

COMMITTEE REPORT



Subject:	Community Strategy and Priorities - Year 1 Quarter 2 Delivery Update
Committee:	The Communities Committee
Item Number:	18
Date:	12 October 2026
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Report status:	Note
Confidential / Exempt:	No

1. Report Summary

1.1 This report provides an update on Year 1 Quarter 2 delivery against the Community Strategy Delivery Plan, including the current monitoring and evaluation approach and progress against agreed actions.

1.2 At this mid-year point, the report should be read as a delivery and progress update, with further work required in Quarters 3 and 4 to strengthen consistent impact data collection and outcome reporting.

1.3 Overall delivery remains positive, with most actions either delivered or on track. Reduced staffing capacity has delayed some developmental activity and will continue to affect delivery during Quarters 3 and 4.

2. Recommendations

2.1 It is recommended that the Committee note the report.

3. Background

3.1 The mid-year point of Year 1 delivery of the Community Strategy and Priorities 2026-2029, provides an opportunity to assess delivery against current priorities. The Communities Committee approved the Salisbury City Council Community Strategy and Priorities Plan in June 2026. At that meeting, the committee resolved to provide quarterly strategic oversight of delivery progress against priorities and objectives.

4. Delivery capacity challenges – community team staffing

- 4.1 The Communities team has experienced a number of capacity issues during the last delivery quarter, affecting some areas of planned activity including two vacant posts and senior officer absence due to planned surgery.
- 4.2 Recruitment for a Community Development Officer and Business Support Apprentice roles was suspended due to no line management and insufficient service resilience.
- 4.3 These challenges required interim arrangements with the team taking on some additional areas of work, reassignment of duties and some interim additional communities' management casual support.
- 4.4 Despite reduced capacity, programme delivery over the last quarter has been positive. A total of 32 actions were taken forward in Q2, 22 of which are green and 10 are amber, which equates to 69% of objectives achieved. All planned summer events were delivered, and core service delivery has been maintained, working on a business-as-usual basis. Some developmental elements of the delivery plan have not progressed, as reflected by 31% of amber actions requiring further work or interventions.
- 4.4 Recruitment to the vacant manager post is anticipated to take place in November/December 2026. Once the postholder is in place, recruitment for remaining vacant posts of a Community Development Worker and Business Apprentice roles is anticipated to follow in Quarter 4.
- 4.5 There will be a period of transition while vacant posts are filled and new team members are inducted. Affected areas of delivery will be taken forward as soon as feasible however, capacity impacts during this time will continue to affect Quarters 3 and 4 of Year 1 programme delivery.

5. Monitoring and evaluation framework

5.1 The monitoring approach currently provides an overview of delivery against agreed actions using a simple Red, Amber, Green (RAG) rating. The monitoring document captures actions, target dates, narrative on progress, status and identified next steps. (see Appendix A).

Red: Serious issue; objectives not met or unlikely to be met without remedial action.

Amber: Some concerns, risks or delays; intervention may be needed.

Green: Delivered or on track, with no significant concerns.

5.2 At the mid-year point of Year 1, the monitoring document provides a clear account of delivery progress, activity levels and emerging outputs against agreed actions. It should not yet be read as a full impact assessment. Some areas of delivery do not currently have established baseline data, consistent outcome measures or agreed partner reporting arrangements. This limits the extent to which longer-term impact can be evidenced at this stage.

5.3 This position is recognised and will be addressed as part of the next phase of delivery. During quarters 3 and 4, work will focus on strengthening the monitoring and evaluation framework by identifying proportionate outcome measures, improving consistency of data capture, establishing baselines where possible, and agreeing partner reporting arrangements. This will enable future reports to move beyond activity and output reporting towards clearer evidence of community impact. Developmental work is ongoing to explore potential impact mechanisms that are the best fit for programme activity. For example, specialised youth impact measures. (see Appendix B).

