



COMMUNITY STRATEGY AND PRIORITIES

2026 - 2029

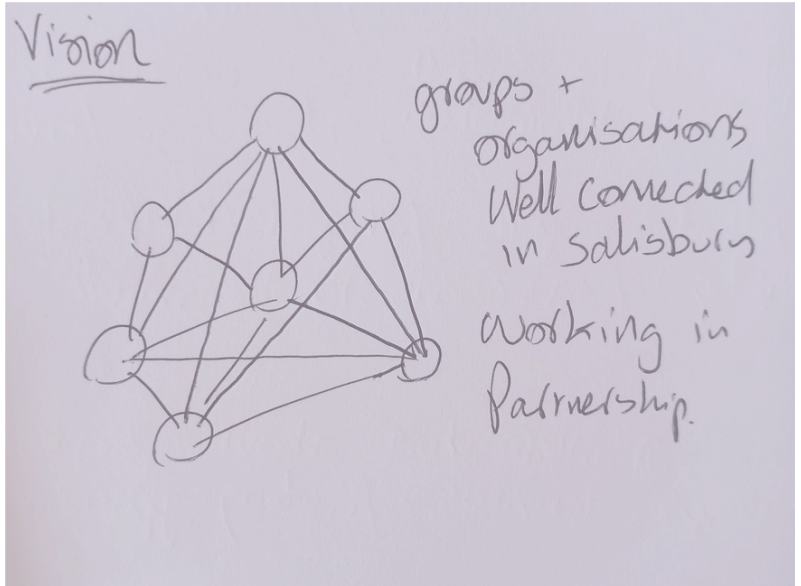


What does community mean to you

TRAINING

EDUCATION

Growing Together and
Helping Each Other



Belonging
&
Supportive

Help access to food

A Fair and more cohesive
community

YOUTH
VOICE



Inside front and back covers show some of the images, words and soundbites which came forward from residents and community partners as part of the development of this strategy.

Thank You to all involved!

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This strategy recognises that thriving communities are built on strong social connections, supportive services and opportunities for all residents to participate and play a role in community life. Salisbury has a world-renowned reputation, a thriving cultural offer and many positive ways to get involved. However, it is important that we recognise that some of our residents face persistent challenges including deprivation, social isolation, limited access to employment and unequal health outcomes. We also know that our young people need safe spaces and support to navigate their individual routes into adulthood.

It was vital that this strategy was led by residents and so has been shaped by hundreds of conversations with people who work or live in Salisbury. We have listened carefully to understand what matters most to our residents and the support they need to thrive.

The culmination of those conversations are the values and priorities laid out in this document. These will shape the work of our communities' team through to 2029, whilst recognising the importance of collaboration with existing delivery partners and our communities.

Our vision is for Salisbury to be a place where communities are connected, resilient and able to thrive together. We will work with our partners to develop a coordinated approach where resources are used effectively and the work we deliver responds to local need. We will support groups and volunteers working in our communities to develop the capacity, skills and resources they need to deliver targeted work where it is most needed.

Thank you to everyone who shared their time, ideas and experiences to help shape this strategy and the work we will deliver over the next three years.



Councillor Victoria Charleston
Chair of Communities Committee



This Community Strategy provides a framework for how the Council, partner organisations, community groups, and residents will work together to improve outcomes and create inclusive, sustainable communities across the city.

The strategy applies to Salisbury Parish, recognising both the shared opportunities and differing needs that exist across local communities. While many initiatives will be delivered across all neighbourhoods, some targeted activity will focus on areas experiencing higher levels of deprivation, social isolation, health inequality, and reduced access to local opportunities and services. A place-based approach will ensure that delivery reflects the specific characteristics, strengths, and priorities of individual communities.

The strategy also recognises the important role of local organisations, voluntary groups, and community leaders in supporting residents and strengthening local networks. Effective partnership working and meaningful engagement with communities will be central to delivery and future decision-making.

This document sets out the strategic context, priorities, and objectives that will guide community-focused activity over the coming years and support stronger, more resilient communities across the parish of Salisbury.



'Community allows the rich vibrance of every individual to shine through, and together, it creates something greater than the sum of all its parts.'

