

Laverstock & Ford Parish Council

Draft Strategic Plan 2026-2030

A vision for a resilient, sustainable and connected parish.

DRAFT

Table of Contents

Introduction	4
Purpose of this Strategic Plan	4
How the plan will be used & reviewed	4
About Laverstock & Ford Parish	5
Governance, roles and how we work	5
Vision, Mission and Values (Draft)	7
Our six strategic pillars	8
1. Community Resilience	8
Proposed Strategic Objectives	8
2. Planning & Development	9
Proposed strategic objectives	10
3. Sustainable Transport	11
Proposed strategic objectives	11
4. Climate Change & Biodiversity	11
Proposed strategic objectives	12
5. Play Areas, Open Spaces & Community Facilities	12
Proposed strategic objectives	12
6. Accountability	13
Proposed strategic objectives	14
Action Plans	14
Structure	14
Review and updating	15
Relationship to Appendices	15
Finance & resource planning	16
Precept, reserves, CIL, S106, asset management	16
Long-term capital investment	17
Staffing capacity	18
Improving long-term visibility of capital asset pressures	18
Capital Asset Pressure Register (Potential Template) v1.0	19
Monitoring and evaluation	19
Quarterly KPI check	19
Annual Strategic Plan review	20
Reporting to residents	20
APPENDICES	21

APPENDIX A – List of key Council assets21
APPENDIX B – Parish profile data23
APPENDIX C – Committee structure26
APPENDIX D – Risk & resilience framework27
APPENDIX E – Communications and engagement framework28
APPENDIX F – Action Plan(s) spreadsheet(s)29
OLD STRATEGIC PLAN AND ACTION LIST (for reference only)30

DRAFT

Introduction

Purpose of this Strategic Plan

This Strategic Plan sets out Laverstock & Ford Parish Council's vision, priorities and commitments for 2026-2030. It provides a clear, public statement of what the Council aims to achieve on behalf of residents and how we will organise our work, resources and partnerships to deliver it.

The Plan also acts as the foundation for:

- Annual budget setting,
- Council, committee and working group programmes,
- Officer work plans, and
- Quarterly performance monitoring.

It is designed to be accessible to residents, useful for councillors, and practical for officers who will be delivering the work.

This Plan emphasises clarity, accountability and measurable outcomes. This Strategic Plan is reviewed annually and updated to ensure it remains relevant and aligned with community needs.

How the plan will be used & reviewed

This is a live document, reviewed and monitored throughout the year.

- **Quarterly:**
Committees, working groups and officers will report on progress against strategic objectives and Key Performance Indicators (KPIs).
- **Annually:**
The plan will be formally refreshed as part of the **budget and precept-setting cycle**, ensuring its priorities are appropriately resourced.
- **At the Annual Parish Council Meeting and Annual Parish Meeting:**
A progress report will be presented to residents, demonstrating delivery and outcomes.

This Plan therefore provides a transparent mechanism for residents to understand:

- what the Council is working on,
- how public money is being used, and
- how decisions are made in their interests.

This Plan sets out a structure that:

- Links each strategic objective to a specific committee, working group or officer

- Assigns responsibility for action delivery
- Ensures accountability through reporting cycles

About Laverstock & Ford Parish

Laverstock & Ford is a diverse and rapidly growing parish comprising five distinct communities – Laverstock (including parts of Milford), Bishopdown Farm (including Hampton Park and Riverdown Park), Ford, Old Sarum and Longhedge. These neighbourhoods each have unique identities, histories and community needs.

The Parish Council:

- Owns and maintains 34 play areas¹,
- Owns and maintains 3 Multi Use Games Areas (MUGAs), a skatepark, trim trails, and outdoor courts,
- Maintains around 40 acres of public open space: from chalk grassland and wildflower meadows to woodland and amenity areas,
- Works in partnership with organisations such as River Bourne Community Farm and The Land Trust to manage important local assets.
- Supports key community venues including Old Sarum & Longhedge Community Centre, Hampton Park Pavilion, and Laverstock Village Hall.
- Continues to experience significant development pressures, creating both opportunities and challenges that shape this Plan's priorities.

Governance, roles and how we work

What the Parish Council is and does

Laverstock & Ford Parish Council is the first tier of local government - closest to residents and directly engaged with community issues. We operate within the legal framework of our Standing Orders, Financial Regulations, Scheme of Delegation and Code of Conduct.

The Council is responsible for:

- Managing public open spaces and play areas and tree stock
- Supporting community venues
- Maintaining a large stock of assets (benches, bins, bus shelters)
- Delivering environmental management, often through waste removal from bins in public spaces
- Supporting community engagement and communications
- Reviewing and commenting on planning applications
- Providing leadership on local issues affecting quality of life

¹ As of April 2026

We work closely with Wiltshire Council, the unitary authority, on:

- Highways and parking issues affecting residents
- Rights of way
- Waste & recycling
- Youth and older or vulnerable residents' engagement programs
- Large-scale planning and development

What we do NOT do

Wiltshire Council remains responsible for:

- Highways, parking, and street cleaning
- Household waste and recycling
- Social care and education
- Libraries and public health services
- All planning decisions

The Strategic Plan clarifies these boundaries, helping residents understand how and when the Parish Council can influence external organisations.

Councillors, Committees and Working Groups

The Council comprises 16 elected members, representing three wards

- Laverstock & Milford
- Ford, Old Sarum & Longhedge
- Bishopdown Farm (including Hampton Park and Riverdown Park)

All Councillors share responsibility for promoting local wellbeing, participating in meetings, and representing residents. Committees carry some delegated powers, while working groups provide research and recommendations.

Our current committee and working groups are:

- Finance & General Purposes Committee (FGP)
- Personnel Committee (PersC)
- Operations Working Group (OpsWG)
- Communications and Community Engagement Working Group (C&CEWG)

Staff Team (Officer structure)

The Council's officer team of six provides:

- Governance and compliance
- Financial management
- Operations, maintenance, and asset management

- Communications and community engagement

This Strategic Plan recognises the crucial importance of officer capacity and includes commitments around:

- Workforce planning
- Succession planning
- Skills development and training
- Service delivery resilience

Title	Key Responsibilities
Clerk	Acts as the Council's Proper Officer and principal adviser, ensuring lawful and effective business. Equivalent to a CEO in a commercial organisation.
Deputy Clerk	Supports the Clerk in managing council operations, deputises when the Clerk is unavailable, and assists with governance and compliance.
Responsible Financial Officer	Oversees financial management, budgeting, accounting, and statutory financial reporting to ensure compliance with regulations.
Operations Officer	Manages day-to-day operational activities, maintenance of council assets, management of trees and vegetation and delivery of services to the community.
Operations Assistant	Provides practical support for operations, including maintenance tasks, logistics, and assisting the primary Operations Officer.
Communications and Community Engagement Officer	Handles public relations, website, social media, newsletters, and community engagement initiatives to promote council activities. Manages liaison with council-owned / leased venues, including bookings, and encourages facilities to meet community needs.

Vision, Mission and Values (Draft)

Vision Statement

A parish of strong, connected and resilient communities, supported by high-quality public spaces, sustainable development, and a council that is transparent, responsive and trusted.

Mission Statement

To work collaboratively with residents, partners and volunteers to deliver services that enhance wellbeing, protect our environment, support community life, and ensure that Laverstock & Ford remains a great place to live, work and visit.