6 Delivery plan update

6.1 Overall, very good progress has been against objectives with 22 green, 10 amber and 0 red actions.

6.2 **Green**- headline achievements include:

- Bemerton Heath and Friary Fun Days – Over 500 visitors and 14 partner organisations to each event, with positive feedback from Sarum Academy, partners and attendees.
- Salisbury Mela – first year of Communities' service successfully co-producing this event with local groups and business team in collaboration. Over 1,000 visitors, 25% increase in community group engagement and a positive celebration of a wide range of diverse range of Salisbury communities.
- Youth engagement – an increase in school/college partnership engagement events with over 150 pupils engaged in Citizenship, Industry days and college open days.
- Reshaping of current youth activity- amalgamation of existing groups, new support groups established in partnership (e.g. teenage parent group) and continued delivery of Monday After School Club, Youth Hangout and BU LGBTQ+ groups.
- Food insecurity support/connection - Salisbury Pantry take up levels continue to grow, supporting 90–130 households weekly, continued levels of demand and uptake of Community Café and St Michaels's Lunch Club (Bemerton Heath) despite staffing changes.
- Health and wellbeing – extensive offer in community spaces and park settings including walking groups, weekly yoga, family fitness, district nurses, baby clinics, specialist support groups e.g. dementia support, multiple sclerosis.
- Employment and skills – continued delivery of employment boot camps linked to opportunities at Salisbury District Hospital including boot camps this quarter for Health Care Support Workers and Mental Health support worker roles.

6.3 **Amber** – areas needing intervention include:

- Pride in Place partnership and collaboration- further work needed to formalise strategic and operational arrangements.
- Recruitment within the Communities service- essential for future delivery.
- Community hubs- further work needed to maximise use of local centres for signage, communication and engagement, particularly for key safety messaging, community engagement opportunities and support service information.

6.4 **Red** – objectives not met:

None.

7. Conclusion

7.1 The first quarter of 2026 included extensive research, engagement and partnership activity to develop and shape the now approved Community Strategy and Priorities 2026-2029 and the delivery actions that respond to the priorities.

7.2 Quarter 2 has moved into the delivery phase, bringing projects to fruition that make a tangible and positive difference in our communities. Current monitoring demonstrates delivery progress and emerging outputs from frontline community activity. Further work is required during Quarters 3 and 4 to strengthen outcome measures and provide a clearer assessment of longer-term community

impact. Areas that have experienced the most progression and growth include food instability, summer events developing collaborative and inclusive approaches, young people's provision and health and wellbeing activity. The area with the least progression is police and community safety engagement in priority neighbourhoods.

7.3 Increasing capacity within the Communities Team is essential to maintain delivery at the current level. Further partnership engagement and development work will also be required to achieve actions and activity in Quarters 3 and 4 of Year 1 plan delivery.

8. Strategic and policy alignment

8.1 The Community Strategy and Priorities Plan 2026–2029 will form part of the Council's Plan.

9. Implications

Implication Area	Impact	Comments / Mitigation
Financial	None	No additional financial implications arise from this report.
Legal	Low / Medium	Duties relating to the effective use of public funds are mitigated through delivery oversight.
Risk	Medium / High	Communities staffing is the biggest risk to delivery of this strategy. Committee will continue to be briefed on any emerging concerns or recruitment challenges.
Personnel	High	Existing resources will need to be maintained to support delivery of the strategy and priorities. Vacant posts need to be filled, and staff will need appropriate training and support to ensure sufficient resilience and capacity.
Environmental Impact	None	No negative environmental impact is anticipated.
Equalities Impact Statement	Low	The Council is bound by the duties of the Equality Act 2010. Delivery of our priorities will contribute to positive inclusion outcomes.
Community / Public Impact	High	Delivery of this strategy is expected to have a positive benefit for the wider Salisbury community. Further work on monitoring and evaluation will strengthen the evidence base needed to demonstrate community impact and outcomes against agreed priorities.
Procurement / Contractual	None	No procurement or contractual implications are identified.
Property / Asset	Medium	Delivery of this strategy should support the use of Council community building assets as thriving hubs for positive community activity.
Data Protection	None / Low	Data captured for the delivery of this strategy will be used only for its intended use.

10. Appendices

10.1 Appendix A – Delivery Plan Monitoring

10.2 Appendix B – Impact Assessment Examples

Appendix A.

