

ODIHAM PARISH COUNCIL



Business Plan

2023-2027

Adopted March 2024



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I. INTRODUCTION

The role of local and parish councils is ever changing, with increasing demands on its resources to maintain and improve the lives of its community.

Odiham Parish Council (OPC) recognises that an effective local council relies on establishing and maintaining the confidence and trust of residents through conducting its activities in a transparent manner. This includes clearly setting out its aims, objectives and future plans.

This Business Plan adopted 19th March 2024 aims to encompass these key principles and sets out what OPC plans to achieve during the election term 2023-2027.

The Plan will be monitored and reviewed annually and reported to residents.

2. VISION STATEMENT

Our mission

OPC is committed to representing the interests of all residents and businesses within the Parish of Odiham covering Odiham, North Warnborough and RAF Odiham.

Our vision

Through delivery of high-quality services, projects which meet local needs and through lobbying on the issues which matter to local people, OPC aims to maintain and improve our Parish as a pleasant, safe and enjoyable place to live and work.

Our values

Integrity – making ethical, transparent and well-intentioned decisions.

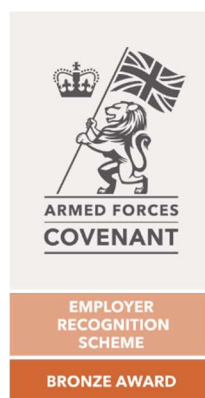
Accountability – striving to keep the burden on local taxpayers to a minimum.

Respect – to the community and the built and natural environments.

Openness – sharing all information relating to OPC business unless individual or commercial confidences apply.

Inclusivity – communicating as effectively as possible with all residents and improving physical access wherever possible.

Civility and respect in public office – conducting all OPC business in a respectful and polite manner.



**This is to certify that
Odiham Parish Council
has signed up to the Civility & Respect Pledge**

3. THE COUNCIL

The Council is a body of elected members who work together to act as one voice. OPC has 10 councillor positions and benefits from having all 10 positions filled which is against national trend. All seats were filled at election in May 2023 and councillors will hold positions until May 2027, unless unexpected circumstances dictate otherwise.

Cllr Steve Bell North Warnborough Ward	Cllr Leo Cornall Odiham Ward	Cllr Chris Greensides RAF Station Ward
Cllr Dr Angela McFarlane (Chair) North Warnborough Ward	Cllr David Sanger North Warnborough Ward	Cllr Caro Seabrook Odiham Ward
Cllr Michael Tate Odiham Ward	Cllr Helen Tyler Odiham Ward	Cllr Pam Verdon (Vice Chair) Odiham Ward
Cllr Henry Woods Odiham Ward		

The Council and its meetings are chaired by Cllr McFarlane or Vice Chair Cllr Verdon.

Councillors bring a wealth of different skills and experience to the Council which aides additional projects and events over and above the normal running of the Council.

The Council is supported by 3 members of staff – a Parish Clerk, Deputy Clerk and Amenity Officer.

Andrea Mann (Parish Clerk)	Bridie Tate (Deputy Clerk)	Jo Peek (Amenity Officer)
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The Parish Clerk acts as the Responsible Officer and Responsible Financial Officer wherever stated in legislation. The Clerk holds the Certificate in Local Council Administration (CiLCA) and this, along with at least two thirds of councillors being elected, means OPC further benefits from The General Power of Competence which grants additional powers to OPC’s activities.



The AIMS of the Council

- i) To represent and promote the interests of all residents.
- ii) To achieve the best outcomes possible whilst balancing competing demands on resources.
- iii) To be accountable, approachable and open in all its activities and decisions.
- iv) To support community cohesion including supporting the strong relationship between the community and RAF Odiham.
- v) To conduct Parish Council business in a respectful and positive manner.

The OBJECTIVES of achieving these aims

- i) To provide community facilities and services to the highest possible standard within the resources available to the Council.
- ii) To actively involve local people in decisions which affect the community.
- iii) To support and promote community enjoyment including support to community groups which deliver the same objectives.
- iv) To support and promote the local economy.
- v) To promote equal opportunities and oppose discrimination.
- vi) To promote sustainable practices wherever possible.

