Community Services Committee

6th October 2025

Community Services
Reflections and Vision...

SALISBURY
CITY COUNCIL

Community Services- reflections...

- Building upon a strong legacy
  - Wealth of community activity and assets- strong relationships
  - Committed team- respected, passionate about what they do, keen to develop and grow
  - Extensive community activity across wide range of amazing organisations and partnerships across Salisbury
  - Voluntary and community sector extensive- how are we engaging/which voices are being heard?

- Operational Thorny Issues
  - Capacity Issues- overcoming daily operational challenges to enable strategic development and growth- no resilience or buffer for sickness/reacting to live situations/ need a team with capacity and skills to do the job
  - Clarity over the role of the Community Services- ensuring best use of our resource and skills
  - Generic priorities- unrealistic/unfocussed work programmes/too many priorities
  - Designing out inefficiencies and ad hoc projects, duplication and "saying no"
  - Addressing long standing issues- pick up the "too difficult" issues, non-compliance, outdated policy, over complex and tired systems
  - Investment in development and training- high support/high challenge/high performance

Community Development update

- Jul/Aug- Love Where We Live events- 1,500-3000 attendees- new co-production opportunities

- Community space hires- 50% increase on income last year

- Kaleidoscope arts group– 50% increase in members

- BU group-LGBTQ+ represented at Inclusivity Day-awareness and outreach for schools- authentic and powerful voices- groups work showcased in interview in C magazine

- Community café- developing reach and additional wrap around partner support at lunch clubs

- Bootcamps for health care- guaranteed interviews with SDH- impressive back to work outcomes

- Youth groups/You Network- pathways for young people- volunteering, youth leaders- tangible person-centred development and growth

Our Salisbury Pantry

- Staffing- 1 paid member of staff- recent in budget temp changes from 0.6 FTE role to 1 FTE equiv (2 pax job share)

- Volunteers- (28) strong and committed volunteer network

- Food supply- strengthening and diversifying supplier chain

- Collaboration/joint funding opportunities

- Operational effectiveness- new practices- reducing stigma, maximising connection and wrap around support

- Ongoing challenges- funding reductions, keeping fridges stocked, increased demands, operational resiliency

- Is it worth it? What does good look like? What is our measure- financial, environmental, social value, ethical?

Visit from High Sheriff of Wiltshire, Martin Nye

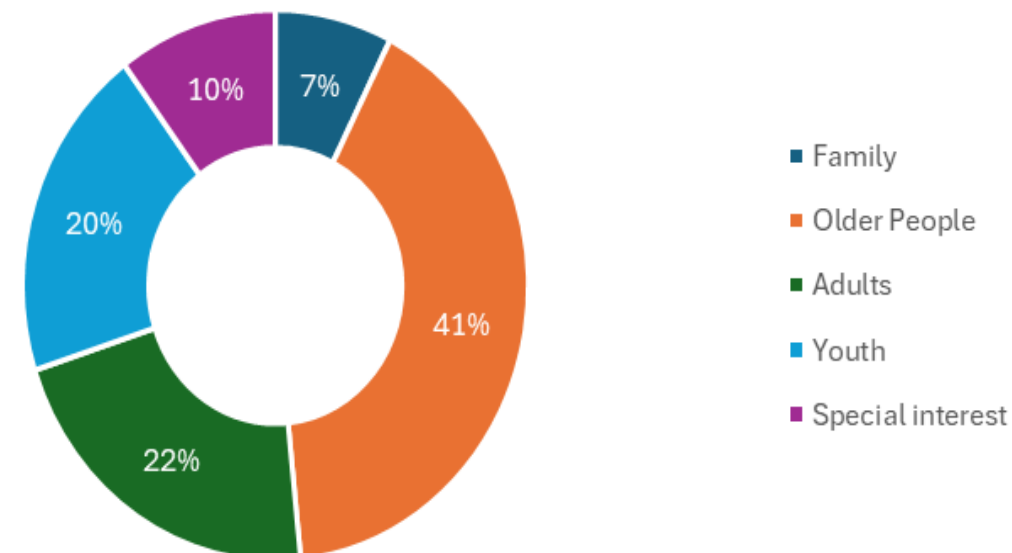# A week at the pantry....some VFM headliners...

- **Donation retail value of £3285** (purchase cost of equivalent stock would be **£170K pa**)

- **Volunteer manpower contribution £1322.50** (115 hours volunteered per week-range of volunteer roles- the equivalent salary bill would be more than **£115K pa**)

  (volunteer expenses are under £5K pa currently)

- **A significant Green savings 602kg** (31304 kg of food annually prevented from going to waste (the UK estimate is that each person wastes around 70kg per year)

- **Social and ethical contribution-** responding to the most vulnerable and at risk in our city

  - Snapshot of usage (Apr 24 compared with Apr 25) shows a 64% increase in take up with no additional staffing/volunteer resources

- **Approx 1/3 of annual caseload are repeat customers- 2/3rd move on to sustainable lifestyles**

- **Distance travelled measures-** customer journeys- diverse stories- pathways from crisis to thriving....