Safer and Supportive Salisbury

GEOGRAPHICAL CONTEXT

Salisbury is a cathedral city in the south of Wiltshire and sits within the administrative area of Wiltshire Council. The city serves as an important centre for retail, tourism, employment, and public services for both residents and surrounding rural communities.

With a population of 41,800 residents (2021 Census), the city includes a historic city centre, established residential neighbourhoods, and a range of community facilities and green spaces that support local wellbeing and economic activity.

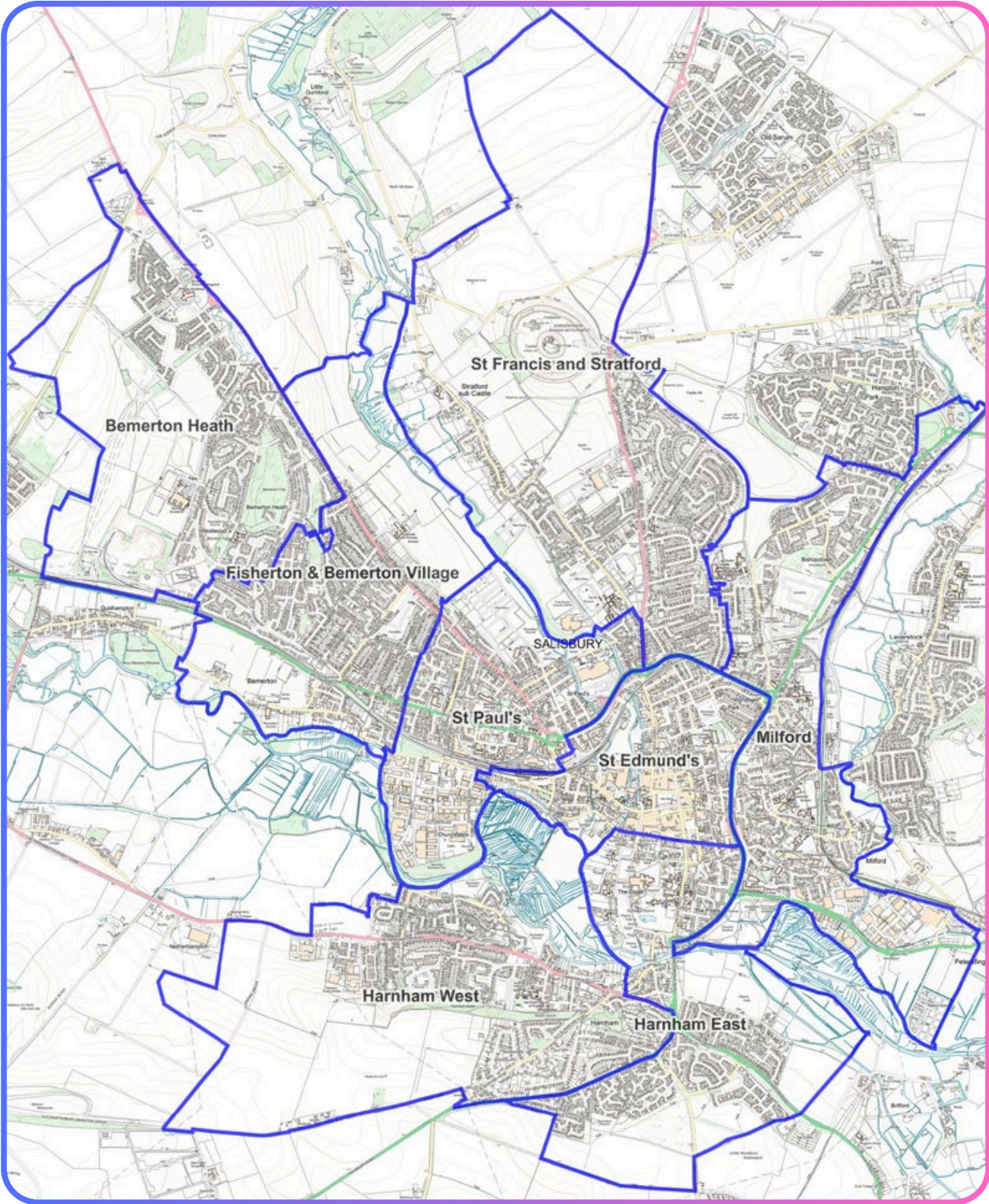
At a local level, Salisbury City Council acts as the parish-level authority for the city. The Council plays an important role in representing residents, supporting community initiatives, maintaining local amenities and public spaces, and working in partnership with local organisations and stakeholders to support community priorities across Salisbury.

