<p>Diversity information is requested (by completion of an anonymous survey) and held on our staff database (only available to HR and City Clerk).</p> <p>The AITG is considered the training requirements for councillors.</p>	
R4. Review our induction process to ensure the best possible start for new staff.	The HR Manager has reviewed the induction process regularly to ensure new starters have a good start to their council experience. There is an induction checklist for all managers to go through and this is revised when feedback is received.	
R5. Performance Management Reviews (PMR) will ensure all aspects of employment including training, in consultation with staff, are reviewed at regular intervals	The Council's policy requests that managers to have a formal intervention, either a 1:1 or a 6 month review, with each member of staff they manage every 3 months. This is recorded and entered on PeopleHR and will be monitored by the HR Manager.	
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)	Council has achieved NALC Local Council Award Scheme Gold Standard. Councillors have attended/will attend NALC and WALC training. The Clerk is an active member of the Wiltshire Branch of the SLCC. Cllr V Charleston attended a recent Wiltshire NALC Conference.	
R7. Employees' terms and conditions of employment are informed by Transfer of Undertakings of Employment Regulations 2006 (TUPE), where appropriate	TUPE transfer of Grounds Maintenance and Street Operatives is complete. No further TUPE planned at this date.	
R8. Review working groups and committees to ensure they meet the needs of councillors and allow for open and transparent governance	This is completed and new governance arrangements in place.	
R9. Consider online committee management system and the provision of IT support to	Some preliminary investigations have taken place into possible systems, but this is not yet developed into a proposal for the Council's	

councillors	consideration.	
R10. Review and refresh the council's risk management strategy	The Council Risk Management Strategy is reviewed annually review – to be presented to F&G in Jul 2023.	
R11. Improve the management of Health and Safety and its reporting to council	An independent Health and Safety review has taken place and management actions taken where needed. H&S Policy and report will go to F&G in Oct 2023.	
R12. Consider the council's performance management framework and reporting against this plan	The agreement of the Strategic Plan and this report forms part of this action.	
R13. Review our management accounting processes to develop and enhance financial analysis and reporting	Changes were made 2022/2023 after discussion with Chairman of F&G committee. Income and Expenditure unmerged by budget area. Further development may result from budget consultation process in 2023.	
R14. Draft a 4-year medium term financial plan	A 4-year plan presented to Full Council in Jan 2023. This will be reviewed as part of budget process and once again presented to Full Council in Jan 2024.	
R15. Maintain payment procedures to maximise online payment where possible	No action planned this year – for action in 2024	
R16. Prepare financial systems to meet changes in audit requirements in the event that the council's turnover is in excess of £6.5M	The RFO has liaised with internal auditor for establish forward plan for this change and this will be fully considered by the RFO in 2023.	
R17. Review our procurement policies and procedure to ensure they reflect the council's constitution and climate change aims, and then embed with managers	The Procurement Policy is under review – to go to F&G Committee in Oct 2023.	