Values

- **Integrity** - open, honest and accountable in all we do
- **Inclusivity** - serving every community within the Parish
- **Responsiveness** - listening to residents and acting on what matters
- **Stewardship** - protecting our environment and assets for the future
- **Collaboration** - working together with partners and community groups
- **Professionalism** - maintaining high standards of governance and service

Our six strategic pillars

Below is the high-level narrative that introduces the six pillars that are currently in place from the existing strategic plan. Each pillar will later include detailed objectives and actions.

1. Community Resilience

Our aim is to ensure the parish is a place where everyone feels part of a safe and supportive local community. We recognise that our communities are diverse and changing. Supporting them requires strong partnerships, proactive communication, and inclusive community engagement. These actions form the foundation for a more resilient parish.

Our Officer team and Councillors work hard to engage with, and listen to, our residents. In early 2023 we launched a new website, meeting the latest standards on accessibility for all and providing a wealth of information. We engage with the community, raising awareness of the work and scope of the Parish Council, through our website, public events, meetings, Parish Newsletters and other communication channels. The Parish Newsletter, distributed bi-monthly by volunteers, remains a key valuable communication tool, reaching approximately 4,700 homes and businesses.

We support local groups and initiatives through our grants programme, and have helped fund community venues, Laverstock and Ford Sports Club, Silver Salisbury, Old Sarum Primary PTA, local scouts and Community Transport, amongst others.

The Parish Council continues to coordinate with Neighbourhood Watch, Wiltshire Police, and the Salisbury Neighbourhood Policing Team. Officers attend advisory groups, support community safety campaigns, and assist with events such as bike marking.

Proposed Strategic Objectives

- Strengthen parish-wide community recoverability² and emergency preparedness*

² The ability to bounce back after a community wide emergency event.

Building on (revitalising) the formation of Community Emergency Volunteers (CEV), emergency planning work³, and partnership arrangements with Wiltshire Council and emergency services.

- b. Improve engagement and communication with residents across all communities*
Reflecting the continued importance of the newsletter, social media, website, events, consultations and ‘Love Your Parish’-style engagement activities.
- c. Support and enable community groups, volunteers and local initiatives*
Including grants, officer support, and practical facilitation of activities that strengthen social cohesion and reduce isolation. Linking resilience to youth provision, older residents, vulnerable groups and equitable access across wards.
- d. Work collaboratively with partner organisations to address community concerns – safety, wellbeing, highways, etc.*
Including not least anti-social behaviour (ASB), littering, youth provision, and parking through liaison with Wiltshire Council, Wiltshire Police, Police and Crime Commissioner, housing providers and voluntary bodies.
- e. Take a more strategic approach to identifying and addressing gaps in local provision*
Moving beyond solely supporting existing services to, where appropriate, identifying unmet needs and working with partners to develop or commission targeted provision (such as youth and community support services), where this represents best value and can be sustained within available resources.

2. Planning & Development

The Laverstock & Ford Neighbourhood Plan (NP) was made in October 2022 and forms part of the statutory development plan for Wiltshire. It includes policies on settlement separation, green buffers, landscape sensitivity, design, biodiversity, and local green spaces. It provides a strong foundation for influencing development. As a Parish Council we recognise the need to balance new houses with local planning needs and the provision of adequate infrastructure and facilities, and the protection of the environment and wildlife habitat.

Major applications at Old Sarum, Longhedge, and Church Road require consistent engagement. Our developer engagement protocol and ongoing monitoring of planning applications in the Parish helps towards our efforts to safeguard heritage, protect green spaces, and advocate for the infrastructure and facilities our communities need.

³ Note that emergency planning should be prioritised according to likelihood of incidents across totality of parish, e.g. flooding is a low risk in only one specific area, Ford.

Wiltshire Council's emerging Local Plan was rejected by the Planning Inspectors in January 2026. This decision likely increases exposure to speculative development across the county due to the absence of an up-to-date Local Plan. Earlier, in the summer of 2025, central government withdrew all national grant funding for Neighbourhood Planning. Meaning that the revision of existing Neighbourhood Plans or creation of new ones will impose significant financial and administrative burdens on local Councils.

Proposed strategic objectives

- a. *Defend and apply the Laverstock & Ford Neighbourhood Plan in planning decision-making*
Ensuring adopted policies on settlement separation, green buffers, heritage, design and biodiversity continue to carry weight.
- b. *Respond effectively and consistently to all planning applications affecting the parish*
Maintaining ward-based scrutiny supported by shared guidance, training and coordinated officer oversight.
- c. *Monitor and engage with major and strategic development proposals*
Including Old Sarum, Longhedge, Church Road and Castle Hill, ensuring infrastructure, access, mitigation and community impact are considered.⁴
- d. *Advocate for adequate infrastructure, community facilities and green space alongside new development*
Using CIL, s106 understanding and partnership engagement to mitigate development pressure.
- e. *Maintain planning capacity and capability in a changing national and local planning context*
Recognising the limits of the Parish Council's statutory role, the impacts of national policy and housing delivery targets⁵, the failure of Wiltshire's revised Local Plan, and ongoing pressure on Parish Councils to take on devolved assets. Supporting residents and local businesses to engage effectively in the emerging Local Plan process, and keeping the Neighbourhood Plan under review to assess whether updates are required as the strategic planning framework evolves.

⁴ Regular engagement with Wiltshire Council officers is vital and is best achieved through regular contact. Not merely when issues arise.

⁵ Wiltshire Council's housing supply is running at approx. 3.4 years as of Summer 2026. Short of the five-year target specified.

3. Sustainable Transport

Traffic volumes, parking, speeding, potholes, walking routes and cycling connectivity remain top concerns for residents. Through SID deployment, Councillor volunteering with Community Speedwatch, and Local Highway and Footway Improvement Groups (LHFIG)⁶ engagement, we aim to support safer roads, active travel and improved public transport.

Proposed strategic objectives

- a. *Reduce the impact of speeding and traffic-related safety risks within communities*
Building on Speed Indicator Device (SID) use, Community Speedwatch and police partnerships.
- b. *Support safer walking and cycling routes across the parish*
Including connections between Old Sarum, Longhedge, Ford, Bishopdown Farm and Salisbury.
- c. *Improve the condition, accessibility and usability of footpaths and rights of way*
Through volunteer support, reporting systems and partnership working.
- d. *Influence wider highways and transport decisions affecting parish residents*
Through LHFIG, Wiltshire Council engagement and local evidence gathering.⁷
- e. *Encourage travel behaviours that support health, sustainability and community connection*
Linking transport to climate, wellbeing and accessibility objectives. Noting that we are not a principal authority in this regard.

4. Climate Change & Biodiversity

With over 40 acres of land owned or leased within the parish, the Council plays a leading role in protecting biodiversity, improving green spaces and reducing carbon emissions. We are actively working on a strategy for long term management of our tree stock that extends beyond risk mitigation. Our tree policy includes a stated aim to replant at least one tree for every one felled. Ideally, in the same area where a tree has been removed. Where this isn't possible, a tree will be planted as close to the site as possible on Council owned/controlled land in a suitable location.

⁶ LHFIG is a subgroup of Wiltshire Council's Community Area Board which deals specifically with highway issues. It has a budget that can be assigned to approved highways issues.