Community Strategy Delivery Plan – Year 1 Q2 Monitoring

Priority 1: Reduce Inequality and Strengthen Community Safety and Resilience

Objective	Target Date	Progress against action	Status/Next Steps	Q2 2026/27
Deliver a programme of events to offer community engagement opportunities with support from key partners sharing messages around health and wellbeing, crime and community safety, education skills and employment.	August 2026	Bemerton Heath Fun Day. Delivered at Sarum Academy. Attendance of 500 visitors recorded, 14 partner organisations supported with health and wellbeing activity, skills development, community safety messaging and more.	Completed	
	July 2026	We Love Friary. Delivered. Over 800 residents attended. Relevant partnership activity, including health and wellbeing activity, family support, community safety awareness, and youth skills development.	Completed	
	September 2026	We Love Harnham (Lead: Harnham Parish Churches) Delivered. Attendance of over 800 visitors recorded. Extensive level of partnership support. SCC supported the event with community grants funding.	Completed	
	Autumn 2026	The Big Bash — youth development signposting. Preparations on track for delivery in September 2026	On target	
	Spring 2027	Resident Engagement Day	Pending	
	February 2027	Family Fiesta – Activity day for families, showcasing support provision	Pending	
Increase access to health and wellbeing support services in priority neighbourhoods.	Q1,2,3 and 4	Health & wellbeing awareness Extensive offer of health and wellbeing activities running from the Bemerton Heath Community Centre	Review current hall hire bookings to ensure community facilities are supporting plan delivery	

		including Health Visitor, Baby Clinic, District Nurse, MS Group, Merry Memories (Alzheimer's Group), Live and Breathe for people with respiratory challenges, positive wellbeing sessions, walking group. Family fitness activity and walking group activities at Friary Community Centre. Additional health and wellbeing in other city community spaces are being promoted in priority neighbourhoods e.g. Men Matters event (pending-October). Collaborative health improvement initiatives ongoing with HCRG and Integrated Care Board.	and maximising opportunities for local people.	
Support regeneration initiatives and resident engagement for Bemerton Heath Pride in Place	2026/2027	Work with Bemerton Heath Pride in Place Neighbourhood Board (PiP) and Wiltshire Council to support regeneration delivery and resident engagement in the PiP programme. Strategic communication and partnership arrangements need to be formalised between SCC and PiP. The Communities team is providing resident engagement workshop support to PiP- 16 workshops-September	Explore potential mechanisms with PiP (e.g. MOU/SLA/other)	
Provide access to affordable food, information, guidance and support to address	Ongoing weekly provision	Salisbury Pantry (social supermarket; fundraising, donations and food drives) – Ongoing weekly sessions being delivered. Weekly delivery – 90 to 130		

financial challenges and reduce social isolation.		shops a week. Fundraising, donations and food drives taking place.		
	April 2028	Salisbury Pantry future sustainable governance model- work ongoing to increase resiliency of current model to assist with future development goals. Pace of development work subject to officer capacity levels.		
	Ongoing weekly delivery	Our Community Café. Consistent uptake- Weekly sessions attracting 20-25 people who receive affordable lunches, hot drinks and cake. Support agencies attend re. Financial inclusion, mental health support, energy efficiency and more.		
	Ongoing weekly delivery	Bemerton Heath Lunch Club- St Michael's Church Weekly sessions- 18-25 attendees for a hot meal and connection. Average uptake 16-18 elderly more frail seniors- companionship and peer support. Age UK/ support agencies visit. Community fridge provides food insecurity support to those who need it.	Next quarter planned events include music and memories afternoon and Christmas carols and lunch with loved ones.	
	Quarterly	Support multi agency networks sharing good practice, peer support and collaboration on food insecurity. Foodie Network (multi-agency food-drive collaboration) Partner discussions ongoing in relation to the HCC Crisis and Resilience Fund, community hubs, including Salisbury Long Table and partnership working opportunities.		
	July 2026	The Big Help Out (food drive) Food collection event in Market Guildhall Square to support Salisbury	Early planning for future events to ensure maximum return on	

		Pantry/Salisbury Foodbank and Longhedge and Old Sarum Pantry. Food donated- Increased awareness of provision and new pantry member sign-ups, new volunteers secured and recruitment and Sarum Academy pupils supporting as part of Citizenship Day activity.	efforts. (day and time of event, communications plan).	
	Ongoing weekly sessions	Financial inclusion support in community settings. Taking place at Bemerton Heath Centre, St Michaels Church and Salisbury Baptist Church (Acorn Bank, Christians Against Poverty, volunteer financial advisers, fuel poverty, debt advice and extensive signposting to additional partner agencies- over 36 referral partners.	Supported by volunteers and community development officer role (reassigned duties).	
Support and develop pathways to employment for residents in priority neighbourhoods.	Quarterly	Increase opportunities for employment and skills development training in community settings. Skills development workshops Promotion of local employment opportunities Work experience placements Volunteering opportunities Employment Boot Camps - Health Care Support Workers and Mental Health Work Camps – linked to jobs at Salisbury District Hospital delivered by training provider from SCC Community Centres.	Investigate opportunities for partnership working to increase access to Boot Camps for residents from priority neighbourhoods.	