OPC strives to achieve these OUTCOMES

- i) Achieve public satisfaction with local public services provided by the Parish Council.
- ii) Build community confidence and trust in the Council's decisions.
- iii) Maintain and improve its area as a pleasant, safe and enjoyable place to live and work.



4. OUR STRUCTURE

Council business is conducted through an approved committee structure which is reviewed at each annual council meeting every May. All councillors attend a monthly full council meeting and other work is delegated to committees, which enables the council to focus skills and resources.

This committee structure aligns with budgeting and financial reporting and OPC's strategic priorities.



Agreed at the Annual Council meeting 19.03.24



5. WHAT WE DO

Full Council



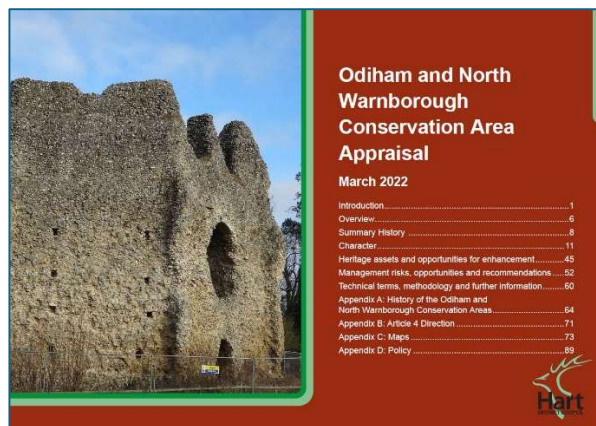
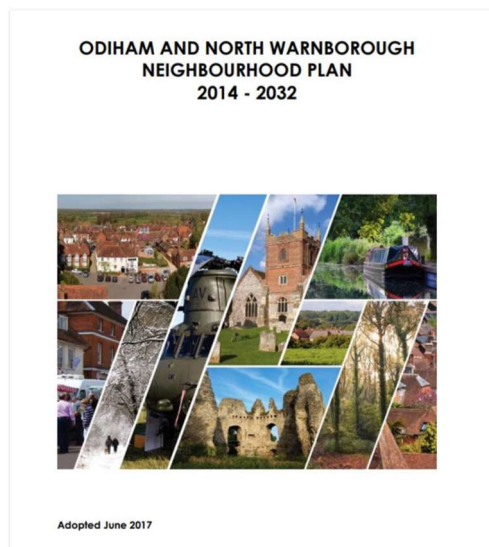
Functions

- i) Accountability for all Council decisions, budgeting including setting the Precept, legal and contractual obligations.
- ii) Agreement of the Council's governance structure and schedule of delegation.
- iii) Monthly meetings to consider matters not delegated to a committee or officer.

In carrying out these functions, the Council

- i) Liaises closely with residents, businesses and community groups to monitor and responds to the needs of the local community.
- ii) Undertakes consultations on major proposals to help ensure evidence-based decision making.
- iii) Has regard for professional advice and relevant legislation for all decisions.
- iv) Ensures expenditure is reasonable and cost-effective and seeks external funding to extend the scope of its activities wherever possible.
- v) Promotes inclusivity and reaches out to vulnerable and harder to reach members of the community.
- vi) Encourages community cohesion.
- vii) Considers Climate Change and the Council's carbon footprint in all decisions.
- viii) Considers the impact of crime & disorder in all decisions.
- ix) Reports on the progress of its aims and objectives on an annual basis.

Planning & Development Committee



Functions

- i) Responds to local planning applications as a statutory consultee.
- ii) Responds to Government and principal authority consultations relating to planning matters.
- iii) Monitors progress and effectiveness of the Odiham and North Warnborough Neighbourhood Plan ensuring it is current and fit for purpose.
- iv) Ensures other local planning policies are updated for local needs such as the Odiham and North Warnborough Conservation Area Appraisal.
- v) Puts forward the Council's agreed projects for consideration of Section 106 developers' contributions.