⁷ Overlaps with Community Resilience

Proposed strategic objectives

- a. *Protect, manage and enhance biodiversity across parish-owned and managed land*
Including chalk grassland, wildflower areas, woodland, and habitat corridors.
- b. *Implement and maintain a long-term strategy for tree management and replanting*
Reflecting the tree policy, ash dieback response, and commitment to replacement planting.
- c. *Support local action on climate change mitigation and adaptation*
Including flood resilience planning, emergency preparedness and sustainable land management. Not forgetting its consideration within the planning process.
- d. *Work in partnership with environmental organisations and volunteers*
Through the Devenish Bradshaw Trust, River Bourne Farm CIC, The Land Trust, Wiltshire Wildlife Trust and others.
- e. *Reduce the environmental impact of council operations and assets where practicable*
Including energy efficiency measures, sustainable procurement and asset management.

5. Play Areas, Open Spaces & Community Facilities

The Parish manages one of the largest portfolios of play areas in Wiltshire. Continued investment is required to upgrade older sites, to improve accessible equipment, to expand facilities such as MUGAs, and maintain our valued open spaces and community venues. High-quality, accessible facilities are central to community wellbeing.

Proposed strategic objectives

- a. *Maintain and improve the quality, safety and inclusivity of all parish play areas*
Including refurbishment of older sites and integration of accessible play equipment.
- b. *Complete and manage the transfer of new and existing open spaces and play areas*
Mostly in relation to new development, ensuring assets meet specification before adoption.
- c. *Protect and enhance public open spaces for recreation and enjoyment of nature*
Balancing structured play with biodiversity and environmental management.
- d. *Support the long-term sustainability of community venues*
Including Hampton Park Pavilion, Old Sarum & Longhedge Community Centre and

Laverstock and Ford Village Hall.

e. *Plan strategically for future recreational and community facility needs*

Including MUGAs, outdoor gyms, youth space and multi-use facilities as the parish grows. Account for replacement timings and diminishing earmarked reserves (Community Infrastructure Levy and s106 Agreements funding).

6. Accountability

Effective parish councils are built on trust, transparency and strong governance. As the first tier of local government, Laverstock & Ford Parish Council is committed to demonstrating the highest standards of public accountability in all of its work. This means being clear about how decisions are made, how public money is spent, how our assets are managed, and how Councillors and officers uphold their responsibilities.

Accountability also includes financial stewardship. With a precept of £436,207⁸, significant earmarked reserves, and responsibility for over £1m of developer-funded maintenance liabilities, the Council must ensure that resources are well-managed, budgets are aligned to strategic priorities, and financial reporting is clear and accessible to residents. The annual budget-setting process, internal and external audit, and regular financial monitoring provide assurance that public money is used wisely and, in the community's, best interests.

To strengthen accountability further, the Council will embed performance monitoring into its Strategic Plan delivery. This includes quarterly reporting to committees, an annual review of progress, public reporting at the Annual Parish Meeting, and the publication of action plan updates.

Councillors' conduct and training also play a vital role. Adherence to the Code of Conduct, completion of Register of Interests, and ongoing training ensure that Councillors act with integrity, impartiality and professionalism. The Council supports all members with access to WALC/NALC training, specialist briefings and induction materials so they can confidently and effectively carry out their duties.

Overall, this pillar ensures that the Council remains open, responsible, ethical and high-performing. Continually improving how it serves residents and manages the assets and responsibilities entrusted to it.

⁸ In the 2026 – 2027 financial year.

Proposed strategic objectives

- a. *Maintain strong governance, legal compliance and ethical standards*
Through reviewed policies, standing orders, financial regulations and councillor conduct and maintaining a quorate councillor body.
- b. *Ensure effective financial stewardship and long-term sustainability*
Including budget planning, reserves management, asset replacement forecasting and audit compliance.
- c. *Embed performance monitoring and transparency into council decision-making*
Using action plans, KPIs, reporting cycles and public-facing updates.
- d. *Support councillor / officer development, recruitment and succession planning*
Recognising the importance of skills, training and leadership continuity.
- e. *Ensure the Council has the organisational capacity to deliver its responsibilities*
Including staffing structure, officer resilience and workload management as responsibilities expand.

Action Plans

This Strategic Plan is supported by a rolling Action Plan, which sets out how the Council will deliver the Strategic Objectives under each of the six pillars during each financial year. To ensure clarity, flexibility and effective governance, the detailed Action Plans are maintained separately as appendices and working documents, rather than embedded directly within the main body of this Strategic Plan. This approach allows the Council to review, update and monitor actions regularly without the need to re-issue or re-publish the full Strategic Plan each time a task is completed, amended or reprioritised.

The Action Plan translates strategic intent into practical, deliverable actions, assigns responsibility for delivery, and identifies how progress will be measured.

Structure

Each Action Plan is organised by Strategic Pillar and presented in a consistent tabular format. The key headings used are explained below.

- a. **Action Description**

A clear description of the task or activity to be undertaken. Each action is directly linked to one or more Strategic Objectives under the relevant pillar.

- b. Lead officer / member / committee
Identifies the officer, councillor, committee or working group responsible for delivery or oversight of the action. This ensures accountability and clarity regarding ownership.
- c. Cost (Budget existing / new funding)
Indicates whether the action is:
- Delivered within existing approved budgets,
 - Supported by earmarked reserves, CIL or external funding, or
 - Subject to future budget approval.
- Where costs are not yet known, this will be clearly stated.
- d. Timescale Type
Sets out the anticipated delivery period for the action (for example, ongoing, by a specific date, or within a defined financial year).
- e. KPI / success measure
Defines how progress or success will be measured. These may include outputs (e.g. completion of a document), outcomes (e.g. improved access or usage), or review milestones.
- f. Status
Shows the current position of each action (for example: Planned, Ongoing, Completed, On hold). This column supports quarterly monitoring and reporting to Council and committees.

Review and updating

Action Plans are reviewed not less than quarterly through the relevant committees and working groups.

- Progress updates are reported to Full Council as part of routine performance monitoring.
- Action Plans are refreshed annually during the budget-setting and work-planning process.
- A summary of progress against the Strategic Plan is presented to residents at the Annual Parish Meeting.

This approach ensures that the Strategic Plan remains stable and forward-looking, while the Action Plans remain responsive to emerging priorities, funding changes and community needs.

Relationship to Appendices

The full Action Plans for each Strategic Pillar are included in the Appendices to this document or maintained as standalone working documents referenced from the Plan. This enables:

- Clear audit trails
- Easier cross-referencing with budgets and committee minutes
- Efficient updating without re-issuing the full Strategic Plan

Finance & resource planning

The delivery of this Strategic Plan depends on sound financial governance, long-term planning and realistic assessment of organisational capacity. This section explains how the Council aligns its strategic priorities with available financial and staffing resources, while managing risk and maintaining sustainability.

Precept, reserves, CIL, S106, asset management

Laverstock & Ford Parish Council's primary source of income is the parish precept, which for the 2026–27 financial year is £436,207. The precept is set annually by Full Council following detailed budget preparation led by the Responsible Financial Officer (RFO), with input from officers, committees and councillors.

In addition to the precept, the Council manages a structured framework of reserves and developer-funded contributions, in accordance with its adopted policies.