The parish has an urban centre, residential neighbourhoods, and local community hubs, each with distinct demographic, economic, and social characteristics. Levels of deprivation, access to services, health outcomes, and opportunities for participation vary across different areas.

Our approach will respond to these geographical variances with delivery taking place both across the city and in our neighbourhoods. Bemerton Heath and Harnham East (Friary Estate) have been identified as 'Priority Neighbourhoods' with indicators which fall within the 10% and 20% most deprived areas nationally (Indices of Multiple Deprivation 2025). These areas experience higher levels of crime and community safety issues, lower education and skills attainment, income deprivation, child poverty and greater barriers to accessing services and opportunities.

The strategy aims to direct support towards communities where challenges are greatest and where additional investment can have the biggest impact. Our approach will help strengthen local communities, improve access to opportunities and services, and deliver positive outcomes for our residents.

SALISBURY PARISH MAP



OUR VISION

Our vision is for Salisbury to be a place where communities are connected, resilient and able to thrive together.

OUR VALUES

At the heart of our strategy, these underpinning core values will guide the way we work, our decision making and what we deliver:

- **Improving lives by responding to community needs and empowering people to thrive**
- **Building community strength by growing skills, confidence and opportunity**
- **Creating inclusive, connected communities where everyone belongs and can participate**
- **Meaningful community engagement and partnership working**
- **Driving bold, innovative change that delivers lasting benefits for our communities**



'The support available in Salisbury is amazing, we need to harness that and let the residents know what is around.'

Disability Interest Group of Salisbury

PRIORITIES

Priority Setting

These priorities are the result of robust data analysis and meaningful engagement with our communities to understand their needs and aspirations. This evidence-based approach enables us to focus support where it will deliver the most significant benefits. Each priority includes clear objectives as detailed below.

Priority 1

Reduce Inequality and Strengthen Community Safety and Resilience

- Provide opportunities for engagement and support for people living in priority neighbourhoods
- Support residents facing financial challenges to manage household costs and reduce food instability
- Respond to evidenced community safety or cohesion challenges

Priority 2

Positive Futures for Children and Young People

- Create skills, development, training and employment opportunities for children and young people
- Provide opportunities for meaningful engagement and advice to keep our young people connected, supported and safe
- Develop the capacity and skills of our youth practitioners and networks to better support young people to navigate challenging times

Priority 3

Vibrant and Connected Communities

- Create vibrant community spaces where people can access support and connect with each other
- Build opportunities to increase belonging, identity, cultural awareness and inclusion
- Strengthen community relationships and participation in community activities and events

DEVELOPING THE STRATEGY

This strategy has been developed with the support of Salisbury residents and a broad range of organisations working to support our communities. It builds upon strong foundations including:

- A vibrant voluntary and community sector supporting delivery of projects across Salisbury.
- Committed local delivery organisations and partnerships who are passionate about what they do and responsive to local needs.
- A wealth of community assets across the city.

The views of over six hundred people fed into the strategy research. To ensure a robust methodology informed the development of this strategy, qualitative and quantitative research techniques were adopted, including:

- Community focus groups
- Elected member and staff engagement
- Engagement with residents in crisis and hardship
- Neighbourhood asset mapping
- Partnership engagement
- Rapid appraisal interviews with key stakeholders
- Resident surveys and interviews
- Service data analysis
- Strategic review of key data sets including Local Insight and The Indices of Multiple Deprivation 2025
- Targeted engagement with special interest groups reflecting the diversity of Salisbury communities

Community Strategy Stakeholder Partner Event

"It's inspiring to come together, share ideas, and learn from one another. Seeing such a diverse range of organisations collaborating to shape the strategy was brilliant. Together, working with our communities, we can really make a positive impact."

Wessex Community Action



DELIVERING THE STRATEGY

We will deliver the Community Strategy through an asset-based community development approach. This means recognising and building on the strengths, skills and resources that already exist within our communities.