Work collaboratively with multi-agency groups delivering neighbourhood crime and community safety initiatives, campaigns and communications.	Quarterly	Work with Wiltshire Police and the Interagency Group (IAG) to create stronger coordination between local delivery providers, Bemerton IAG – ongoing meetings taking place quarterly. Friary IAG – remains dormant.	Progress Friary ICG activity once team resourcing challenges are resolved.	
Use Salisbury City Council community spaces to provide information and guidance on community safety topics, services and issues.	Quarterly	Promote reporting routes and access to support for Community safety information & guidance - crime reporting, anti-social behaviour, race hate crimes, domestic/sexual violence, environmental crime, staying safe. Promotion work ongoing- further work needed to create and improve use of window space at BHC and Friary for information and guidance (currently delayed due to staffing gaps).	Progress once team resourcing challenges are resolved.	
Priority 2: Positive Futures for Children and Young People.				
Deliver a programme of Youth activity sessions to raise aspirations and confidence and develop life skills.	August 2026 onwards	• Fun Days • Planned training and development at SCC youth settings • Work with the YOU Network to develop opportunities with local delivery partners. • Work with the YOU Network to develop opportunities with local delivery partners. • Youth development away day. • Collaboration with education, vocational business and third sector. Skills development activity is incorporated into planned events. Additional partnership development		

		work underway for future bespoke youth development in settings.		
Support the YOU steering group to review its sustainability purpose and activity.	2026-2027	Review existing arrangements and next steps. Meetings have taken place and further work ongoing to understand the youth sessions and their strengths and weaknesses. New CDM will pick this up in due course.		
Support delivery and promote opportunities for youth development	July 2026	Bemerton Heath Citizenship Day. 150 Sarum Academy Year 7 pupils supported community work including: • Creative project to design new BHC community centre signage • Design of community garden signage/Wildlife and Wellbeing • Environmental clean-up activity • Scout project.	Positive outcomes- in discussion for repeat event.	
	2026-2027	Recruit Business Apprentice to the Communities Team. Apprentice provider selected. Recruitment support documentation developed (JD/PS) Went out to advert from SCC and on Apprenticeship portal A crucial management vacancy led to the withdrawal of active recruitment to this post due to lack of team resiliency and the line management and support requirements of this role.	Recruitment preparation is complete. Progress once new manager in post.	

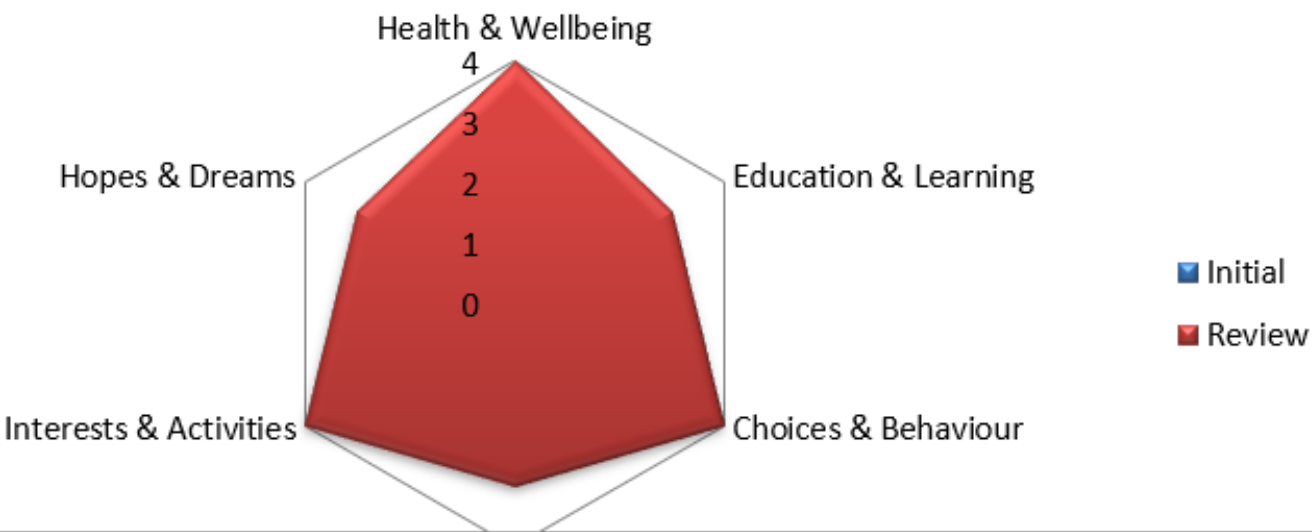
		Mechanisms are in place to re- instate the recruitment process as a matter of urgency once key management role is filled.		
	2026-2029	Partner promotion of apprenticeships, training, internships, volunteering and employment pathways	Not due this quarter	
	2026-2029	Provide a ladder of engagement for young people to become Youth Leaders through regular activity.	Not due this quarter	
	Summer 2026	Industry Day Project. 2 Industry Days delivered supporting enterprise. 10 students from South Wilts Grammar school supported: Salisbury Pantry- promotion campaign to increase sundry item donations- secured a new donation drop with Boots. SCC Markets team- developing a Teenage Market – overall school prize winner.		
Provide supportive and nurturing safe spaces for young people to connect and access support, information and guidance to increase safety and resilience	Q 2,3and 4	Patch play Kids Love Fit Creative Museum Group Monday After School Club Youth Hangout Regular weekly youth provision (SCC led, Volunteer led and partner led) across range of ages providing a range of support: - hot food/healthy eating awareness re. good nutrition - consistent, safe and welcoming spaces		