These include:

- General reserves, held to manage cash flow, protect against unexpected expenditure and provide resilience in the event of emergencies or unforeseen circumstances.
- Earmarked reserves, which are funds set aside for specific purposes and cannot be used for general expenditure without appropriate approval. These include:
 - Funds allocated for specific projects or services;
 - Capital replacement and refurbishment reserves;
 - Grant funding held for specific purposes.
- Developer-funded maintenance liabilities, associated with play areas, public open spaces and other assets transferred to the Council through planning agreements.

These are primarily derived from:

- Section 106 (S106) contributions, which are legally tied to specific infrastructure or mitigation requirements set out in individual planning agreements. These funds can only be spent in accordance with the relevant agreement.
- Community Infrastructure Levy (CIL) receipts⁹, which may be used to support a wide range of infrastructure that addresses the impacts of development, including physical, social and green infrastructure such as transport improvements, community facilities, play areas and open spaces. CIL funds cannot be used for routine operational expenditure and must be spent within prescribed statutory timescales.

⁹ As we have an adopted Neighbourhood Plan, we are entitled to 25% (uncapped) of the charge imposed by Wiltshire Council on developers of projects subject to CIL charges. Note that these funds must be spent within 5 years of receipt or may be liable to be refunded to Wiltshire Council.

In line with the Council's Reserves Policy, developer-funded maintenance contributions are placed into specific earmarked reserves and managed on a long-term basis. These reserves are drawn down annually¹⁰, typically over a 20-year period, to support the revenue costs of ongoing maintenance such as grounds upkeep, inspections and insurance. Significant asset maintenance or replacement costs are met separately, where appropriate.

The Council recognises that its extensive asset base is both a community benefit and a long-term financial responsibility. Its approach to asset management therefore focuses on:

- Understanding whole-life costs, including replacement at end of life, rather than only initial installation;
- Ensuring that adoption of new assets is accompanied by appropriate funding provision;
- Prioritising safety, compliance and preventative maintenance; and
- Aligning asset decisions with strategic objectives, not short-term pressures.

This approach enables the Council to remain financially responsible while continuing to support growth and community wellbeing.

Long-term capital investment

The Council has an adopted Annual Investment Strategy, reviewed and approved by Full Council, which governs how financial investments are managed in accordance with statutory guidance. The Strategy prioritises security and liquidity, with yield considered only where these primary objectives are met.

The Strategic Plan is supported by a rolling, multi-year capital investment approach, rather than reliance on ad hoc project delivery. This enables the Council to:

- Plan upgrades and replacements across its extensive play area portfolio;
- Phase investment in community facilities and open spaces;
- Respond to growth pressures associated with development at Old Sarum, Longhedge and other sites; and
- Make informed decisions about use of CIL, reserves and external funding.

Indicative long-term capital priorities include:

- Refurbishment and replacement of older play areas to modern, inclusive standards;
- Completion, adoption and improvement of developer-provided open spaces and facilities;
- Investment in MUGAs, outdoor gyms and youth-focused recreational infrastructure;
- Support for the long-term sustainability of key community venues; and
- Strategic tree management and biodiversity enhancement projects.

¹⁰ At a rate of 5% of the original balance per year

Detailed capital priorities, costings and phasing are maintained through the Council's annual budgeting process and supporting action plan appendices, allowing flexibility and regular review.

Staffing capacity

The Council's ambitions must be deliverable within its staffing capacity and skills base. The Parish Council currently employs a small, multi-disciplinary officer team responsible for governance, finance, operations, communications, and facilities support.

Recognising increasing complexity of responsibilities, the Strategic Plan commits to:

- Monitor workloads and role scope as services expand;
- Ensure succession planning and business continuity arrangements are in place;
- Invest in appropriate training and professional development for officers and councillors; and
- Align staffing decisions with strategic priorities and long-term affordability.

This approach mirrors best practice in comparable councils, recognising that organisational resilience is as important as financial resilience.

Improving long-term visibility of capital asset pressures

The Parish Council recognises that many of its major assets have finite funding horizons, particularly where original installation and maintenance were supported through developer contributions such as Section 106 Agreements. In such cases, there will come a point at which earmarked maintenance funding is exhausted and future maintenance, refurbishment or replacement would need to be funded through a combination of the precept, general reserves, CIL or other sources.

At present, internal financial and asset records provide the Responsible Financial Officer with an overview of asset lifespans and funding profiles to support prudent financial planning. While this approach is appropriate for its purpose, the Council recognises the benefits of wider organisational visibility of forthcoming capital pressure points, particularly where significant financial decisions may be required in future years.

As a future development, the Council will explore a proportionate and practical approach to identifying and tracking capital asset pressure milestones - that is, points at which assets are likely to require significant financial decisions because existing maintenance or funding arrangements are nearing their end.

The purpose of this approach would not be to:

- forecast exact replacement costs;
- commit future councils to particular projects or expenditure; or
- create binding long-term financial obligations.

Instead, it is intended to ensure that members and senior officers have early sight of forthcoming decision points, allowing the Council to consider options in good time. These may include incremental precept adjustments, reserve planning, use of CIL, external funding, redesign of provision, or alternative delivery models, rather than being forced into reactive or ‘cliff-edge’ financial decisions in a single year.

Any development of this approach would:

- remain aligned with the Council’s adopted Reserves Policy and Annual Investment Strategy;
- avoid speculative or overly detailed long-term cost forecasting;
- respect fairness between current and future residents; and
- be subject to appropriate governance and member oversight.

This direction reflects good practice, supporting sustainable financial planning while maintaining flexibility for future councils.

The following table illustrates the type of high-level information that could support improved visibility of capital asset pressure points. It is provided as an example only and does not form part of the Council’s adopted financial or asset management policies:

Capital Asset Pressure Register (Potential Template) v1.0

Asset / Asset Group	Asset Type	Original Funding Model	Approx. Year Funding Model Ends	Pressure Level (L / M / H)	Notes
Whitebridge Play Park	Play area	S106 maintenance	Funding model concluded (asset replaced 2024)	Low	Play area replaced 2024
Hampton Park Pavilion	Community building	S106 maintenance	Expired	Medium	Ongoing maintenance pressure
Longhedge Play Areas (various)	Play areas	S106 maintenance	2044–2046	Low	Recently adopted

Monitoring and evaluation

The Strategic Plan will only be effective if progress is actively monitored and openly reported. This is the framework for evaluation and review.

Quarterly KPI check

Progress against the Strategic Plan is monitored through quarterly reporting cycles, linked to the Action Plans and Key Performance Indicators (KPIs) agreed by Council.

Quarterly reviews enable the Council to:

- Track delivery of priority actions;
- Identify emerging risks or capacity pressures;
- Reprioritise work where necessary; and
- Maintain oversight without excessive reporting burden.

Responsibility for monitoring rests with the relevant committees and officers, with summaries reported to Full Council.

Annual Strategic Plan review

The Strategic Plan is formally reviewed annually as part of the budget and work-planning cycle.

This review considers:

- Progress against strategic objectives;
- Changes in external context (development, legislation, funding);
- Organisational capacity and resource implications; and
- Feedback from residents and partners.

Amendments to objectives or priorities are approved by Full Council to ensure transparency and continuity.