- **Not there yet**... Needs Council support to become more resilient and prepare for the future- staffing, responding to increased demands, developing operational model

- Is it worth it? net gain in added value terms from the Councils investment-**over 400% Return on Investment (ROI)**

SCC Community Grants 2022- 2025

Breakdown of Community Grants by ward 2022-2025

- Harnham
- Bemerton Heath
- St Francis
- St Paul's
- All wards

9%
2%
3%
0%
86%
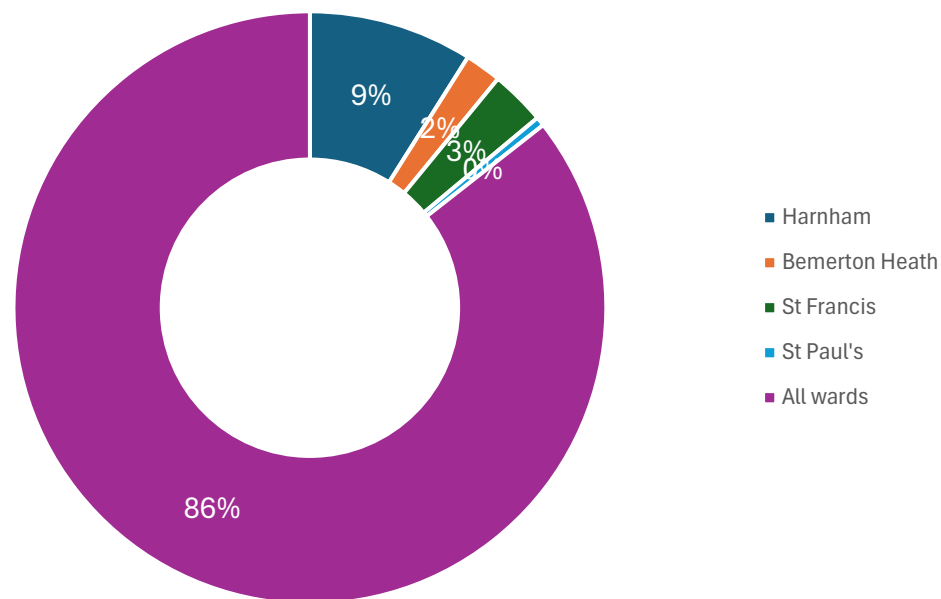
Beneficiaries of Community Grants 2022-2025

- Family
- Older People
- Adults
- Youth
- Special interest

7%
41%
22%
20%
10%

Grant giving- a fresh eye

- Community Grants- analysis and review of grants to prioritise effectively, streamline processes and maximise agility

- A programme responsive to evidenced needs, issues and opportunities

- City/cultural grants- maximising the reach and impact of the "cultural offer" beyond business as usual

- Emerging priorities
  - Asset based community development- capacity building approaches for growth and sustainability/exit strategies
  - Infrastructure organisations- maximising work to empower and support the VCSE sector across Salisbury
    - Recruiting developing and supporting volunteers/trustees

- How are we monitoring and evaluating impact- the so what ?

  -Are we getting "bang for our buck", How well are we capitalising on opportunities?

  -Who is being supported? Who isn't? How are we engaging lesser heard voices/new groups?

The Vision for the Future

- Strategic partnership working- working with integrity, building trust, adding value to each other, kind not nice

- Inclusive and collaborative- sound decision making- responding to issues and evidence led needs

- SMART Community priorities- aligned with Council corporate plan and delivered in partnership

- SMT development and cross departmental working-strong leadership

- A robust and functional team- strong performance management- outcomes and impact driven

- A realistic portfolio of work- development, training and support essential

- Rooted in good practice- beyond informing and consulting- engaging (connect), co-design (involve), co-produce (collaborate)

- What is the art of the possible? Exploring models of community leadership…further developing active, thriving community hubs

- Growth- developing and empowering, securing external funding, increasing earned income, driving efficiencies

- Transformational- brave and bold, actively seeking innovation and new ways of working

- Making a difference that matters… ensuring our efforts are best placed…improving neighbourhoods, changing lives…..Salisbury- a place where all of our diverse communities thrive…

Mobilising- Setting community priorities 2026-2029

- Quantitative and qualitative methodology

- Key data sets- including Index of Multiple Deprivation- new data release October 30th

- Stakeholder and partnership engagement -event 25th November

- Feedback and member event- event 26th November

- Insight survey data- what is important to local people?

- Outreach and engagement work- inclusive and far reaching- hearing the voices of our communities.. Partnership with WC/WCA/Lottery

- SCC staff- our own community stakeholders

- Communities team- wealth of experience to build upon- high support, high challenge, high performing.... fulfilled that how we work and what we do makes a tangible and sustainable positive impact in our communities