		-connection and friendships, peer support/adult role models -physical activity and sport/team games - developing confidence and life skills (cooking, creative projects) -expanding horizons- visits and activities beyond immediate local area		
	Q2,3 and 4	BU LGBTQ+ Weekly group sessions ongoing. Range of profile raising promotional and engagement activity- led by BU group members People in the Park representation alongside 3 rd sector partners Wiltshire College fresher fair and SWGS school engagement		
	2026-2029	Expansion of new drop-in youth sessions at the Friary Partnership discussions underway to assess feasibility and shape potential future activity.		
	2026-2029	You Network city wide youth provision. Ongoing provision taking place.		
Priority 3: Vibrant and Connected Communities				
Use SCC community hubs to increase knowledge and awareness of local opportunities.	2026-2029	Provide information and guidance in community hubs. Work is underway to fit out the windows at Bemerton Heath centre with signage and hanging display systems to increase awareness of information and guidance across health and wellbeing, employment and skills, volunteering, safer neighbourhoods,	Progress once team resourcing challenges are resolved.	

		community events/groups and resident engagement opportunities.		
Recognising Salisbury's diverse communities through a community led cultural festival event.	August 2026	Deliver the Salisbury Mela. Co-produced with community partners. Over 1000 visitors. Representation from a wide range of Salisbury's diverse communities providing information stalls (25% increase in support partner presence), food stalls and performances on the main stage. Interest from new communities to engage next year and positive community feedback from event.		
Support Community Leaders and groups to develop the confidence, skills and resources to run independently and ensure long term sustainability.	Autumn	Community capacity building work ongoing with groups/individuals- diverse and marginalised Programme to upskill and build resilience of BU (LGBTQIA+) volunteers as the group moves towards independence from SCC support- development work ongoing with BU for formalising future governance arrangements. Partnership work and engagement with Wiltshire Inclusion Network partners. Activity in development includes: • Funded (SCC community grant) targeted engagement and inclusion work- marginalised and diverse communities (Wessex Community Action) • Strategic activity to develop a Wiltshire Racial Justice infrastructure programme- developing funding and partner support for diverse communities		

Use green spaces to deliver free or low cost wellbeing activities for local people	May to Sept 2026	Work in collaboration with WASP and Park Yoga to deliver a six-month programme of weekly activity in our green spaces. Weekly yoga sessions delivered between May and September. Delivered by Wiltshire and Swindon Sport (WASP) funded by Salisbury City Council providing free access to yoga at Queen Elizabeth Gardens- awaiting outcome data.	Completed	
Maintain oversight and influence on the future of existing and emerging community/sporting organisations/development of community assets which contribute to community wellbeing	2026-2029	Allocation of Community Infrastructure Levy Funds (CIL) CIL documentation and application process established including: Gateway Assessments and scoring mechanism. Stakeholder Engagement Plan Applications process now open. Dialogue ongoing with applicants. Decisions for applications that are ready to be made by Communities Committee quarterly.		
		Salisbury Football Club Partnership discussions underway relating to current support and development and increasing and improving youth offer at club - youth community hubs - Salisbury Ability Counts Football Programme. - Adult all ability football progression pathways		

Youth Star Progress (Journey of Change)



Wheel of Life (Satisfaction vs Target)