Reporting to residents

Accountability to residents is central to the Strategic Plan. Progress is reported through:

- Publication of agendas, minutes and action plan updates on the Council website;
- Regular coverage in the Parish Newsletter;
- Updates through community engagement channels; and
- A formal report by the Chair at the Annual Parish Meeting.

This ensures residents are able to see not only what the Council plans to do, but what it has delivered.

APPENDICES

APPENDIX A – List of key Council assets

A summary of the Council's major assets, including:

- Play areas
- Public open spaces
- Community venues
- Operational infrastructure

This appendix supports asset management, risk assessment and long-term planning. Note that this list is not exhaustive. Asset values are not accurate. They are approximations which include a combination of transfer values (often a nominal £1); repair / replacement costs spent, etc. It is included here to act as a reference point. It will not be updated in between updates to this plan as a whole. An accurate asset list is stored on SharePoint.

Our largest assets by quantity and value are our open spaces, play areas and venues.

NAME	TYPE	ASSET VALUE
Bus Shelter, Sycamore Dr Bus	Bus Shelter	£5,640
Bus Shelter, The Portway	Bus Shelter	£7,332
Bus Shelter, St Thomas Way	Bus Shelter	£5,488
Bus Shelter, LVH	Bus Shelter	£5,924
Bus Shelter, St Clements Way	Bus Shelter	£5,924
Bus Shelter, A380 nr Broken Cross Bridge	Bus Shelter	£11,257
Fencing and Gates, CHCP	Fencing	£8,300
Stock Fencing, CHCP	Fencing	£18,500
Castle Hill Country Park Art	Fittings	£1
Interpretation Panels, CHCP	Fittings	£6,632
New Artwork, CHCP	Fittings	£7,750
Castle Hill Country Park installation	Open Space	£380,765
Hampton Park Trail	Open Space	£1
The Green at the Pavilion	Open Space	£1
Whitebridge Spinney & Green	Open Space	£108,160
Land at Pheasant Dr	Open Space	£1
Land at Old Sarum (Archaeology Open Space)	Open Space	£1
Land at Pilgrim's Way	Open Space	£1
MOD Land, Old Sarum (OSCC adjacent)	Open Space	£1
Land at Riverbourne Rd, Laverstock	Open Space	£1
Land formerly part of Ford Farm, Old Sarum	Open Space	£1
Orchard Trees, CHCP	Open Space	£6,805
Trees & Hedging, CHCP	Open Space	£3,045

Longhedge Community Garden growing beds	Open Space	£8,888
Whitebridge Play Area	Play Area	£82,000
Duck Lane Ball Park	Play Area	£52,928
Pilgrim's Way Play Park (LEAP)	Play Area	£10,521
Pheasant Dr Play Areas (inc Sport Wall)	Play Area	£177,573
Old Sarum Play Area	Play Area	£10,531
Norman Dr Play Area	Play Area	£42,232
Longhedge Area K	Play Area	£1
Castle Hill Country Park Play Area inc MUGA	Play Area	£22,775
Virginia Way Play Area	Play Area	£41,305
Trim Trail, CHCP	Play Area	£18,275
Iron Age Play Feature, CHCP	Play Area	£10,500
Dog Activity Area, CHCP	Play Area	£9,350
Skatepark at Old Sarum	Play Area	£64,800
Partridge Way Play Park	Play Area	£24,998
Outdoor Gym, Longhedge Open Space	Play Area	£23,040
St Peter's Play Area new Equipment	Play Area	£21,223
St Peter's Play Area construction	Play Area	£67,339
Drake Close Play Area	Play Area	£17,055
Sycamore Dr Play Area	Play Area	£94,234
McLeod Green Play Area swings	Play Area	£4,958
Middleton Green Play Area swings	Play Area	£4,958
Old Sarum SWALE & land	SuDS	£1
Hampton Park Pavilion	Venue	
Laverstock Village Hall (not owned, only leased)	Venue	
Old Sarum and Longhedge Community Centre	Venue	£1,784,403
River Bourne Community Farm	Venue	£1
Parish Office Portacabin (RBCF)	Venue	£6,332
Shelter, CHCP	Venue	£17,500

APPENDIX B – Parish profile data

Key demographic and contextual information about the parish, including:

- Population growth and housing development
- Geographic distribution of communities
- Infrastructure pressures and opportunities

Laverstock & Ford is a large and rapidly growing parish, reflecting sustained housing development over the past three decades. The parish population has increased significantly from approximately 5,100 in 2001, to 6,086 in 2011, and 10,277 at the 2021 Census. More recent estimates suggest the population is now approaching 10,800 - 11,000 residents, with continued growth driven by development at Old Sarum and Longhedge.

Over a longer period, population has more than tripled since the early 1990s, reflecting major residential expansion.

Housing growth has been similarly substantial:

The number of dwellings has increased from approximately 1,250 in 1991 to over 4,000 by 2019, with further growth continuing.

Major development phases include:

Bishopdown Farm (c.330 homes)

Hampton Park (c.500 homes)

Old Sarum (c.800+ homes)

Riverdown Park (c.500 homes)

Longhedge Village (c.900 homes in phases) [lfcnp.co.uk]

These communities differ significantly in:

- age profile
- access to facilities
- transport connectivity
- stage of development

This creates a complex parish structure, requiring the Council to balance the needs of both established and newly created communities. See [here](#) for a more granular analysis of demographics. Our own Neighbourhood Plan also contains relevant data.

The parish is expected to continue expanding, placing increasing demands on infrastructure, public spaces and services.

Infrastructure pressures and opportunities

Rapid growth has brought both opportunities and sustained pressures across the parish. Key pressures.

Transport and connectivity

Traffic volumes, speeding, parking and limited active travel links are consistently raised concerns across multiple communities.

Demand for community facilities

Growth areas such as Longhedge and Old Sarum require ongoing delivery of:

- Health and retail facilities
- Sports facilities
- Youth provision

Developer-led infrastructure timing

There can be delays between housing delivery and provision of supporting infrastructure, requiring active engagement by the Parish Council.

Maintenance liabilities

The transfer of assets (play areas, open spaces, landscaping) creates long-term financial and operational responsibilities for the Council.

Environmental impact

Increased pressure on green spaces, biodiversity and local landscape character.

Key opportunities

Access to CIL and S106 funding

Development provides funding streams that can support infrastructure improvements and community assets, when managed effectively.

Partnership working

Population and development growth increase the scale and complexity of infrastructure, service delivery, and asset management. This creates a need to work more closely with key stakeholders, including:

- Wiltshire Council
- The Land Trust
- Community organisations and charities

In practice, this can lead to more structured and formal partnerships, for example through joint projects, funding agreements, and long-term management arrangements, helping to coordinate delivery, secure external funding, and ensure the sustainable stewardship of community assets.

Summary

Laverstock & Ford is a dynamic, expanding parish, combining historic settlements with large-scale modern development. Population growth, housing delivery and asset expansion have transformed the scale and complexity of the Parish Council’s responsibilities.

DRAFT

APPENDIX C – Committee structure

A current overview of:

- Council committees
- Working groups
- Areas of delegated authority

This ensures clarity of governance and accountability.

Our key references are the adopted policies, which are reviewed at least annually, including [Standing Orders](#), [Scheme of Delegation](#) and [Constitution](#). These are available to residents and the wider public via our website, with reference copies held centrally on our SharePoint drive.