It is essential that residents remain at the heart of the delivery of this strategy, so they are actively involved, listened to and central to shaping the work that takes place in our communities.

We will work collaboratively alongside our existing partnerships to ensure our work complements, rather than duplicates or disrupts existing projects. Together we will contribute to a coherent and effective local response to community needs and opportunities.

The Council's Corporate Plan 2026 - 2029 will set goals and objectives for council services. This Community Strategy will form a part of this work. It provides a framework for the work of the Communities' team, delivering a programme of activity that responds to evidenced community need.

Delivery will be in accordance with all relevant Salisbury City Council policies and procedures to ensure legal compliance, protect public funds and maintain transparency and public trust.

The poster features a purple background with a colorful watercolor-style illustration of Salisbury's skyline. It includes the following sections:

- Community Strategy & Priorities 2026 - 2029** (with Salisbury City Council logo)
- Our Vision:** Communities that are connected, resilient and able to thrive together.
- Working Together:** We will work closely with organisations across Salisbury so that together, our work responds to the needs of our communities.
- Community Engagement & Communication:** We will involve residents in shaping local activities and decisions and provide clear and easy-to-understand information so people know what support is available and how they can get involved.
- Monitoring & Evaluation:** We will keep track of what we do and the difference it makes. This will help us be accountable to our communities and improve our work over time.
- Our Values:** At the heart of our strategy, these underpinning core values will guide the way we work, our decision making and what we deliver:
 - Improving lives by responding to community needs and empowering people to thrive.
 - Building community strength by growing skills, confidence and opportunities.
 - Creating inclusive, connected communities where everyone belongs and can participate.
 - Meaningful community engagement and partnership working.
 - Driving bold, innovative change that delivers lasting benefits for our communities.
- Our Priorities:** Communities that are connected, resilient and able to thrive together.
 - Vibrant, connected communities.
 - Positive futures for children and young people.
 - Reduce inequality and strengthen community safety and resilience.
- QR Code:** Scan the code to view the full strategy document.
- Contact:** 01722 417100, communities@salisburycitycouncil.gov.uk, salisburycitycouncil.gov.uk

RESOURCING COMMUNITY ACTIVITY

Community groups everywhere continue to face significant financial pressures. Our Community Grants Programme will fund projects which meet evidenced community needs in line with our priorities. This funding will:

- Support local activity
- Unlock potential match funding opportunities
- Create new collaborations between diverse sectors of the community
- Strengthen the long-term resilience of community organisations working in our neighbourhoods

The Salisbury City Community Lottery, large strategic grants and rent relief subsidies also contribute to the resourcing of community activity across the city.

We will continue to work strategically with our partners to maximise external funding to support the delivery of priorities identified in this strategy. Alongside this, we will ensure that projects delivered by Salisbury City Council provide value for money, clear outcomes and impacts and support sustainability and resiliency.

Volunteers contribute an invaluable resource to community activity across Salisbury. We will continue to recognise, support, encourage and develop volunteering as a core element of strategy delivery.



Visit for information on the
Community Grants
Programme.



Learn more about Salisbury
City Community Lottery.



ENGAGEMENT AND COMMUNICATION

We will ensure our communications are clear and accessible, so communities know what support is available and how to get involved. We want our community centres to be local hubs where people know they can find the information they need to seek support and engage in community activities.

We will maximise effective use of Council communications, partnership networks and social media platforms, monitoring performance and tracking key metrics to ensure communications are effective in reaching our communities. Where needed we will refine our engagement and communication approach to optimise results over the lifetime of this strategy.

MONITORING, EVALUATION & IMPACT ASSESSMENT

To ensure accountability and continuous improvement, we will take a multi-faceted approach to monitoring, evaluation and impact. Our framework will include:

- Customer feedback surveys
- Engagement metrics
- Theory of change models
- Social value indicators
- Distance travelled measures
- Establishing new benchmarking criteria
- Benchmarking against existing data
- Partner data and feedback

This will help us understand what is working well, where we need to adapt and how we can demonstrate the difference our shared work is making.

APPENDIX 1: EVIDENCE

The priorities in this plan reflect the most important areas of need in our communities as identified through research and engagement with our partners and communities. The priorities focus our work in areas where evidence shows the need is greatest and where working together with partners and residents, we can have the biggest impact.