In carrying out these functions, the Committee

- i) Is informed by national and local planning policies including the Odiham and North Warnborough Neighbourhood Plan, which was strongly supported by the community.
- ii) Is informed by the Odiham and North Warnborough Conservation Area Appraisal.
- iii) Supports sustainable development which is economically, environmentally and socially sound.
- iv) Has regard for local need for affordable and self-build housing.
- v) Makes decisions which protect and enhance the heritage and environmental assets within the community.
- vi) Acknowledges Climate Change and biodiversity net gain in all planning decisions.

Amenities Areas Committee



Functions

- i) Oversees the management of Council owned land, buildings and community facilities.
- ii) Oversees the management and service offer for Odiham Cemetery and the Hook Road allotment site.
- iii) Oversees service contracts covering Council owned land and buildings.
- vi) Manages biodiversity related projects which support the Environment and Climate Change Action Plan.
- vii) Develops plans for future improvements and replacement of equipment.

In carrying out these functions, the Committee

- i) Provides and preserves open spaces and leisure facilities for the enjoyment of all.
- ii) Provides safe and accessible recreational opportunities.
- iii) Makes best use of available budgets, agrees spending priorities and seeks external funding whenever opportunities arise.
- iv) Acknowledges Climate Change in all decisions, has regard to the Council's Environment and Climate Change Policy and OPC's Biodiversity Action Plan.
- v) Makes plans for future improvements and replacement of equipment.

Community Committee






Functions

- i) Plans and manages community events including Remembrance Day, the annual parish assembly, Christmas events and any other civic event arising during the civic calendar.
- ii) Drafts the Council's Spring and Autumn newsletter and Summer online edition.
- iii) Oversees evaluation, distribution and monitoring of community grants.
- iv) Oversees the bi-annual community award scheme.
- v) Oversees the administration of the Odiham & North Warnborough Speedwatch.
- vi) Oversees the co-ordination of community related sub-projects for The Greening Campaign.
- vii) Oversees other projects and activities which support community groups and local businesses.

In carrying out these functions, the Committee

- i) Supports projects and groups which enable community cohesion.
- ii) Has regard for the high value local people put on community events.
- iii) Supports initiatives which aim to protect and regenerate the Parish Centre.
- iv) Respects OPC's role as the civic authority.
- iv) Promotes inclusivity for events and communication methods.
- v) Ensures breadth and diversity of spending in order to benefit as many residents as possible.

Summary of responsibility

	 Hart District Council	 Hampshire County Council
<ul style="list-style-type: none"> ● Allotment site ● The Bridewell, The Bury ● Cemetery in King Street ● Christmas trees and lights in the High Street ● Reporting footpath issues ● Grit bins – requesting new ones ● Noticeboards ● Odiham Sports Centre Trust ● Parish Room ● Play areas and open spaces at Bufton Field, Chapel Pond Drive, Chamberlain Gardens and Recreation Ground ● Public benches ● Public toilets ● Rubbish bins in the play areas ● Stocks ● War memorial 	<ul style="list-style-type: none"> ● Building control ● Car parking services ● Delivering affordable housing on new developments, managing the housing register, helping the homeless and supporting private sector housing ● Electoral register / elections ● Food, health and safety inspections ● Housing benefit ● Leisure and Countryside services ● Licensing including taxis and entertainment ● Recycling including garden waste and glass collections ● Rubbish collection and dealing with flytipping ● Street cleaning and most bus shelters ● The Local Plan and most planning applications ● Pest control and dog warden 	<ul style="list-style-type: none"> ● Adoption and foster care ● Bus passes for older or disabled people ● Civic amenity sites ● Libraries and museums ● Meals on wheels ● Roads, footpaths, pot holes repairs and gritting ● Registration of births, deaths and marriages ● Social services (child and adult) ● Schools and education ● Trading standards ● Apply for a “blue badge” for parking

6. MAXIMISING OPPORTUNITIES

The local council environment is subjected to frequent changing opportunities and threats which are outside of OPC's control, such as fluctuating economic challenges and funding cuts affecting Hampshire's local government service delivery.