DRAFT

APPENDIX D – Risk & resilience framework

An overview of strategic and operational risks associated with:

- Service delivery
- Assets
- Finance
- Emergency response

Linked directly to the Community Resilience and Accountability pillars. Our adopted [Risk Register](#) covers the risks associated with Council business. It is reviewed annually as part of the AGAR submission and is available to residents and other members of the public via our website.

DRAFT

APPENDIX E – Communications and engagement framework

A framework setting out:

- Communication channels
- Engagement principles
- Consultation approaches
- Accessibility commitments

Supporting transparency and community confidence. Our [Communications Policy](#) is the guiding document in this area. It is available to all via our website.

DRAFT

APPENDIX F – Action Plan(s) spreadsheet(s)

Note all Actions Plans have been removed from this document as they are working documents. They are stored on [SharePoint drive here](#).
Summaries to be published for public consumption alongside Strategic Plan.

DRAFT

OLD STRATEGIC PLAN AND ACTION LIST (for reference only)



LAVERSTOCK & FORD PARISH COUNCIL STRATEGIC PLAN

COMMUNITY RESILIENCE

ENSURING THE PARISH IS A PLACE WHERE EVERYONE FEELS PART OF A SAFE & SUPPORTIVE LOCAL COMMUNITY

With the help of a team of residents, the bi-monthly Parish Council Newsletter is delivered to every house and business in the Parish. Our website is accessible to all and we have a vibrant social media presence. We have set-up a Community Emergency Resilience volunteer group and a Community Speedwatch team. We continue to support local groups and initiatives through our grants programme. We work with the Police and other agencies to address community issues.

PLANNING & DEVELOPMENT



THAT DEVELOPMENT IN THE PARISH RESULTS IN A THRIVING SEMI-RURAL COMMUNITY WITH EXCELLENT FACILITIES AND HERITAGE ASSETS

The Laverstock and Ford Communities Neighbourhood Plan strives to protect areas of significant importance to our communities, amenities and heritage within the Parish and to ensure that future development meet a high standard of design and environmental performance. We seek professional advice to ensure our approach is upto date and relevant. The Parish Council provides a voice for residents as a statutory consultee for all development proposals within the Parish.

SUSTAINABLE TRANSPORT

STRIVING TO PROMOTE & SUPPORT SAFE, SUSTAINABLE TRAVEL ACROSS THE PARISH



The Parish Council is a member of Wiltshire Councils Southern Local Highways and Footpath Improvement Group, where many initiatives have been progressed, including 20mph zones in Milford, parking restrictions at the schools in Laverstock, and our Speed Indicator Device which is used in Ford, Old Sarum and Laverstock. A Speedwatch Team has been formed. We seek to improve cycle routes within the parish.

CLIMATE CHANGE & ENVIRONMENT



DELIVERING INITIATIVES TO PROTECT AND IMPROVE OUR ENVIRONMENT IN PARTNERSHIP WITH OTHER AGENCIES

Our Environmental Policy focuses on reducing pollution and encouraging sustainability. These principles continue in our Neighbourhood Plan. Our open spaces are managed to protect and enhance bio-diversity, with chalk meadow grassland and dedicated wild flower areas. Through the Parish Environmental Action Group, councillors, staff and volunteers work enthusiastically to help improve our environment.

PUBLIC AMENITY

PROVIDE ACCESS TO HIGH QUALITY SPACES FOR PLAY, RECREATION, COMMUNITY ACTIVITY AND THE ENJOYMENT OF NATURE



The Parish Council maintains 34 Play Areas, including 2 outdoor sports courts, trim trail equipment, a junior football pitch and a skatepark. We steward approx. 40 acres of Public Open Space, including amenity grassland, wild flower meadow and wooded areas. Our Community Venues Officer works with the trustees of our 3 community venues to ensure community benefit.

ACCOUNTABILITY



TAKING OUR DUTY TO ACT RESPONSIBLY, LAWFULLY, AND IN THE BEST INTERESTS OF OUR COMMUNITIES

We do our best to carry out all of our work in a professional way which provides residents with value for money and opportunities to be heard and participate in decision making. We seek professional advice where necessary.

COMMUNITY RESILIENCE

ENSURING THE PARISH IS A PLACE WHERE EVERYONE FEELS PART OF A SAFE & SUPPORTIVE LOCAL COMMUNITY

LOVE YOUR PARISH: An ongoing campaign to engage with the community, raising awareness of the work and scope of the Parish Council, through public events, meetings, Parish Newsletters and other communication channels. Our staff team and councillors work hard to engage with, and listen to, our residents. In early 2023 we launched a new website, meeting the latest standards on accessibility for all and providing a wealth of information. In our efforts to reach all members of our community, Social Media pages have also been introduced. We continue to support local groups and initiatives through our grants programme, and have helped fund youth activities, the community farm and improvements to community centres, as well as some of the larger local charities with wide community benefit.

CEV In 2023 Officers began investigating the Wiltshire Council-led 'Community Resilience Forum' in 2024 a parish-wide voluntary group was formed, (Community Emergency Volunteers) and a volunteer coordinator identified. In 2025, Funding support from SSEN enabled equipments such as radios, a generator and flood barriers to be purchased. Emergency guidance and procedures have been produced for our website.

Communications: With the help of a team of volunteers, the Parish Council Newsletter is produced bi-monthly and delivered to every house and business in the Parish (4,700 copies). We receive a growing number of enquiries via our website. We are working with local bee-keepers to raise awareness of the Asian Hornet threat. Our website now hosts pages on invasive species, neighbourhood watch, community Speedwatch and the Community Emergency Volunteers. We continue to support the local Community Pantry project.

March 2024 – Continue to work to build a network of external media contacts to promote the work the Parish Council does and reach as many residents as possible.

YOUTH PROVISION: Ensure that access to youth facilities and activities are available to all.

October 2024 - Working with Wiltshire Councils Southern Area Board, the Parish Council have allocated funds in the 2025 budget to improve youth provision in the Parish by supporting a shared youth worker apprenticeship (shared with neighbouring parishes). We continue to support Old Sarum Youth Club with funding and are working with Salisbury City Communities to run a term-only youth club at Bishopdown Farm.

ANTI SOCIAL BEHAVIOUR: An Officer now sits on the Wiltshire Police and Salisbury Neighbourhood Police Team Independent Advisory Group Panels. Regular meetings with the Neighbourhood Police team continue, with officers and councillors supporting their bike marking events and safety campaign. The Neighbourhood Watch coordinator has joined the CEV Volunteers and communicates regularly with Officers and attends Parish Council Meetings.

March 2025 - The Parish Council continues to support community litter picks throughout the parish. A Speed Watch team started up in November 2024.