Priority 1: Reduce Inequality and Strengthen Community Safety and Resilience

The latest English Indices of Deprivation (2025) confirms persistent geographic concentrations of disadvantage in Bemerton Heath and East Harnham (Friary Estate), highlighting challenges across income, employment, health, education and crime (IMD 2025).

LSOA Name (ONS Code)	Parent MSOA (ONS Code)	Overall IMD	Income Domain	Employment Domain	Education & Skills	Health & Disability	Crime Domain	Barriers Domain	Living Environment
Salisbury East Harnham - Wiltshire 059D (E01032023)	Wiltshire 059 (E02006674)	2	2	2	2	2	1	10	3
Salisbury Bemerton - Wiltshire 052D (E01031983)	Wiltshire 052 (E02006667)	2	2	2	1	3	3	7	9
Salisbury Bemerton - Wiltshire 052B (E01031981)	Wiltshire 052 (E02006667)	2	2	2	1	3	2	6	9
Salisbury Town North & Milford - Wiltshire 056A (E01032014)	Wiltshire 056 (E02006671)	3	5	3	5	2	2	10	2
Salisbury Bishopsdown - Wiltshire 051C (E01031986)	Wiltshire 051 (E02006666)	4	4	3	4	3	5	9	6
Laverstock, Bodenham & Coombe Bissett - Wiltshire 057F (E01034549)	Wiltshire 057 (E02006672)	4	4	4	4	4	4	3	10
Salisbury Cathedral & Harnham - Wiltshire 058A (E01032008)	Wiltshire 058 (E02006673)	4	4	3	4	3	5	8	8
Wilton, Nadder & Ebble - Wiltshire 054F (E01032040)	Wiltshire 054 (E02006669)	5	5	4	4	5	7	3	5
Salisbury Bemerton - Wiltshire 052A (E01031980)	Wiltshire 052 (E02006667)	5	4	5	3	5	4	3	10
Salisbury Stratford - Wiltshire 053B (E01032019)	Wiltshire 053 (E02006668)	5	4	3	5	4	5	9	8

1 = Most Deprived → 10 = Least Deprived

APPENDIX 1: EVIDENCE CONTINUED...

The tables below provide a snapshot of some of the key evidence gathered to inform priority setting:

Priority 1	Reduce inequality and strengthen community safety and resilience		
<p>Nationally, 4% of all individuals in the UK used a food bank for food in 2023/24. (Department for Work and Pensions survey data)</p>	<p>Our Salisbury Pantry, run by Salisbury City Council has seen a 62% increase in use between 2024 and 2025. (Our Salisbury Pantry data)</p>	<p>Partner agencies report significant challenges and high uptake of welfare support and financial advice due to the cost-of-living crisis. (Acorn Community Bank, Christians Against Poverty, Citizen's Advice, Financial Inclusion advisors)</p>	<p>National anti-immigration demonstrations and local flag raising- diverse community members have reported feeling unsafe and unwelcome as a result (Resident interviews- Salisbury City Council Communities Team)</p>
<p>Targeted work on Safer Public Spaces and Reducing and Preventing Violence Against Women and Girls with a focus on domestic abuse, rape and serious sexual offences and stalking and harassment. (Wiltshire Police)</p>	<p>Wiltshire and Swindon Police and Crime Plan-priorities 2025-2029:</p> <ul style="list-style-type: none"> • A police service that meets the needs of its' communities • Reduce violence and serious harm • Tackle the crimes that matter most to local communities • Improve the experience of victims and deliver justice <p>(Wiltshire and Swindon PCC)</p>	<p>Under-reporting of crime and community safety issues has been highlighted amongst key partnership networks in priority neighbourhoods. (Bemerton Heath Interagency Group, Safe and Supportive Salisbury).</p>	<p>Areas of disadvantage in Bemerton Heath and East Harnham (Friary estate) fall within the 20% most deprived for income, employment, health and disability, education and skills and crime. (Indices of Multiple Deprivation (2025)) There is evidenced need for further work to increase knowledge of and access to support available for residents. (Stakeholder and partner engagement sessions)</p>