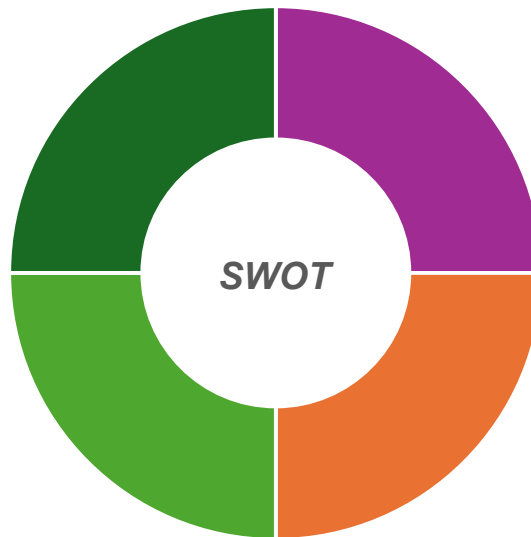
OPC considers itself to be in a strong position to quickly respond. OPC understands its strengths and weaknesses to help guide OPC to informed, realistic and sustainable decisions determining when and how OPC can step in to help.

STRENGTHS

- Committed councillors and staff
- Skills and experience
- Local knowledge
- Strong policies and plans
- Parish Office staffed Monday - Friday
- The General Power of Competence
- Power to raise own precept

OPPORTUNITIES

- The General Power of Competence
- Devolved assets and services from principal authorities
- Changes in council service provision in Hampshire
- High level of community engagement



WEAKNESSES

- Financial resources
- Adherence to local government rules can lead to long timelines for key decisions
- Loss of power to use online meetings for decision making is a barrier to public engagement in meetings

THREATS

- Cost of living crisis
- Loss of councillors and key staff
- High number of listed buildings
- Reduction in external grant opportunities
- Climate change
- Elections (all tiers) which lead to policy changes

7. STRATEGIC PLAN

1. Providing high quality community facilities

The Bridewell

To continue transforming The Bridewell into a thriving community hub.

Submitting a pre-application planning application based on existing concept plans.

Researching external funding.

The Firs

To improve accessibility and amenity value.

Benches

To continuing improving bench provision and interpretation boards in the Parish.

War memorial

To improve the condition and protect the heritage.

Future provision

Keeping all assets under review to ensure they are useful to the community and maintained in a safe condition.

To maintain a rolling programme of maintenance and future replacement.

2. Supporting the Parish as a pleasant, safe and enjoyable place to live and work

Promoting community cohesion

To have regard to the valuable role community groups play on uniting the community through grants, promotion and partnership working.

To acknowledge and respect RAF Odiham as a much-valued contributor to the Parish.

To assume a leading role in civic events.

Traffic and transport

Speed reduction – Community Speedwatch, supporting 20mph zones and village gateways.

Supporting walking routes – supporting Hampshire Rights of Way in keeping local walking routes free from obstruction.

Infrastructure improvements - lobbying relevant responsible authorities for improvements to hot spot areas - a cycle/footpath to M3 footbridge, pedestrian crossing points on Dunley's Hill and Hook Road, improvements to the RAF/B3349 junction and safe pedestrian route on King Street.

Bus shelters – to liaise with Hampshire County Council to lobby for shelters in the right places.

Parking – to lobby for a Parish wide review of public parking provision.

Supporting the Village Centre

Actively supporting the High Street and its businesses - projects which support increasing visitor footfall and signage from the High Street to community facilities in The Bury.

Maintaining the Public Toilets including increased provision of accessible toilets

3. Action against Climate Change to protect our environment and the planet

Controlling the Council's carbon footprint

To follow the Council's adopted Environment and Climate Change Policy in all decisions.
To develop an action plan to reduce carbon emissions when carrying out Council activities.

Raising community awareness

The Greening Campaign.
Supporting tree planting schemes.
Supporting recycling schemes.

Biodiversity gain

To follow the Council's adopted Biodiversity Action Plan.
To manage the Council owned sites to encourage biodiversity gain.
To support sustainable development and biodiversity net gain when considering planning applications.
To participate in wider Hampshire County Council initiatives as opportunities arise.

Supporting responsible and sustainable development

To support developments for renewable energies and campaigning for national joined up policies.

Sustainable transport

Provision of electric vehicle charging points in the Parish to support Hart District Council's provision.
Lobbying for improved cycle routes and safe pedestrian routes including the clearing of footpaths



4. Aspiring for excellence in the sector

Providing value for money

Managing budgets to provide value for money whilst allowing improvements and growth to support the future community.