PLANNING & DEVELOPMENT

THAT DEVELOPMENT IN THE PARISH RESULTS IN A THRIVING SEMI-RURAL COMMUNITY WITH EXCELLENT FACILITIES AND HERITAGE ASSET

Between 2017 and 2022, hundreds of hours were dedicated by councillors and volunteers to draw up the Laverstock and Ford Communities Neighbourhood Plan. Based on extensive public consultation with residents and businesses within the Parish, the Plan strives to protect those areas of significant importance to our communities, protect the heritage within the Parish and to ensure that any future development meets high standards of design, amenities and environmental performance. After many rounds of analysis, consultation and review, the plan was formally adopted by Wiltshire Council in October 2022 and now forms part of the Wiltshire Council Development Plan. Its policies will be given full weight when assessing planning applications relating to land within the parish boundary. The Parish Council is a statutory consultee for any planning and development within the Parish. Our ward councillors consider all applications within their area, with larger or controversial applications considered by all councillors. Councillors are issued guidance with our Planning Policy and guidance documents and can attend training organised by the local association of local councils. This ensures that all applications are dealt with fairly and professionally, taking into account the views of our residents and the needs of our communities. In 2024 The Neighbourhood Plan was update and planning consultants engaged to ensure our approach is up to date and relevant. Housing development continues to be approved within our parish at Wiltshire Council level, and this has a significant impact on the Parish Councils time and sees constant change to our development plans and budget forecasting.

The council devotes a considerable amount of time to major planning applications such as those in relation to Old Sarum Airfield and Church Road. We seek to ensure community members are aware of such applications and are encouraged to participate in the process and we use our local knowledge to ensure that at every stage of the process issues such as heritage, landscape, traffic and environmental impact are considered.

PLANNING POLICY: Review of Planning Guidance for Councillors

April 2025 - a review of the current Planning Policy to include a new 'Developer Protocol', together with a review of the guidance document is ongoing. A review of the neighbourhood plan is also ongoing.

March 2025 - The Parish Council has engaged with planning consultants and residents over the possible plans for development on the airfield. The results of an Independent Planning Inquiry gave the go-ahead for housing in March 2025. We await Wiltshire Councils decision on their next steps

April 2025 - Working closely with the Land Trust and Wiltshire Wildlife, the Parish Council continues to work towards improving Castle Hill Country Park.

The Council continues to meet and communicate with developers and their representatives at Longhedge and Castle Hill Lane to discuss and monitor progress on issues reported by residents. Land transfer at Longhedge is subject to the settlement of outstanding issues with the proposed area for a grass football pitch and changing rooms.

SUSTAINABLE TRANSPORT

STRIVING TO PROMOTE & SUPPORT SAFE, SUSTAINABLE TRAVEL ACROSS THE PARISH

Through both its Neighbourhood Plan and Environment Policy, the Parish Council strives to promote and support safe and sustainable travel across the parish. It is a member of Wiltshire Councils Southern Local Highways and Footpath Improvement Group (LHFIG), where many initiatives have been progressed, including 20mph zones in Milford, parking restrictions at the schools in Laverstock, and our Speed Indicator Device which is used in Laverstock, Ford and Old Sarum.

SPEEDING

In 2024 the Parish Council established a Community Speed Watch team of trained volunteers to target areas of concern. Access has been given to a shared camera with the Milford Speed Watch Group. First Community Speedwatch held in Ford. Work is ongoing with Wiltshire Police to establish appropriate sites in the parish.

Speed Indicator Device SID

SID is part of a county project where data from multiple devices is collated and submitted to Wiltshire Police to help inform their interventions. Sites continue to be assessed within the Parish.

CYCLE NETWORK

Working with LHFIG to provide/improve cycle links, in particular links through Ford to connect Old Sarum/Longhedge with the city. Assessment works were carried out by Sustrans in January 2023. A bid to the Active Travel Fund was made to investigate how access from the Ford Road through to Bishopdown Farm, along Green Lane, could be improved to make this a safe walking and cycling route into the city.

CLIMATE CHANGE & ENVIRONMENT

DELIVERING INITIATIVES TO PROTECT AND IMPROVE OUR ENVIRONMENT IN PARTNERSHIP WITH OTHER AGENCIES

Through careful management of the land, buildings and open spaces that we own, and working with other groups and organisations, the Parish Council strives to introduce initiatives to protect and improve our environment. In 2022 we adopted our Environmental Policy, focusing on reducing pollution and encouraging sustainability. These principles continue in our Neighbourhood Plan, where new planning applicants are encouraged to focus on sustainable energy provisions. We are currently working on the following:

BIODIVERSITY

Our open spaces are managed to protect and enhance bio-diversity, with chalk meadow grassland and dedicated wildflower areas. With significant numbers of trees felled due to ash dieback, we continue to investigate suitable species for replanting. And work with our partner organisations to ensure managed tree-planting (in appropriate areas) are supported and encouraged.

CLIMATE CHANGE

Emergency Plan and Sustainable Energy:

The Parish Council continues to finalise an Emergency Plan, covering flood, drought, power outages etc, and working to identify emergency community resilience hubs providing safe and warm spaces for vulnerable residents (See also CEV). Equipment, including flood barriers, has been sourced and storage identified.

The Parish Council continues to work with management committees at our buildings to identify ways to reduce energy consumption and provide renewable energy sources such as the use of LED lightbulbs and the provision of solar panels. The rising number of housing development is an increasing obstacle to sourcing a site for allotments. Neighbouring community allotment schemes have demonstrated that consistent volunteer support is the key, and that resident-led projects are more likely to succeed, motivated by a will and need. The CCEO officer continues to investigate alternative projects such as hydroponic growing.

FACILITIES

The Parish Council have already provided a Community Garden at Longhedge, but we would like to provide allotments for those wishing to grow their own produce. Suitable sites are scarce, but we continue to work with the Land Trust and others to try and facilitate allotment provision within the parish. The rising number of housing development is an increasing obstacle to sourcing a site for allotments as is the issue of security and a rise in Anti-social behaviour that sees sites not overlooked as vulnerable. Neighbouring community allotment schemes have demonstrated that consistent volunteer support is the key, and that resident-led projects are more likely to succeed, motivated by a will and need. The CCEO officer continues to investigate alternative projects such as hydroponic growing.

PUBLIC AMENITY

PROVIDE ACCESS TO HIGH QUALITY SPACES FOR PLAY, RECREATION, COMMUNITY ACTIVITY AND THE ENJOYMENT OF NATURE

The Parish Council owns and maintains 34 Play Areas, three outdoor sports courts, trim trail equipment and a skatepark, as well as nearly 40 acres of Public Open Space, including amenity grassland, wildflower meadow and grassland and wooded areas. We have an established programme of regular inspections, working with professional consultants where necessary, to ensure all our facilities meet high standards. In addition, the Parish Council works closely with the management teams on the areas we own, but are leased, such as River Bourne Community Farm, Castle Hill Country Park, Old Sarum Community Centre and Hampton Park Pavilion. The projects detailed below aim to ensure a range of high-quality facilities are available to our residents.

PLAY AREAS

Continue to work with developers at Longhedge to progress the transfer of a further 5 Play Areas, on completion, to the Parish Council
Replace/refurbish the outdated play areas transferred from Wiltshire Council in 2022

ACTION 2024 -St Judes (Bishopdown Farm) and Partridge Way (Old Sarum), St Peters Road (Bishopdown Farm) and St Lukes Close (Bishopdown Farm), Sycamore Drive (Bishopdown Farm) and Drake Close (Bishopdown Farm) have all been completed. Whitebridge Play Park, Laverstock was installed in 2024. Whitebridge Play Park, Laverstock was installed in 2025.

The Outdoor Gym at Longhedge is now operational we worked with Abri to run sessions to help residents understand how to benefit from it.