Priority 2	Positive Futures for Children and Young people		
<p>24% of all children aged 0-15 living in Salisbury are living in income deprived families, this is below the national rate of 34.6%.</p> <p>(Indices of Multiple Deprivation 2025).</p>	<p>Young people have expressed fears and doubts about what their future looks like, with a gap between hopes and aspirations, and a lack of knowledge on pathways available to them.</p> <p>(SCC youth provision workshops, You Network practitioners and partner feedback)</p>	<p>The highest levels of child poverty are in Bemerton Heath LSOA 052D and Harnham East LSOA 059D (Friary estate) where 58.8% and 40% respectively of all children aged 0-15 are living in income deprived families.</p> <p>(Indices of Multiple Deprivation 2025)</p>	<p>Parents report not knowing how they can effectively support their children's learning in schools and further education settings as they have a lack of knowledge of the resources and career development options that are available to them.</p> <p>(Community focus groups)</p>
<p>Residents with lower qualifications and skills in priority neighbourhoods are finding it harder to secure employment opportunities.</p> <p>(Indices of Multiple Deprivation 2025)</p> <p>Partners have highlighted the need for further targeted efforts to increase opportunities e.g. work skills bootcamps</p> <p>(Partner, Department of Work and Pensions and training provider feedback).</p>	<p>Youth practitioners have identified the need for more good practice, training and collaboration to develop youth work and engagement approaches to better support young people to stay connected and safe.</p> <p>(YOU steering group and network events)</p>	<p>Young people are navigating challenges around diversity, gender identity and belonging- need for more life skills support</p> <p>(Youth practitioners- SCC Communities, B.U. LGBTQ+ group, Rise 61, YOU Network practitioners).</p>	<p>Practitioners and parents report how positive engagement activities have a hugely beneficial impact upon young people's confidence levels, wellbeing, skills and aspirations for further growth, learning and development.</p> <p>(SCC Communities, youth delivery partners, YOU network).</p>

Priority 3	Vibrant and Connected Communities		
<p>Multilingualism is a common feature across schools in Salisbury with 69 diverse community languages spoken. (Schools Census data 2024).</p> <p>Development and engagement work supports more inclusive, equitable, and effective learning environments for children from diverse backgrounds in Salisbury schools. (Service data analysis and partner engagement)</p>	<p>The ethnic make-up of Salisbury has changed significantly with arrivals from other countries including new migrants, refugees and asylum seekers.</p> <p>Engagement work with new arrivals and feedback from partners working with diverse members of our community has highlighted the need for increased opportunities to develop cultural awareness, and support integration and cohesion. (Special interest consultation/interviews and partner feedback)</p>	<p>Evidence of lack of knowledge of and engagement with support and services from ethnically diverse and marginalised groups in Salisbury (Listening events and interviews Wiltshire Council, Wessex Community Action, Black Southwest Network, Salisbury City Council).</p> <p>Further work is needed to break down barriers to participation and increase uptake of services.</p>	<p>Volunteering has been evidenced to improve wellbeing, build skills and employability and strengthen community resilience, while supporting pathways into employment. Recruiting and supporting volunteers and trustees in Salisbury has been highlighted as a need, requiring further capacity building work. (State of the Sector Survey 2025, Wessex Community Action/National Council for Voluntary Organisation data).</p>
<p>Research has demonstrated that there are barriers to some groups participating in community activities and events. Capacity building and increasing opportunities to support inclusion and accessibility is essential. (Special interest groups, stakeholder engagement).</p>	<p>Community activities and events have been evidenced as providing important opportunities to increase community connectivity, build cultural bridges and support inclusion objectives. Whilst often seen as fun, these events also act as a conduit to provide information and knowledge of support services available to communities. (Partner feedback, resident survey data).</p>	<p>Community grant analysis showed unfair distribution between different community cohorts e.g. older people receiving a disproportionate amount of funding in comparison to youth and the needs of priority neighbourhoods not considered in full. (Communities service data review)</p>	<p>Community centres and hubs are spaces to bring people together to connect, supporting wellbeing and reduce loneliness. (gov.uk) Salisbury hubs are well used but can develop to better respond to community need with targeted provision. (Neighbourhood asset mapping and elected members event)</p>



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Thank You to all involved!