Communication

Demonstrating transparency, community engagement and inclusivity through the development of plans based on community feedback and a new communications strategy which strives to reach everyone in our community.

People

Setting high standards to retain and attract the best people to represent the interests of residents. Encouraging training for all Councillors to support them in their roles. Appointing qualified and experienced staff to support the Council and supporting their continued professional development.

Civility and respect

Conducting all activities with civility and respect.

Supporting the sector

Respecting and supporting the work of the National Association of Local Councils, Hampshire Association of Local Councils and other sector support organisations. Working towards accreditations and awards which confirm best practice and commitment to continued development.



8. BUDGET

Income

	23-24 budget	23-24 estimated	24-25	25-26	26-27
Burial income	12000	9120	12000	12500	13000
Allotment income	1100	1170	1100	1300	1400
Hire of buildings	3000	1998	3000	4000	5000
Property rental income	30940	27382	32905	33500	34000
S106 income		14261			
External grants and donations	6000	31507	100		
Bank interest	3400	4400	6000	5000	4000
Precept	212071	212071	224259	230987	237916
Event income		6571			
Other	216	641	216	100	100
	268727	309122	279580	287387	295416

Expenditure

	23-24 budget	23-24 estimated	24-25	25-26	26-27
<u>Office and admin</u>					
Staff costs	92600	89497	100000	105000	110250
Office and admin costs	29475	30469	30750	32288	33902
Professional fees	5687	4000	9800	10290	10805
Democratic and elections	1850	1850	1000	1000	1000
	129612	125816	141550	148578	155956
<u>Amenity Areas</u>					
Maintenance of open spaces & equipment	23050	28840	27900	29295	30760
Maintenance and running costs of buildings	19750	18300	22430	23552	24729
Cemetery maintenance	20935	20135	22900	24045	25247
Bin emptying	6900	6200	6900	7245	7607
King St public toilets	6500	6451	6900	7245	7607
Contribution towards Odiham & Broad Oak Common	1500	1500	1500	1500	1500
Contribution towards Basingstoke Canal	4100	4100	4100	4100	4100
	82735	85526	92630	96982	101551
<u>Community</u>					
Community events (OPC)	5900	14529	2400	2500	2500
Civic events	2000	1712	2250	2500	2500
Community events (other community groups)	5500	5500	6000	6000	6000
Community grants and donations	7750	7750	5750	6000	6000
Promotion and publicity	5330	5330	4750	5000	5000
	26480	34822	21150	22000	22000

Planning & Development

Neighbourhood Plan

Review

2500	2500	1000	0	
2500	2500	1000	0	0

Traffic & Transport

Street lighting

8000 9000 9500 10000 10500

Rights of way

4777 250 250 250

Speed Indicator Devices
(SIDs)

1700 1500 2000 2500

8000	15477	11250	12250	13250
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Projects

Play area replacement

3000 3000 2000 7000 10000

Climate, biodiversity and
environment

2000 2000 2000 2000 2000

Cemetery and Chapel
improvements

3000 3000 2000 2000

Bridewell works

10000 10000 5000 5000 5000

Benches

2000 2000 1000 1000 500

War memorial

1000

The Firs

1000

20000	20000	12000	17000	19500
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269327 284141 279580 296809 312257

9. FUTURE PLANS AND VISION

Community Facilities

The Bridewell

Secure planning permission.

Obtain fully costed schedule of work and secure funding.

Future vision build.

Achieve goal of transforming The Bridewell into a thriving community hub.

Achieve cost neutral position.

Playgrounds

Providing replacement and new provision.

South Chapel

Building improvements to return the Chapel to usable condition for small, funeral services.

Accessible Facilities

To campaign or provide a changing places facility in the Parish.

Protecting services in a rural community

To be open to devolution of public services from principal authorities.

Supporting the village centre

To consider projects which co-ordinate better use of empty units or under-utilised spaces.

Connecting the Parish

Wayfinding – better links to green spaces, walks, local attractions, heritage and links between Odiham/North Warnborough.