2025 Officers are exploring ways to convert a sports wall at Old Sarum to a MUGA and to site another MUGA in the area

SKATE PARK A young resident has approached the council with ideas to enhance the existing scope and offer. He has been invited to attend an Operations Meeting to present his ideas and investigate the viability of them

FOOTPATHS & RIGHTS OF WAY

As part of the Parish Environmental Action Group, a team of volunteer footpath wardens has been established, to help keep the se important rights of way clear and accessible to residents. By 2024 it was clear that there are not enough footpaths to keep a group motivated and we combined with The Land Trust to ensure volunteers had a more consistent activity, and could benefit from the extra training offered by Wiltshire Wildlife.

Likewise, the Parish Council is supporting the Devenish Bradshaw Charitable Trust to develop its role in raising awareness of environmental issues, and the PEAG members have been encouraged to support both DBCT, and both the Land Trust and the Wiltshire Wildlife Trust in highlighting local areas where the Parish can improve or instigate measures to encourage bio-diversity, and tackle local environmental challenges as these partner organisations have the expertise, knowledge and skills to lead on these areas within the Parish and the same people were volunteering for these organisations, so the PEAG was an obstacle to peoples time commitment.

PUBLIC OPEN SPACES

We are developing a Tree Policy to formalise our current inspection arrangements and ensure residents are aware of our ambitions in preserving trees wherever possible.

ACTION 4. April 2023 - Much research has been done to draw up a proposed document, with advice from professional arboriculture consultants. The final policy is to be presented at our next Operations Committee meeting, and then presented to Full Council for adoption.

LONGHEDGE COMMUNITY OPEN SPACE

We continue to work with developers to ensure works completed to specification prior to handover.

ACTION 5. April 2023 - developers continue to work on laying out the Community Open Space but parts have recently been opened. Inspections will be carried out to ensure all pathways, planting and landscaping has been completed to standard and in accordance with the planning specification. We have noted the lack of flat open space for young people to play football. The planned grass football pitch will not be in acceptable condition until 2027 and LFPC has not yet taken ownership. Officers are exploring the possibility of creating an area for nets elsewhere.

CASTLE HILL COUNTRY PARK

Regular quarterly meetings are held with the Land Trust and new managing partners, to ensure management of the Country Park meets residents needs, whilst protecting the integrity and biodiversity of the site.

ACTION Ongoing with the Country Park Working Group

HAMPTON PARK PAVILION

Following expiry of the lease to Wiltshire Council, we continue to work with the Pavilion owner to secure the long-term future of this community asset.

ACTION April 2025 - The Parish Council have taken ownership of the building and site, to enable the Pavilion Trust to continue to operate the building. We continue to work with the Trust to secure its future for the residents of Bishopdown Farm.

OLD SARUM COMMUNITY CENTRE

The centre is leased to a charitable incorporated organisation. They have been struggling to recruit more trustees, and several of the current trustees wish to step down.

ACTION The Parish Council have been working with the trustees and volunteers at the centre. The trustees appointed an additional Trustee, as well as a new Centre Manager and the Parish Council has assisted with funding to ensure the continued operation of the Community Centre. The Parish Council continue to work with the trustees and volunteers to promote the centre and identify improvements, and a newly appointed Community Venues Officer has taken on the support role.

ACCOUNTABILITY

TAKING OUR DUTY TO ACT RESPONSIBLY, LAWFULLY, AND IN THE BEST INTERESTS OF OUR COMMUNITIES

POLICIES & PROCEDURES

The council reviews its governing documents, policies and procedures regularly. It is a member of the Wiltshire Association for Local Councils and the Clerk is a member of the Society for Local Council Clerks. Councillors and Officers undertake training relevant to their roles, and regular and transparent reporting on our actions are posted on the website in the form of agendas, meeting reports and minutes.

ANNUAL REVIEW OF CONSTITUTION, STANDING ORDERS, FINANCIAL REGULATIONS AND SCHEME OF DELEGATIONS

May 2023 -documents are based on the model guidelines issued by the National Association of Local Councils. Changes have already been made this year to allow for the councils transition to online banking, and legislative changes to contract thresholds. In May 2025.....

GENERAL POWER OF COMPETENCE

May 2025 - in order to apply for the General Power of Competence, the Council must have a CiLCA qualified Clerk and at least two thirds of total councillors/seats (16) being elected. A resolution was taken at the May APCM to declare general powers of competence.

QUALITY COUNCIL AWARDS

ACTION - To identify a councillor willing to investigate the Quality Council Award Scheme administered by National Association of Local Councils (NALC).

COUNCILLOR RECRUITMENT AND RETENTION

ACTION - Councillors, Clerk and the Communications Officer continue to promote the Parish Council and the valuable role councillors play to encourage filling of vacant seats, either by co-option.

SUCCESSION PLANNING

2024 There have been several changes to the Clerk and Officer team, which currently has a Clerk, a Responsible Financial Officer (RFO), Operations Manager, Operations Officer, a Communications and Community Engagement Officer and a Community Venues Officer. The elections in May saw two councillors also take on roles as Wiltshire Councillors, this has highlighted the need to re-visit succession planning as an Officer will be retiring this year and a recently recruited Clerk only stayed in role for six months.

ASSET REPLACEMENT

Produce long-term asset replacement strategy and financial forecast requirements



THE PARISH PRECEPT 2015 Your local Council Tax - what has changed in the last ten years? 2025

	Population 8,700 Laverstock, part of Milford & Ford, Bishopdown Farm & Old Sarum	Population 10,300 (and rising) Laverstock, Part of Milford, Ford, Bishopdown Farm, Old Sarum & Longhedge			
Average charge for each household	£12.88 a year = 25p a week	£93.21 per year = £1.79 a week	Benches/Seats	9 Benches, 1 picnic Bench	48 Benches, 5 of which are due to be replaced. 3 Picnic Benches
Country Parks/ Open Spaces	Whitebridge Spinney with an old timber boardwalk	Castle Hill Country Park/refurbished Whitebridge Spinney/Norman Drive open space / Old Sarum Green / Old Sarum Swales & Meadow / Laverstock Water Meadows /Pilgrims Way Green Space	Bus Shelters	2 in Laverstock	9 in total. 1 in Ford, 3 in Old Sarum, 3 in Laverstock, 2 in Bishopdown Farm,
Play & Recreation Areas	3 play areas, 1 ball court	34 play areas including 6 taken over from Wiltshire Council & refitted with Parish Council funds. 2 zip wires, 1 electronic phono booth, 2 multi function games areas (MUGAS), 1 skate park, 1 junior football pitch and 1 sports wall	Litter Bins	8	67 comprising those adopted from Wiltshire Council and those installed with our new and refurbished play parks
Community Centres	Laverstock Village Hall & Hampton Park Pavilion	Laverstock Village Hall & Hampton Park Pavilion (owned by PC) Old Sarum & Longhedge Community Centre (owned by PC). Total grant support £43.604	Parish Newsletter		25 years old and 3,100 part-colour print copies hand delivered FREE to homes and businesses in Laverstock, Ford, Part of Milford, Old Sarum & Bishopdown Farm (Hampton Park).
Community Farm	Owned by the Parish Council and leased to a charitable company	Supported by the Parish Council since inception at 2011 with grants totalling £95,000			35 years old and 4,700 full colour copies still hand delivered FREE to homes and businesses in Laverstock, Ford, part of Milford, Old Sarum and Bishopdown Farm (Hampton Park, Riverdown Park & Castle Hill Lane) & Longhedge